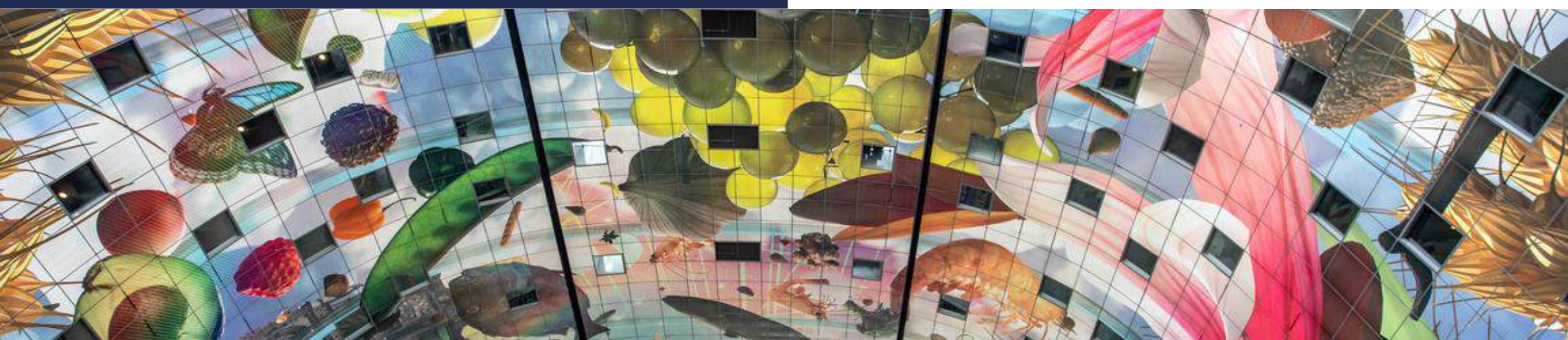




The Dutch Maritime Network Inclusion Survey 2024

Executive Report

Dr. Sofya Isaakyan



Contents

About the Dutch Maritime Network Inclusion Survey	3
Industry-level Results: Executive Summary	8
Industry-level Averages: Methodology	14
Industry-level Averages: Results	17
Recommendations	37
Industry-level Data Slices: Parameters and Methodology	47
Industry-level Data Slices: Results for Gender	52
Industry-level Data Slices: Results for Age	66
Industry-level Data Slices: Results for Cultural Background	89
Industry-level Data Slices: Results for Employee vs. Supervisor Role	103
Industry-level Data Slices: Results for Impairment Status	117
Industry-level Data Slices: Results for Full-time vs. Part-time Position	131
Industry-level Data Slices: Results for Organizational Tenure	145

About the Dutch Maritime Network Inclusion Survey

Goal of the Dutch Maritime Network Inclusion Survey

- Identify key factors and areas in leadership and employee inclusion, voice, and psychological safety that can be further improved in organizations within the Dutch Maritime Sector as part of the Human Capital strategy
- Provide useful insights and recommendations to leaders and HR teams of organizations within the Dutch Maritime Sector
- Based on the survey results, intervention programs can be developed to further strengthen the Dutch Maritime Sector

Study Approach

- We took **a scientific and systematic approach** in our research to provide accurate and rich understanding of **the current state** of the Dutch Maritime sector and organizations within the sector as well as provide **useful recommendations**
- We took the following steps:

I. Conducting surveys

II. Conducting systematic analyses of data

III. Identifying key factors and areas for further improvement

IV. Providing useful insights and recommendations

Survey Constructs



Our Team



Chris Karman

The Dutch Maritime
Network Human Capital
Project Lead

The project is supported by the Human Capital
Inclusivity Workgroup & the Maritime Master Plan



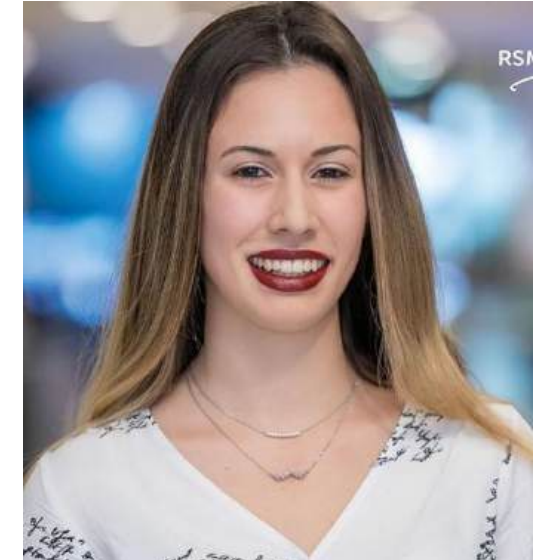
Verena Ohms

The Dutch Maritime
Network Executive Board
Secretary



Sofya Isaakyan

Associate Professor in
Organizational
Behavior,
Rotterdam School of
Management,
Erasmus University

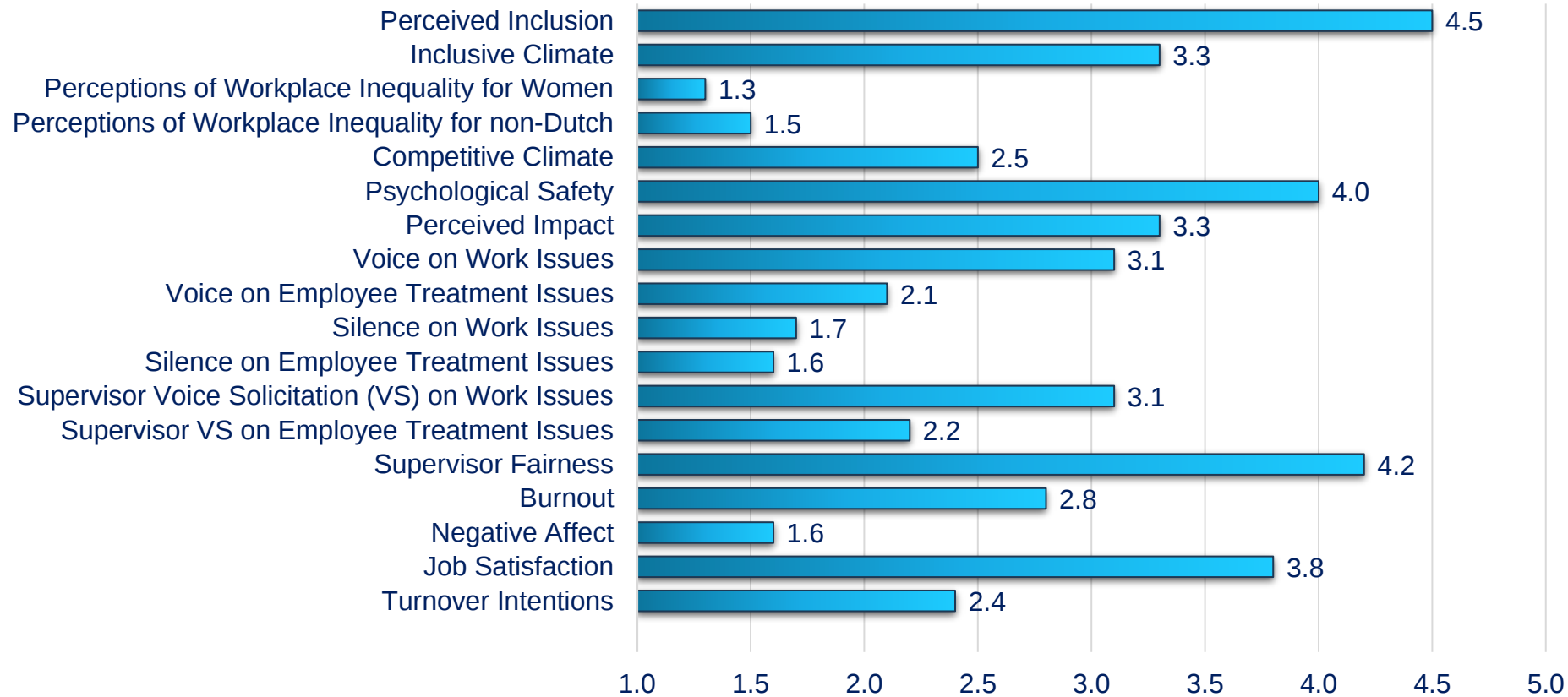


Olga Andonova

Research Assistant,
Rotterdam School of
Management,
Erasmus University

Industry-level Results: Executive Summary

Industry-level Results - Executive Summary I



11

Participating
Organizations



2440

Survey Responses

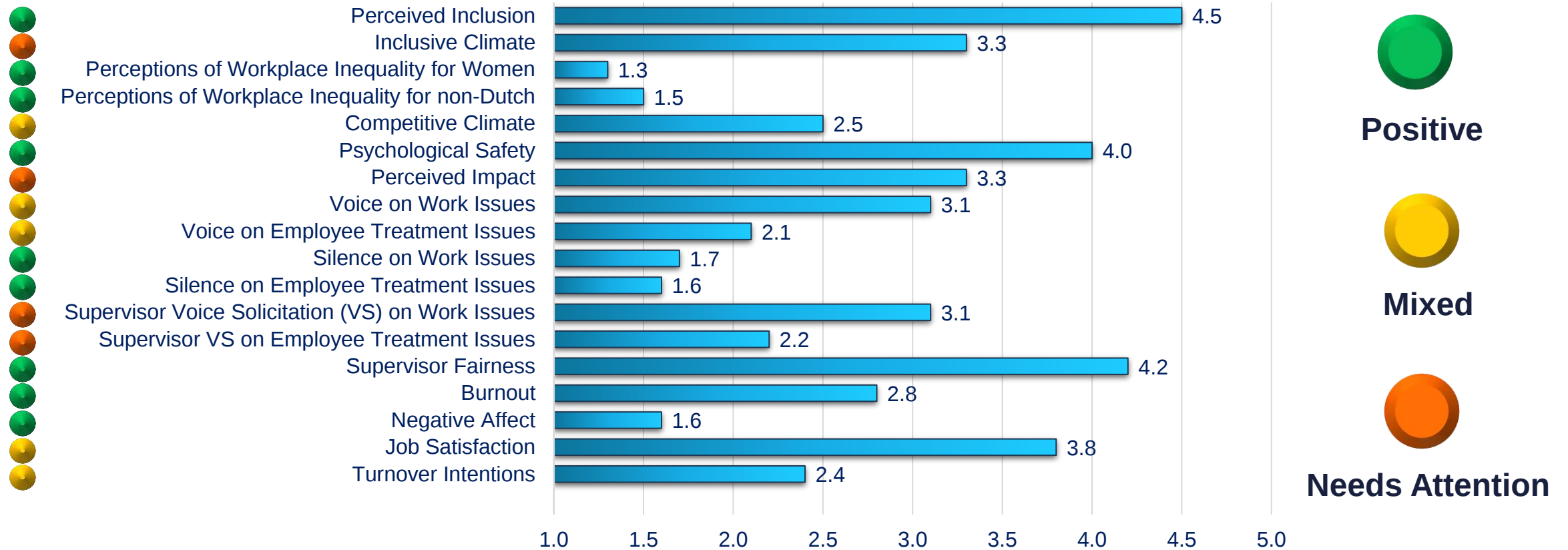
Note 1: To calculate the average industry scores, we first calculated the average scores for each organization individually. Then, we averaged these organizational average scores across the 11 organizations. As a result, the industry averages reflect average scores across these 11 organizations, rather than a calculation based on the total number of individual respondents.

Note 2: All constructs were measured on a scale from 1 to 5, except for Burnout, which was measured on a scale from 1 to 8.

Note 3: All constructs were measured across all respondents, except for Silence on Work Issues and Silence on Employee Treatment Issues, which were, in some organizations, measured only among employees without direct reports.

Note 4: The number of respondents included in the calculation of each construct's average score varies as not all respondents answered every question.

Industry-level Results - Executive Summary II



Note 1: To calculate the average industry scores, we first calculated the average scores for each organization individually. Then, we averaged these organizational average scores across the 11 organizations. As a result, the industry averages reflect average scores across these 11 organizations, rather than a calculation based on the total number of individual respondents.

Note 2: All constructs were measured on a scale from 1 to 5, except for Burnout, which was measured on a scale from 1 to 8.

Note 3: All constructs were measured across all respondents, except for Silence on Work Issues and Silence on Employee Treatment Issues, which were, in some organizations, measured only among employees without direct reports.

Note 4: The number of respondents included in the calculation of each construct's average score varies as not all respondents answered every question.

Industry-level Results - Executive Summary III

- On average, employees feel individually included in their organizations **(4.5)**. However, the overall culture in organizations is not perceived as inclusive **(3.3)**. This is reflected in relatively low scores across all three key facets of inclusive climate: fair implementation of employment practices **(3.0)**, integration of diverse employees **(3.5)**, and inclusion in decision-making **(3.3)**. The culture in organizations is also perceived as moderately competitive **(2.5)**. Competitiveness within organizations can undermine the sense of inclusion and organizational identity.
- The average scores suggest that employees do not perceive significant inequality for women **(1.3)** or non-Dutch individuals **(1.5)**. However, a deeper analysis by demographic slices reveals that female employees **(1.7)** and those who selected "Other" as their gender **(1.7)**, compared to male employees **(1.2)**, perceive more inequality toward women. Similarly, non-Dutch employees **(1.7)**, compared to Dutch employees **(1.2)** and those with a mixed Dutch background **(1.3)**, perceive more inequality toward non-Dutch individuals.
- Employees generally report a high level of psychological safety **(4.0)**, but their perceived sense of impact is lower **(3.3)**. This is also reflected in the low score for inclusion in decision-making facet of the inclusive climate **(3.3)**.

Industry-level Results - Executive Summary IV

- Voice levels are moderate for work-related issues (3.1) but low concerning employee treatment issues (2.1). At the same time, employees report low levels of silence on work issues (1.7) and employee treatment concerns (1.6) (please note that in some organizations participating in the survey, silence scores were collected only from employees without direct reports; therefore, these results should be interpreted with caution). This suggests that employees neither speak up much nor withhold concerns, possibly due to general satisfaction. However, moderate levels of job satisfaction (3.8) and turnover intentions (2.4) indicate some dissatisfaction. Therefore, these relatively low voice levels may be linked to a low sense of impact and limited inclusion in decision-making, which can discourage employees from observing and raising issues or suggesting improvements.
- While on average organizational culture is not seen as particularly fair (3.0), supervisors are generally perceived as fair (4.2). However, supervisors do not proactively solicit input from employees on work issues (3.1) and especially on employee treatment issues (2.2).
- On average, employees report low levels of burnout (2.8 out of 8) and low levels of negative affect (1.6), indicating a generally positive emotional state.

Industry-level Results - Executive Summary V

- Data analysis by demographic slices suggests most considerable differences in perceptions based on the following parameters:
 - Gender: Female employees and those who selected "Other" as their gender generally report less positive experiences than male employees;
 - Age: Employees aged 18-25, 46-55, and 56-65 report less positive experiences on certain constructs compared to other age groups;
 - Cultural background: Dutch employees generally report less positive experiences than those from non-Dutch or mixed Dutch backgrounds. Please note that not all employees who participated in the survey live and work in the Netherlands. Additionally, cultural differences may influence response patterns. For instance, Dutch respondents may be less likely to give extremely high scores, even when they hold a positive opinion;
 - Employee vs. supervisor role: Employees without direct reports generally report less positive experiences than those in supervisory roles;
 - Impairment status: Employees with impairments and those who did not disclose their impairment status generally report less positive experiences compared to employees without impairments.

Industry-level Averages: Methodology

Industry-level Averages: Methodology I

- **Industry Sample:** A total of 11 organizations participated in the survey, with 2440 respondents overall.
- **Industry Averages:** To calculate the average industry scores, we first calculated the average scores for each organization individually. Then, we averaged these organizational average scores across the 11 organizations. As a result, the industry averages reflect average scores across these 11 organizations, rather than a calculation based on the total number of individual respondents. This method ensures that larger organizations do not disproportionately influence the average scores.
- **Minimum (Min):** “Min” refers to the lowest average organizational score for the construct across the 11 organizations.
- **Maximum (Max):** “Max” refers to the highest average organizational score for the construct across the 11 organizations.
- **Number of Respondents (N):** “N” refers to the number of respondents. As not all respondents answered every question, the number of respondents included in the calculation of each construct’s score varies.
- **Scale:** All constructs were measured on a scale from 1 to 5, except for Burnout, which was measured on a scale from 1 to 8.

Industry-level Averages: Methodology II

- **Targeted Constructs for Specific Groups:** All constructs were measured across all respondents, except for Silence on Work Issues and Silence on Employee Treatment Issues, which were, in some organizations, measured only among employees without direct reports.
- **Constructs Information:** For each construct, we provide a definition along with an example item from the scale. For instance, an item from the Psychological Safety scale is, “I am able to bring up problems and tough issues in this team.”
- **Reversed Scale:** A reversed scale contains items that are phrased in the opposite direction of the overall scale's intent. In this survey, the only reversed scale was Perceived Inclusion. One of the reversed items for this scale is, “I feel like I am an 'outsider' in this organization.” To calculate the Perceived Inclusion score, we recoded the responses so that higher scores reflect perceived inclusion rather than perceived exclusion.

Industry-level Averages: Results

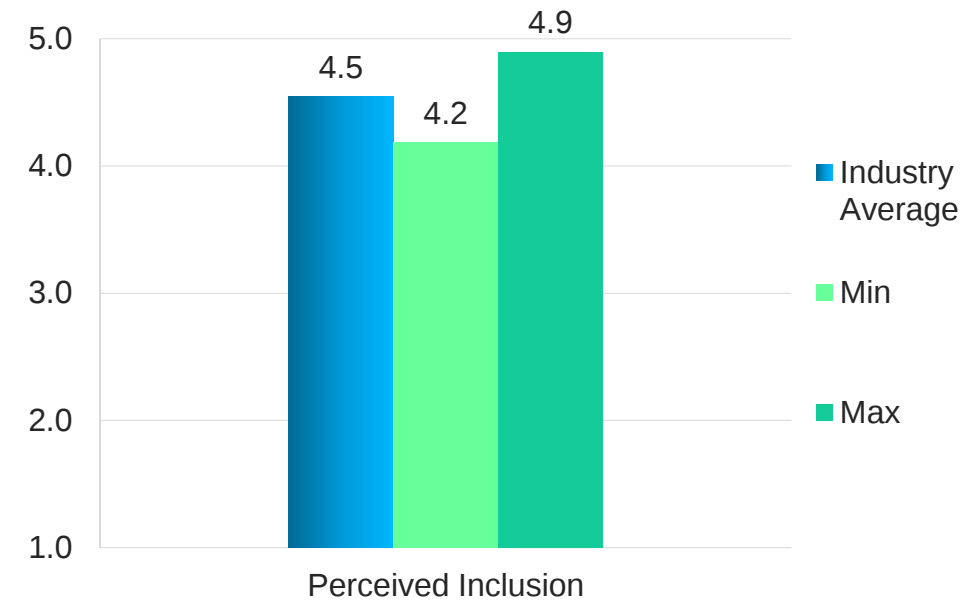
Perceived Inclusion

Perceived Inclusion

Individual's sense of being part of the organizational system



Perceived Inclusion



N = 2296

1 = Not at all - 5 = To a Great Extent / Extremely

"I feel like I am an 'outsider' in this organization"

[Reversed scale]

Organizational Climate I

Inclusive Climate

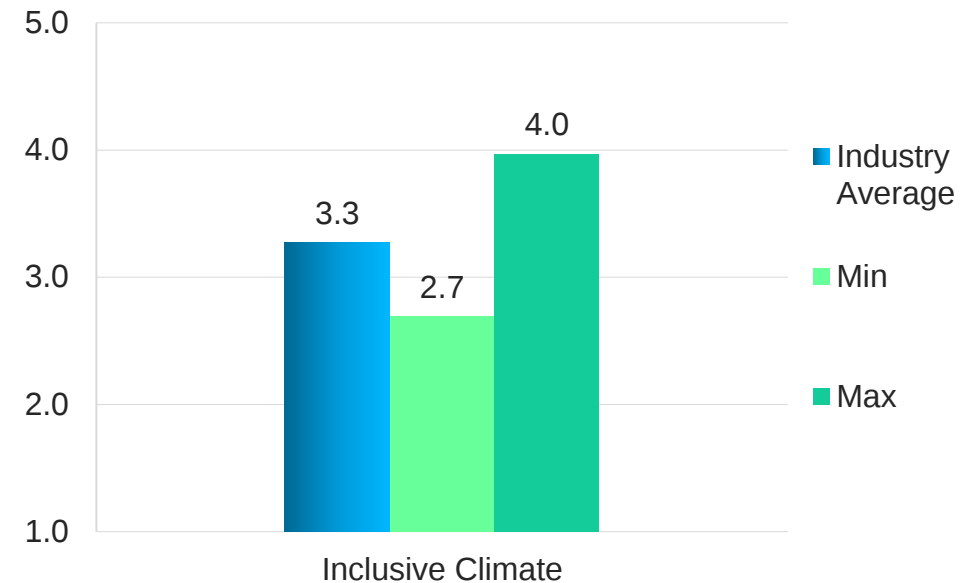
Employees' shared perception about achieving fair employment practices, integration of differences, and inclusiveness in decision-making

Three Facets of Inclusive Climate:

- Fairly implemented employment practices
- Integration of diverse employees
- Inclusion in decision making



Inclusive Climate



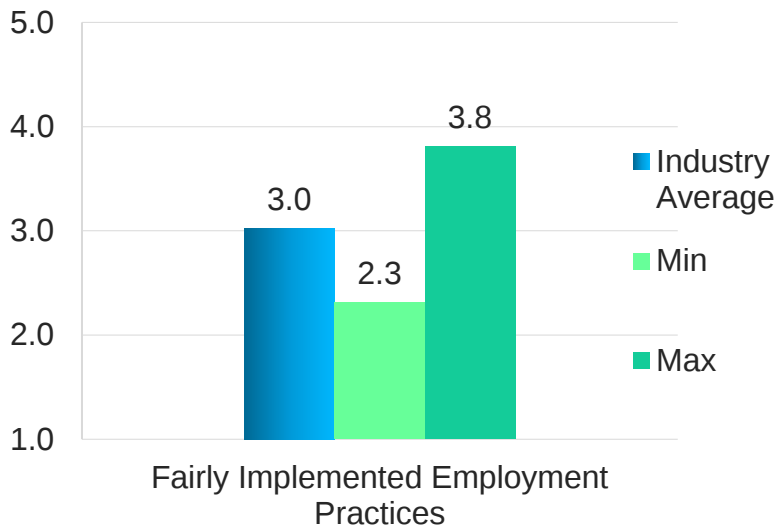
N = 2263

1 = Not at all - 5 = To a Great Extent / Extremely
"This organization has a fair promotion process"

Organizational Climate II



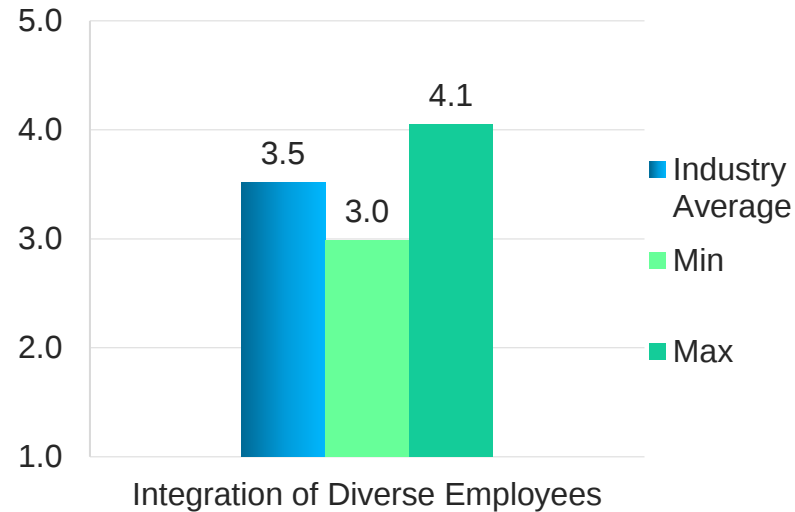
Inclusive Climate Facets



N = 2278

1 = Not at all - 5 = To a Great Extent / Extremely

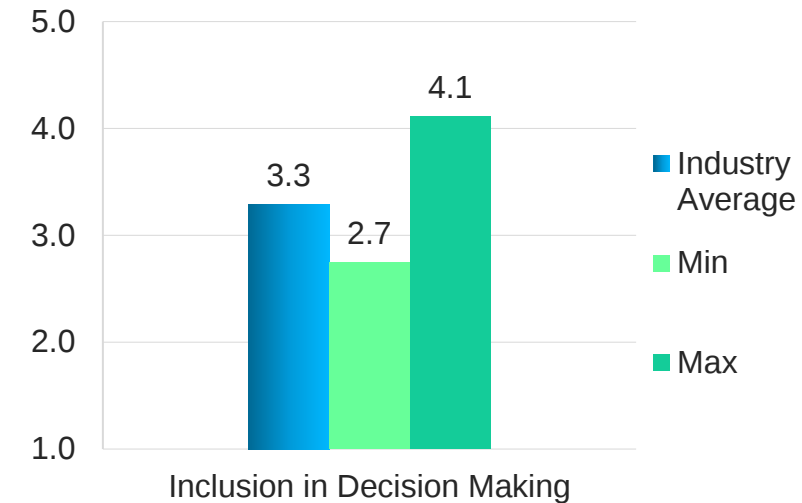
“This organization has a fair promotion process”



N = 2296

1 = Not at all - 5 = To a Great Extent / Extremely

“This organization is characterized by a non-threatening environment in which people can reveal their “true” selves”



N = 2285

1 = Not at all - 5 = To a Great Extent / Extremely

“In this organization, everyone’s ideas for how to do things better are given serious consideration”

Organizational Climate III

Perceptions of Workplace Inequality for Women

Belief about whether women face unfair treatment in hiring, promotion decisions, and general workplace practices compared to men



Perceptions of Workplace Inequality for Women



N = 2220

1 = Not at all - 5 = To a Great Extent / Extremely

“Women experience discrimination in hiring or promotion decisions”

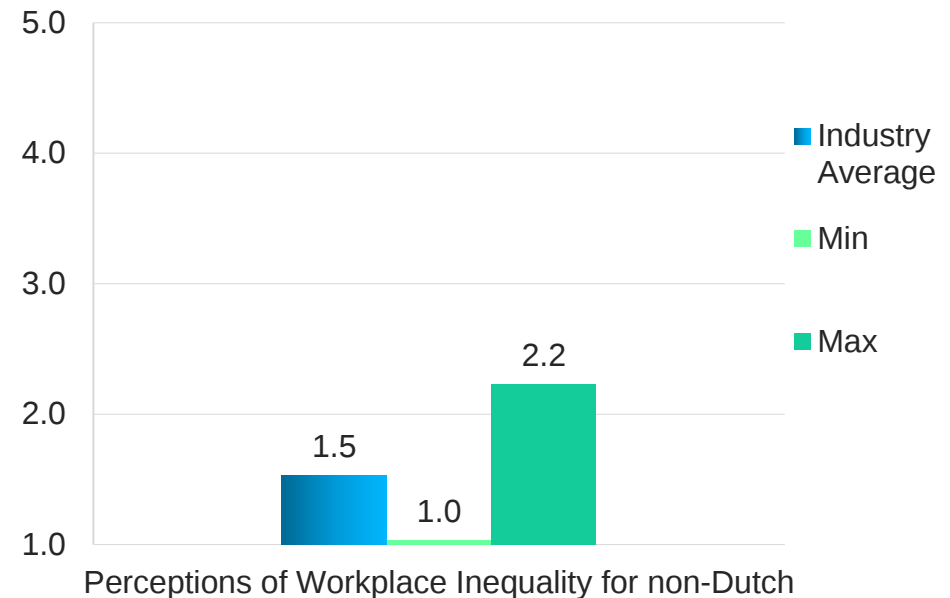
Organizational Climate IV

Perceptions of Workplace Inequality for non-Dutch

Belief about whether individuals with a Non-Dutch background face unfair treatment in hiring, promotion decisions, and general workplace practices compared to individuals with a Dutch background



Perceptions of Workplace Inequality for non-Dutch



N = 2221

1 = Not at all - 5 = To a Great Extent / Extremely

“Individuals with a non-Dutch background experience discrimination in hiring or promotion decisions”

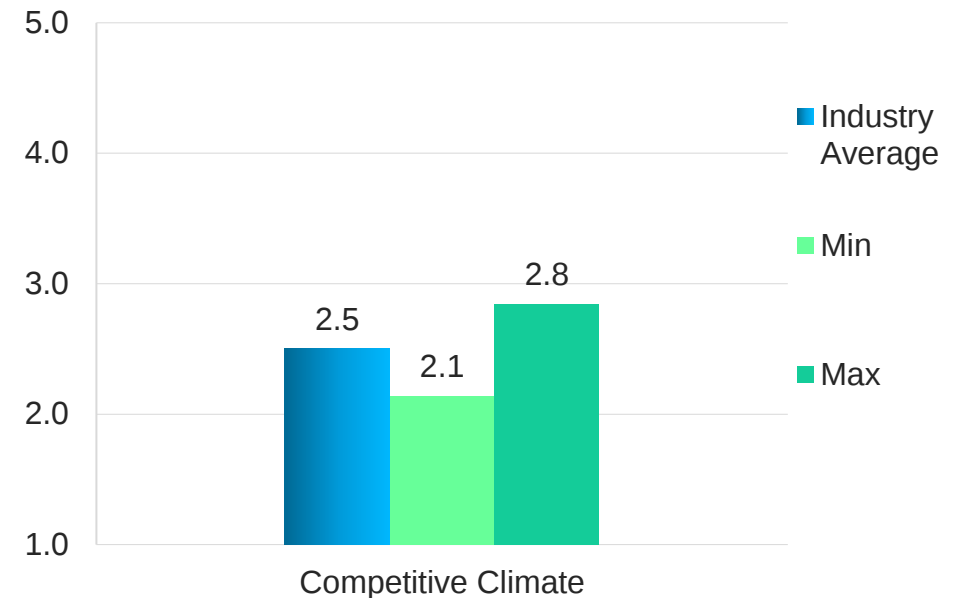
Organizational Climate V

Competitive Climate

Employees' shared perception that their organizational environment emphasizes competition and comparison with others



Competitive Climate



N = 2279

1 = Not at all - 5 = To a Great Extent / Extremely

“The amount of recognition you get in this organization depends on how you perform compared to others”

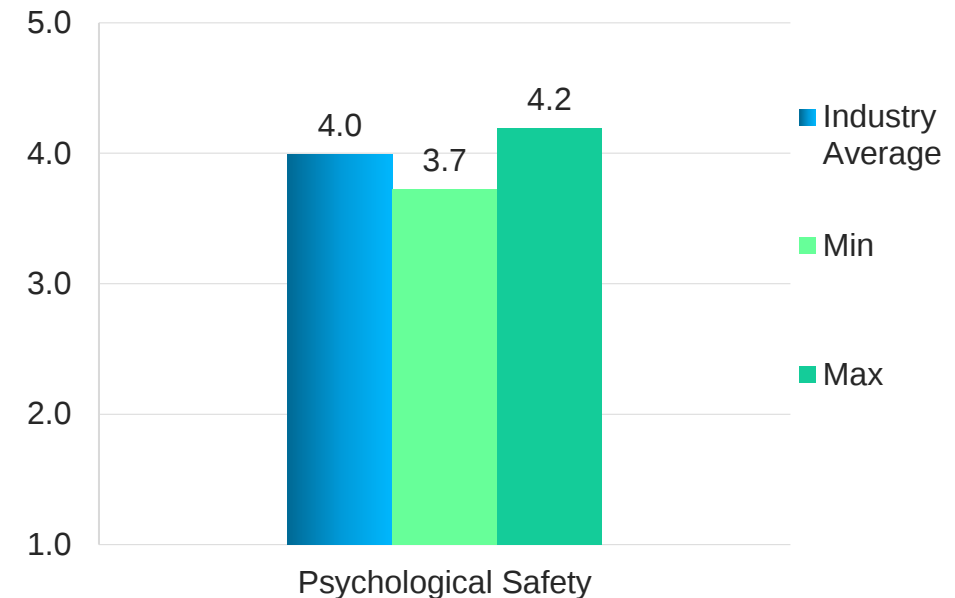
Psychological Safety and Impact I

Psychological Safety

Belief of being able to freely express one's thoughts in a team without fear of negative consequences



Psychological Safety



N = 2438

1 = Not at all - 5 = To a Great Extent / Extremely

"I am able to bring up problems and tough issues in this team"

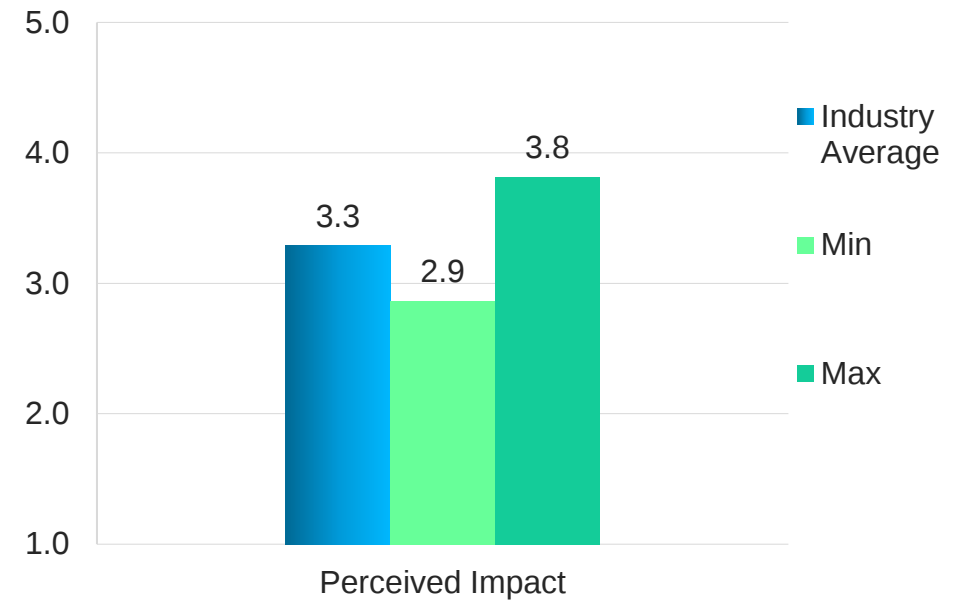
Psychological Safety and Impact II

Perceived Impact

Belief of being able to influence team decisions and outcomes



Perceived Impact



N = 2438

1 = Not at all - 5 = To a Great Extent / Extremely

“My impact on what happens in my team is large”

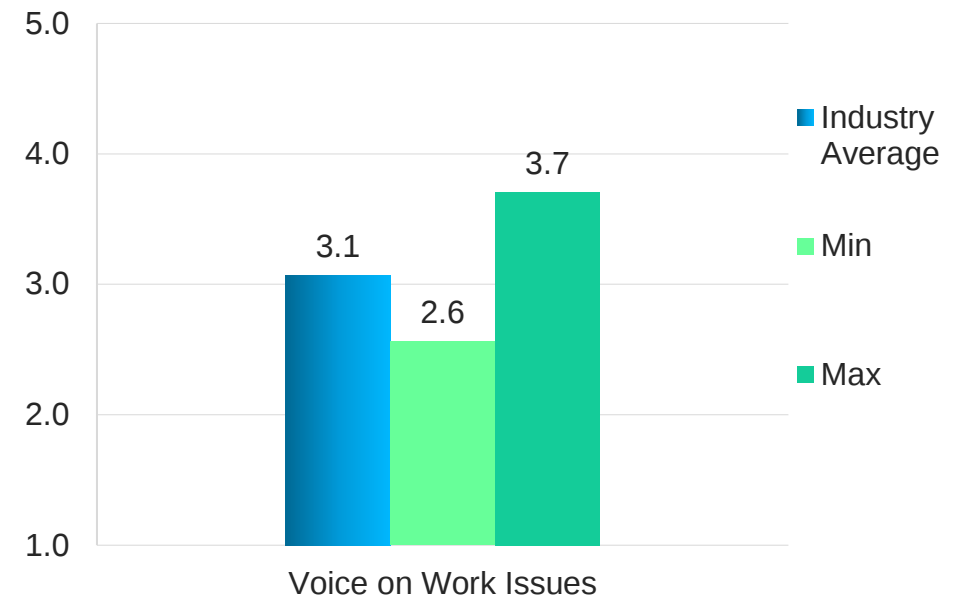
Voice Behavior and Silence I

Voice on Work Issues

Communication of change-oriented ideas, suggestions, or concerns to one's supervisor on issues related to tasks and work processes in the team or organization



Voice on Work Issues



N = 2370

1 = Never - 5 = Very often

"I made suggestions to my supervisor about how to improve work issues"

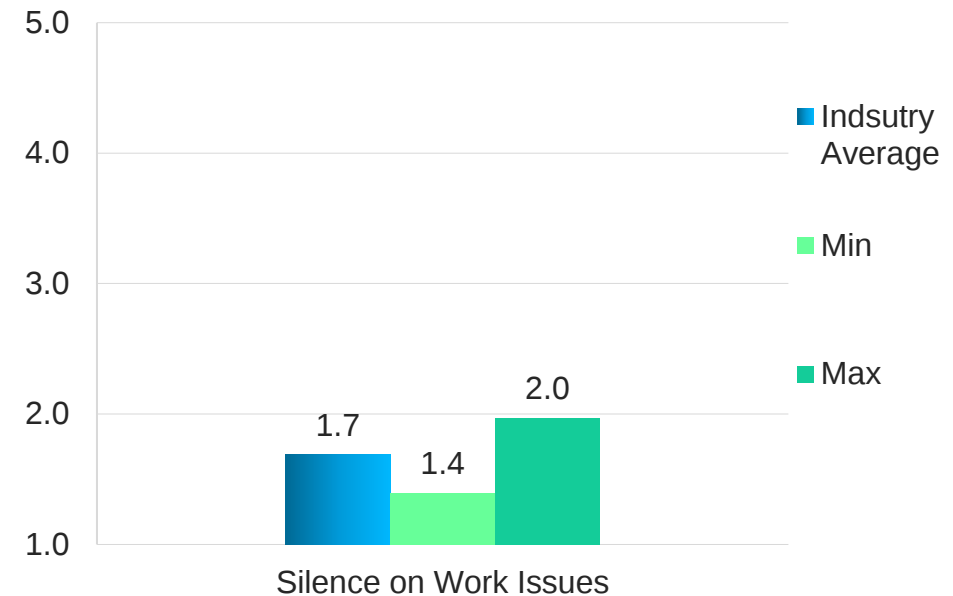
Voice Behavior and Silence II

Silence on Work Issues

Conscious withholding of change-oriented ideas, suggestions, or concerns from one's supervisor on issues related to tasks and work processes in the team or organization



Silence on Work Issues



N = 2246

1 = Never - 5 = Very often

"I kept quiet and did not make recommendations to my supervisor about how to fix work issues"

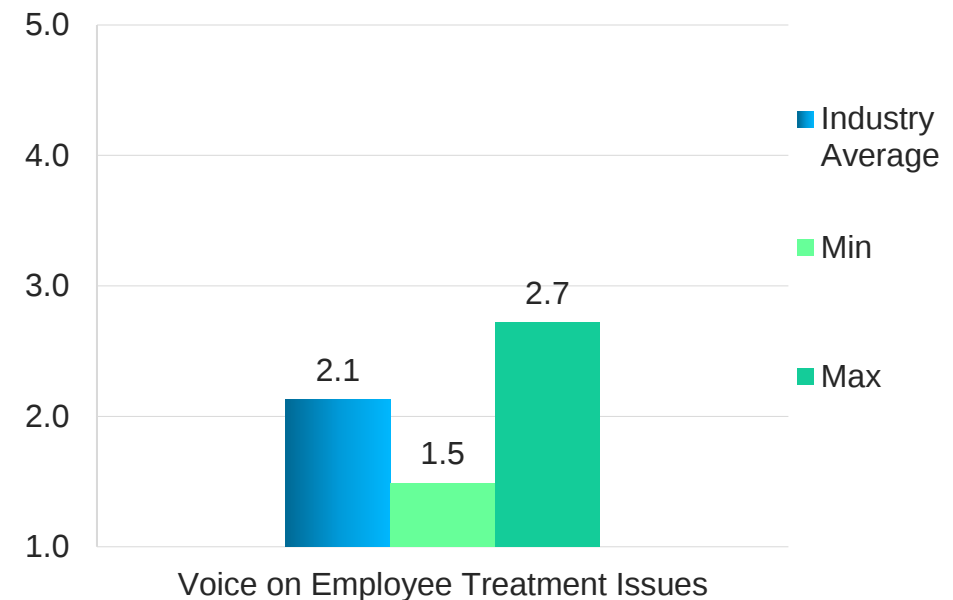
Voice Behavior and Silence III

Voice on Employee Treatment Issues

Communication of change-oriented ideas, suggestions, or concerns to one's supervisor on issues related to how employees are treated by employers, supervisors, colleagues, or the organization



Voice on Employee Treatment Issues



N = 2354

1 = Never - 5 = Very often

"I made suggestions to my supervisor about how to improve employee treatment issues"

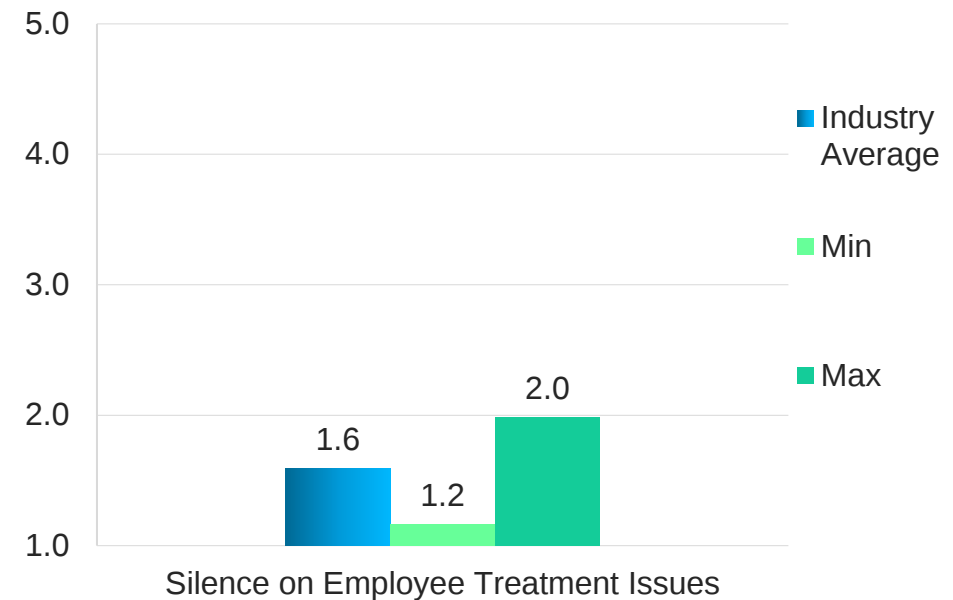
Voice Behavior and Silence IV

Silence on Employee Treatment Issues

Conscious withholding of change-oriented ideas, suggestions, or concerns from one's supervisor on issues related to how employees are treated by employers, supervisors, colleagues, or the organization



Silence on Employee Treatment Issues



N = 2231

1 = Never - 5 = Very often

"I kept quiet and did not make recommendations to my supervisor about how to fix employee treatment issues"

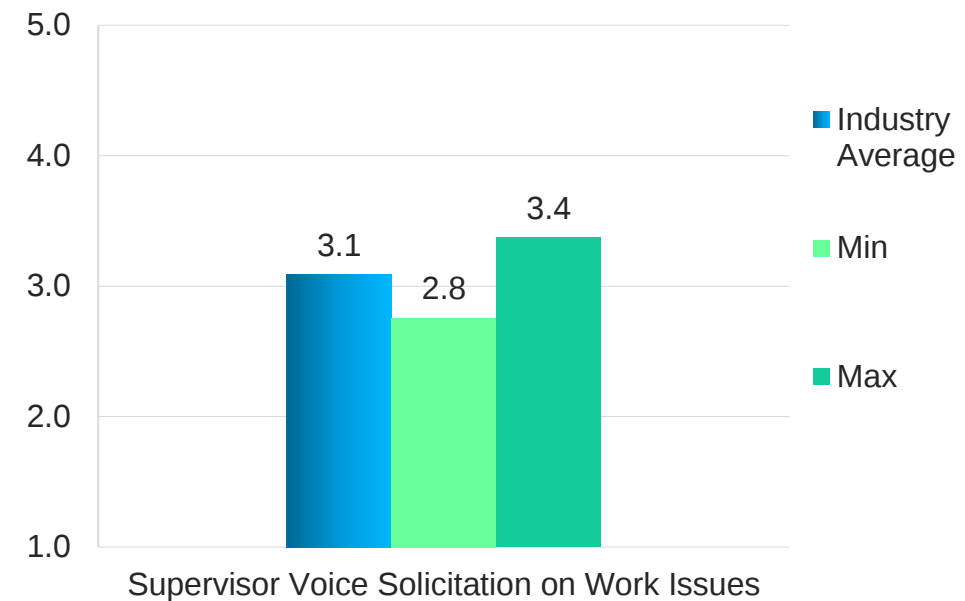
Leadership I

Supervisor Voice Solicitation on Work Issues

Supervisors' requests from employees to share change-oriented ideas, suggestions, or concerns on issues related to tasks and work processes in the team or organization



Supervisor Voice Solicitation on Work Issues



N = 2289

1 = Never - 5 = Very often

"My supervisor asked me for input that would be helpful for improving work issues"

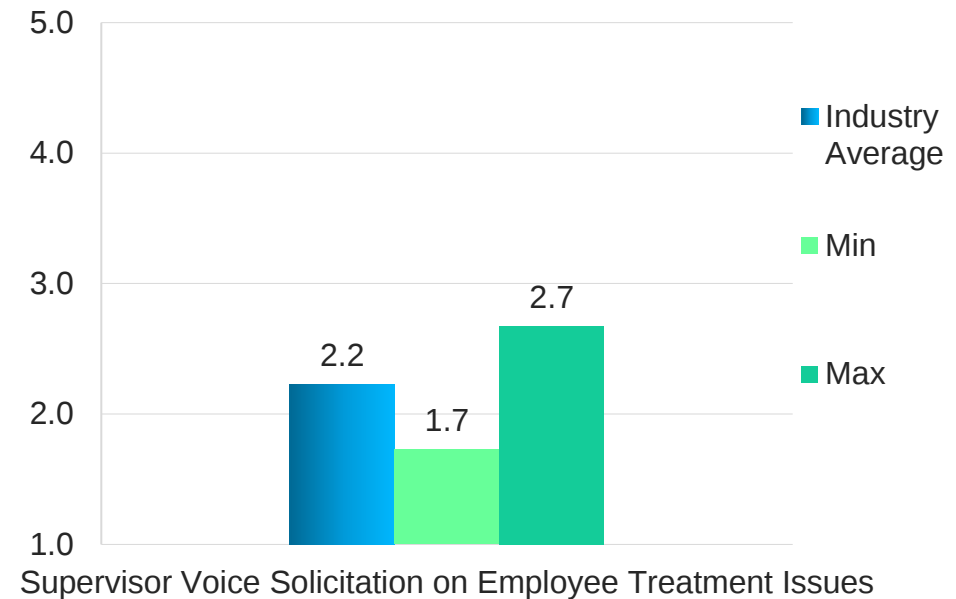
Leadership II

Supervisor Voice Solicitation on Employee Treatment Issues

Supervisors' requests from employees to share change-oriented ideas, suggestions, or concerns on issues related to how employees are treated by employers, supervisors, colleagues, or the organization



Supervisor Voice Solicitation on Employee Treatment Issues



N = 2276

1 = Never - 5 = Very often

“My supervisor asked me for input that would be helpful for improving employee treatment issues”

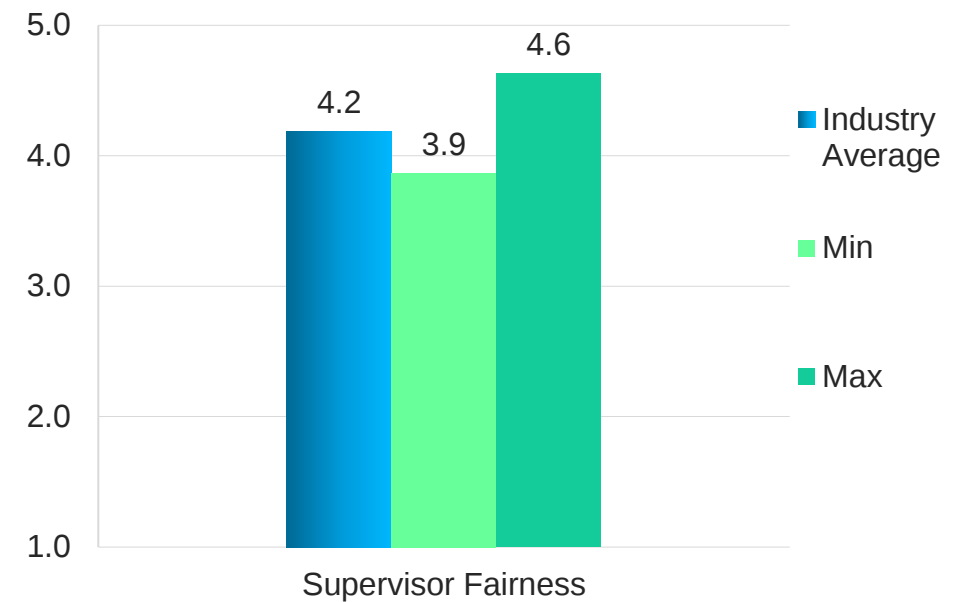
Leadership III

Supervisor Fairness

Perception of whether one is treated with fairness and respect from their supervisor



Supervisor Fairness



N = 2277

1 = Not at all - 5 = To a Great Extent / Extremely

“Overall, I am treated fairly by my supervisor”

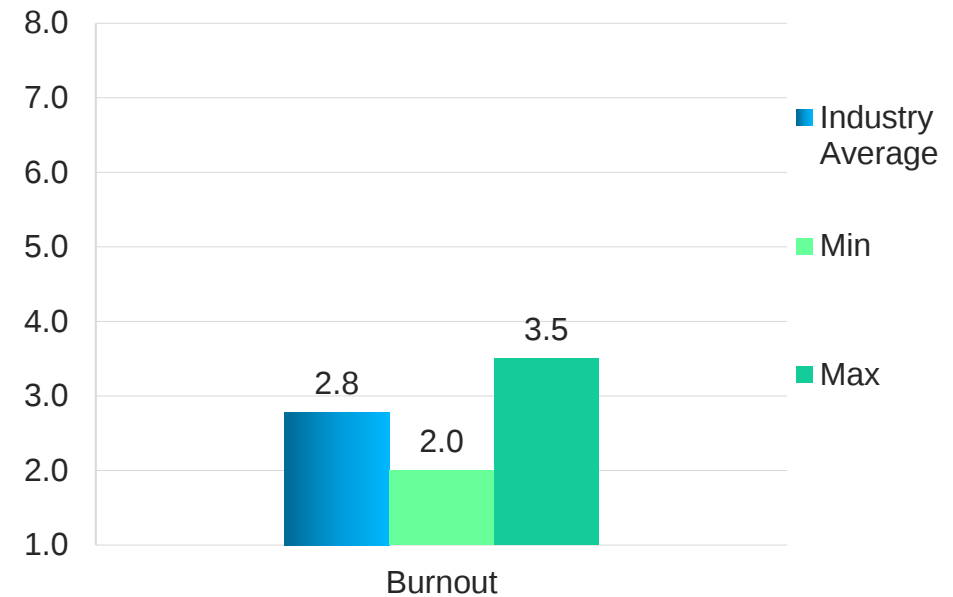
Well-Being and Satisfaction I

Burnout

The extent to which an individual feels physically, mentally, and emotionally exhausted



Burnout



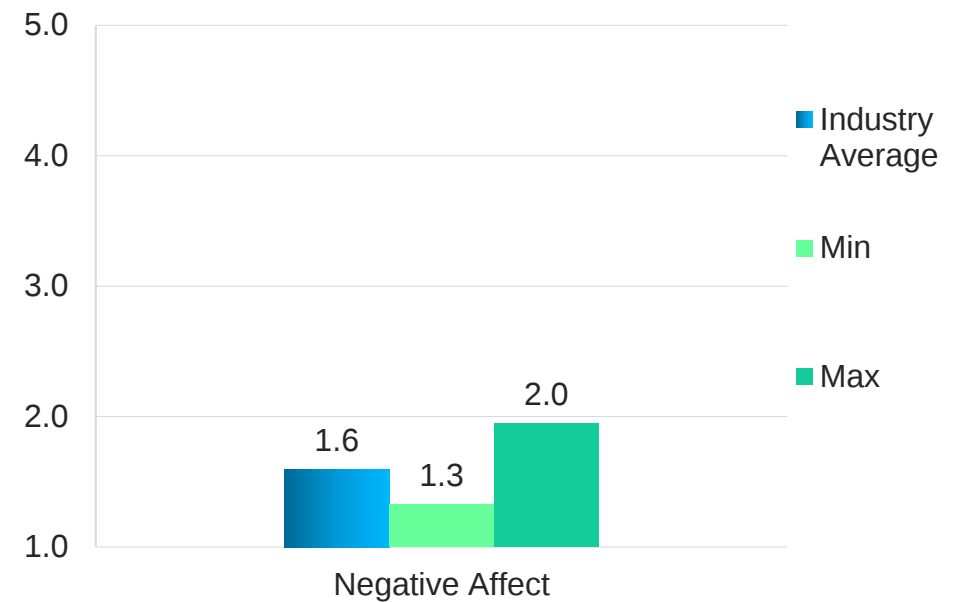
Well-Being and Satisfaction II

Negative Affect

The extent to which an individual feels emotions such as fear, nervousness, upset, and anger



Negative Affect



N = 2112

1 = Not at all - 5 = To a Great Extent / Extremely

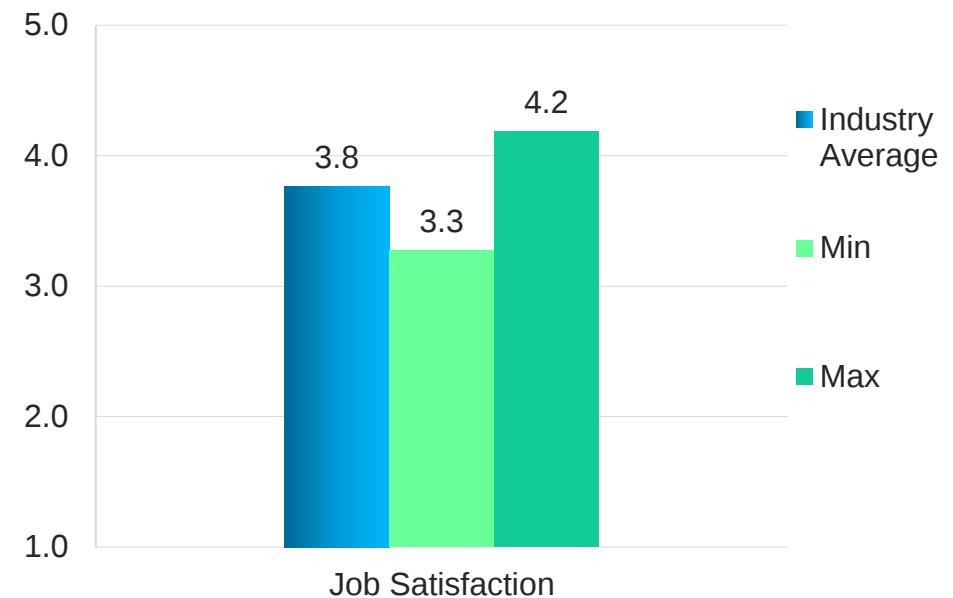
Well-Being and Satisfaction III

Job Satisfaction

The extent to which an individual feels satisfied with their job



Job Satisfaction



N = 2115

1 = Very Unsatisfied - 5 = Very Satisfied

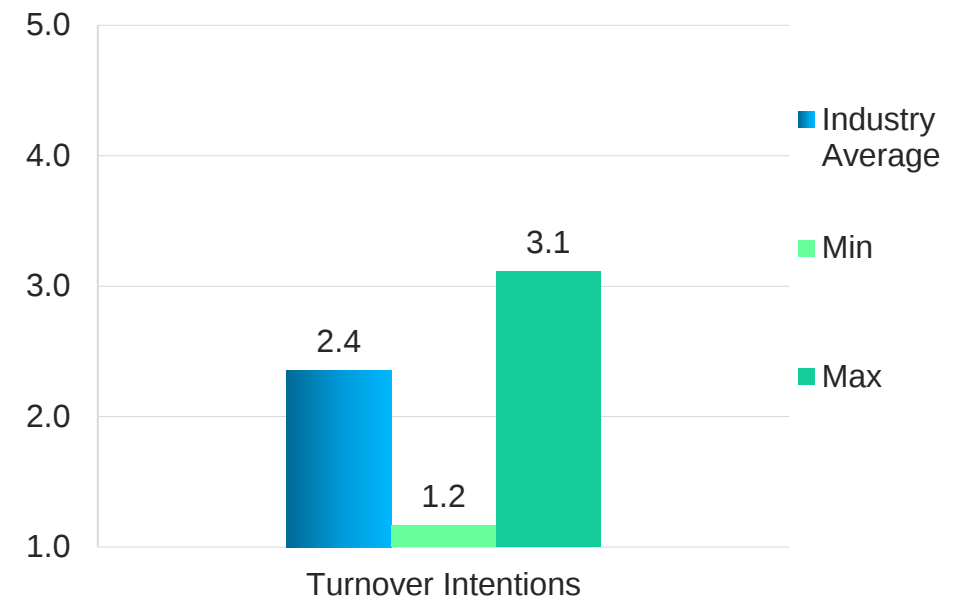
Well-Being and Satisfaction IV

Turnover Intentions

The extent to which an individual is likely to look for a new job in the next year



Turnover Intentions



N = 2114

1 = Extremely Unlikely - 5 = Extremely Likely

Recommendations

Recommendations: Inclusive Climate I



The following recommendations are primarily intended for HR managers and top leadership:

- 1. Set Clear Diversity and Inclusion Goals:** Establish measurable goals not only for diversity but also for inclusion, and regularly communicate progress across the organization. Leadership must be held accountable for cultivating an inclusive culture, as diversity without inclusion can lead to conflicts and reduce cohesion. Conversely, combining diversity with inclusion fosters innovation, learning, and creates a safe, engaging environment. Crucially, for diversity and inclusion initiatives to succeed and drive real impact, securing strong support and commitment from top leadership is essential.
- 2. Understand Your Company's Diversity, Equity, and Inclusion Maturity:** Assess what stage your organization is at in terms of diversity, equity, and inclusion to tailor strategies effectively. For more information, refer to [The Five Stages of DEI Maturity](#).
- 3. Recognize Your Potential Biases:** Be more aware of your potential unconscious biases. For example, many organizational leaders who closely identify with their organization may deny inequities, seeing the company's traits as reflections of themselves. This denial can lead to resistance to diversity and inclusion initiatives. For more information, refer to [Why Managers Deny Inequity in Their Own Organizations](#).

Note 1: These recommendations are not tailored to the survey results but are intended as general guidance for all organizations.

Note 2: To access the articles, simply click on them.

Recommendations: Inclusive Climate II



The following recommendations are primarily intended for HR managers and top leadership:

4. **Evaluate Organizational Norms:** Review how current organizational norms might unintentionally suppress certain behaviors or voices. Ensure the use of inclusive language in all communications to avoid alienating specific groups. Promote norms that view differences not as a threat but as opportunities for learning and establish strategies for engaging in conversations and collaboration across diverse perspectives.
5. **Address Discrimination and Subordination:** Take proactive measures to combat discrimination and subordination at all levels, ensuring that no barriers prevent employees from reaching their full potential.
6. **Provide Continuous Diversity Training:** Offer ongoing diversity and inclusion trainings that address unconscious bias, cultural competence, and equity in decision-making. Raise awareness of subtle exclusion, such as microaggressions, and teach employees how to prevent them.
7. **Incorporate Inclusive Behaviors into Assessments and Organizational Frameworks:** Embed inclusive behaviors into the organization's competency framework or values model. Additionally, provide feedback on inclusive behaviors during performance assessments to reinforce their importance and ensure accountability.

Recommendations: Inclusive Climate III



The following recommendations are primarily intended for HR managers and top leadership:

8. **Develop Mentorship and Sponsorship Programs:** Create mentorship and sponsorship programs that connect diverse employees with senior leaders, providing career guidance and fostering growth and inclusion. Have mentors and sponsors from both minority and majority groups. For more information on how women can leverage their networks, please refer to [How Women Can Build High-Status Networks](#).
9. **Address Resistance to Diversity and Inclusion:** Recognize that some employees may resist diversity and inclusion initiatives. Develop proactive strategies to address this resistance. For more information, refer to [Beneath the Surface: Resistance to Diversity, Equity, and Inclusion \(DEI\) Initiatives in Organizations](#).

For more practical evidence-based recommendations on establishing an inclusive culture, you may also visit Stephanie J. Creary's website: <https://www.stephaniecreary.com/resources>.

Recommendations: Psychological Safety I



The following recommendations are primarily intended for supervisors and managers:

- 1. Promote Open Communication:** Encourage employees to openly and honestly share any issues they observe at work, and actively listen to their concerns. Provide multiple channels for them to speak up, including to all levels of authority—not just their direct supervisor or manager. Implement tools like anonymous surveys or suggestion boxes so employees can voice concerns without fear of retaliation. For more information, refer to [You Might Not Be Hearing Your Team's Best Ideas](#) and [What You Still Can't Say at Work](#).
- 2. Protect from Negative Consequences:** In many organizations, employees stay silent because they fear being blamed if their ideas don't succeed. It's crucial to protect employees from negative consequences when they propose ideas that don't work out as planned. A failed idea is rarely the fault of one person alone.
- 3. Be a Role Model:** Pay close attention to how you and others respond to feedback or differing opinions. Avoid negative behaviors like dismissiveness or shutting people down, and make sure employees feel respected even when they express differing opinions. Lead by example and address any unacceptable behaviors promptly and, importantly, ensure you do not display such behaviors yourself.

Recommendations: Psychological Safety II



The following recommendations are primarily intended for supervisors and managers:

4. **Create a Supportive Meeting Environment:** The setup of meetings can significantly impact psychological safety. For instance, holding meetings in a relaxed or non-traditional space away from the regular workplace can signal a safe space for discussing difficult topics. Research shows that having neutral spaces for sensitive discussions fosters safer, more open dialogue.
5. **Foster a Learning Culture:** Promote a culture that emphasizes learning from mistakes instead of blaming individuals. Encourage employees to take risks, experiment, and view mistakes as opportunities for growth. To reinforce this learning culture, consider demonstrating vulnerability by sharing your own mistakes with the team.
6. **Build Trust Through Team Activities:** Organize team-building exercises that help employees connect with each other beyond their work roles, building deeper trust and collaboration.

Recommendations: Perceived Impact I



The following recommendations are primarily intended for supervisors and managers:

1. **Actively Solicit Ideas and Suggestions:** Encourage employees to share suggestions, ideas, or concerns to improve work processes. Soliciting input shows that you value their opinions. However, be sure to follow up and communicate the outcomes of their suggestions, as this demonstrates their input is taken seriously and reinforces their sense of impact. For more information, refer to [You Might Not Be Hearing Your Team's Best Ideas](#) and [Can Your Employees Really Speak Freely?](#)
2. **Involve Employees in Decision-Making:** Seek employees' input when making important decisions. Giving them a voice in shaping processes or strategies enhances their sense of ownership and increases their feeling of impact. For more information, refer to [Turn Employee Feedback into Action](#).
3. **Practice Active Listening:** Listen not to respond but to understand. This shows employees that their ideas and opinions are truly valued and considered. For more information, refer to [Respectful Inquiry: A Motivational Account of Leading through Asking Questions And Listening](#).

Recommendations: Perceived Impact II



The following recommendations are primarily intended for supervisors and managers:

4. **Clarify the Connection Between Work and Goals:** Collaborate with employees to set clear, realistic, and personally meaningful goals. Ensure they understand how achieving these goals supports the overall success of the team and organization, which fosters a sense of impact. Regularly remind them of the broader purpose their tasks contribute to, helping them understand the tangible impact of their efforts.
5. **Provide Regular and Constructive Feedback:** Offer timely, constructive feedback that not only highlights what was done well but also explains how it made a difference. This helps employees see the broader impact of their actions and encourages continued improvement.
6. **Recognize and Celebrate Contributions:** Publicly acknowledge both individual and team achievements, whether big or small. Celebrating milestones reinforces the value and meaning of their work, contributing to a strong sense of impact.

Recommendations: Leadership and Fairness I



The following recommendations are primarily intended for supervisors and managers:

- 1. Show Consistency in Treatment:** Treat all employees consistently by rewarding similar performance based on the same criteria. Apply rules, rewards, and expectations uniformly to foster a sense of fairness. Approach situations with fairness and without bias, considering individual circumstances while ensuring personal feelings do not influence decisions. Be aware that overworking can impair your ability to remain fair. For more information, please refer to [When Managers Are Overworked, They Treat Employees Less Fairly](#).
- 2. Communicate The Rationale about How Decisions are Made:** Clearly explain the rationale behind decisions made by you or management. Providing the "why" behind actions or policies increases transparency, helping employees understand the bigger picture and the reasons for key changes.
- 3. Seek Input on Employee Treatment:** Regularly seek feedback from employees about how they feel they are being treated. This gives you an insight into potential issues before they escalate and ensures employees feel their voices are heard and valued.

Recommendations: Leadership and Fairness II



The following recommendations are primarily intended for supervisors and managers:

4. **Show Genuine Care for Employees:** Show authentic concern for the well-being of your employees. Regularly check in on their professional and personal lives to show that you care about them as individuals, not just as employees.
5. **Provide Feedback Respectfully, Even When Negative:** Always treat employees with respect, especially when giving negative feedback. Focus on constructive criticism, offering specific ways for improvement rather than simply pointing out faults.
6. **Recognize and Reward for Achievements:** Recognize and celebrate employees' achievements, both big and small. Properly reward them for their hard work, whether through praise, promotions, or tangible rewards.
7. **Lead by Example:** Model the behaviors you expect from your team. Demonstrate fairness, integrity, and respect in all your interactions. Leading by example sets a positive standard for others to follow and fosters a culture of mutual accountability.

Industry-level Data Slices: Parameters and Methodology

Industry-level Data Slices: Parameters

In addition to calculating the overall industry averages, we also created data slices for the following parameters:

- Gender
- Age
- Cultural Background
- Employee vs. Supervisor Role
- Impairment Status
- Full-time vs. Part-time Position
- Organizational Tenure

Industry-level Data Slices: Methodology I

- **Data Slices – Industry Averages:** To calculate the average industry scores for each group within a parameter, we first calculated the average scores for each group within each parameter at the organizational level. Then, we averaged these organizational scores for each group across the 11 organizations. For example, for gender, we calculated the average scores for *Female*, *Male*, and *Other* gender groups within each organization, and then averaged these organizational scores across all 11 organizations for each gender group separately. This method ensures that larger organizations do not disproportionately influence the scores for any group within a parameter.
- **Data Slices – Minimum (Min):** In the context of presenting data slices, "Min" refers to the lowest average organizational score for a particular construct within a specific group and parameter across the 11 organizations. For example, if you are analyzing the data slice for gender, the "Min" for the *Female* group would represent the lowest average organizational score for that construct among *Female* groups across all 11 organizations.
- **Data Slices – Maximum (Max):** In the context of presenting data slices, "Max" refers to the highest average organizational score for a particular construct within a specific group and parameter across the 11 organizations. For example, if you are analyzing the data slice for gender, the "Max" for the *Female* group would represent the highest average organizational score for that construct among *Female* groups across all 11 organizations.

Industry-level Data Slices: Methodology II

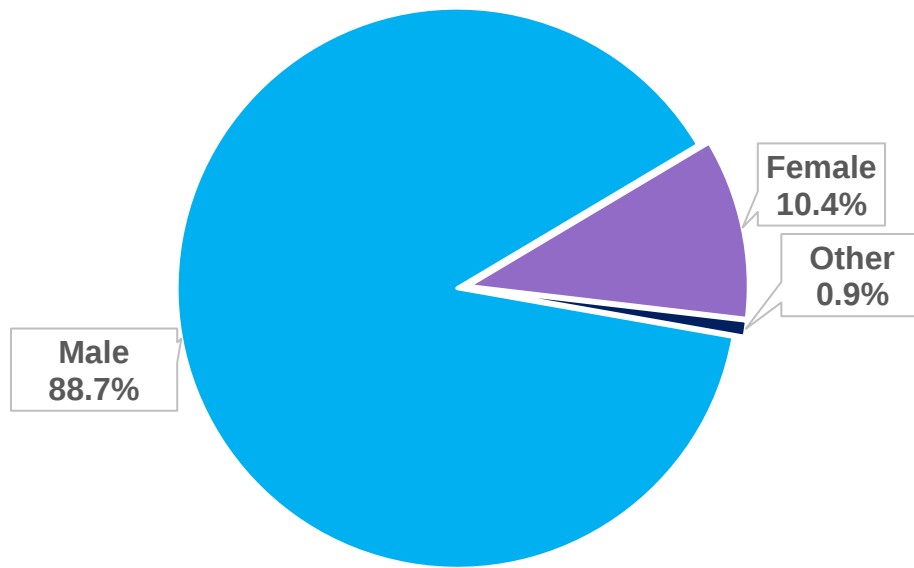
- **Data Slices – Percentage Distribution of Groups within Each Parameter:** To calculate the distribution of groups within each parameter, we followed the same method used for the average scores. First, we calculated the percentage distribution of groups for each parameter at the organizational level. Then, we averaged these organizational percentages across the 11 organizations. For example, for gender, we calculated the percentage distribution of *Female*, *Male*, and *Other* gender groups within each organization and then averaged these percentages across all 11 organizations. This approach ensures that larger organizations do not disproportionately influence the percentage distribution of groups within a parameter. To illustrate the percentage distribution of groups for each parameter, we use pie charts.
- **Data Slices – Actual Number of Respondents in Each Group within Each Parameter:** Please note that on the slides illustrating the percentage distribution of groups for each parameter, we also report the actual number (N) of respondents within each group in the total dataset. These numbers reflect the actual distribution of groups within a parameter across all respondents, while the percentages in the pie chart represent the average distribution across the 11 organizations. Therefore, the actual numbers and percentages may not correspond but provide complementary information.
- **Number of Respondents (N):** “N” refers to the number of respondents. As not all respondents answered every question, the number of respondents included in the calculation of each construct’s score varies.

Industry-level Data Slices: Methodology III

- **Scale:** All constructs were measured on a scale from 1 to 5, except for Burnout, which was measured on a scale from 1 to 8.
- **Targeted Constructs for Specific Groups:** All constructs were measured across all respondents, except for Silence on Work Issues and Silence on Employee Treatment Issues, which were, in some organizations, measured only among employees without direct reports.
- **Constructs Information:** For each construct, we include an example item from the scale. For instance, an item from the Psychological Safety scale is, “I am able to bring up problems and tough issues in this team.”
- **Reversed Scale:** A reversed scale contains items that are phrased in the opposite direction of the overall scale's intent. In this survey, the only reversed scale was Perceived Inclusion. One of the reversed items for this scale is, “I feel like I am an 'outsider' in this organization.” To calculate the Perceived Inclusion score, we recoded the responses so that higher scores reflect perceived inclusion rather than perceived exclusion.

Industry-level Data Slices: Results for Gender

Industry-level Data Slices: Gender Distribution



Note 1: N (Male) = 1919; N (Female) = 358; N (Other) = 15. Please note that these numbers of respondents indicate the actual gender distribution among all respondents, while the percentages in the pie chart show the average gender distribution across the 11 organizations.

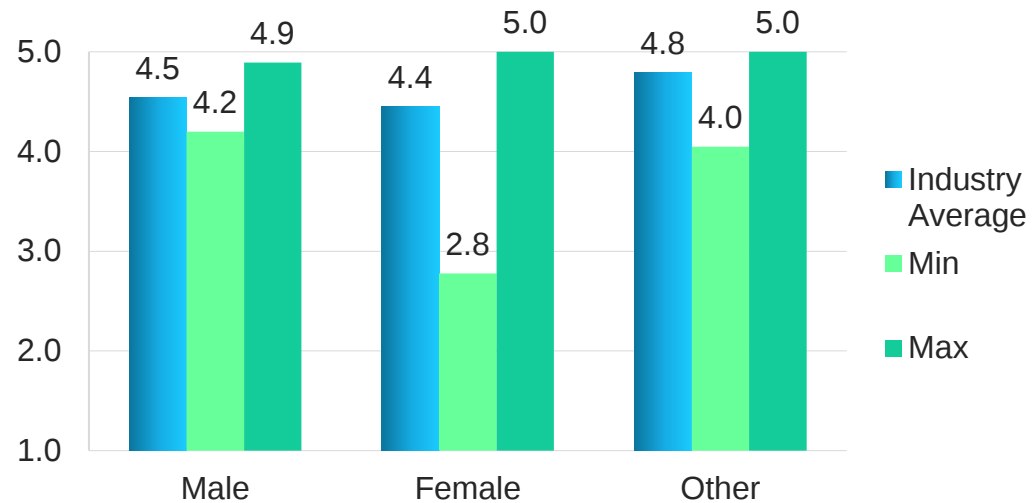
Note 2: The number of respondents included in the calculation of each construct's score varies.

Note 3: A total of 148 respondents did not provide an answer to the question regarding their gender.

Gender: Perceived Inclusion



Perceived Inclusion



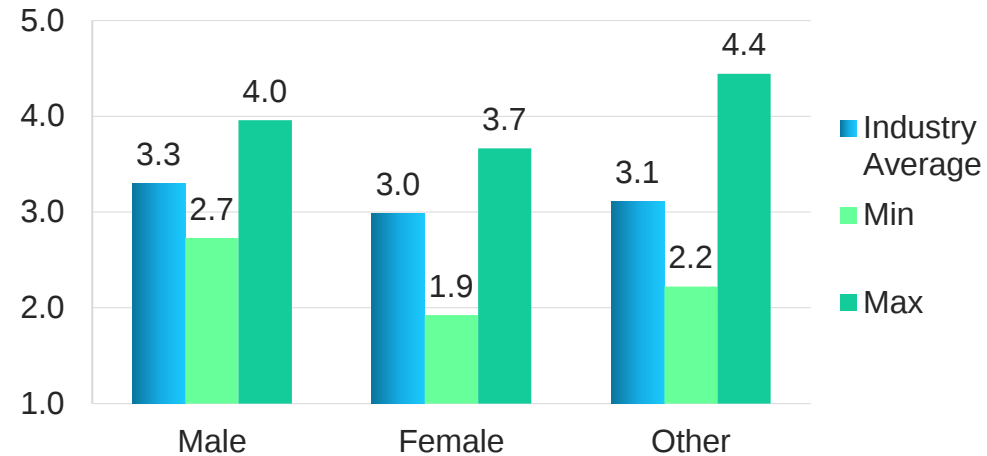
1 = Not at all - 5 = To a Great Extent / Extremely

"I feel like I am an 'outsider' in this organization" [Reversed scale]

Gender: Organizational Climate I



Inclusive Climate

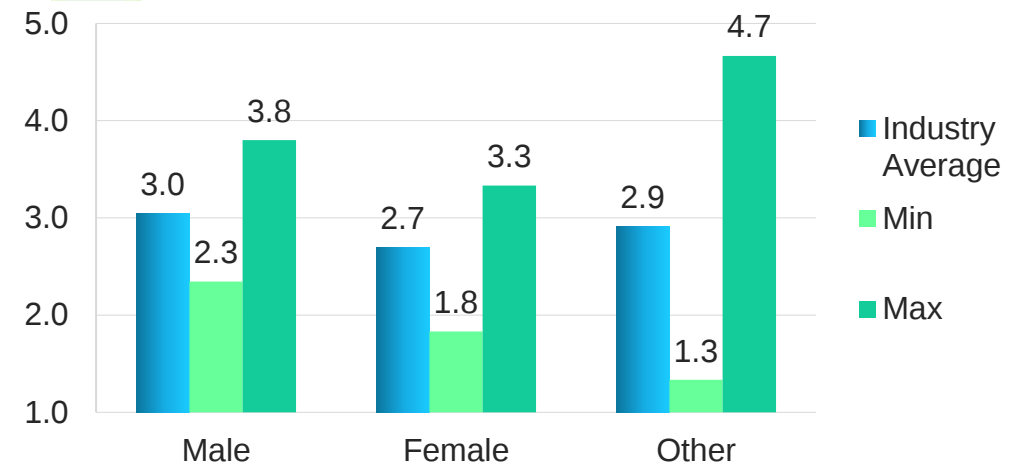


1 = Not at all - 5 = To a Great Extent / Extremely

"This organization has a fair promotion process"



Fairly Implemented Employment Practices



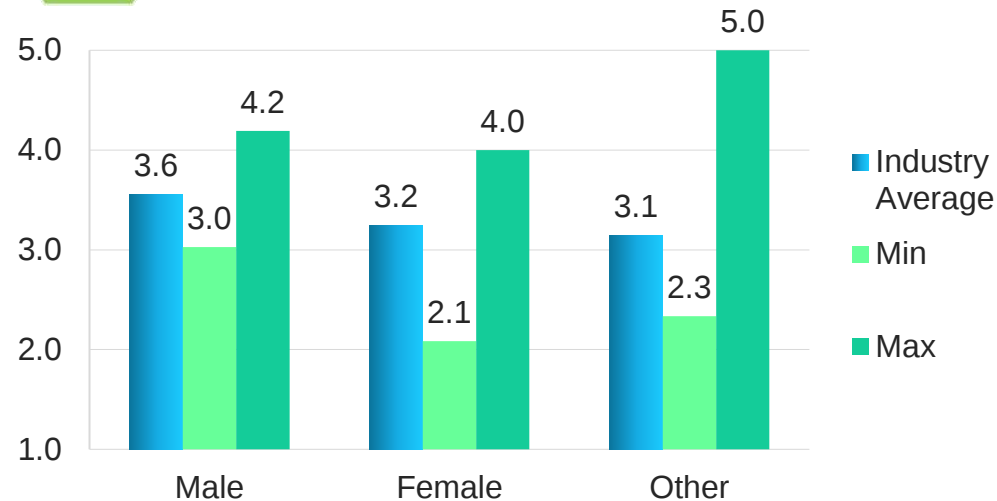
1 = Not at all - 5 = To a Great Extent / Extremely

"This organization has a fair promotion process"

Gender: Organizational Climate II



Integration of Diverse Employees

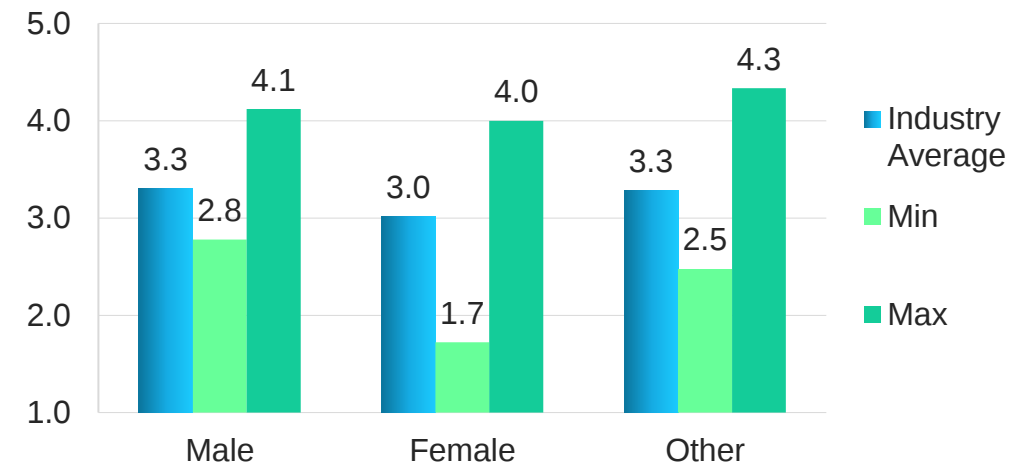


1 = Not at all - 5 = To a Great Extent / Extremely

“This organization is characterized by a non-threatening environment in which people can reveal their “true” selves”



Inclusion in Decision Making



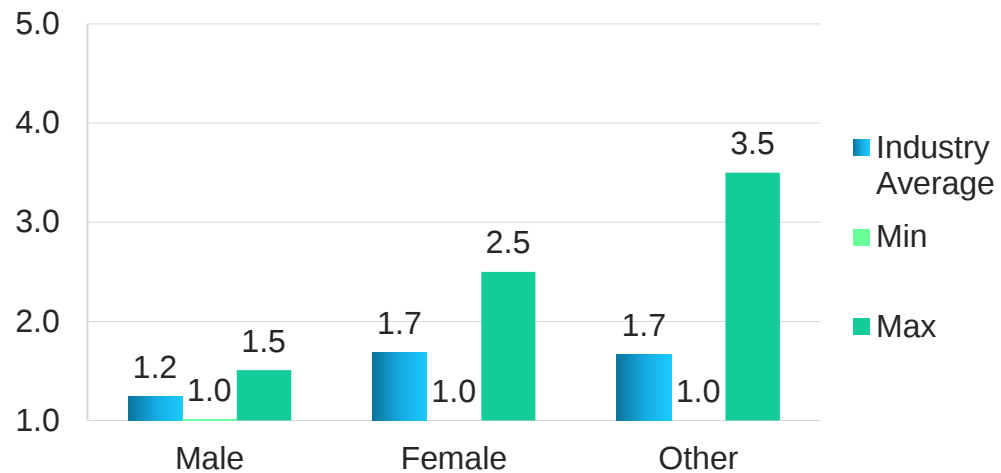
1 = Not at all - 5 = To a Great Extent / Extremely

“In this organization, everyone’s ideas for how to do things better are given serious consideration”

Gender: Organizational Climate III



Perceptions of Workplace Inequality for Women

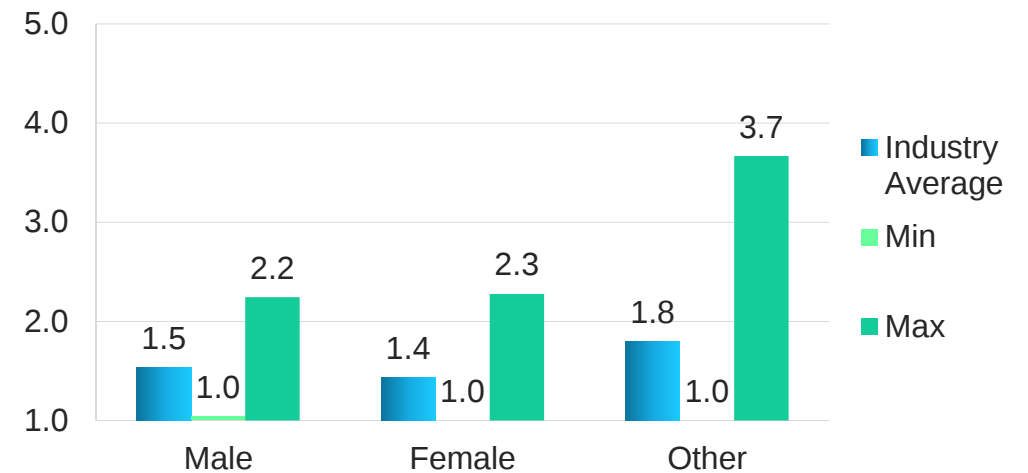


1 = Not at all - 5 = To a Great Extent / Extremely

“Women experience discrimination in hiring or promotion decisions”



Perceptions of Workplace Inequality for non-Dutch



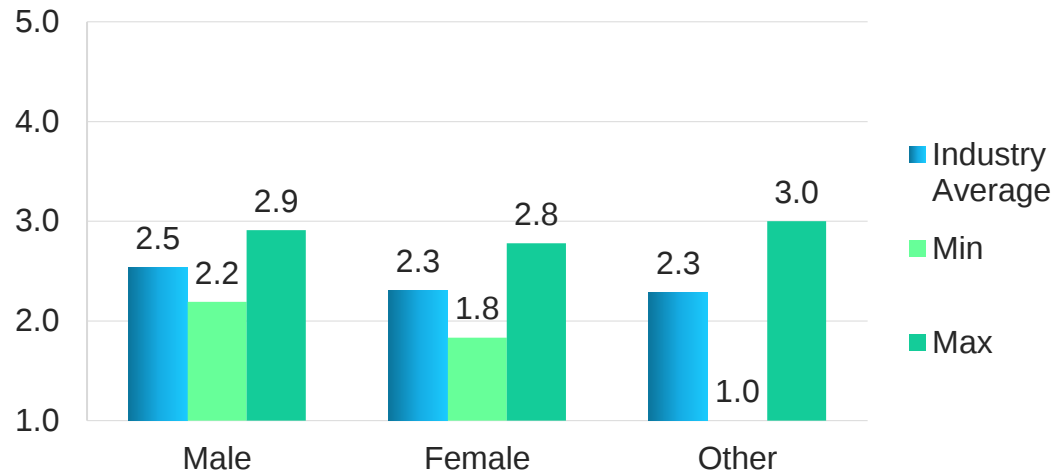
1 = Not at all - 5 = To a Great Extent / Extremely

“Individuals with a non-Dutch background experience discrimination in hiring or promotion decisions”

Gender: Organizational Climate IV



Competitive Climate



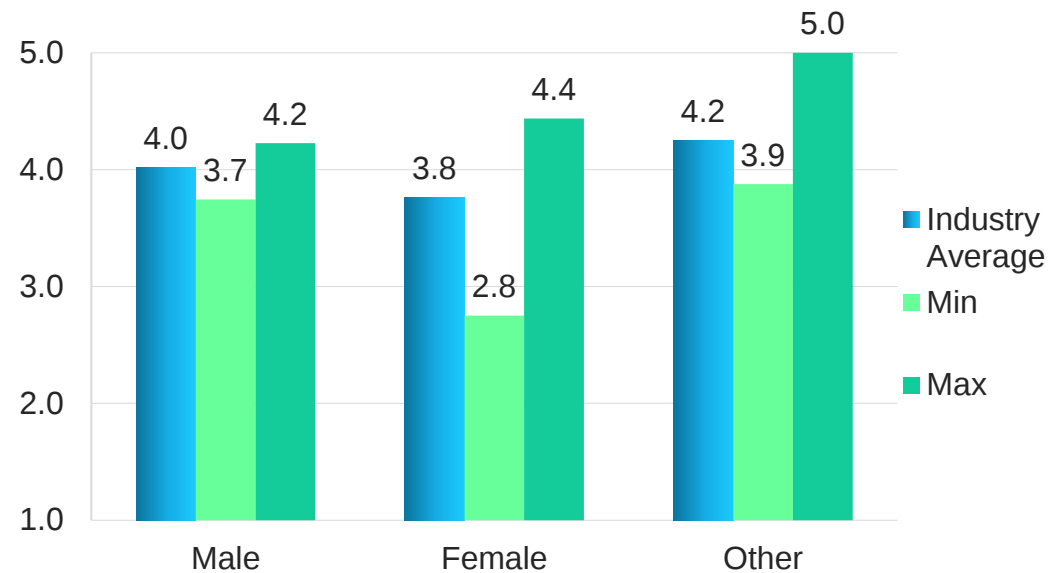
1 = Not at all - 5 = To a Great Extent / Extremely

“The amount of recognition you get in this organization depends on how you perform compared to others”

Gender: Psychological Safety and Impact



Psychological Safety

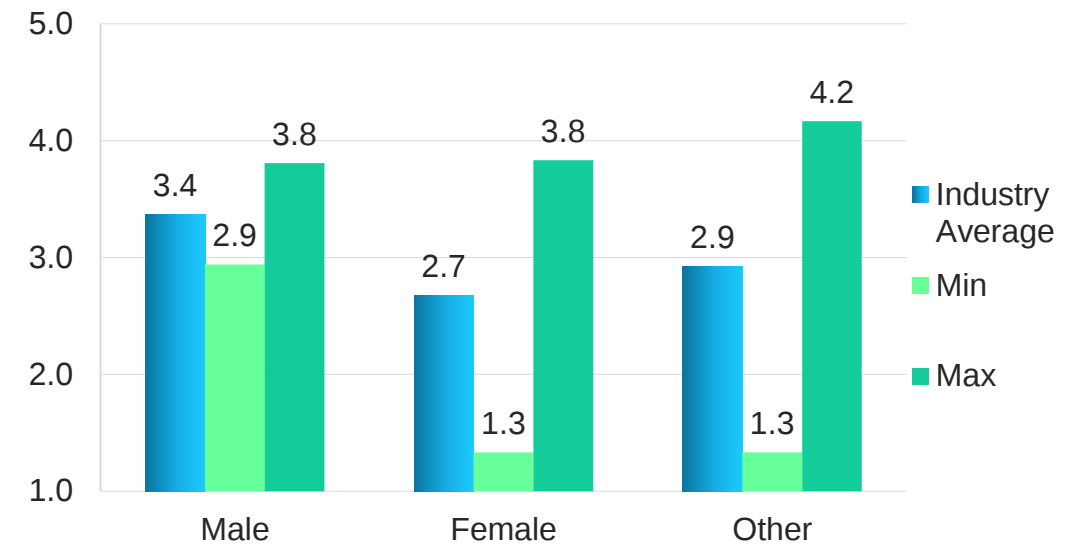


1 = Not at all - 5 = To a Great Extent / Extremely

“I am able to bring up problems and tough issues in this team”



Perceived Impact



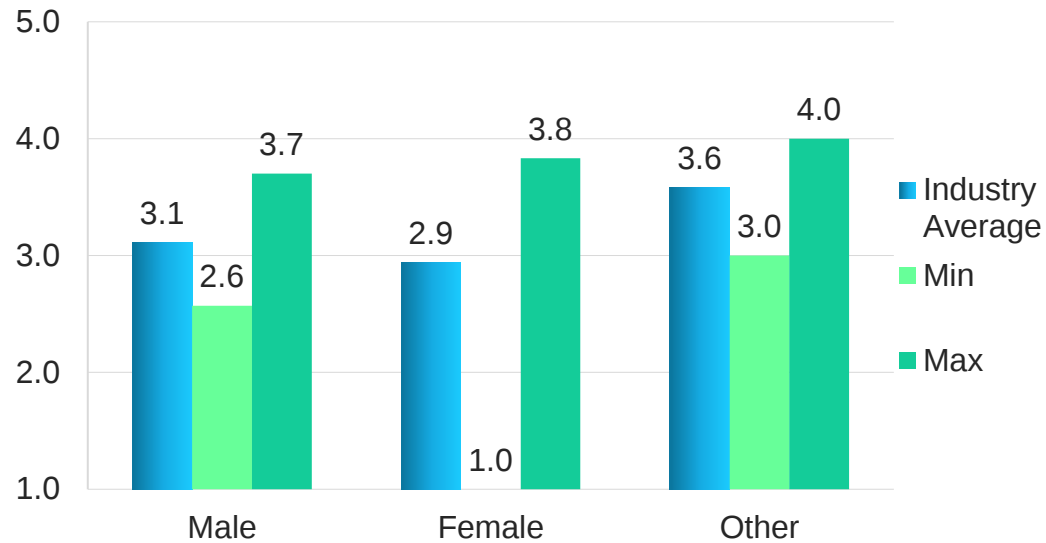
1 = Not at all - 5 = To a Great Extent / Extremely

“My impact on what happens in my team is large”

Gender: Voice Behavior and Silence I



Voice on Work Issues

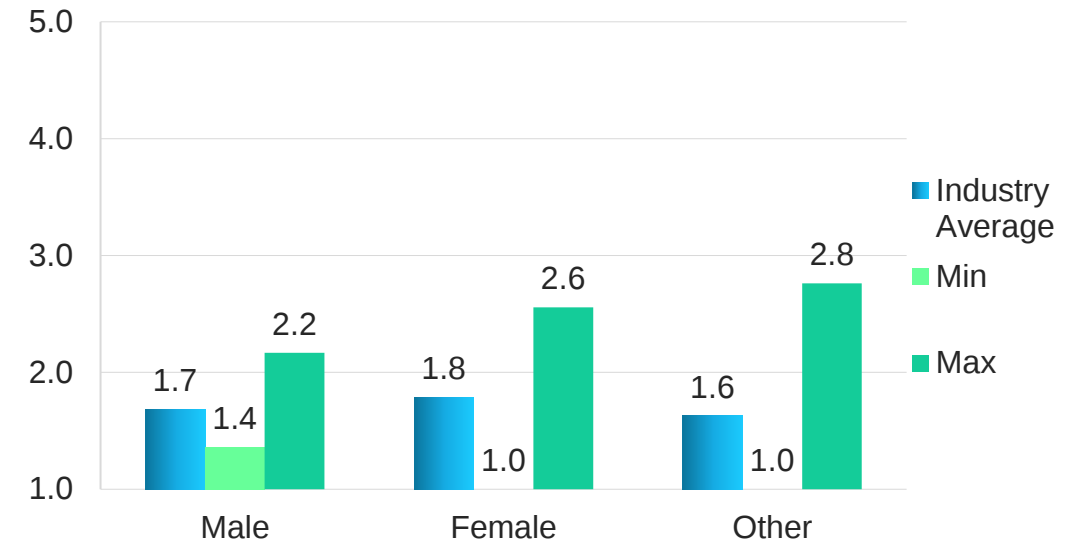


1 = Never - 5 = Very often

“I made suggestions to my supervisor about how to improve work issues”



Silence on Work Issues



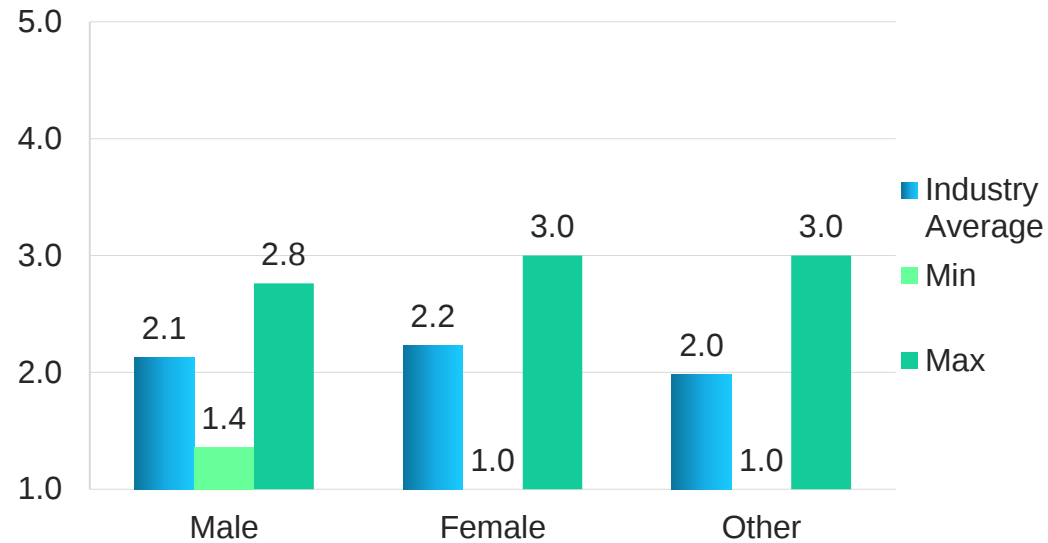
1 = Never - 5 = Very often

“I kept quiet and did not make recommendations to my supervisor about how to fix work issues”

Gender: Voice Behavior and Silence II



Voice on Employee Treatment Issues

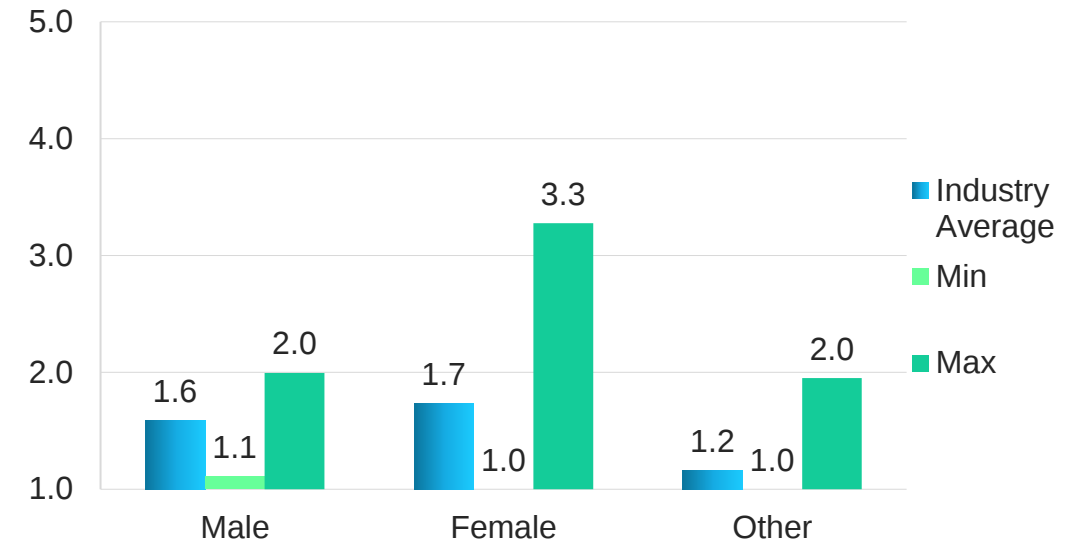


1 = Never - 5 = Very often

“I made suggestions to my supervisor about how to improve employee treatment issues”



Silence on Employee Treatment Issues



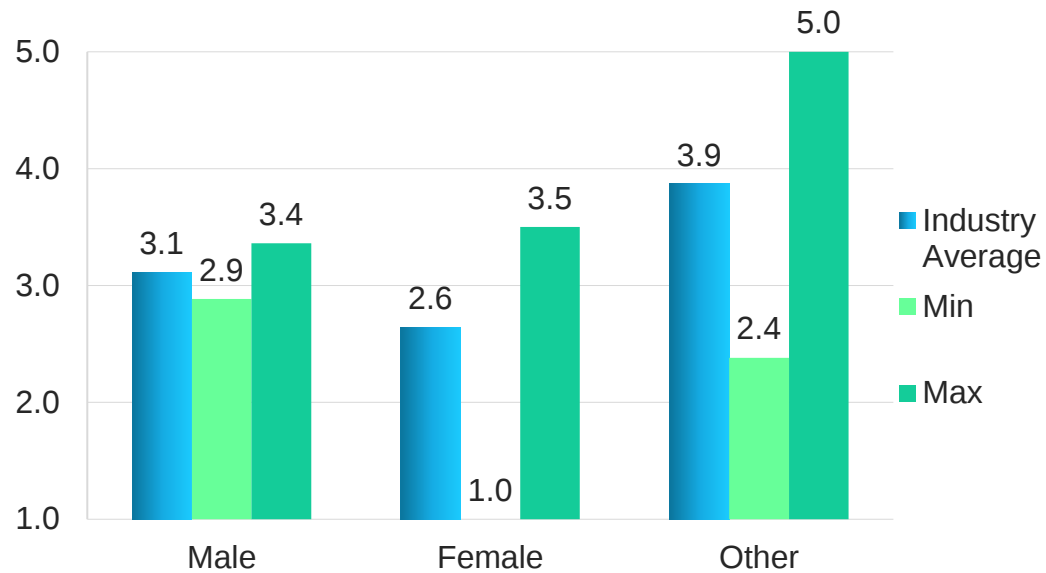
1 = Never - 5 = Very often

“I kept quiet and did not make recommendations to my supervisor about how to fix employee treatment issues”

Gender: Leadership I



Supervisor Voice Solicitation on Work Issues

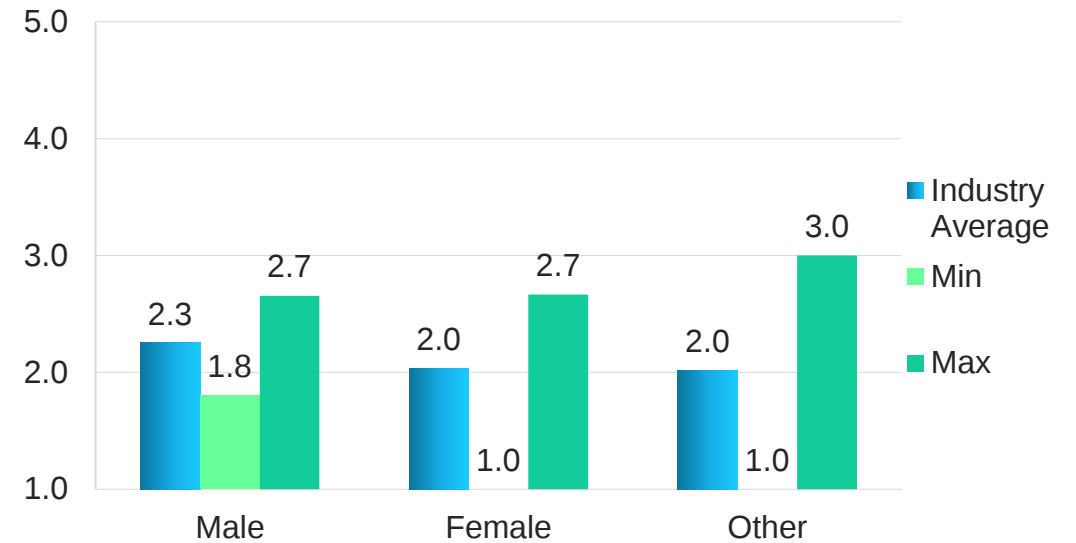


1 = Never - 5 = Very often

“My supervisor asked me for input that would be helpful for improving work issues”



Supervisor Voice Solicitation on Employee Treatment Issues



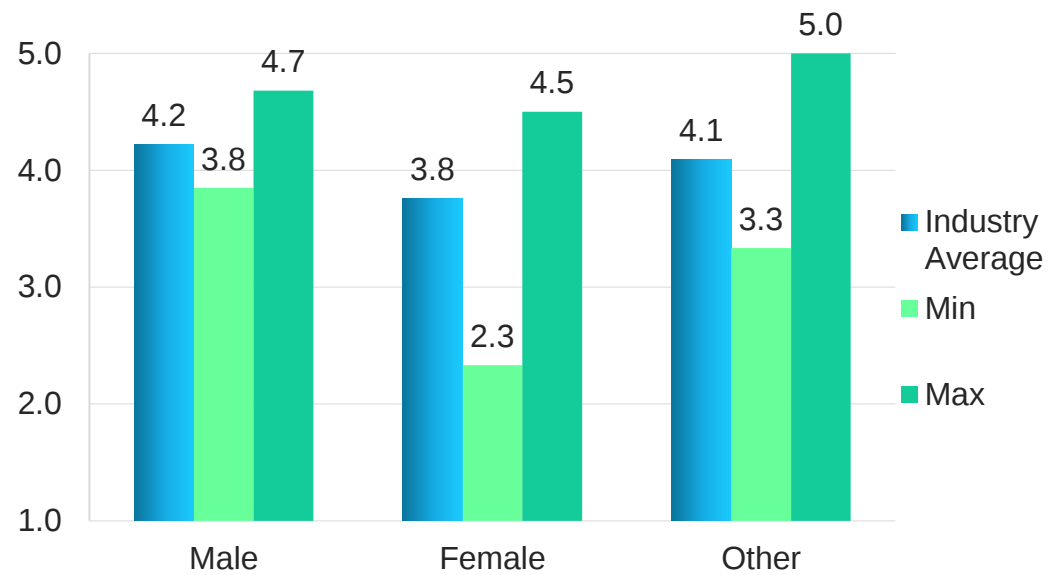
1 = Never - 5 = Very often

“My supervisor asked me for input that would be helpful for improving employee treatment issues”

Gender: Leadership II



Supervisor Fairness



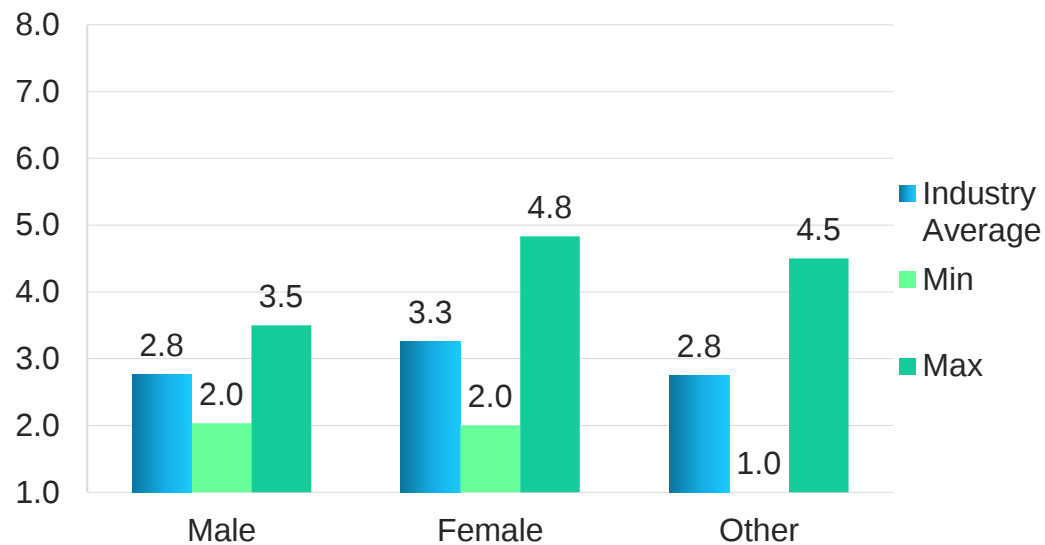
1 = Not at all - 5 = To a Great Extent / Extremely

“Overall, I am treated fairly by my supervisor”

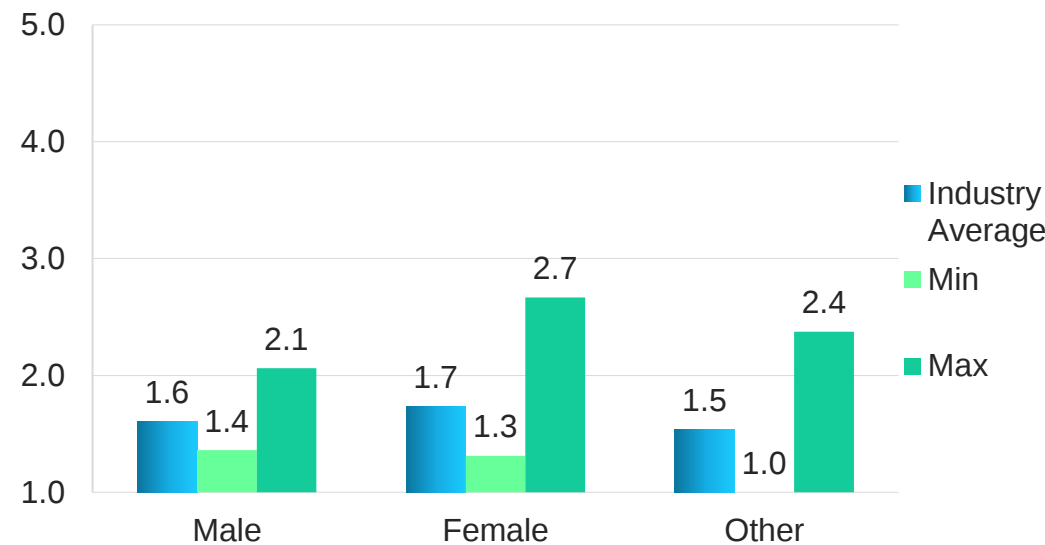
Gender: Well-Being & Satisfaction I



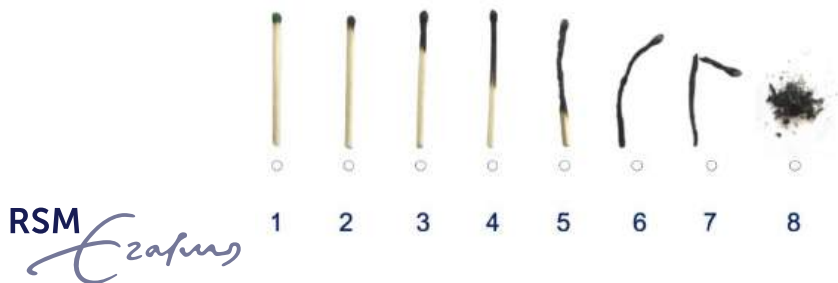
Burnout



Negative Affect



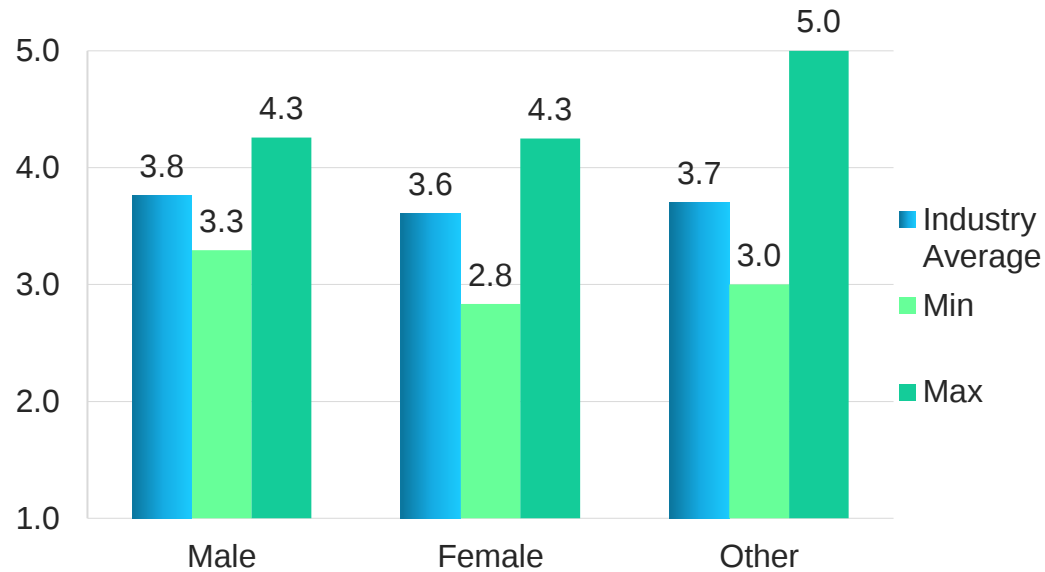
1 = Not at all - 5 = To a Great Extent / Extremely



Gender: Well-Being & Satisfaction II



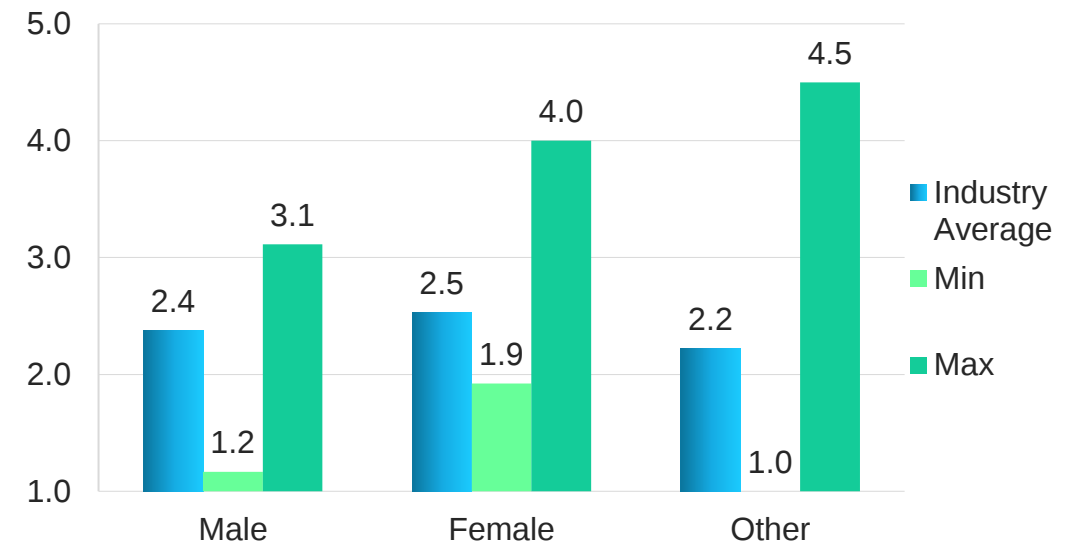
Job Satisfaction



1 = Very unsatisfied - 5 = Very satisfied



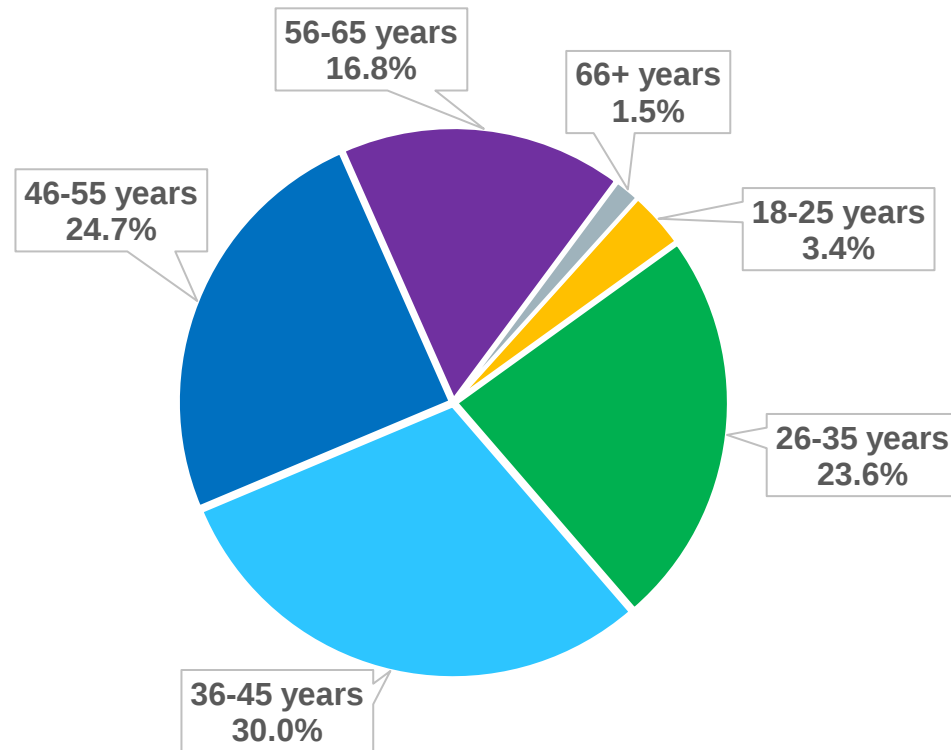
Turnover Intentions



1 = Extremely Unlikely - 5 = Extremely Likely

Industry-level Data Slices: Results for Age

Industry-level Data Slices: Age Distribution



Note 1: N (18-25 years) = 84; N (26-35 years) = 544; N (36-45 years) = 661; N (46-55 years) = 579; N (56-65 years) = 368; N (66+ years) = 17. Please note that these numbers of respondents indicate the actual age distribution among all respondents, while the percentages in the pie chart show the average age distribution across the 11 organizations.

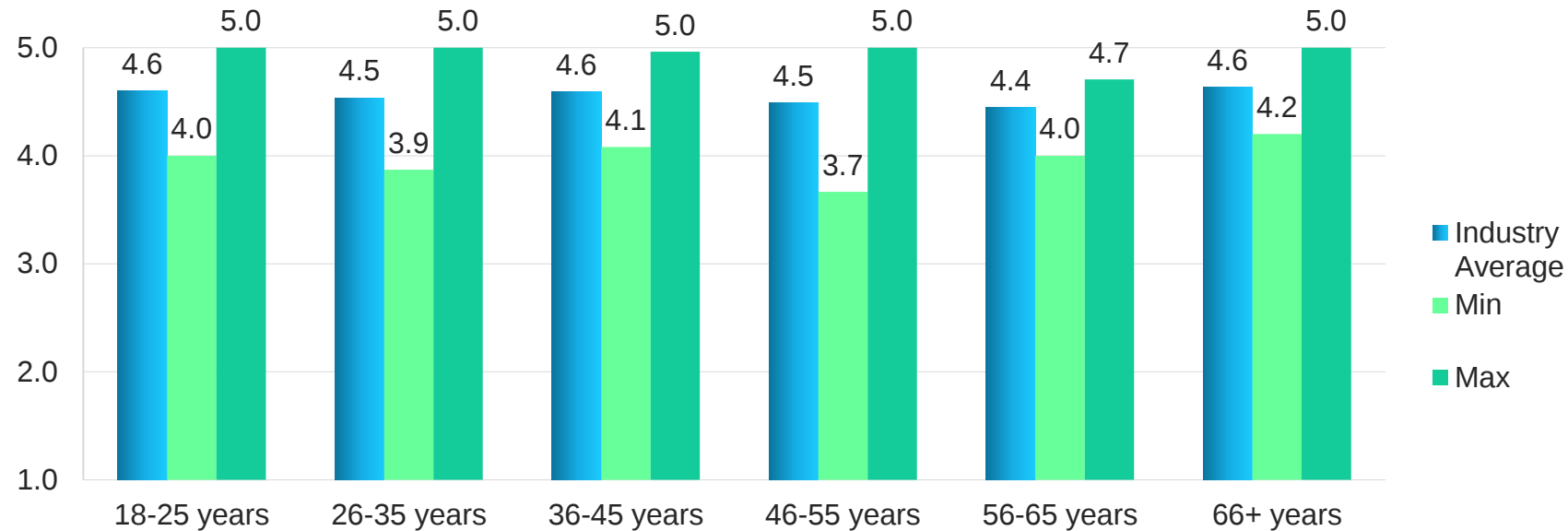
Note 2: The number of respondents included in the calculation of each construct's score varies.

Note 3: A total of 187 respondents did not provide an answer to the question regarding their age.

Age: Perceived Inclusion



Perceived Inclusion



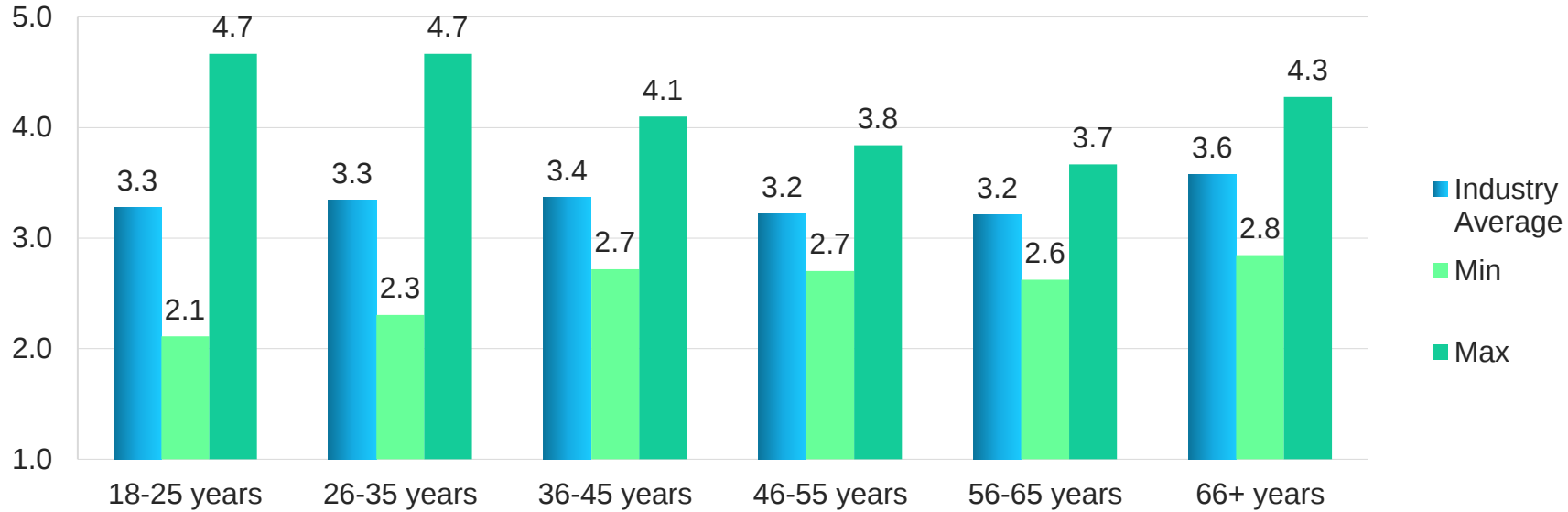
1 = Not at all - 5 = To a Great Extent / Extremely

“I feel like I am an ‘outsider’ in this organization” [Reversed scale]

Age: Organizational Climate I



Inclusive Climate



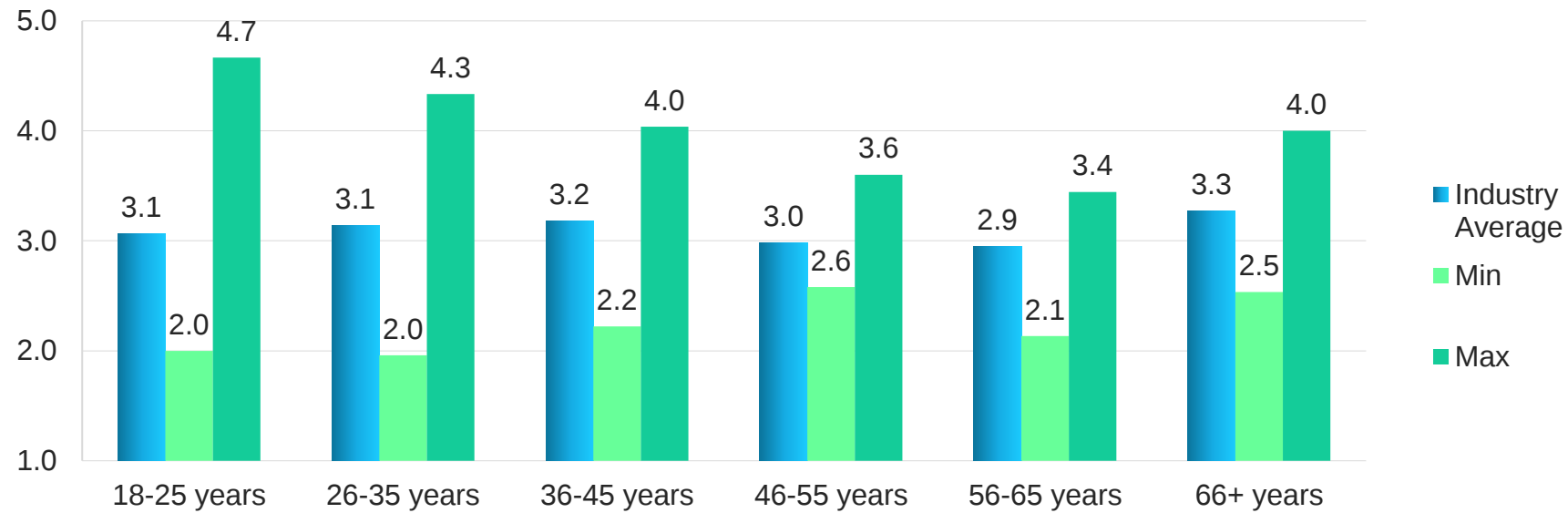
1 = Not at all - 5 = To a Great Extent / Extremely

“This organization has a fair promotion process”

Age: Organizational Climate II



Fairly Implemented Employment Practices



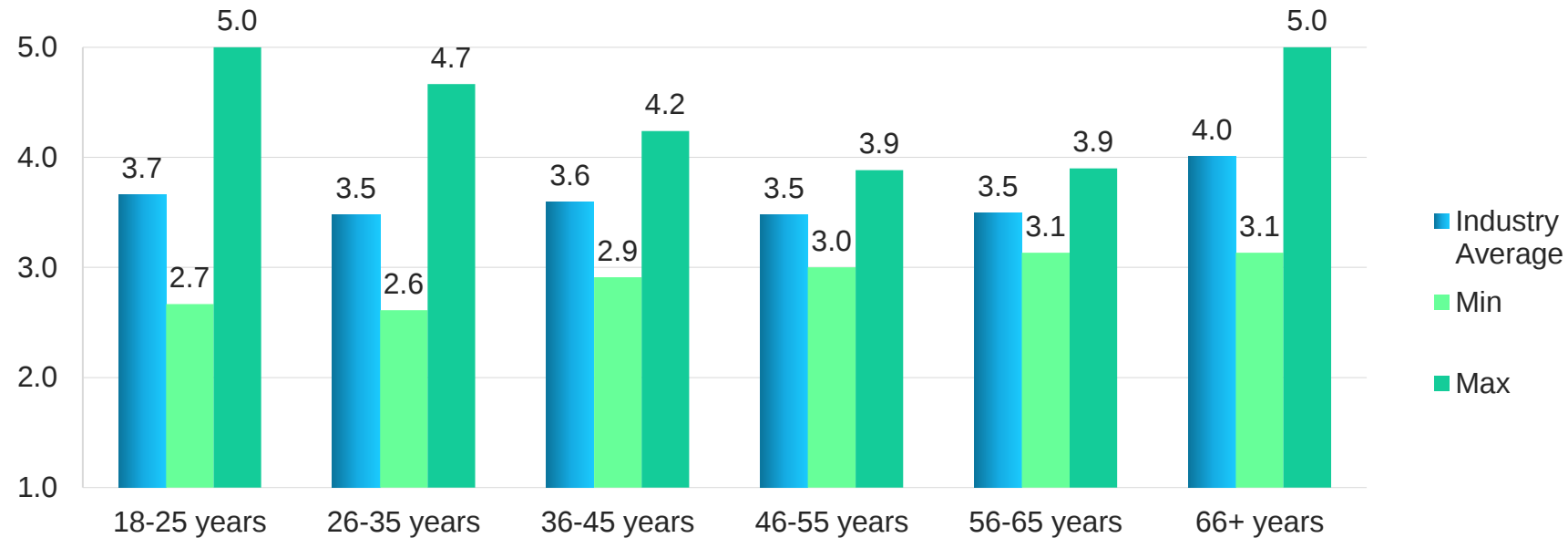
1 = Not at all - 5 = To a Great Extent / Extremely

“This organization has a fair promotion process”

Age: Organizational Climate III



Integration of Diverse Employees



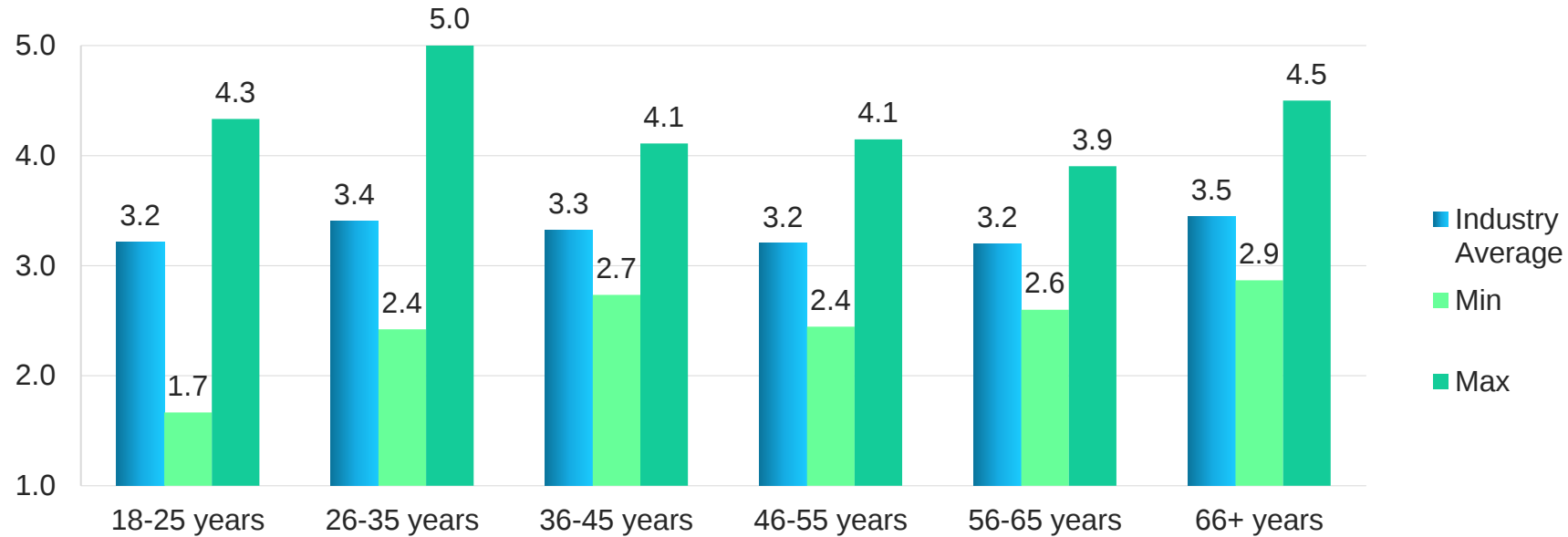
1 = Not at all - 5 = To a Great Extent / Extremely

“This organization is characterized by a non-threatening environment in which people can reveal their “true” selves”

Age: Organizational Climate IV



Inclusion in Decision Making



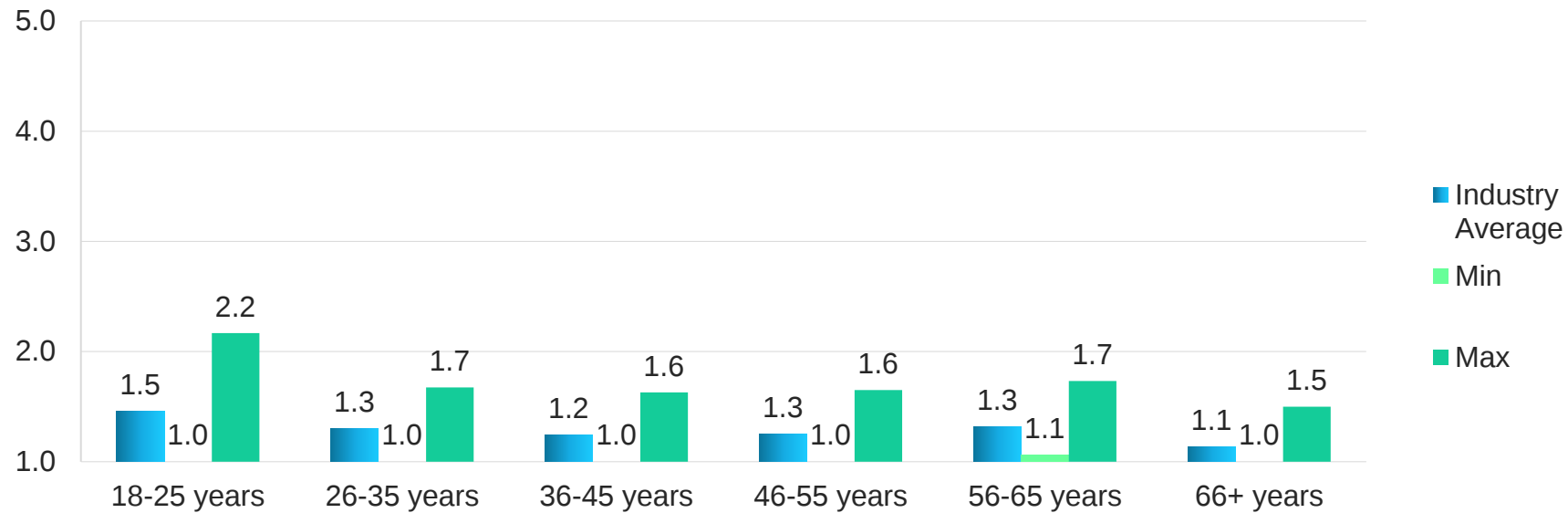
1 = Not at all - 5 = To a Great Extent / Extremely

“In this organization, everyone’s ideas for how to do things better are given serious consideration”

Age: Organizational Climate V



Perceptions of Workplace Inequality for Women



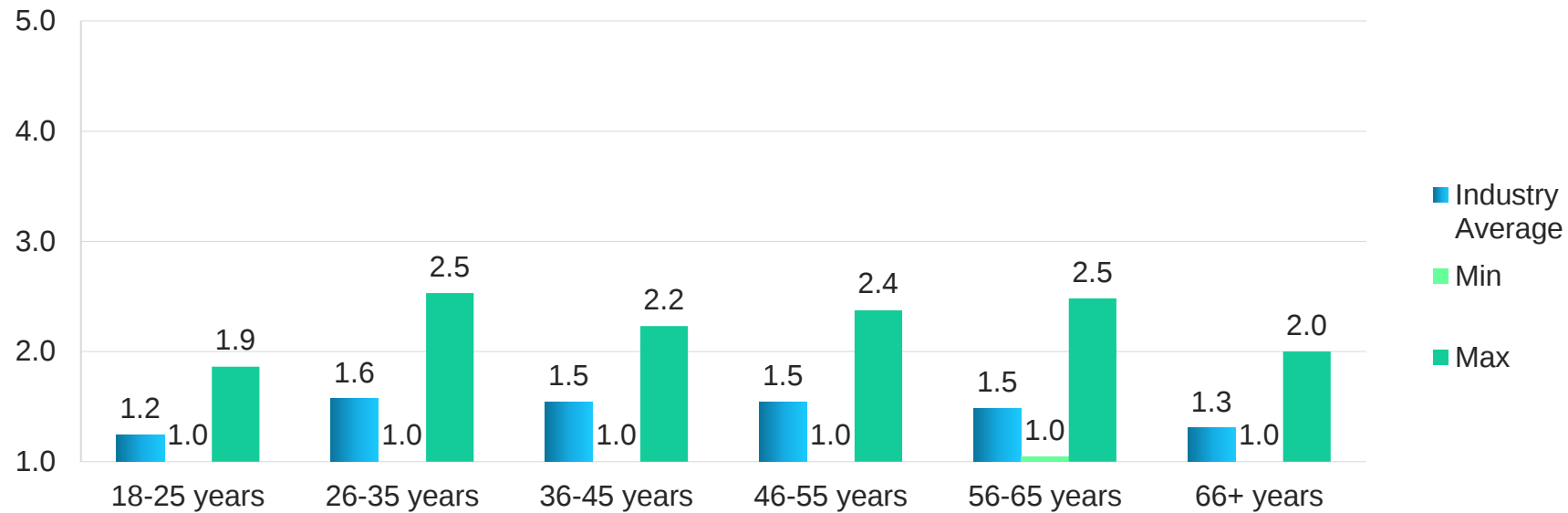
1 = Not at all - 5 = To a Great Extent / Extremely

“Women experience discrimination in hiring or promotion decisions”

Age: Organizational Climate VI



Perceptions of Workplace Inequality for non-Dutch



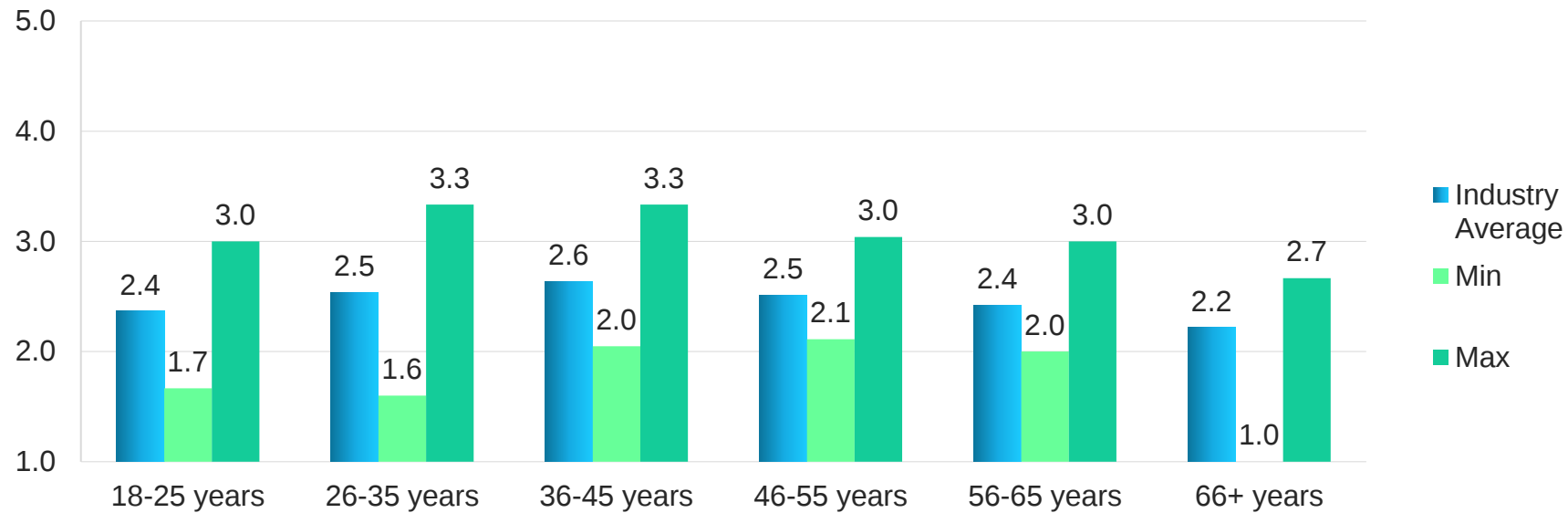
1 = Not at all - 5 = To a Great Extent / Extremely

“Individuals with a non-Dutch background experience discrimination in hiring or promotion decisions”

Age: Organizational Climate VII



Competitive Climate



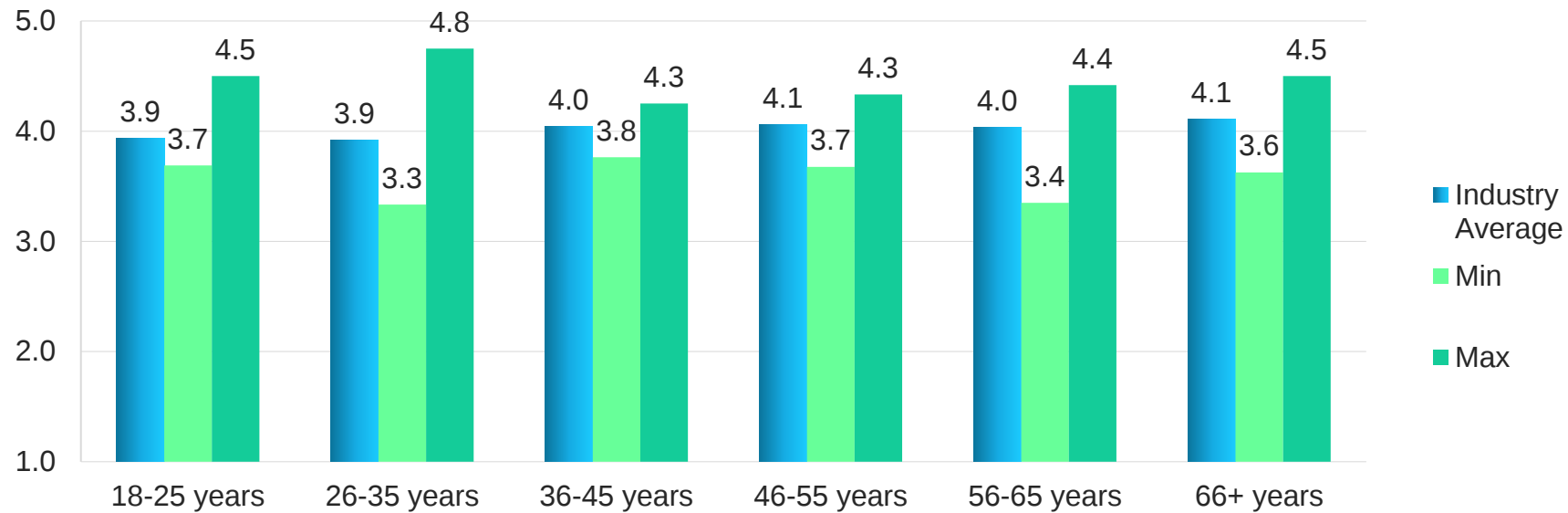
1 = Not at all - 5 = To a Great Extent / Extremely

“The amount of recognition you get in this organization depends on how you perform compared to others”

Age: Psychological Safety and Impact I



Psychological Safety



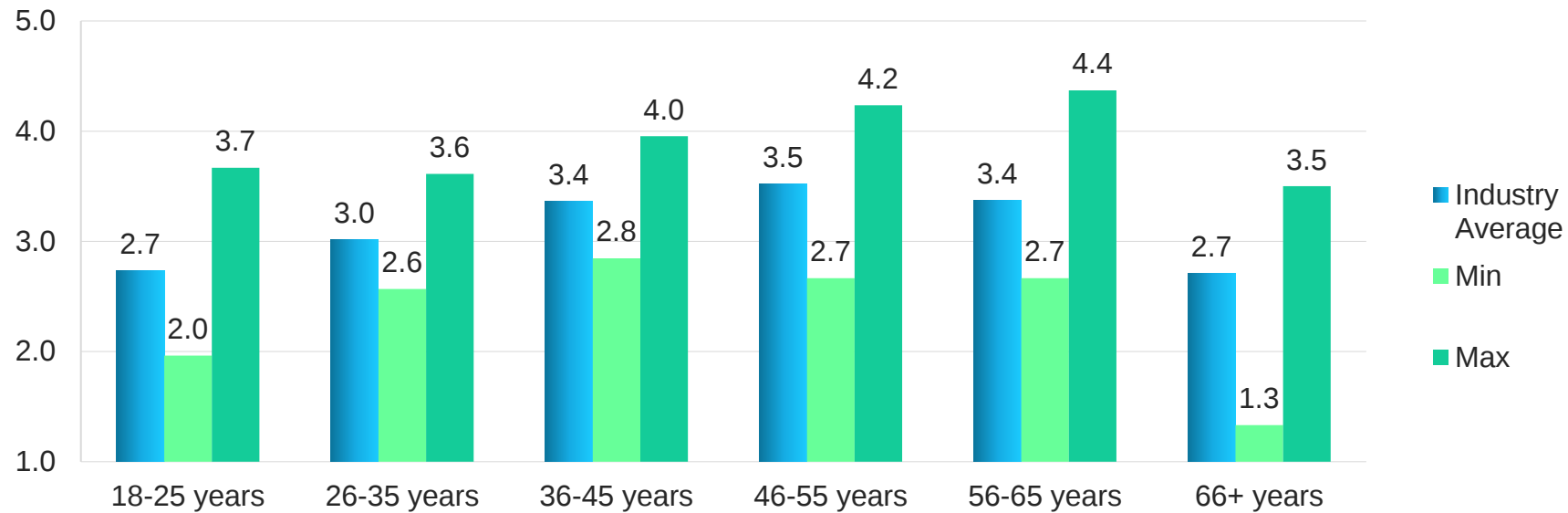
1 = Not at all - 5 = To a Great Extent / Extremely

"I am able to bring up problems and tough issues in this team"

Age: Psychological Safety and Impact II



Perceived Impact



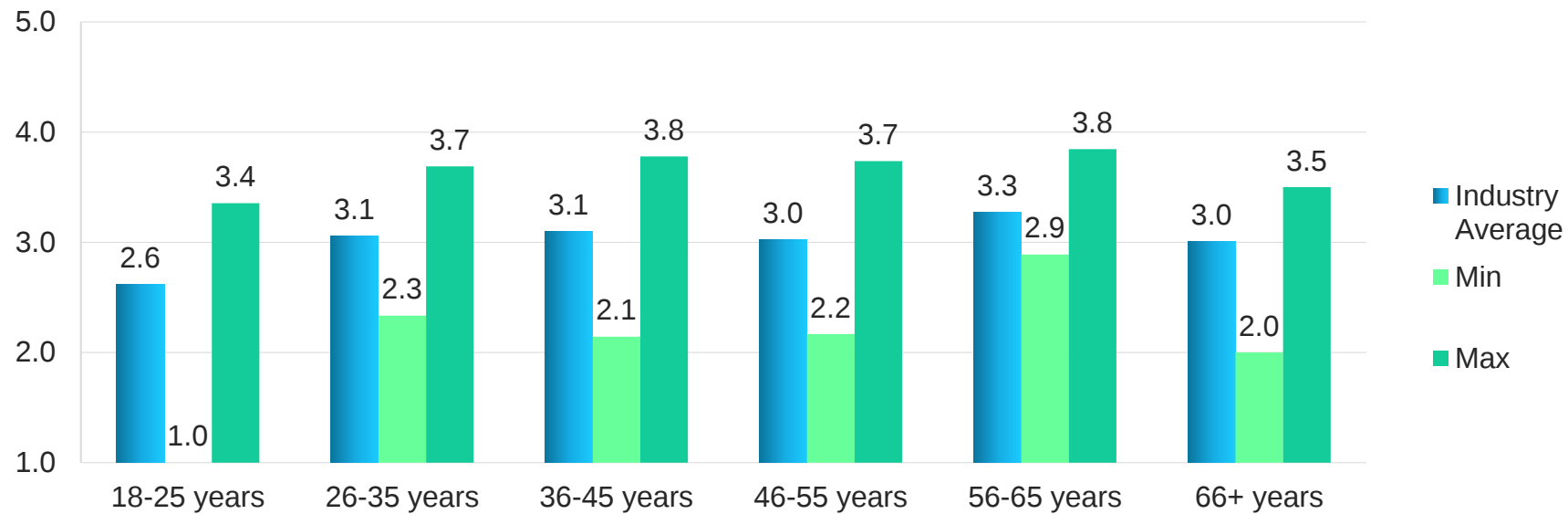
1 = Not at all - 5 = To a Great Extent / Extremely

“My impact on what happens in my team is large”

Age: Voice Behavior and Silence I



Voice on Work Issues



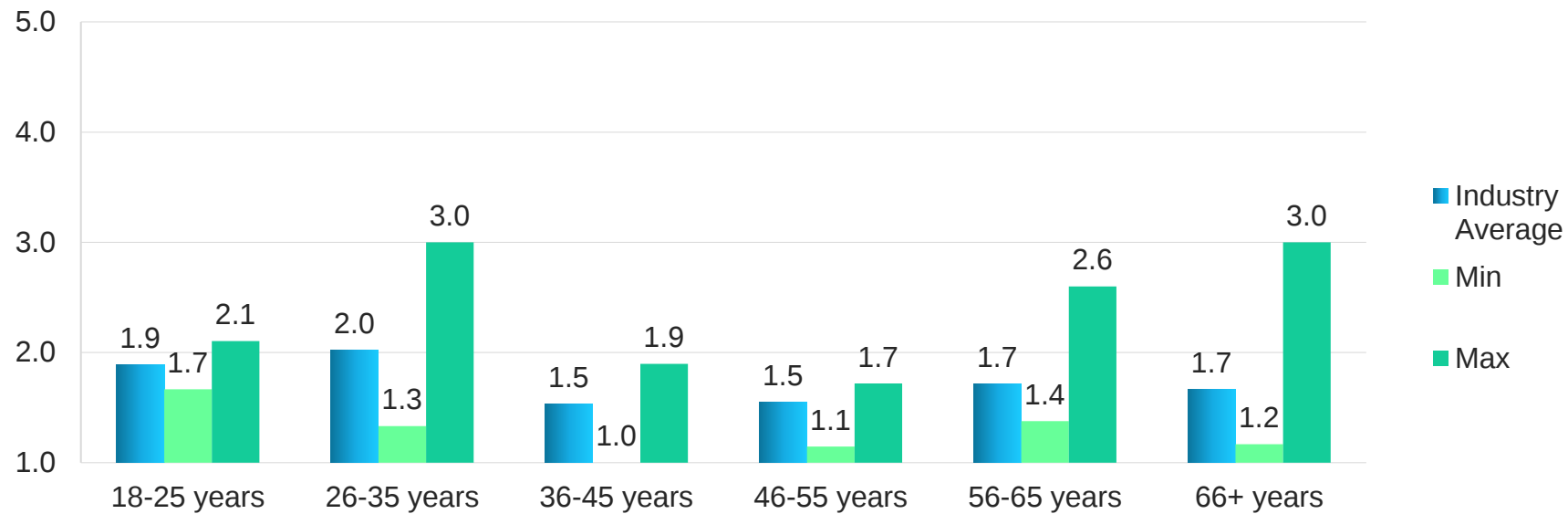
1 = Never - 5 = Very often

"I made suggestions to my supervisor about how to improve work issues"

Age: Voice Behavior and Silence II



Silence on Work Issues



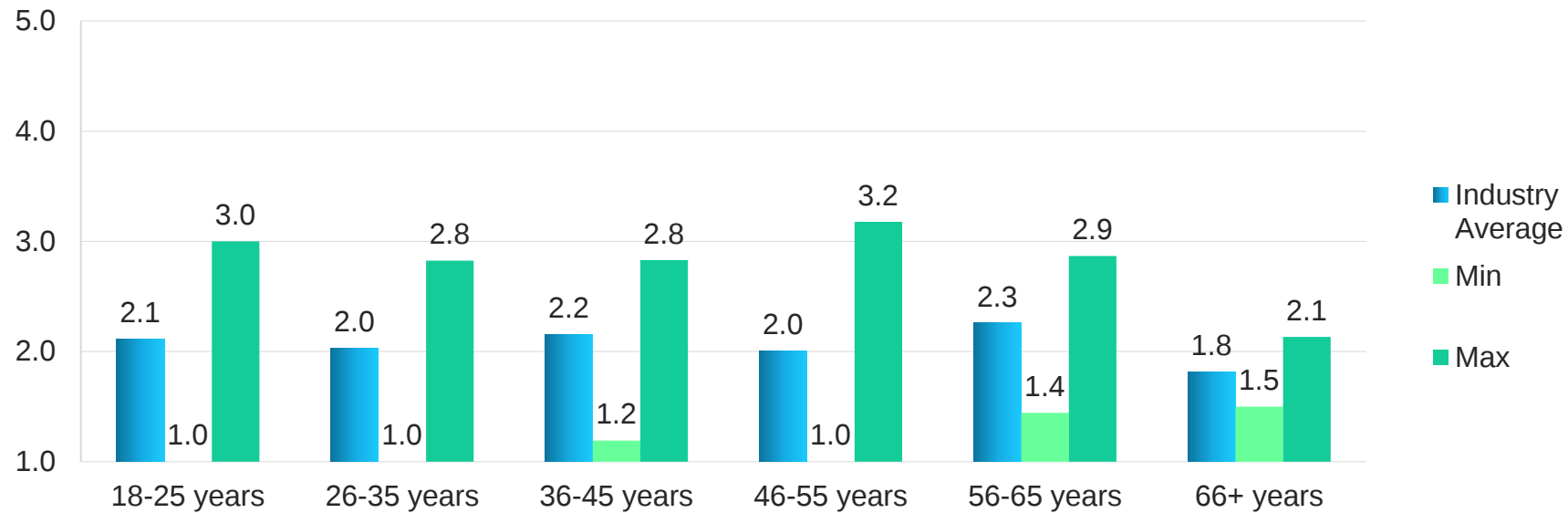
1 = Never - 5 = Very often

“I kept quiet and did not make recommendations to my supervisor about how to fix work issues”

Age: Voice Behavior and Silence III



Voice on Employee Treatment Issues



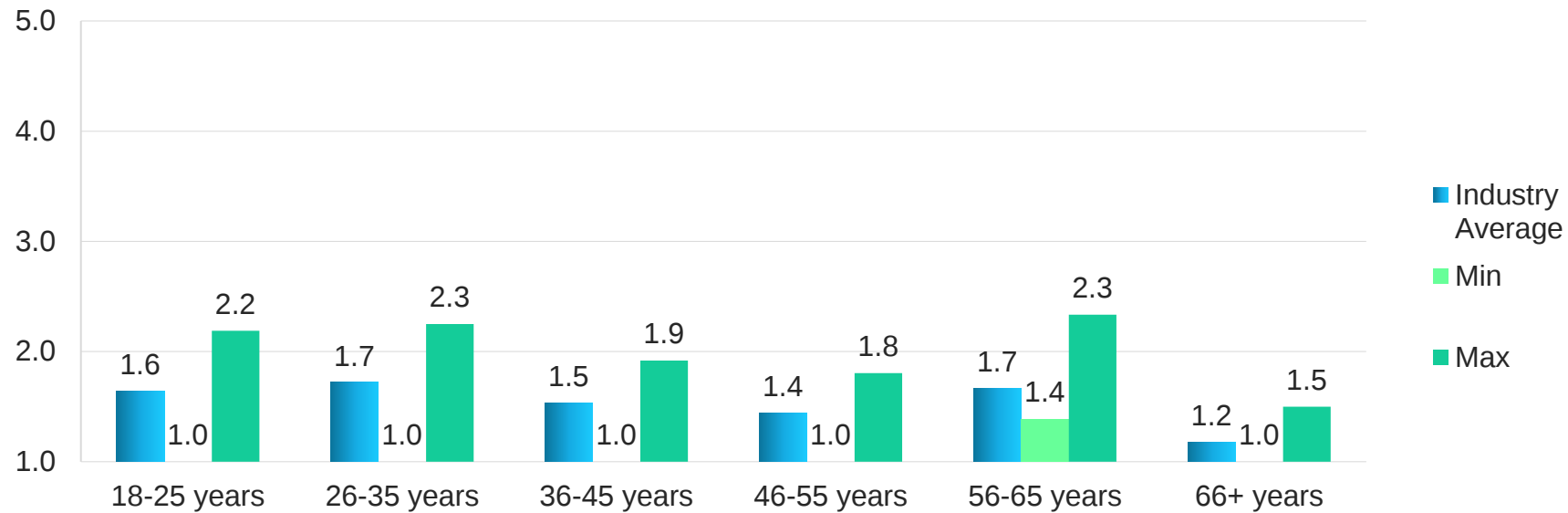
1 = Never - 5 = Very often

“I made suggestions to my supervisor about how to improve employee treatment issues”

Age: Voice Behavior and Silence IV



Silence on Employee Treatment Issues



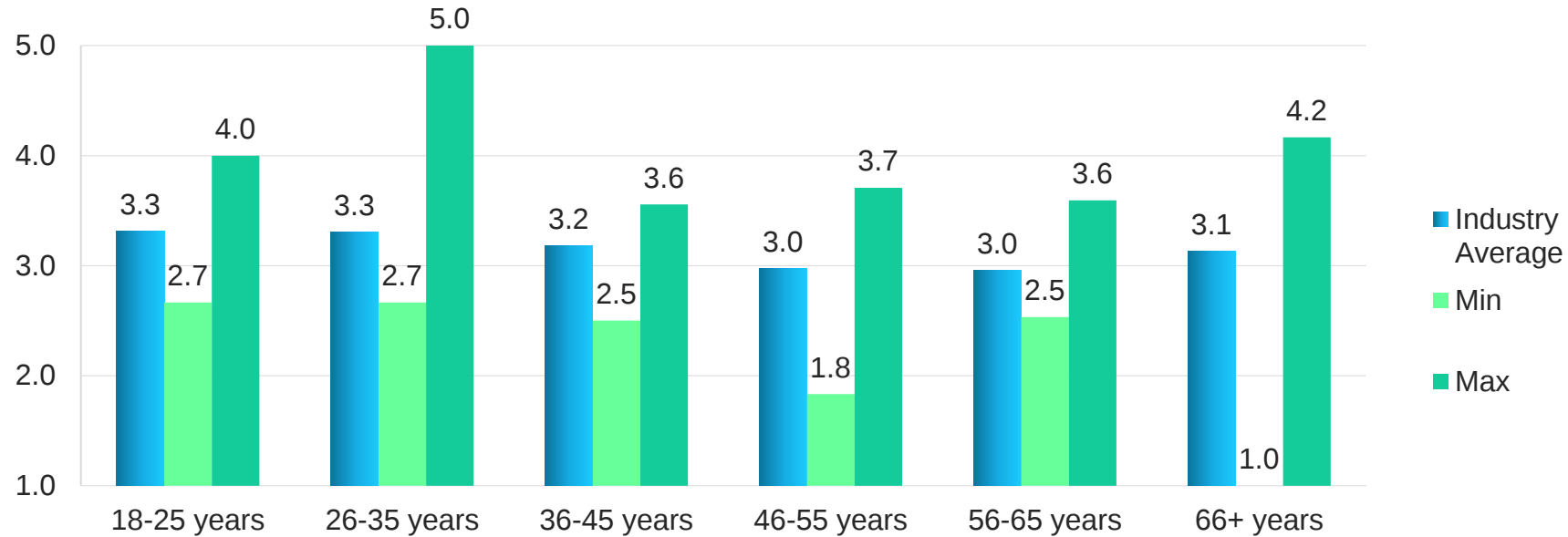
1 = Never - 5 = Very often

"I kept quiet and did not make recommendations to my supervisor about how to fix employee treatment issues"

Age: Leadership I



Supervisor Voice Solicitation on Work Issues



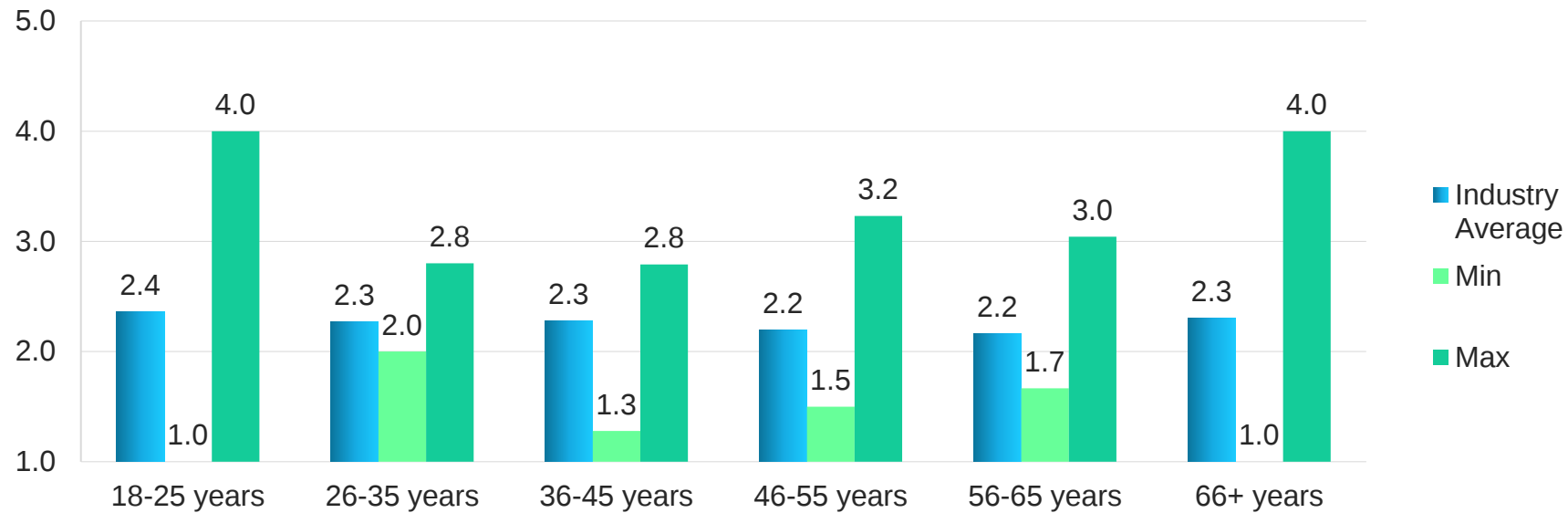
1 = Never - 5 = Very often

“My supervisor asked me for input that would be helpful for improving work issues”

Age: Leadership II



Supervisor Voice Solicitation on Employee Treatment Issues



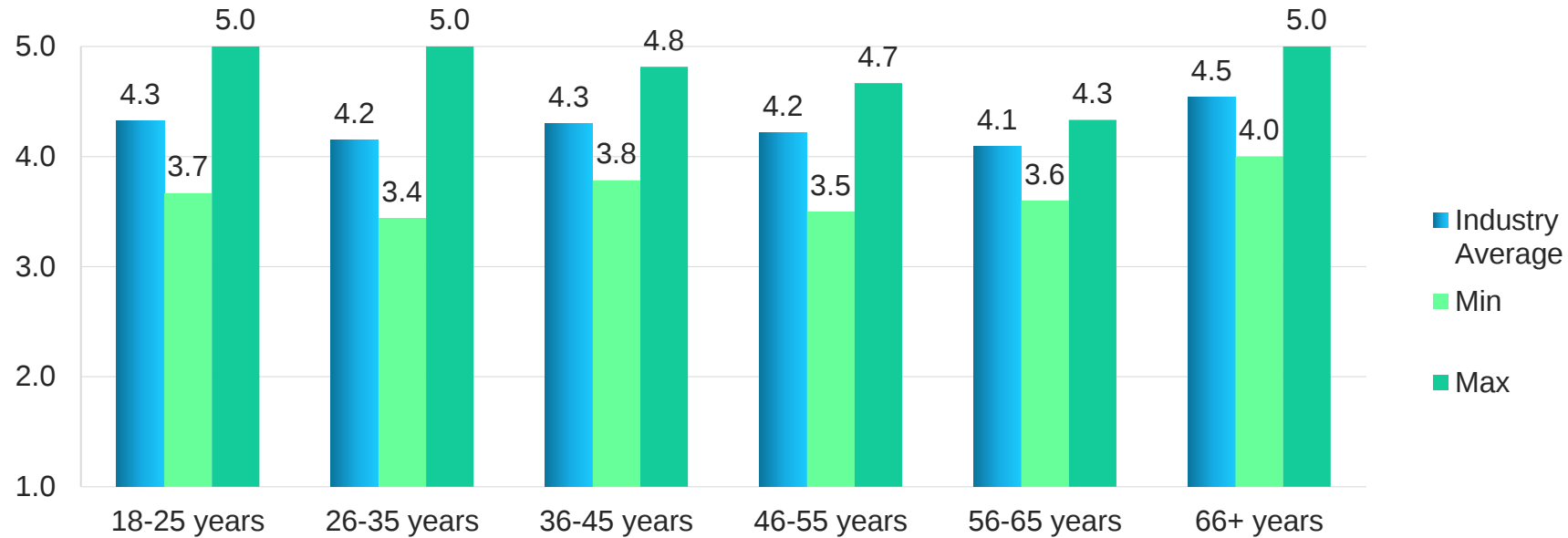
1 = Never - 5 = Very often

“My supervisor asked me for input that would be helpful for improving employee treatment issues”

Age: Leadership III



Supervisor Fairness



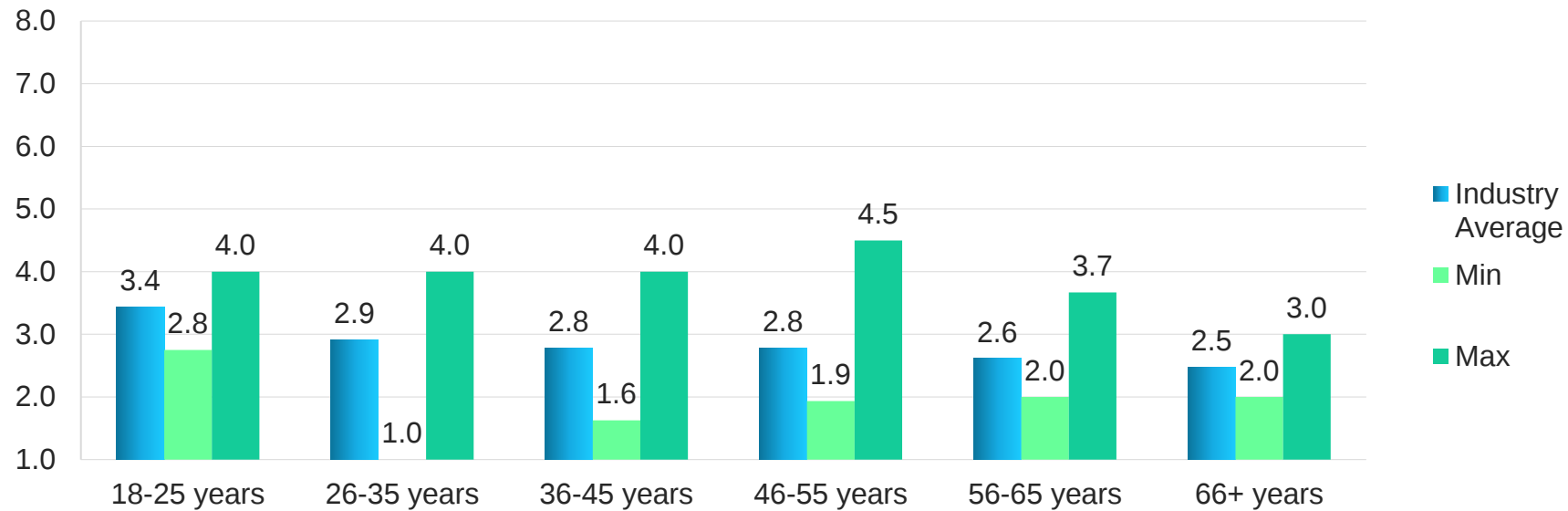
1 = Not at all - 5 = To a Great Extent / Extremely

“Overall, I am treated fairly by my supervisor”

Age: Well-Being & Satisfaction I



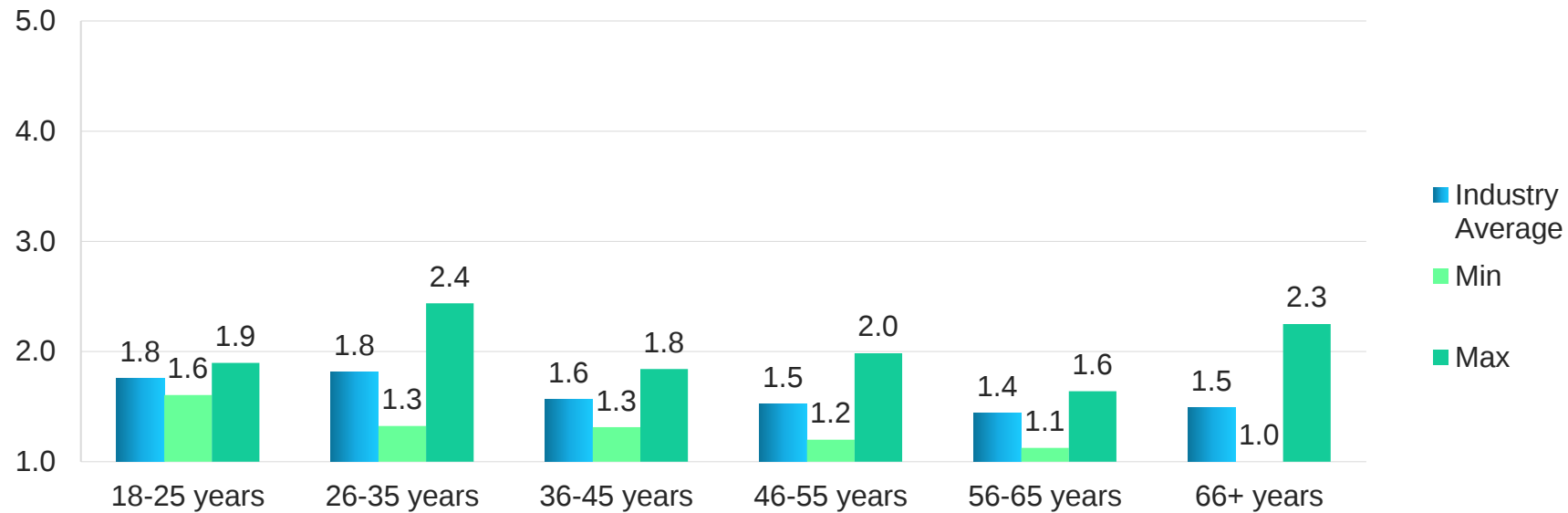
Burnout



Age: Well-Being & Satisfaction II



Negative Affect

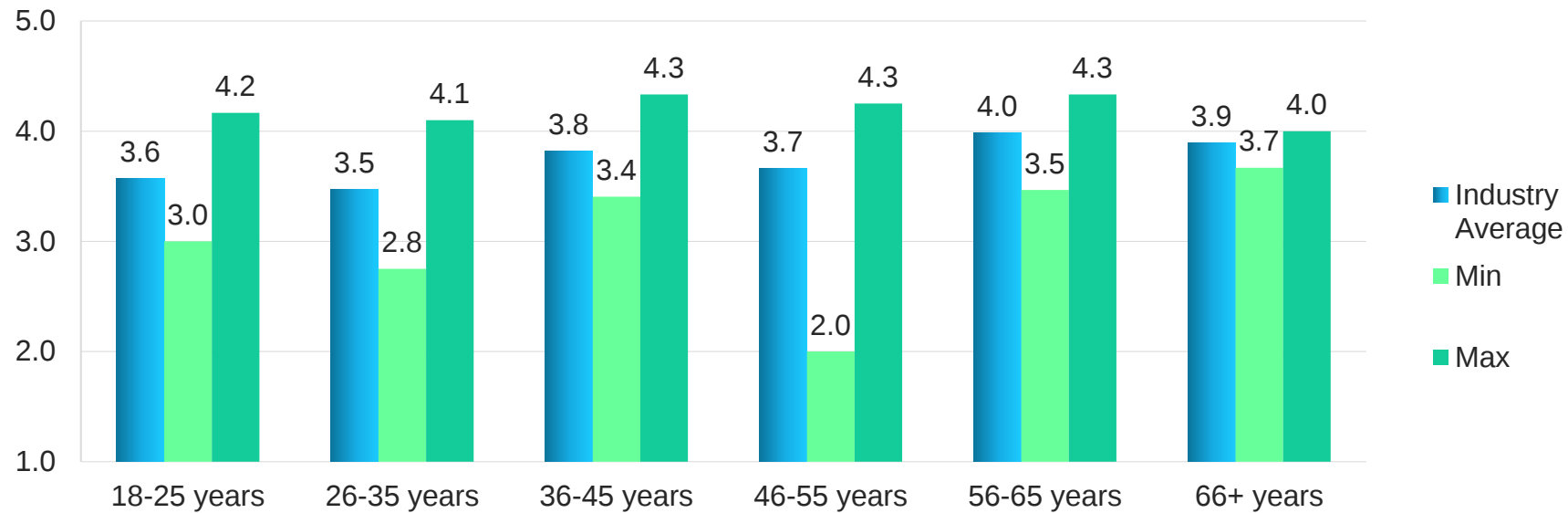


1 = Not at all - 5 = To a Great Extent / Extremely

Age: Well-Being & Satisfaction III



Job Satisfaction

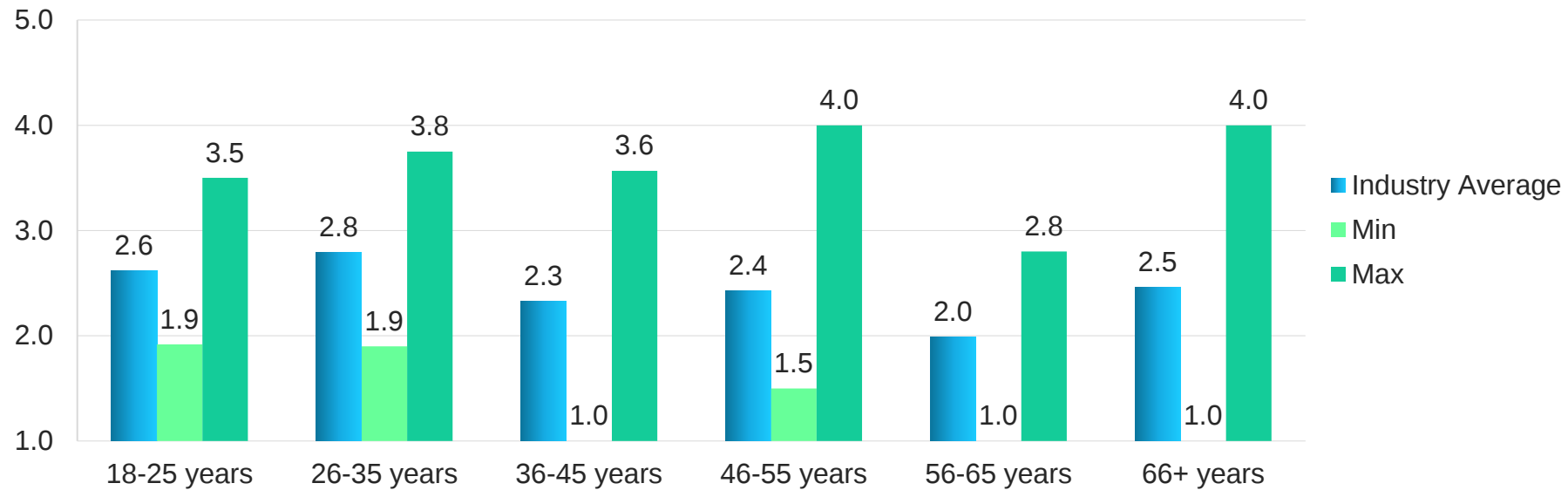


1 = Very unsatisfied - 5 = Very satisfied

Age: Well-Being & Satisfaction IV



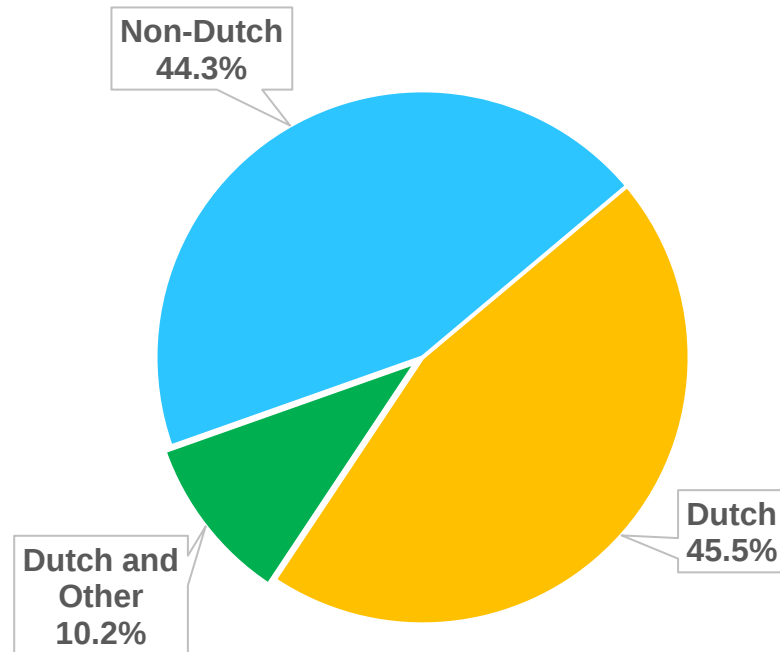
Turnover Intentions



1 = Extremely Unlikely - 5 = Extremely Likely

Industry-level Data Slices: Results for Cultural Background

Industry-level Data Slices: Cultural Background Distribution



Note 1: N (Dutch) = 1255; N (Dutch and Other) = 235; N (Non-Dutch) = 745. Please note that these numbers of respondents indicate the actual cultural background distribution among all respondents, while the percentages in the pie chart show the average cultural background distribution across the 11 organizations.

Note 2: The number of respondents included in the calculation of each construct's score varies.

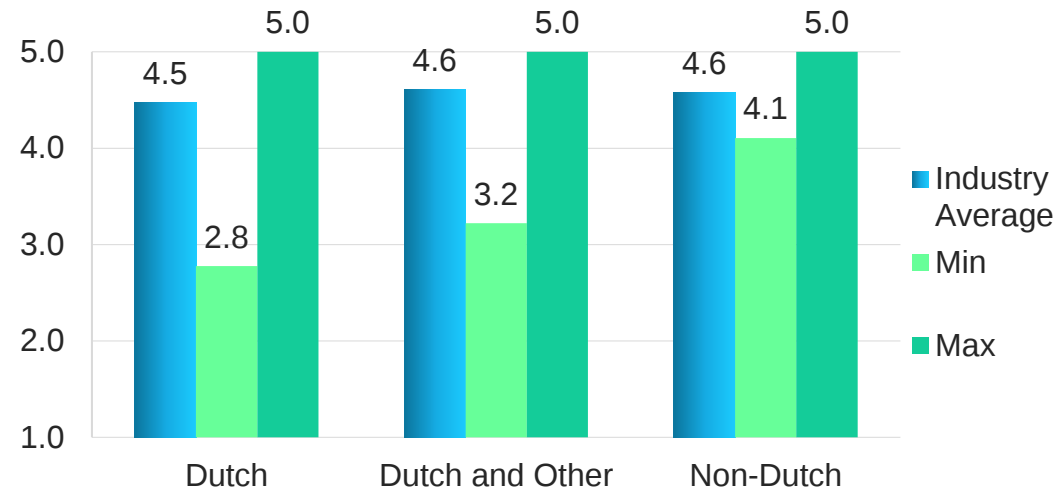
Note 3: A total of 205 respondents did not provide an answer to the question regarding their cultural background.

Note 4: Please note that not all employees who participated in the survey live and work in the Netherlands. Additionally, cultural differences may influence response patterns. For instance, Dutch respondents may be less likely to give extremely high scores, even when they hold a positive opinion.

Cultural Background: Perceived Inclusion



Perceived Inclusion



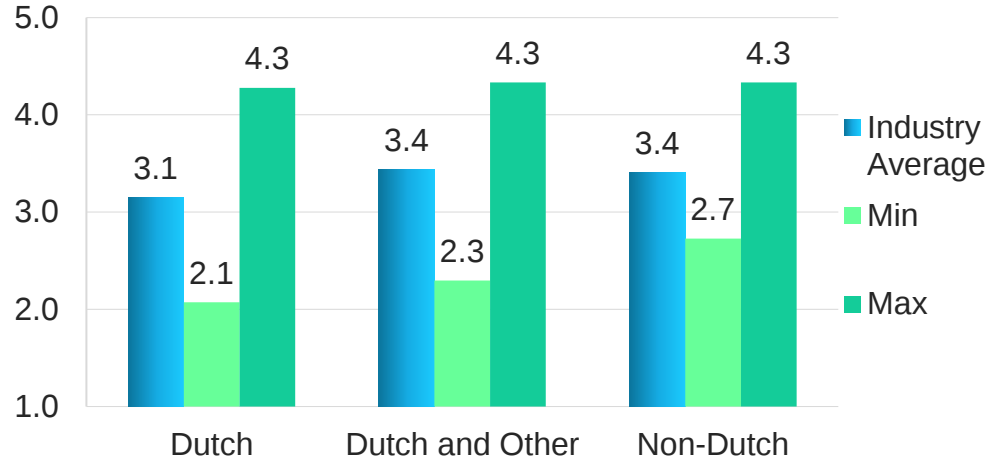
1 = Not at all - 5 = To a Great Extent / Extremely

"I feel like I am an 'outsider' in this organization" [Reversed scale]

Cultural Background: Organizational Climate I



Inclusive Climate

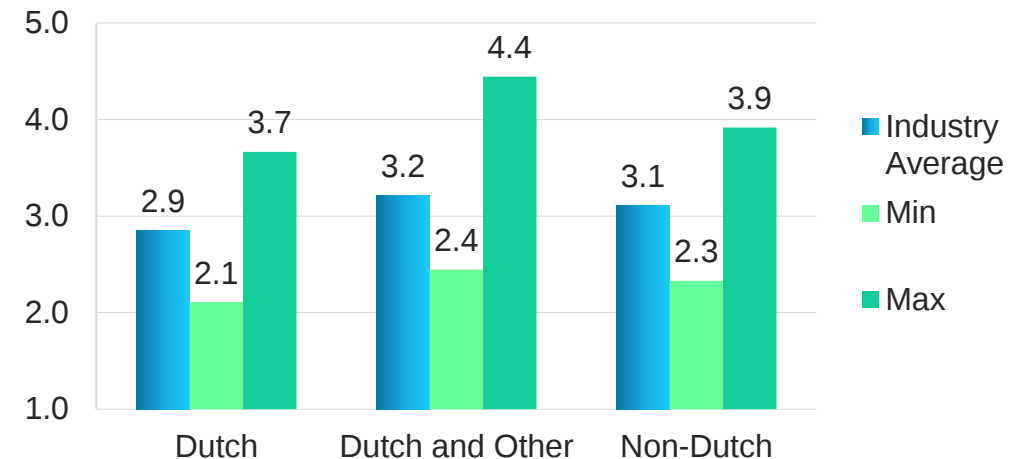


1 = Not at all - 5 = To a Great Extent / Extremely

"This organization has a fair promotion process"



Fairly Implemented Employment Practices



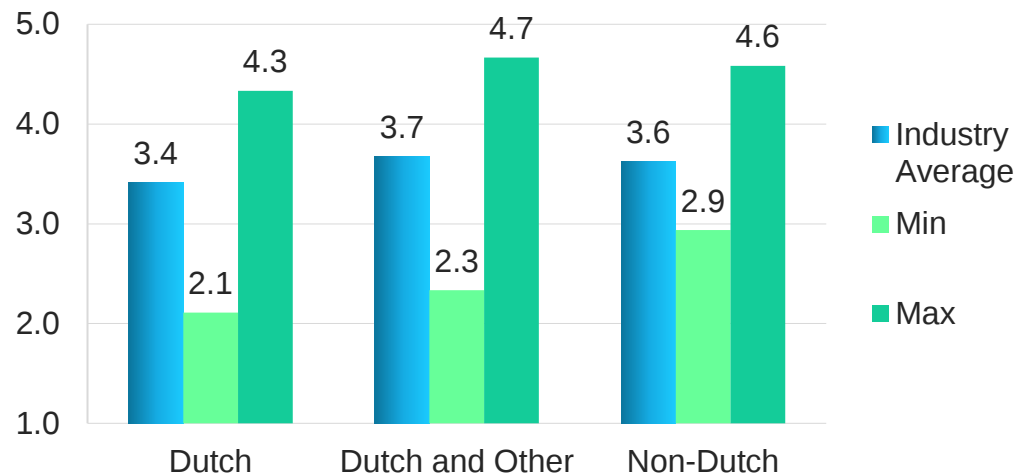
1 = Not at all - 5 = To a Great Extent / Extremely

"This organization has a fair promotion process"

Cultural Background: Organizational Climate II



Integration of Diverse Employees

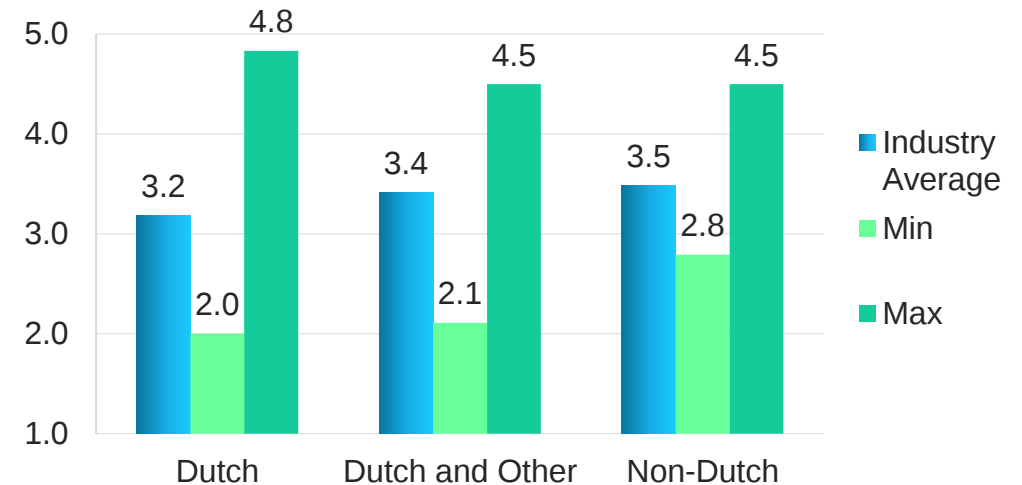


1 = Not at all - 5 = To a Great Extent / Extremely

“This organization is characterized by a non-threatening environment in which people can reveal their “true” selves”



Inclusion in Decision Making



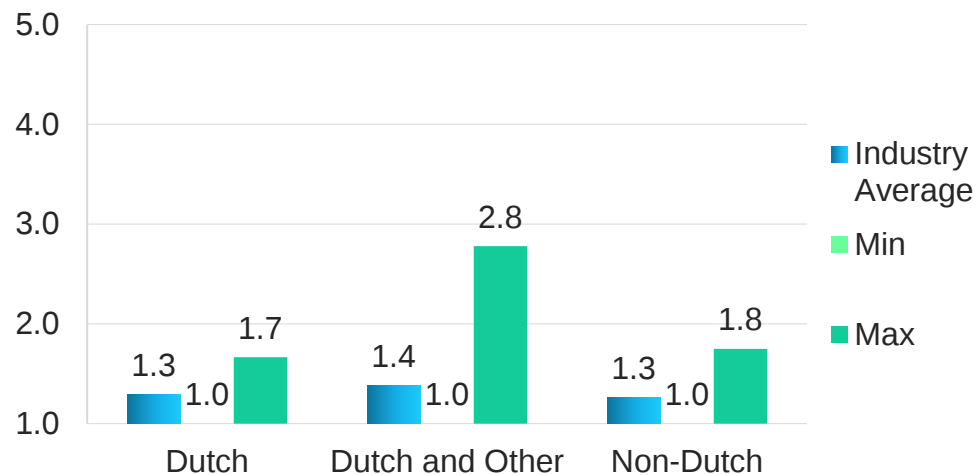
1 = Not at all - 5 = To a Great Extent / Extremely

“In this organization, everyone’s ideas for how to do things better are given serious consideration”

Cultural Background: Organizational Climate III



Perceptions of Workplace Inequality for Women

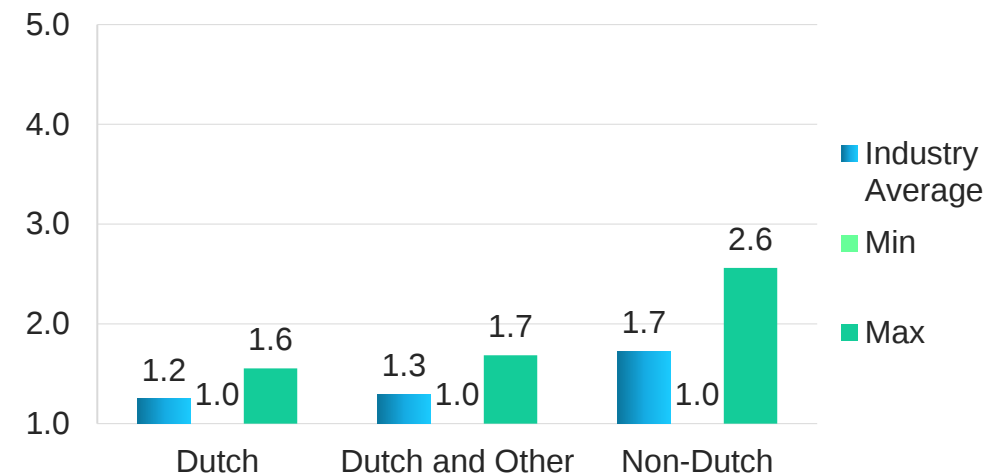


1 = Not at all - 5 = To a Great Extent / Extremely

“Women experience discrimination in hiring or promotion decisions”



Perceptions of Workplace Inequality for non-Dutch



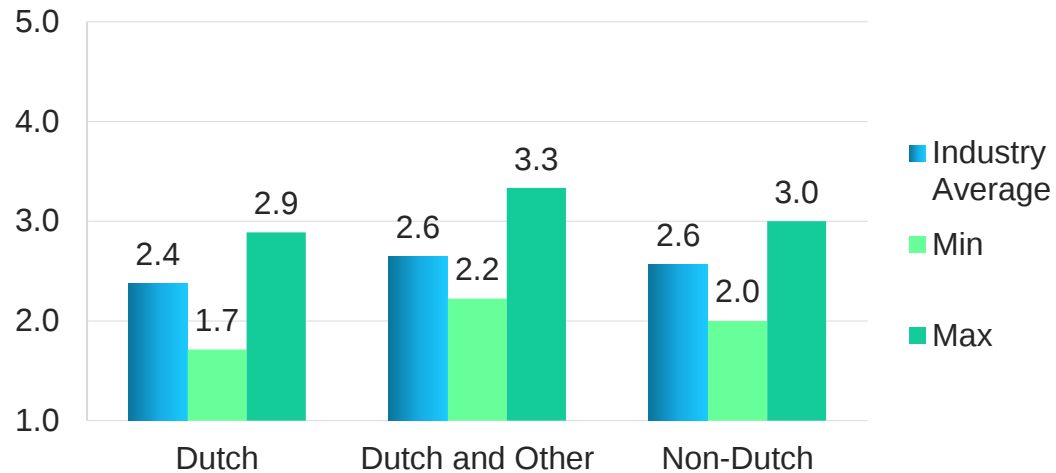
1 = Not at all - 5 = To a Great Extent / Extremely

“Individuals with a non-Dutch background experience discrimination in hiring or promotion decisions”

Cultural Background: Organizational Climate IV



Competitive Climate



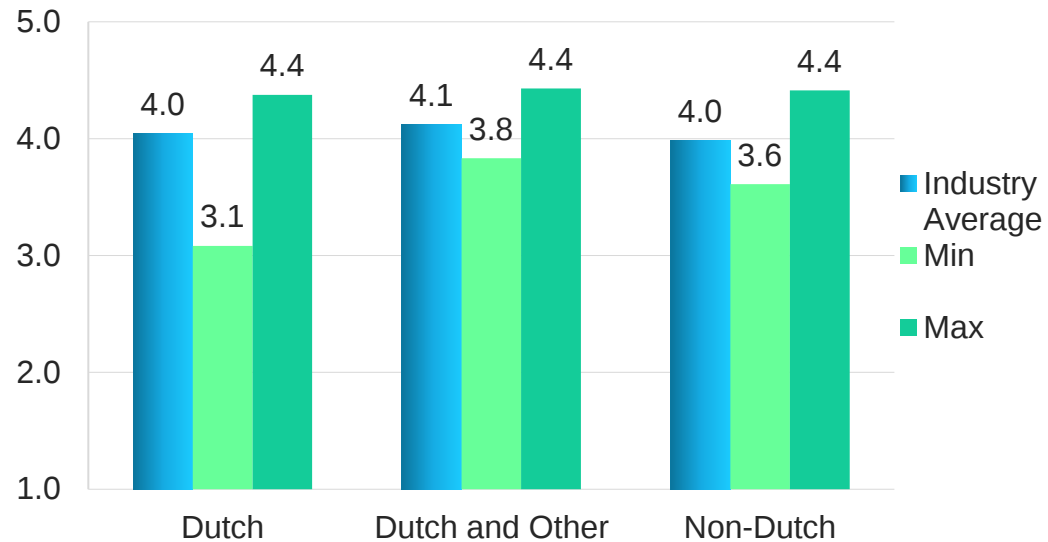
1 = Not at all - 5 = To a Great Extent / Extremely

“The amount of recognition you get in this organization depends on how you perform compared to others”

Cultural Background: Psychological Safety and Impact



Psychological Safety

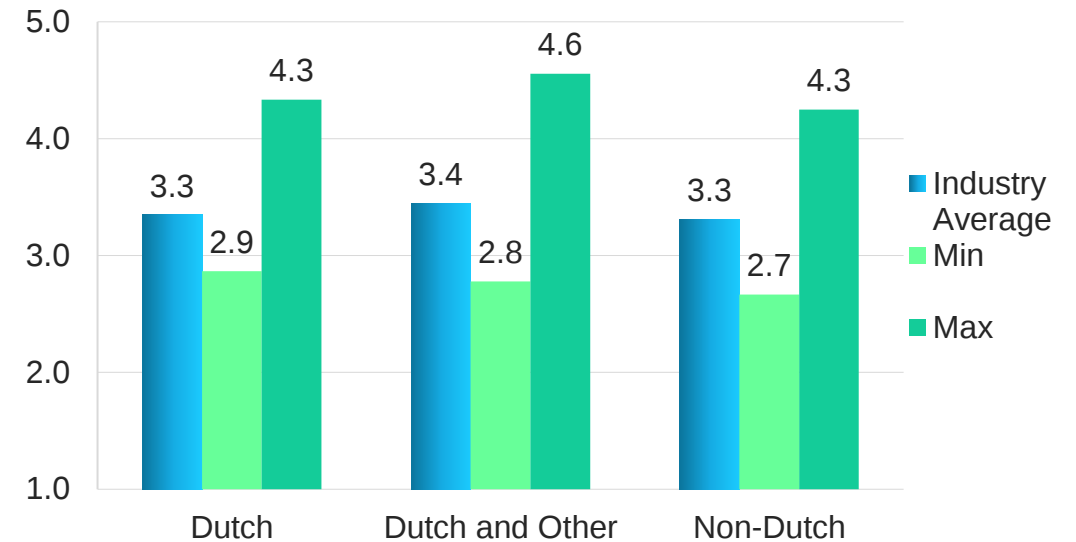


1 = Not at all - 5 = To a Great Extent / Extremely

“I am able to bring up problems and tough issues in this team”



Perceived Impact



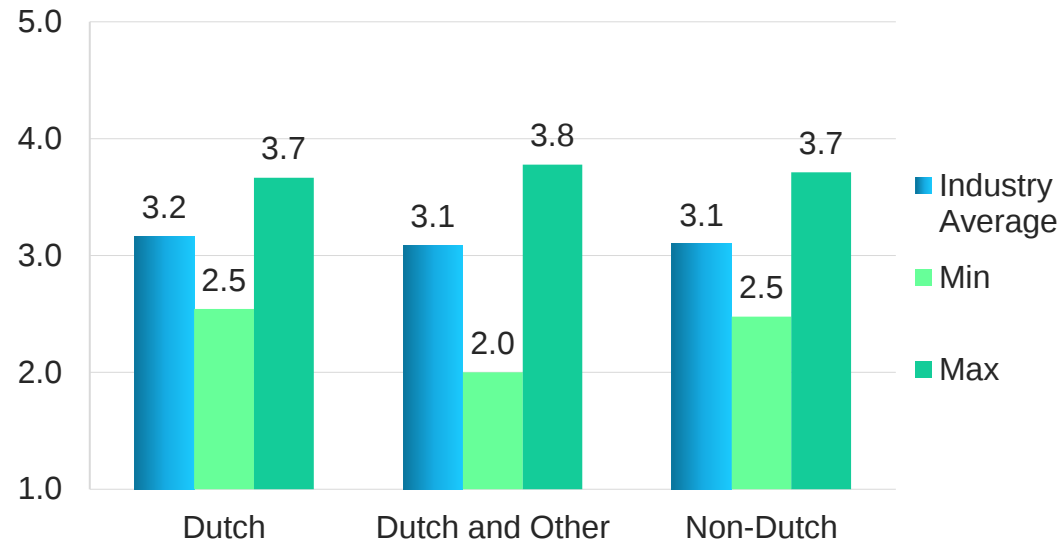
1 = Not at all - 5 = To a Great Extent / Extremely

“My impact on what happens in my team is large”

Cultural Background: Voice Behavior and Silence I



Voice on Work Issues

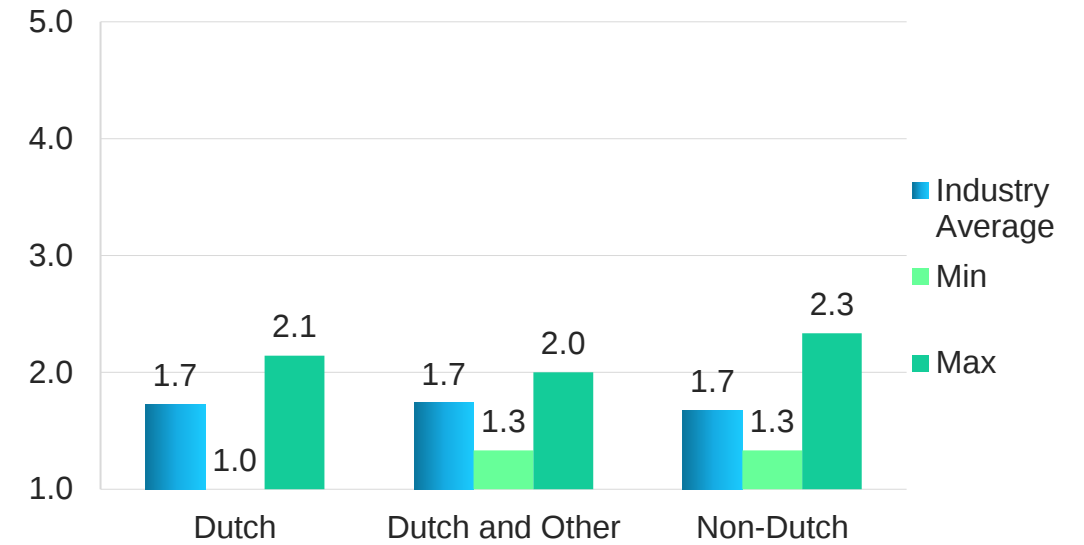


1 = Never - 5 = Very often

“I made suggestions to my supervisor about how to improve work issues”



Silence on Work Issues



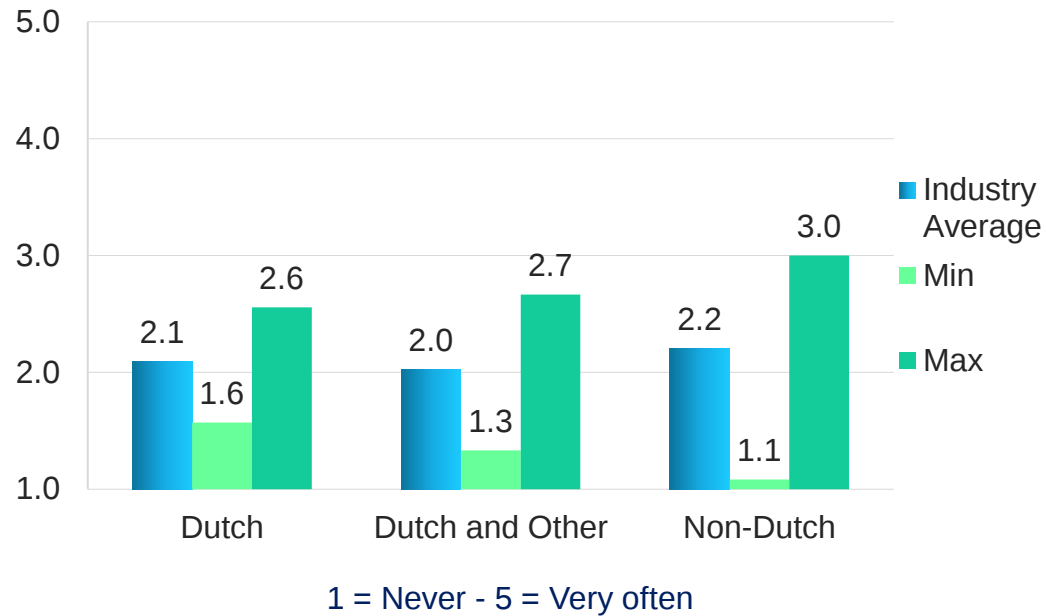
1 = Never - 5 = Very often

“I kept quiet and did not make recommendations to my supervisor about how to fix work issues”

Cultural Background: Voice Behavior and Silence II



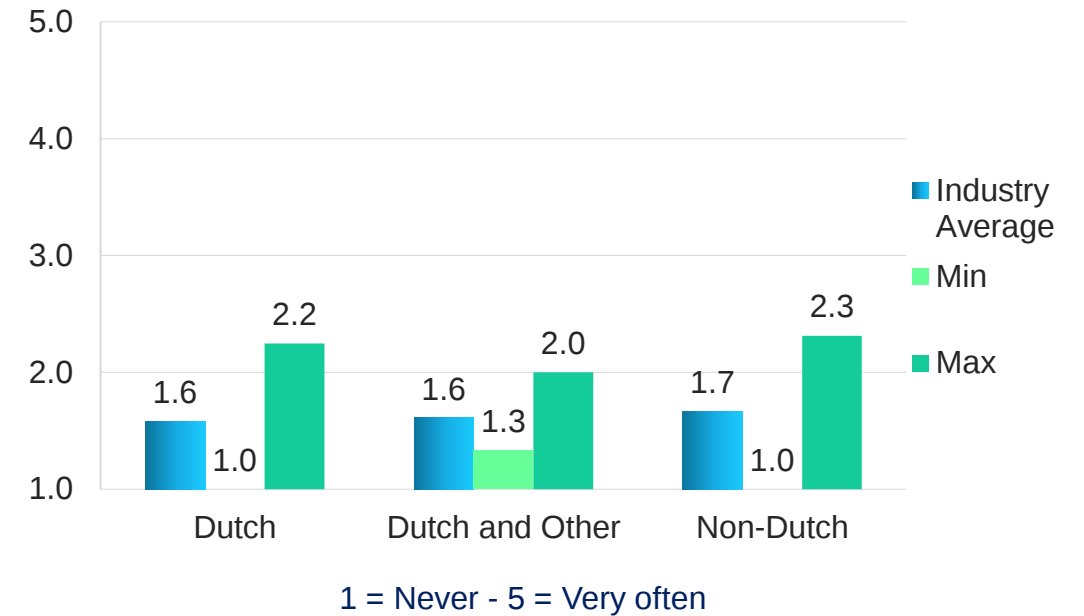
Voice on Employee Treatment Issues



"I made suggestions to my supervisor about how to improve employee treatment issues"



Silence on Employee Treatment Issues

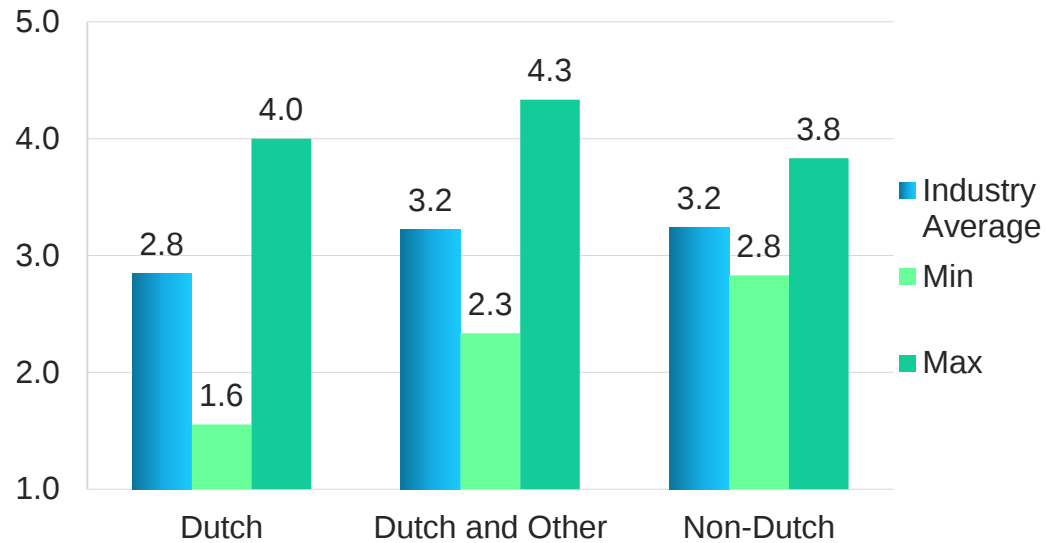


"I kept quiet and did not make recommendations to my supervisor about how to fix employee treatment issues"

Cultural Background: Leadership I



Supervisor Voice Solicitation on Work Issues

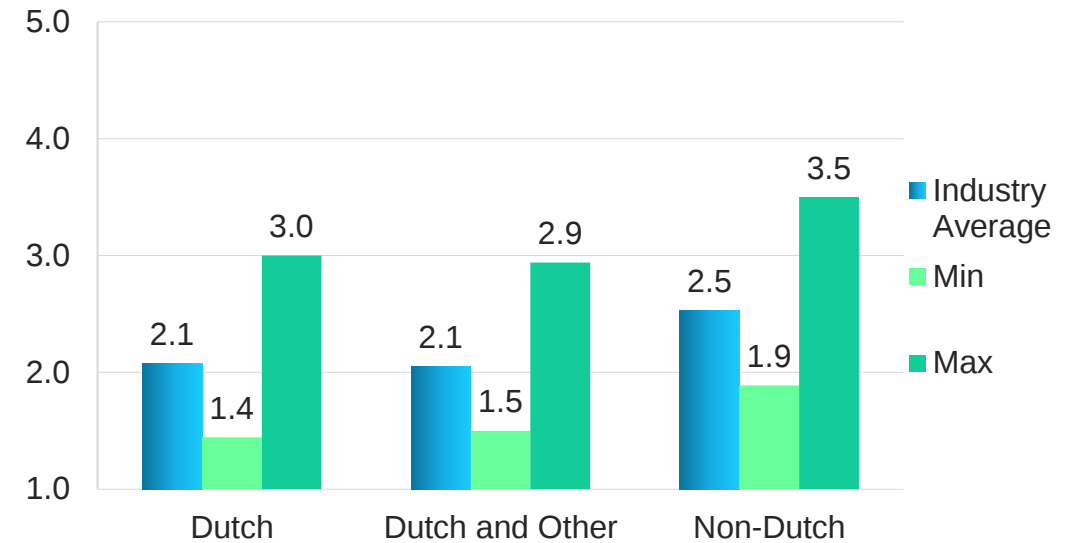


1 = Never - 5 = Very often

“My supervisor asked me for input that would be helpful for improving work issues”



Supervisor Voice Solicitation on Employee Treatment Issues



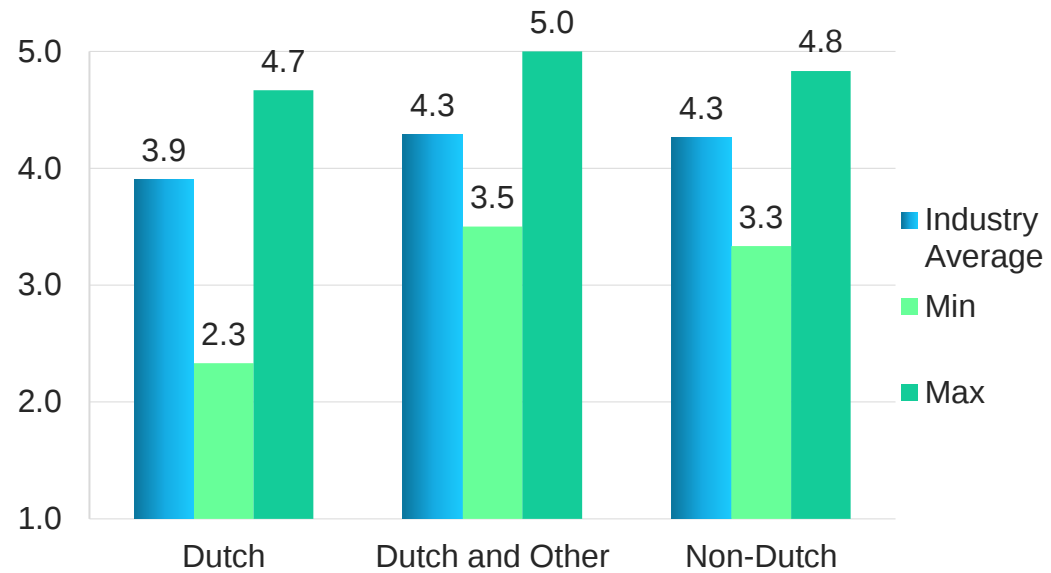
1 = Never - 5 = Very often

“My supervisor asked me for input that would be helpful for improving employee treatment issues”

Cultural Background: Leadership II



Supervisor Fairness



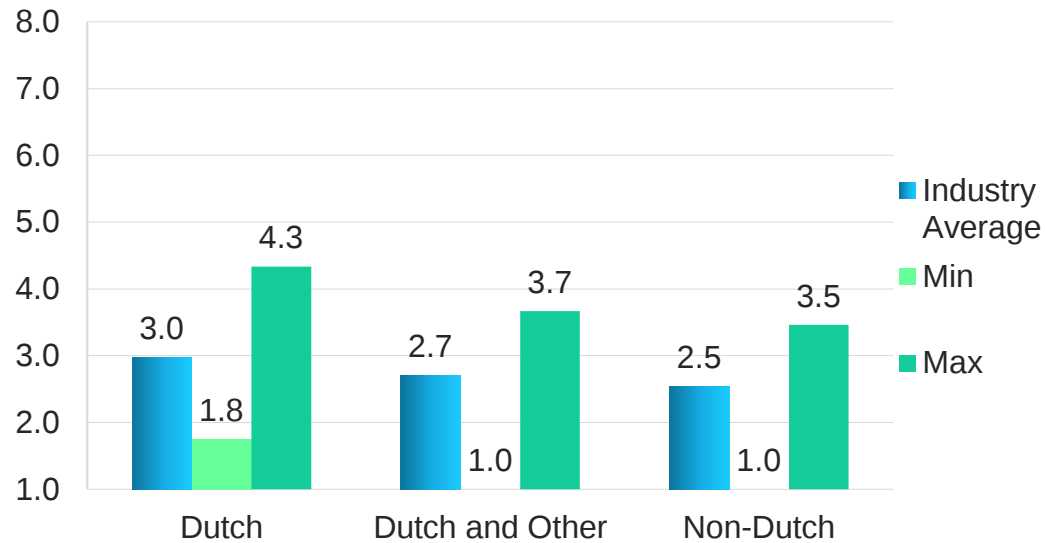
1 = Not at all - 5 = To a Great Extent / Extremely

“Overall, I am treated fairly by my supervisor”

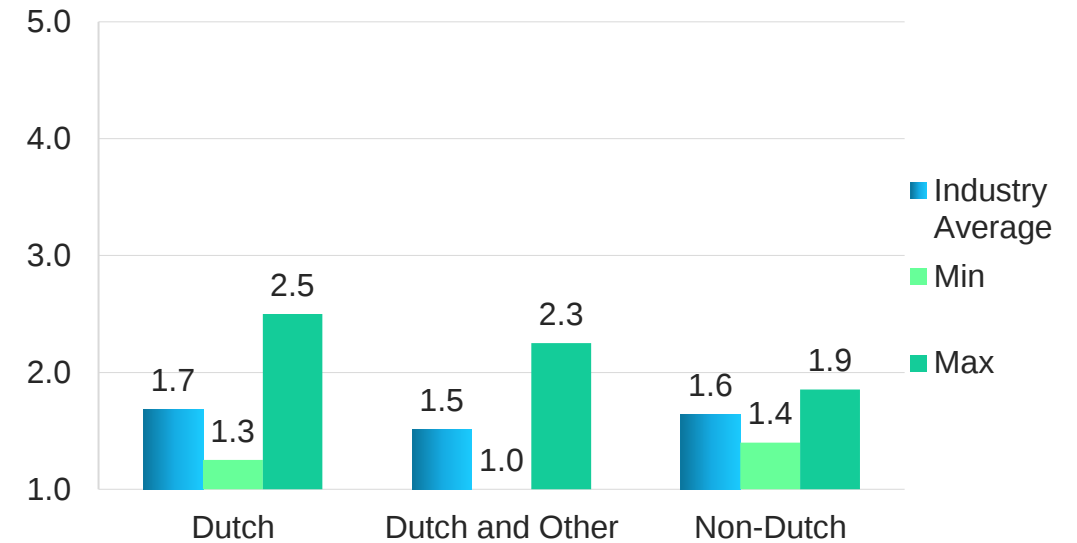
Cultural Background: Well-Being & Satisfaction I



Burnout



Negative Affect



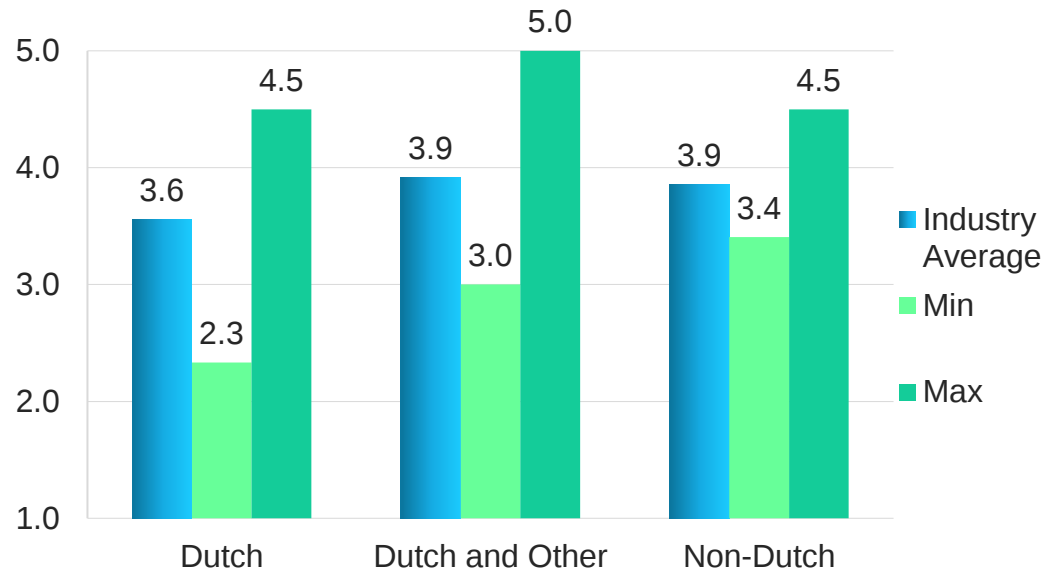
1 = Not at all - 5 = To a Great Extent / Extremely



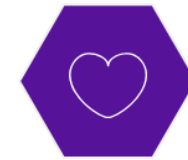
Cultural Background: Well-Being & Satisfaction II



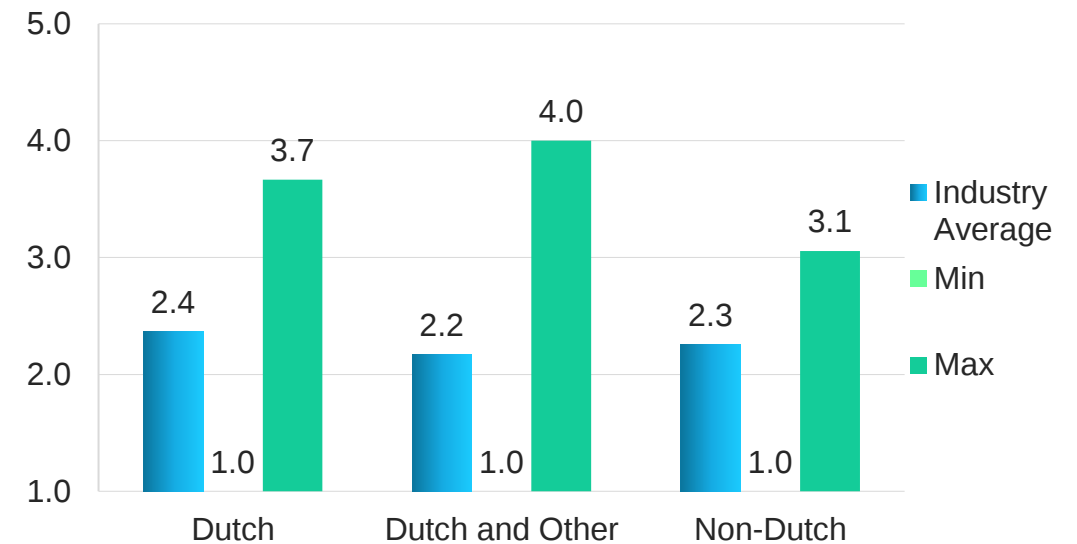
Job Satisfaction



1 = Very unsatisfied - 5 = Very satisfied



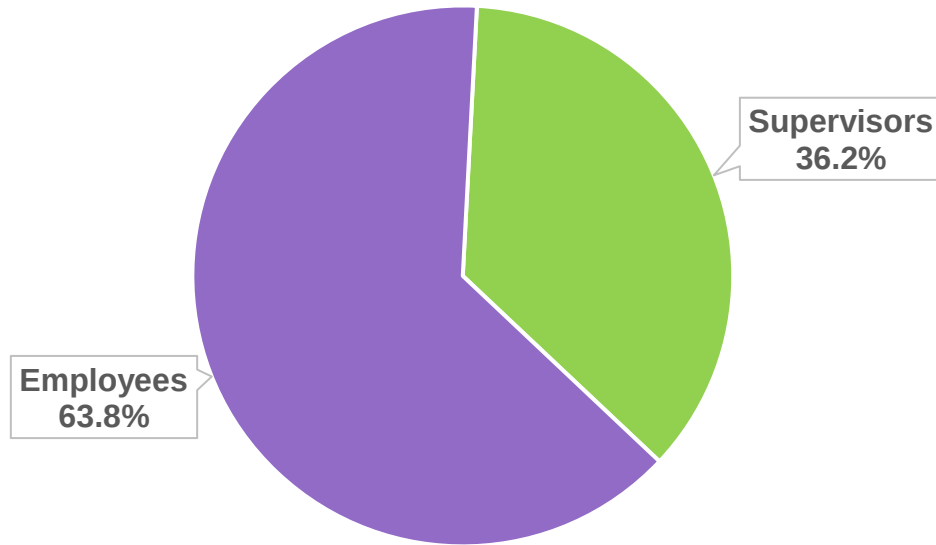
Turnover Intentions



1 = Extremely Unlikely - 5 = Extremely Likely

Industry-level Data Slices: Results for Employee vs. Supervisor Role

Industry-level Data Slices: Employee vs. Supervisor Role Distribution



Note 1: For this specific data slice parameter, "employees" are defined as individuals without direct reports, while "supervisors" are those who manage at least one direct report. In other sections of the report, the term "employees" refers to all survey respondents.

Note 2: N (Supervisor) = 992; N (Employees) = 1331. Please note that these numbers of respondents indicate the actual role distribution among all respondents, while the percentages in the pie chart show the average role distribution across the 11 organizations.

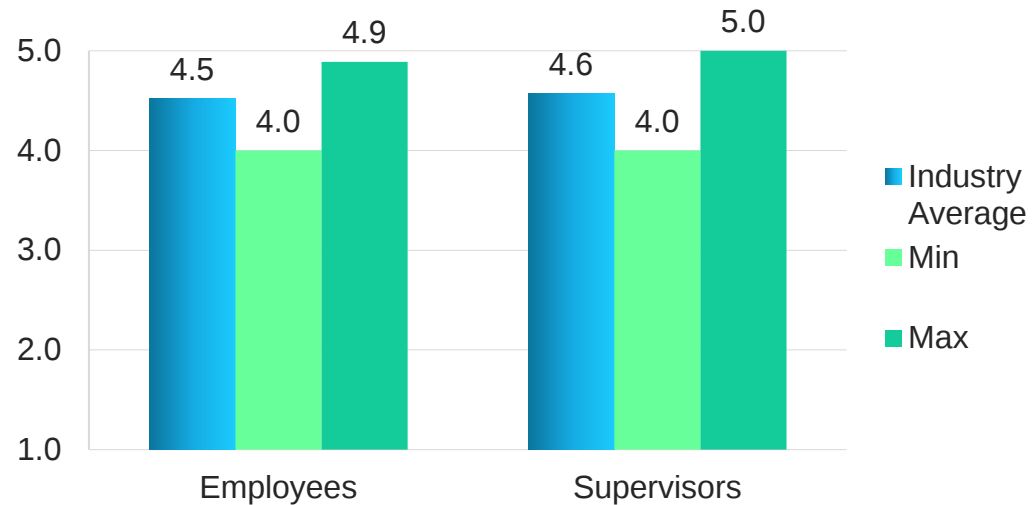
Note 3: The number of respondents included in the calculation of each construct's score varies.

Note 4: A total of 117 respondents did not provide an answer to the question regarding their role.

Employee vs. Supervisor Role: Perceived Inclusion



Perceived Inclusion



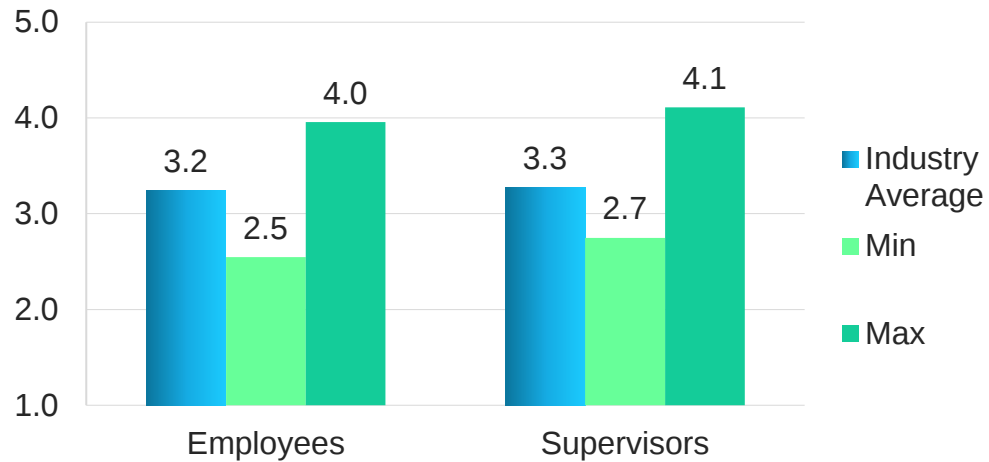
1 = Not at all - 5 = To a Great Extent / Extremely

"I feel like I am an 'outsider' in this organization" [Reversed scale]

Employee vs. Supervisor Role: Organizational Climate I



Inclusive Climate

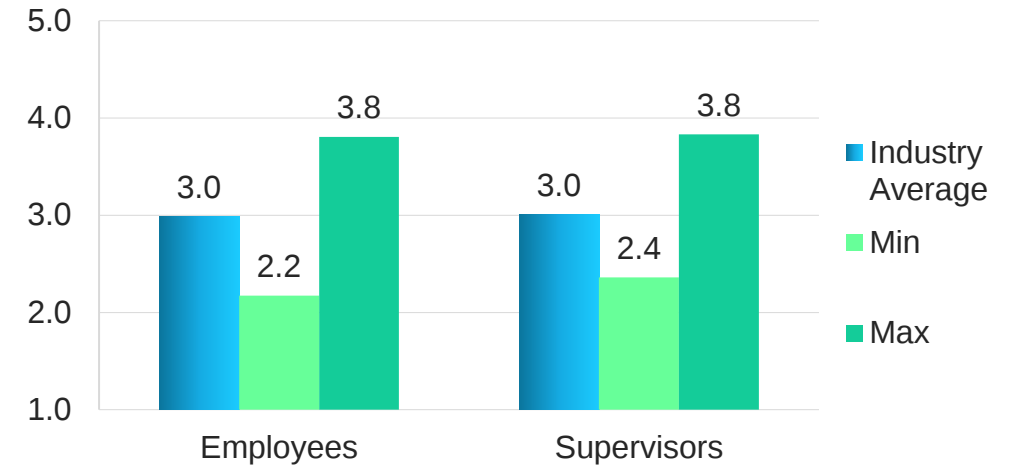


1 = Not at all - 5 = To a Great Extent / Extremely

“This organization has a fair promotion process”



Fairly Implemented Employment Practices



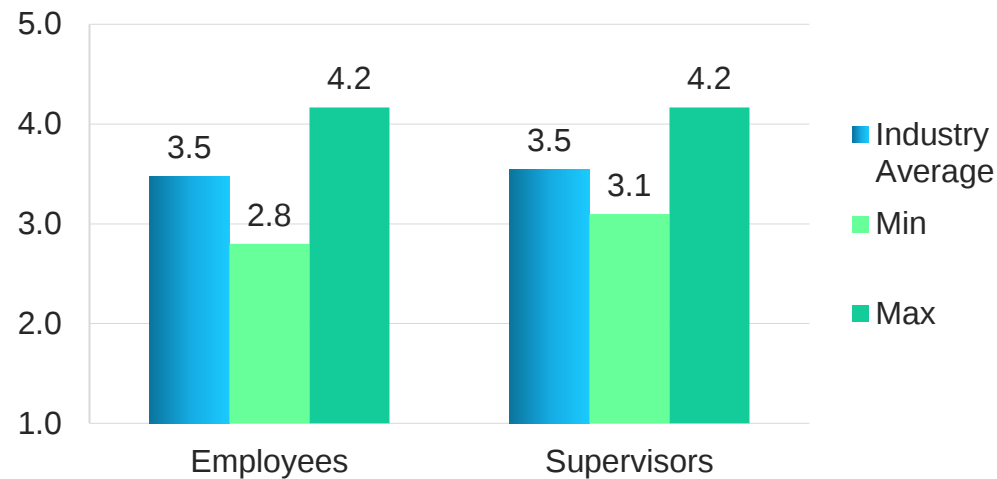
1 = Not at all - 5 = To a Great Extent / Extremely

“This organization has a fair promotion process”

Employee vs. Supervisor Role: Organizational Climate II



Integration of Diverse Employees

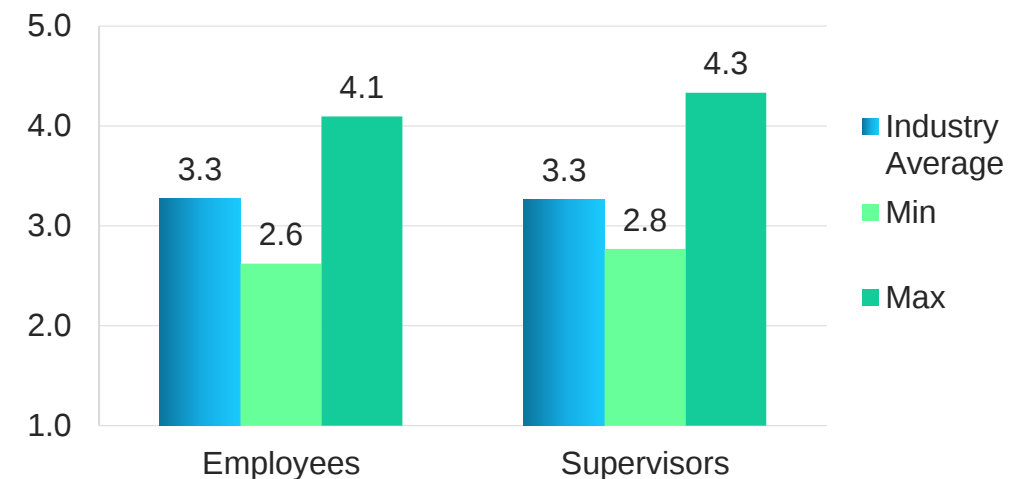


1 = Not at all - 5 = To a Great Extent / Extremely

"This organization is characterized by a non-threatening environment in which people can reveal their "true" selves"



Inclusion in Decision Making



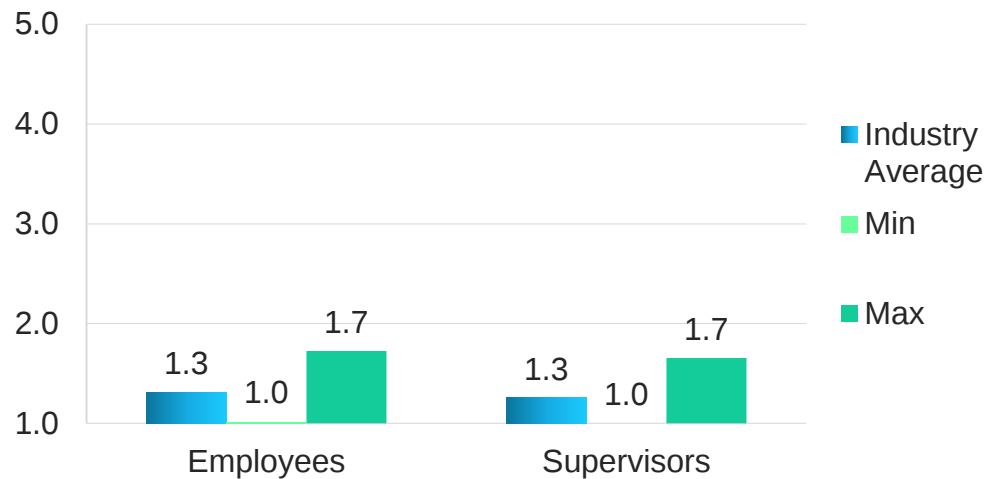
1 = Not at all - 5 = To a Great Extent / Extremely

"In this organization, everyone's ideas for how to do things better are given serious consideration"

Employee vs. Supervisor Role: Organizational Climate III



Perceptions of Workplace Inequality for Women

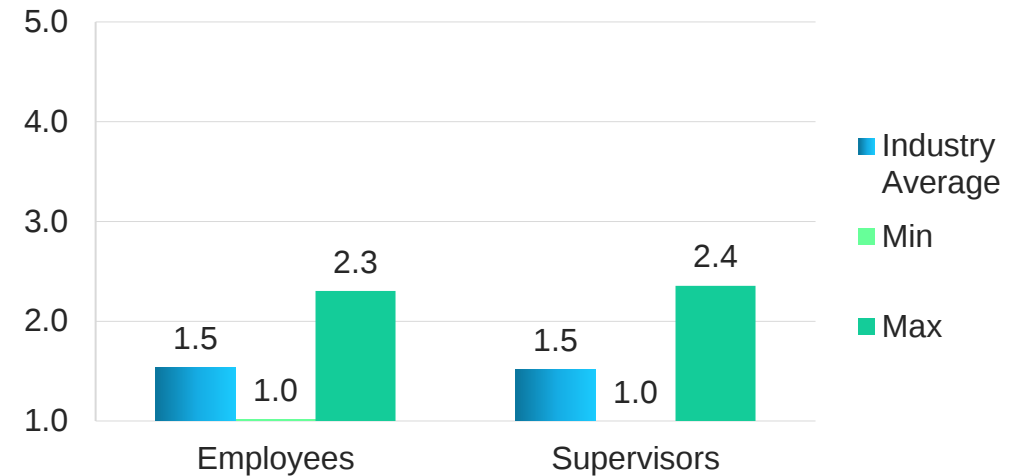


1 = Not at all - 5 = To a Great Extent / Extremely

“Women experience discrimination in hiring or promotion decisions”



Perceptions of Workplace Inequality for non-Dutch



1 = Not at all - 5 = To a Great Extent / Extremely

“Individuals with a non-Dutch background experience discrimination in hiring or promotion decisions”

Employee vs. Supervisor Role: Organizational Climate IV



Competitive Climate



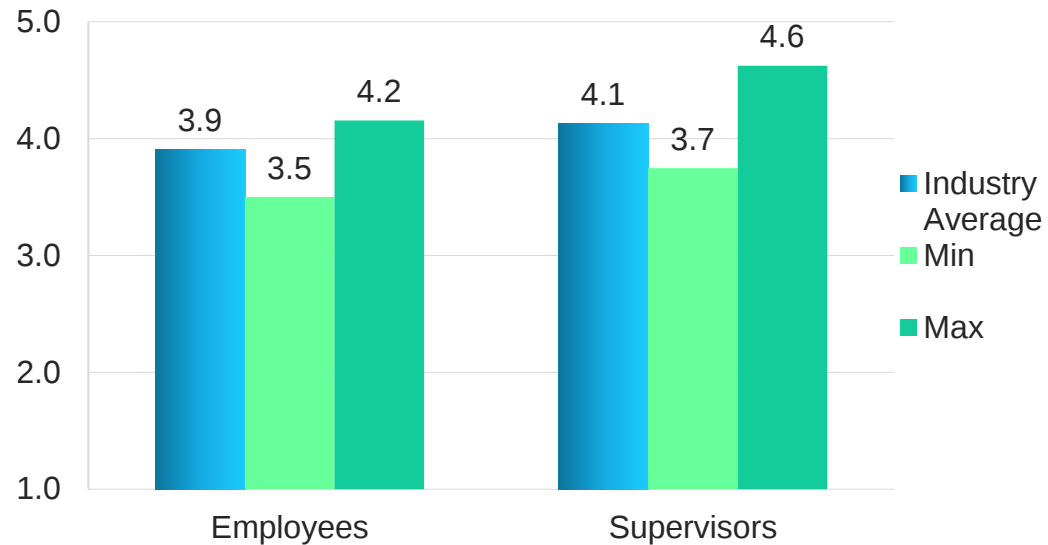
1 = Not at all - 5 = To a Great Extent / Extremely

“The amount of recognition you get in this organization depends on how you perform compared to others”

Employee vs. Supervisor Role: Psychological Safety and Impact



Psychological Safety

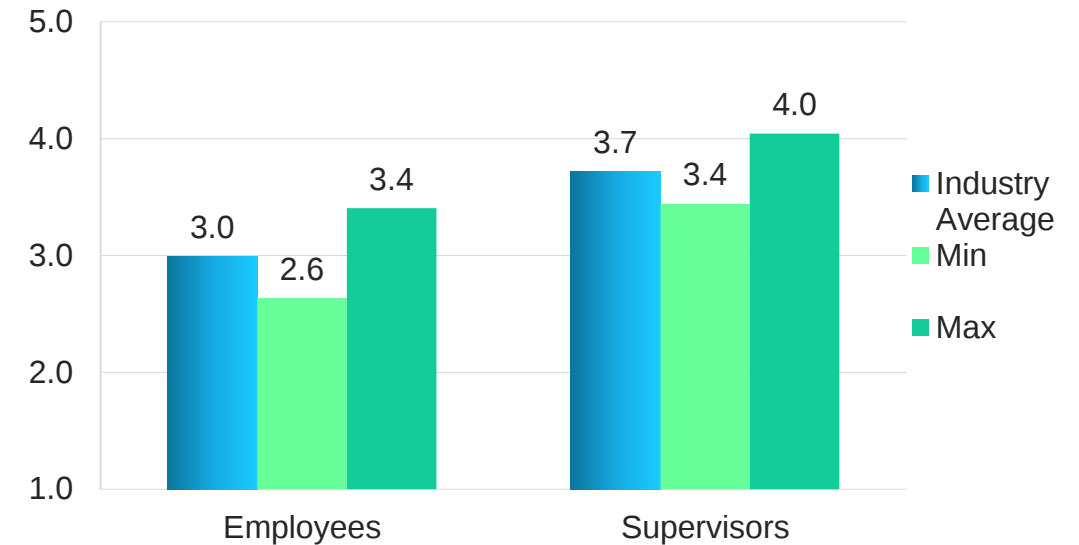


1 = Not at all - 5 = To a Great Extent / Extremely

“I am able to bring up problems and tough issues in this team”



Perceived Impact



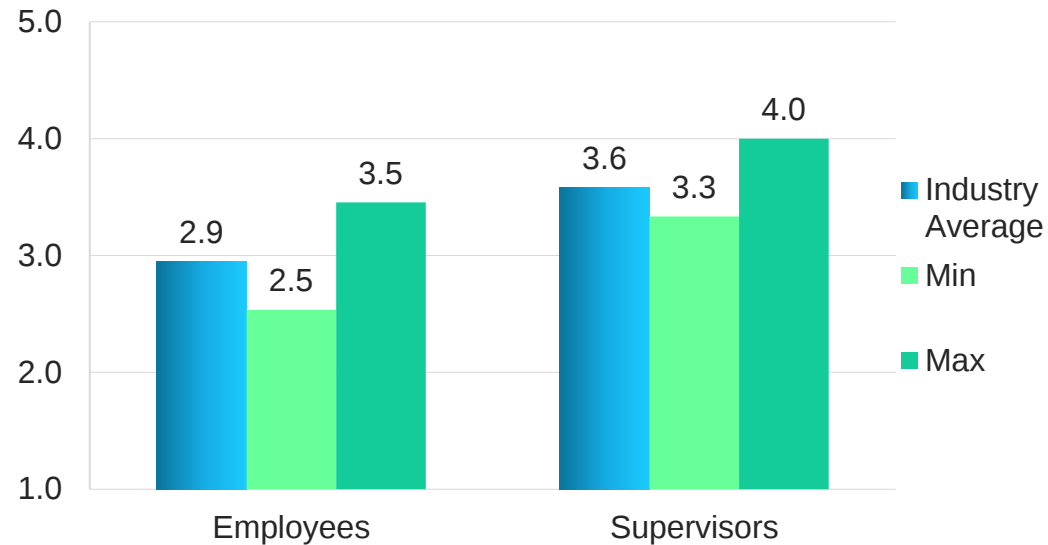
1 = Not at all - 5 = To a Great Extent / Extremely

“My impact on what happens in my team is large”

Employee vs. Supervisor Role: Voice Behavior and Silence I



Voice on Work Issues



1 = Never - 5 = Very often

“I made suggestions to my supervisor about how to improve work issues”



Silence on Work Issues



1 = Never - 5 = Very often

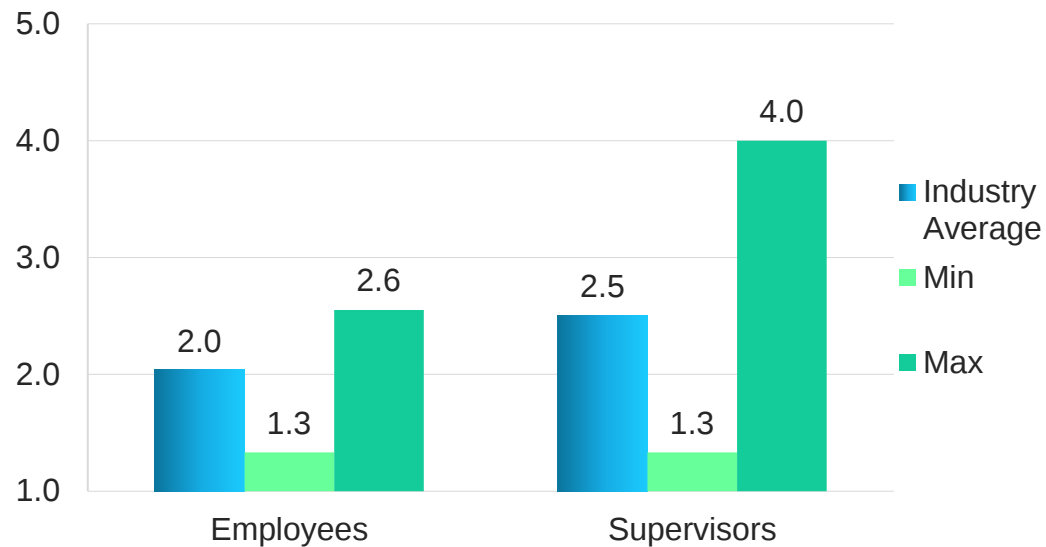
“I kept quiet and did not make recommendations to my supervisor about how to fix work issues”

Note: In some organizations, Silence on Work Issues and Silence on Employee Treatment Issues were measured only among employees and not supervisors.

Employee vs. Supervisor Role: Voice Behavior and Silence II



Voice on Employee Treatment Issues

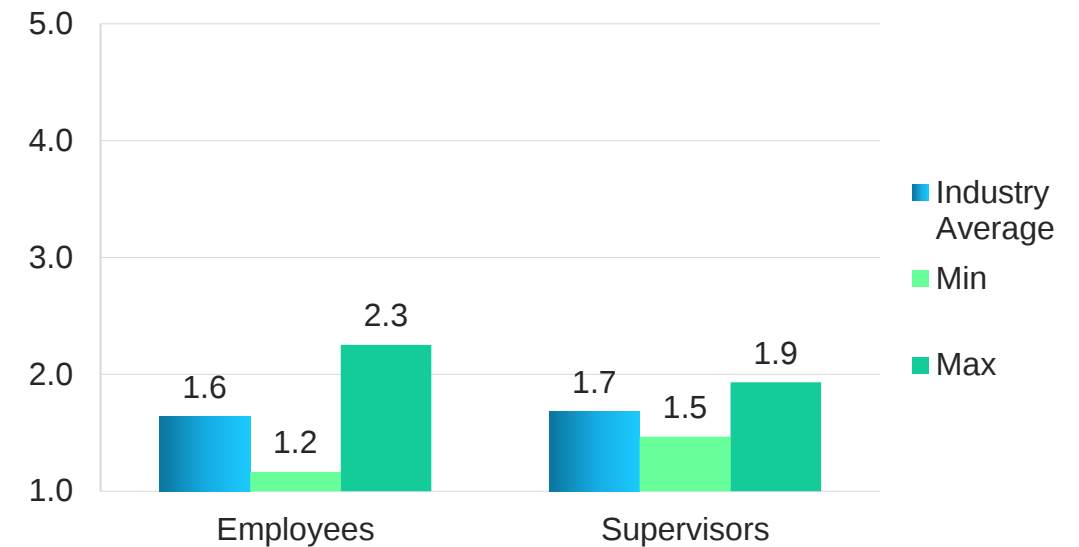


1 = Never - 5 = Very often

“I made suggestions to my supervisor about how to improve employee treatment issues”



Silence on Employee Treatment Issues



1 = Never - 5 = Very often

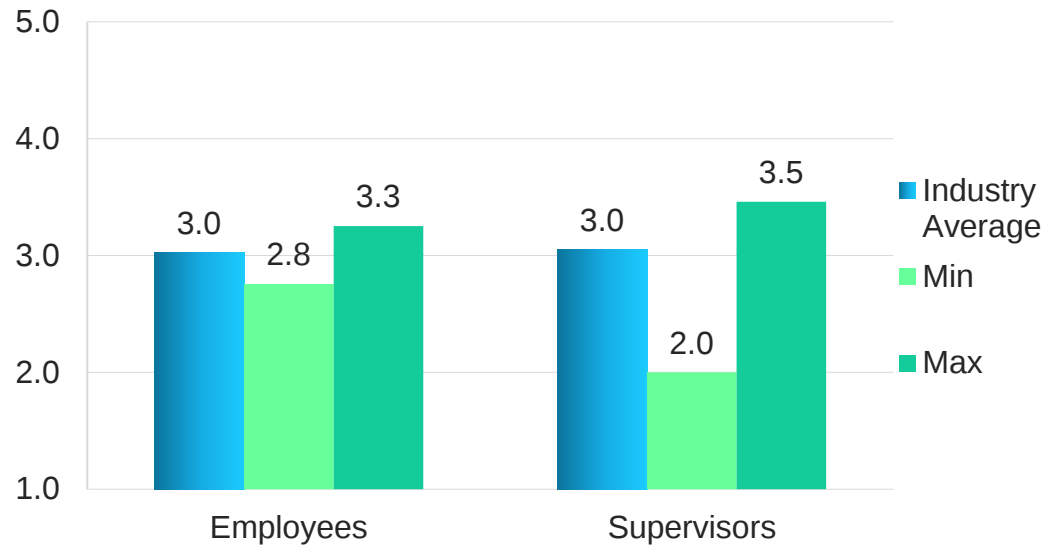
“I kept quiet and did not make recommendations to my supervisor about how to fix employee treatment issues”

Note: In some organizations, Silence on Work Issues and Silence on Employee Treatment Issues were measured only among employees and not supervisors.

Employee vs. Supervisor Role: Leadership I



Supervisor Voice Solicitation on Work Issues

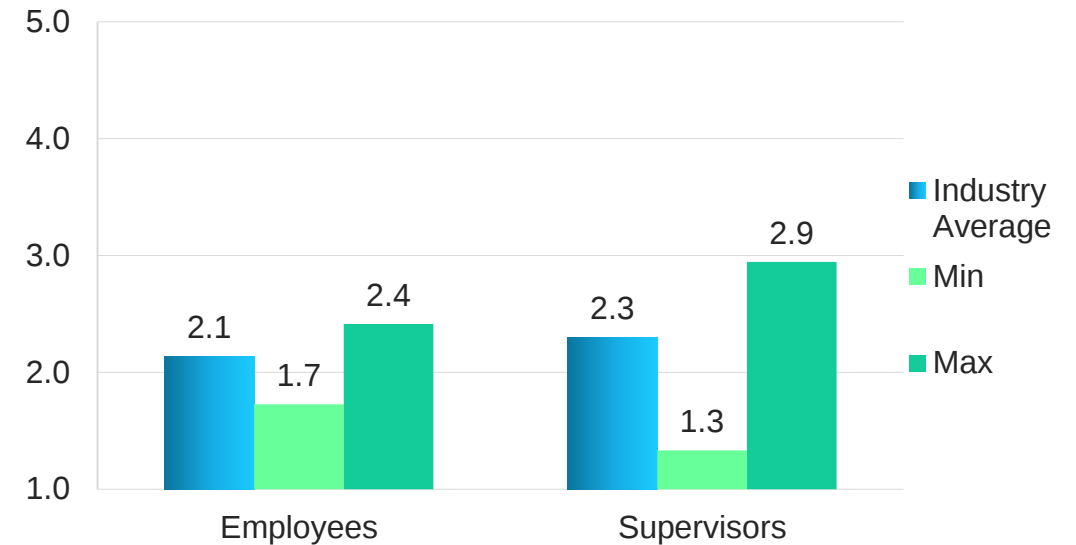


1 = Never - 5 = Very often

“My supervisor asked me for input that would be helpful for improving work issues”



Supervisor Voice Solicitation on Employee Treatment Issues



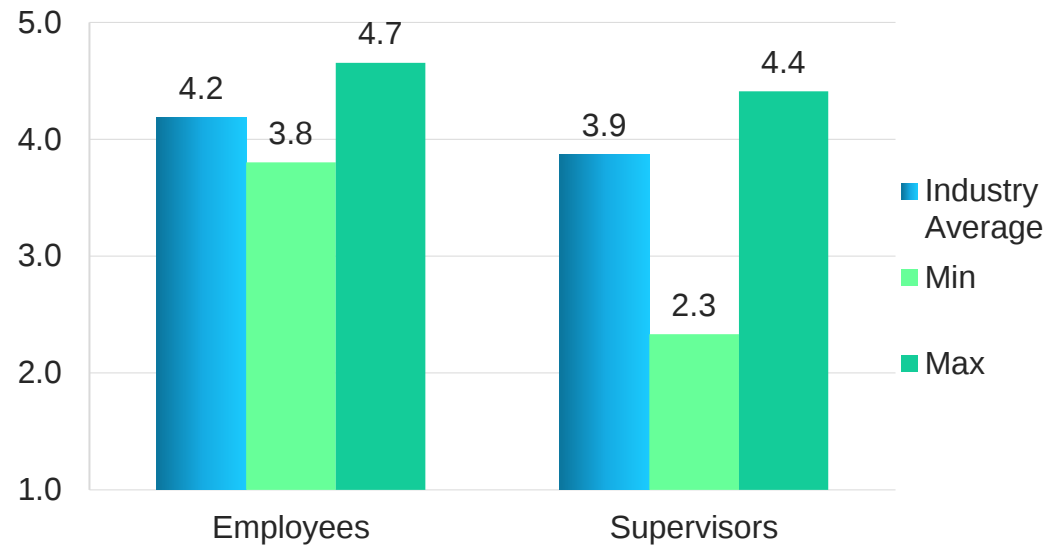
1 = Never - 5 = Very often

“My supervisor asked me for input that would be helpful for improving employee treatment issues”

Employee vs. Supervisor Role: Leadership II



Supervisor Fairness



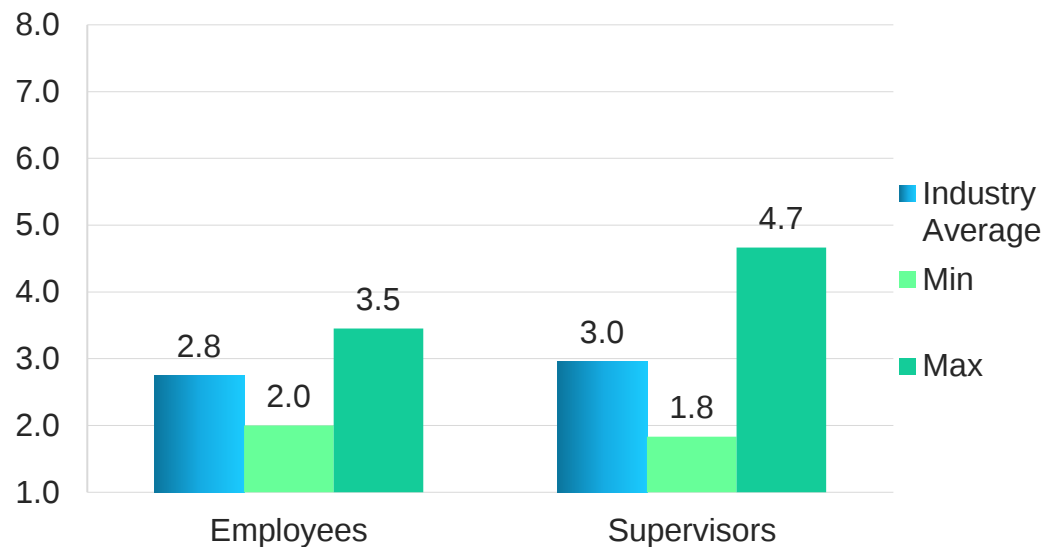
1 = Not at all - 5 = To a Great Extent / Extremely

“Overall, I am treated fairly by my supervisor”

Employee vs. Supervisor Role: Well-Being & Satisfaction I



Burnout



Negative Affect



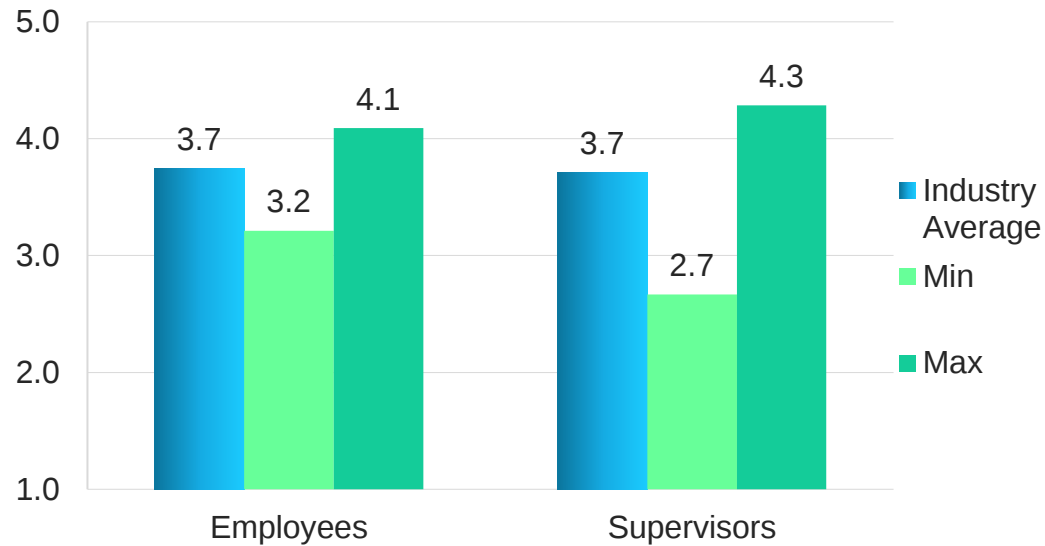
1 = Not at all - 5 = To a Great Extent / Extremely



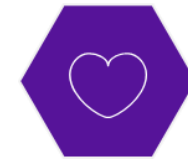
Employee vs. Supervisor Role: Well-Being & Satisfaction II



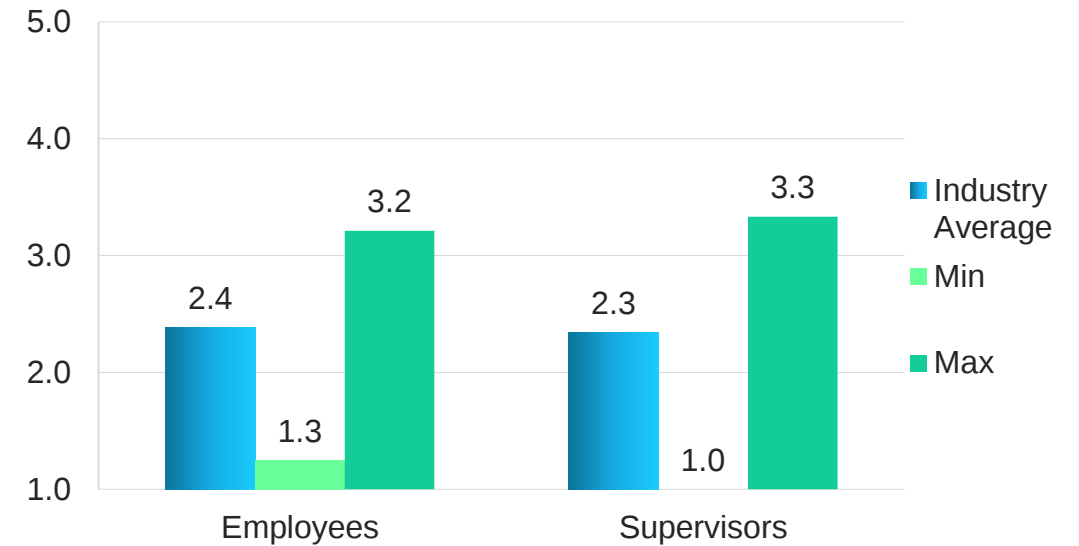
Job Satisfaction



1 = Very unsatisfied - 5 = Very satisfied



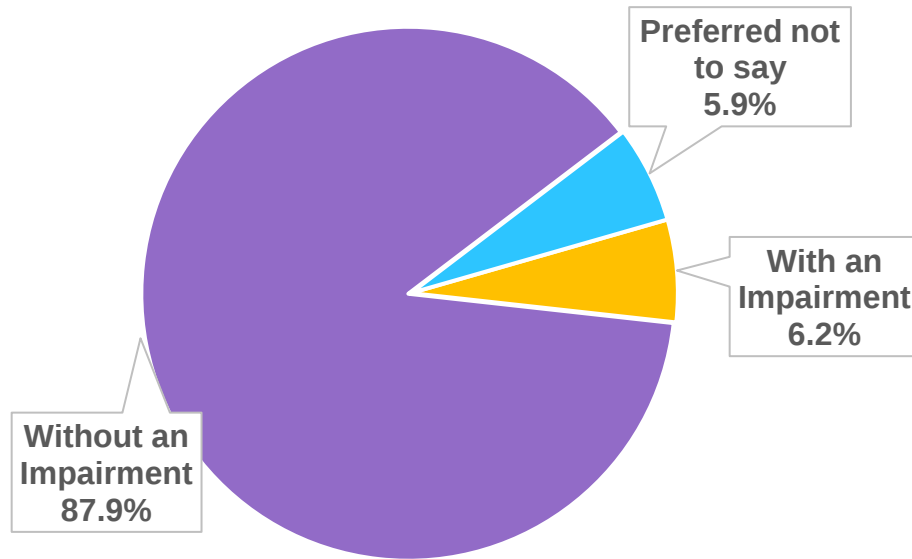
Turnover Intentions



1 = Extremely Unlikely - 5 = Extremely Likely

Industry-level Data Slices: Results for Impairment Status

Industry-level Data Slices: Impairment Status Distribution



Note 1: N (With an impairment) = 181; N (Without an impairment) = 1969; N (Preferred not to say) = 115. Please note that these numbers of respondents indicate the actual impairment status distribution among all respondents, while the percentages in the pie chart show the average impairment status distribution across the 11 organizations.

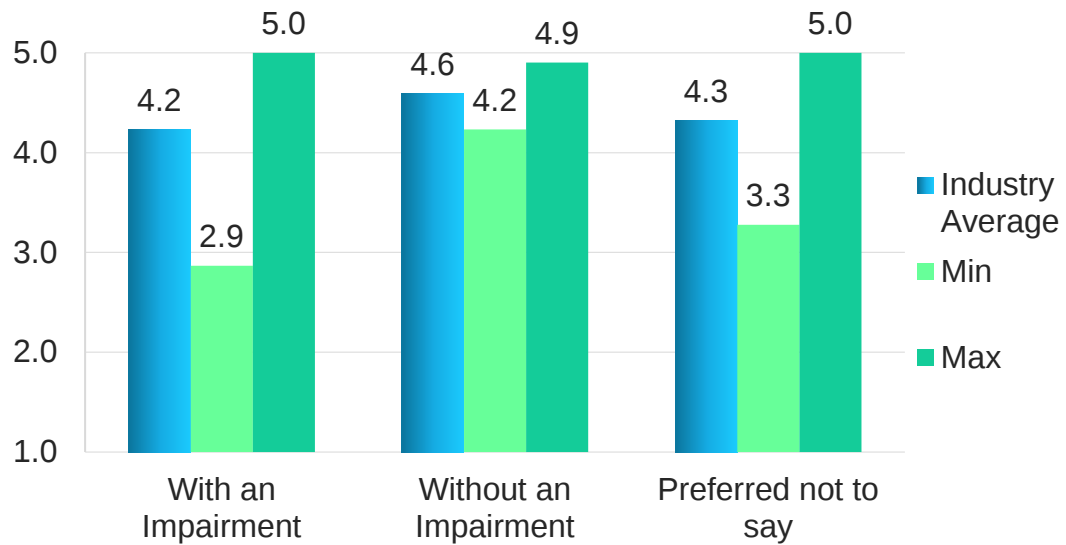
Note 2: The number of respondents included in the calculation of each construct's score varies.

Note 3: A total of 175 respondents did not provide an answer to the question regarding their impairment status.

Impairment Status: Perceived Inclusion



Perceived Inclusion



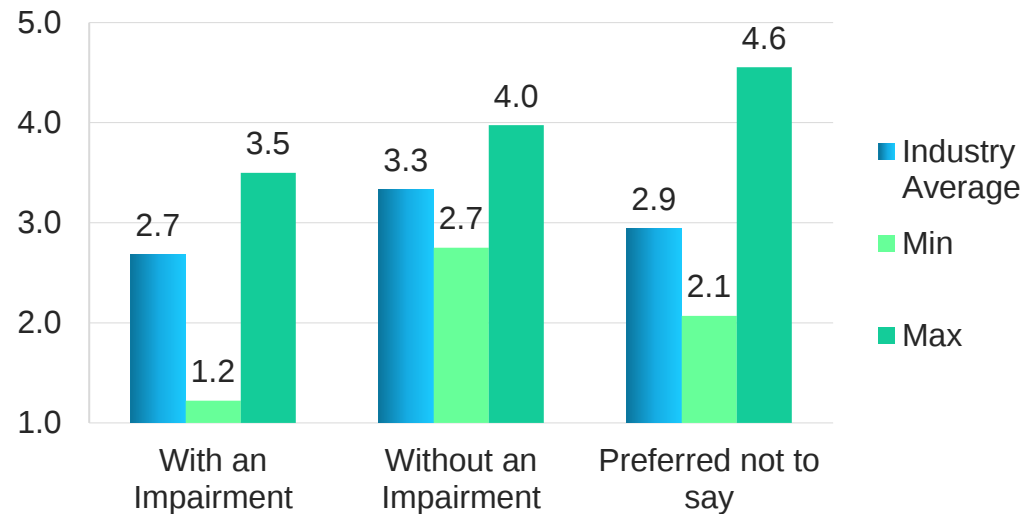
1 = Not at all - 5 = To a Great Extent / Extremely

"I feel like I am an 'outsider' in this organization" [Reversed scale]

Impairment Status: Organizational Climate I



Inclusive Climate

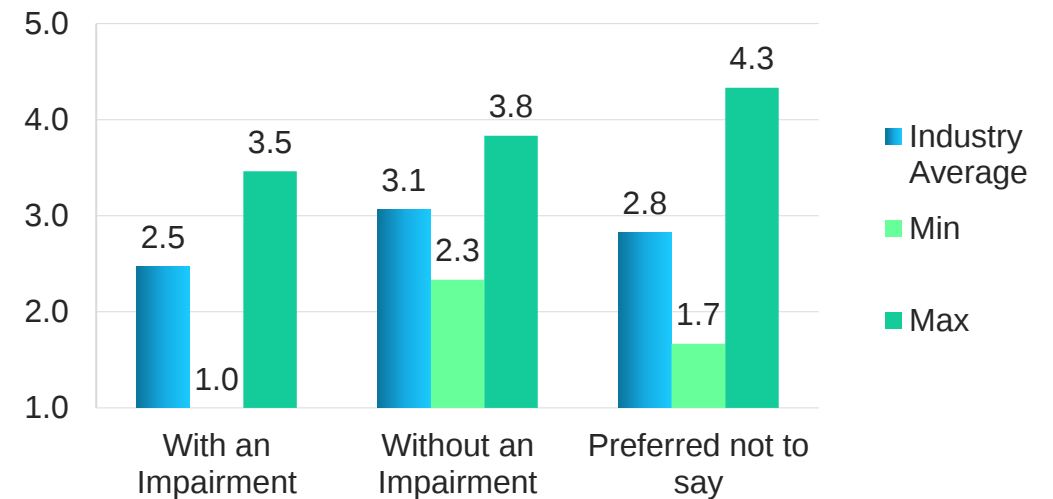


1 = Not at all - 5 = To a Great Extent / Extremely

"This organization has a fair promotion process"



Fairly Implemented Employment Practices



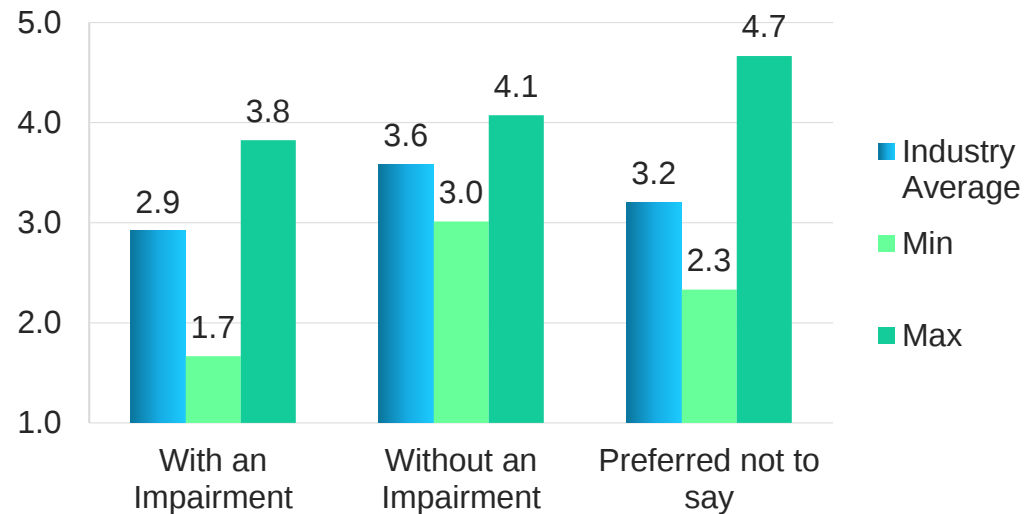
1 = Not at all - 5 = To a Great Extent / Extremely

"This organization has a fair promotion process"

Impairment Status: Organizational Climate II



Integration of Diverse Employees

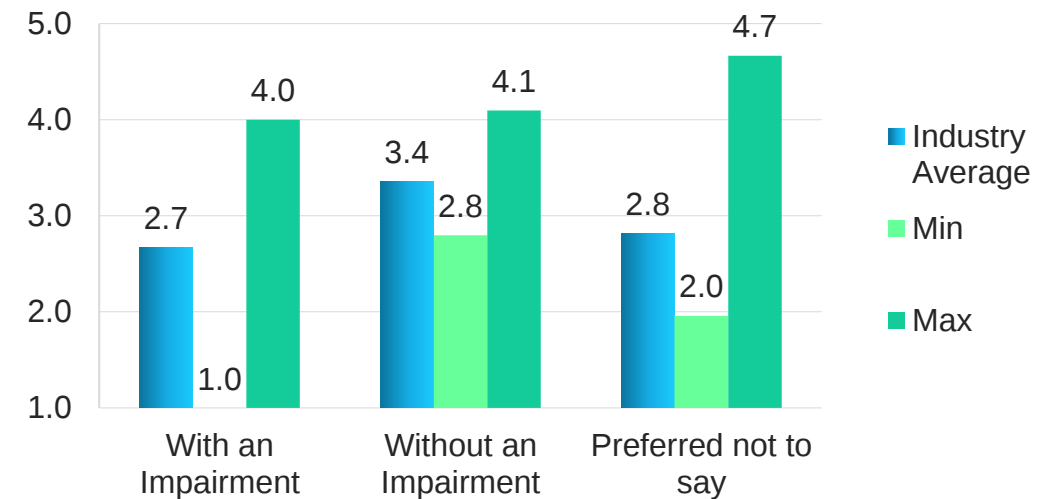


1 = Not at all - 5 = To a Great Extent / Extremely

“This organization is characterized by a non-threatening environment in which people can reveal their “true” selves”



Inclusion in Decision Making



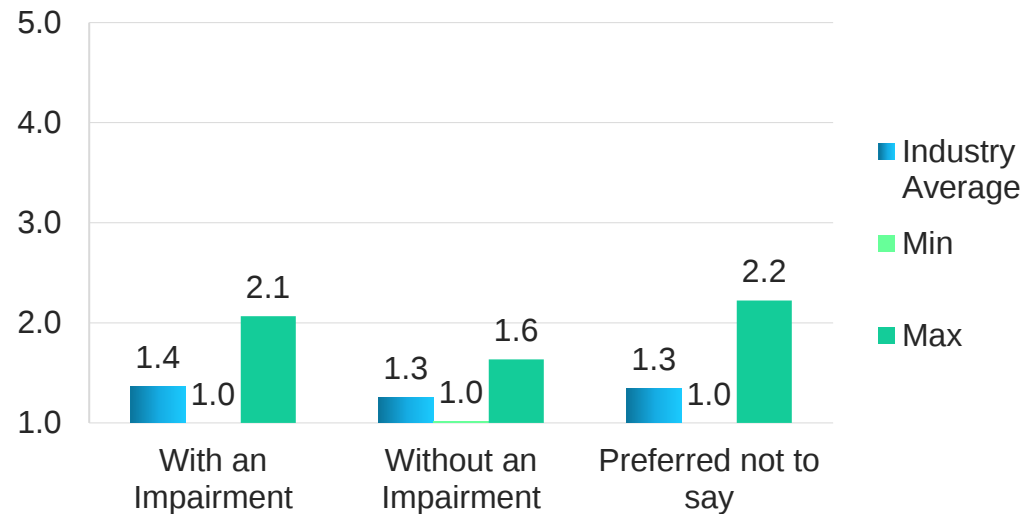
1 = Not at all - 5 = To a Great Extent / Extremely

“In this organization, everyone’s ideas for how to do things better are given serious consideration”

Impairment Status: Organizational Climate III



Perceptions of Workplace Inequality for Women

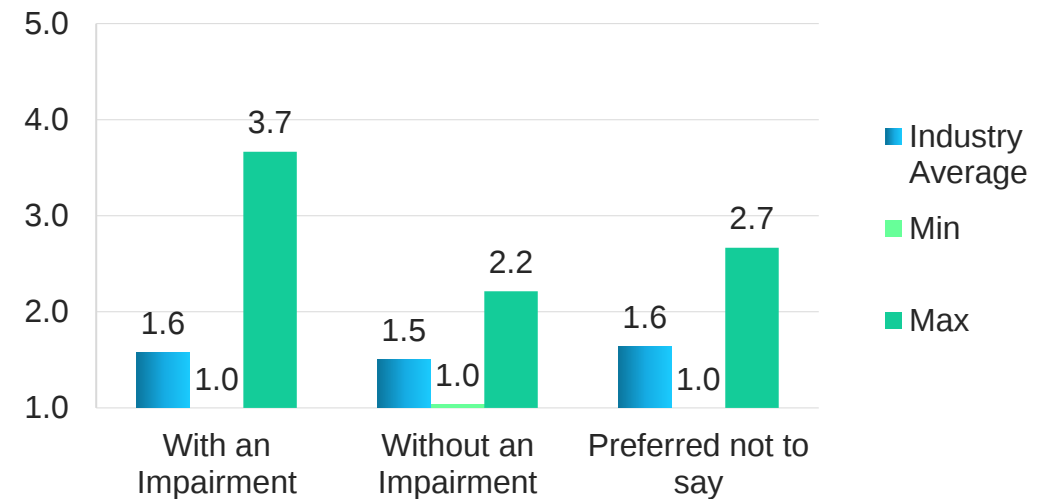


1 = Not at all - 5 = To a Great Extent / Extremely

“Women experience discrimination in hiring or promotion decisions”



Perceptions of Workplace Inequality for non-Dutch



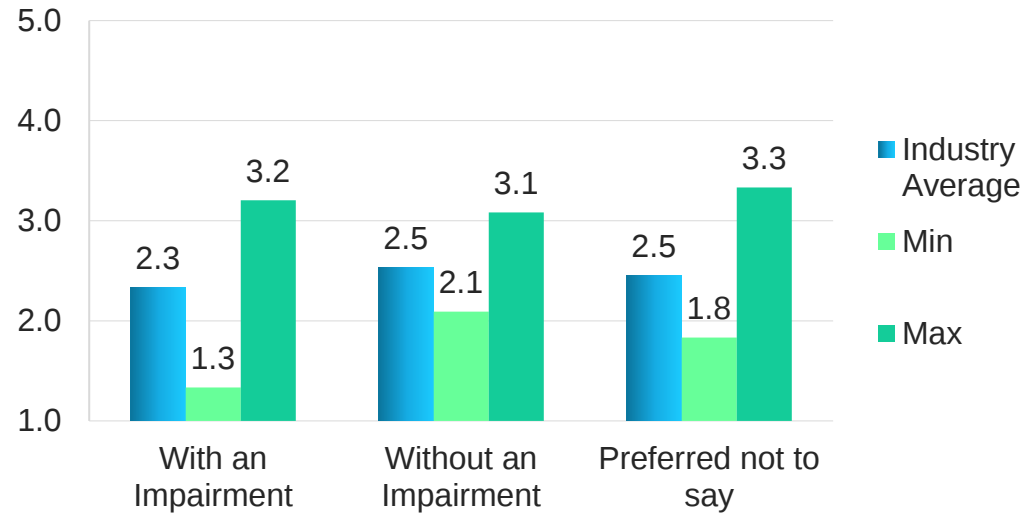
1 = Not at all - 5 = To a Great Extent / Extremely

“Individuals with a non-Dutch background experience discrimination in hiring or promotion decisions”

Impairment Status: Organizational Climate IV



Competitive Climate



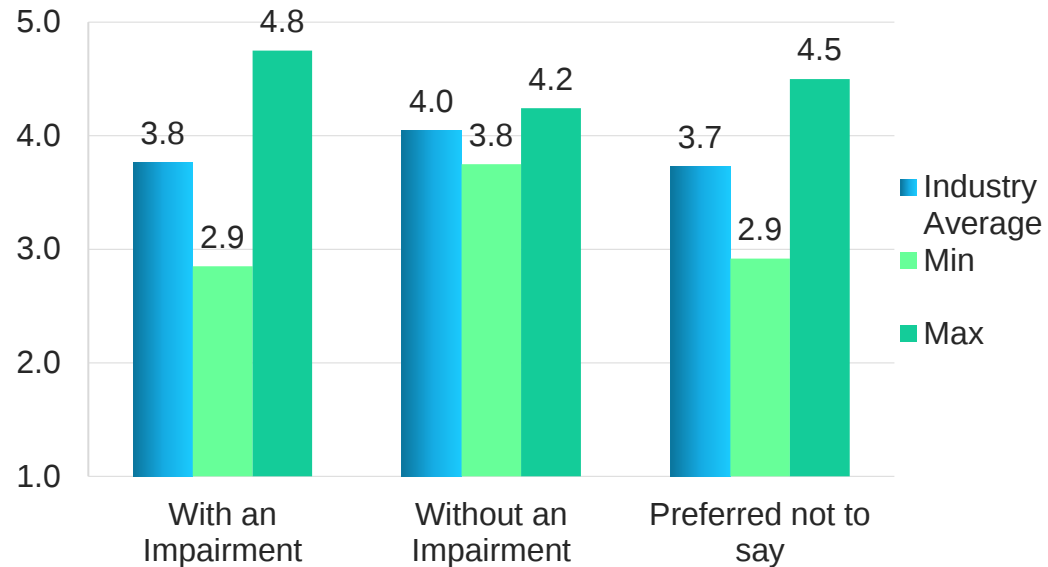
1 = Not at all - 5 = To a Great Extent / Extremely

“The amount of recognition you get in this organization depends on how you perform compared to others”

Impairment Status: Psychological Safety and Impact



Psychological Safety

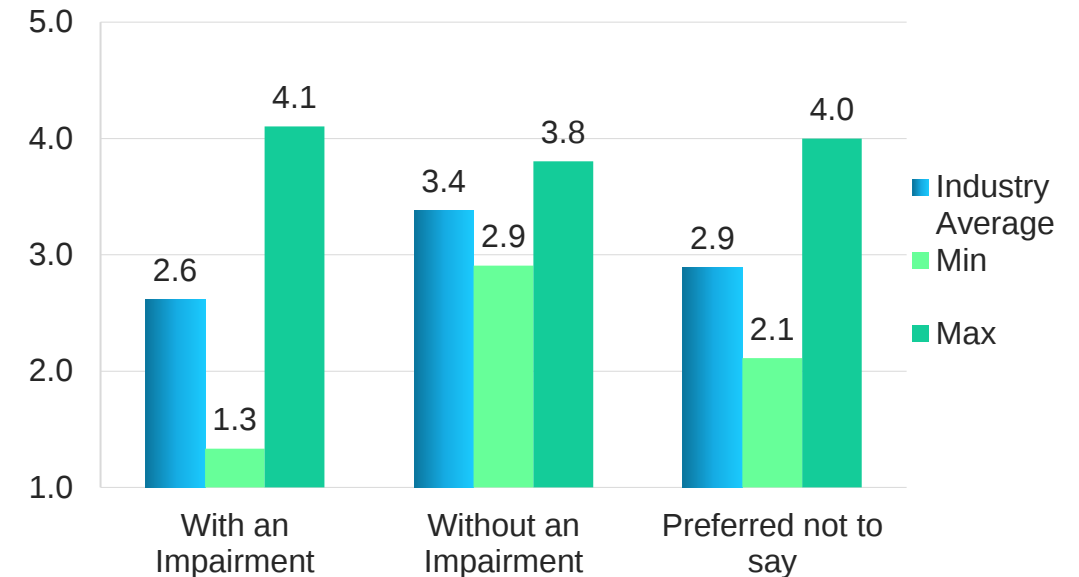


1 = Not at all - 5 = To a Great Extent / Extremely

"I am able to bring up problems and tough issues in this team"



Perceived Impact



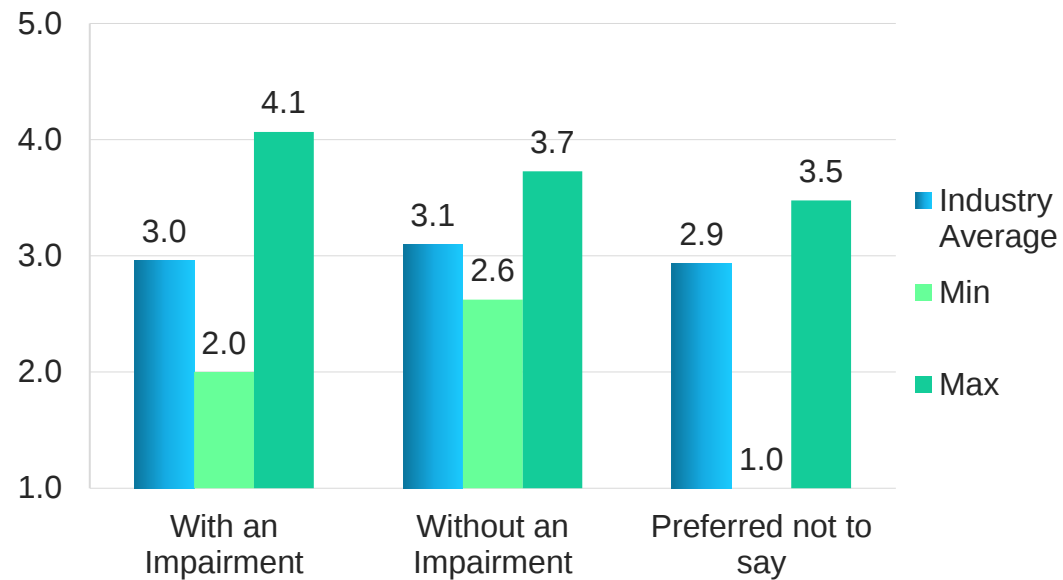
1 = Not at all - 5 = To a Great Extent / Extremely

"My impact on what happens in my team is large"

Impairment Status: Voice Behavior and Silence I



Voice on Work Issues

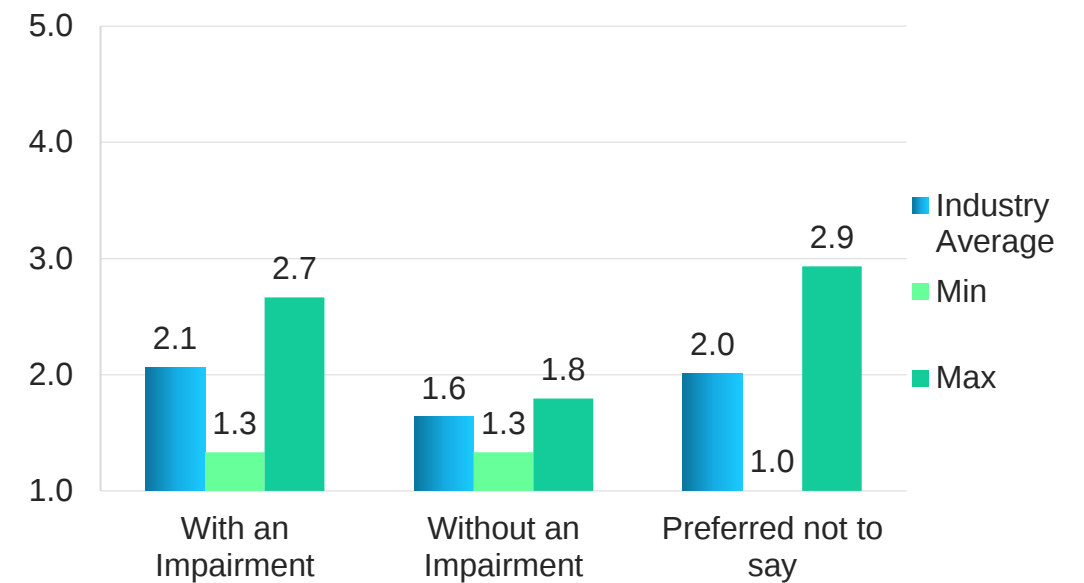


1 = Never - 5 = Very often

“I made suggestions to my supervisor about how to improve work issues”



Silence on Work Issues



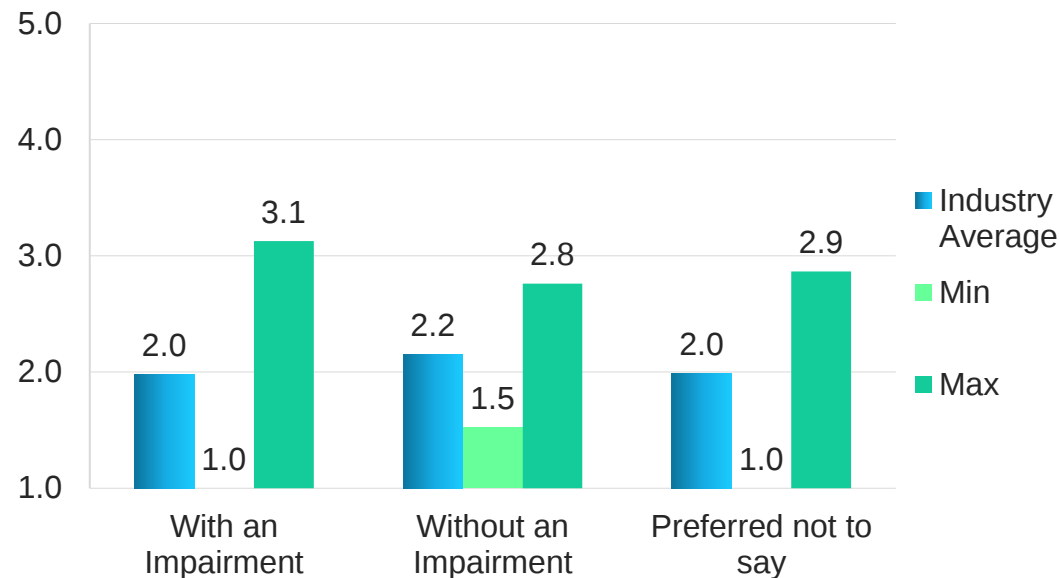
1 = Never - 5 = Very often

“I kept quiet and did not make recommendations to my supervisor about how to fix work issues”

Impairment Status: Voice Behavior and Silence II



Voice on Employee Treatment Issues

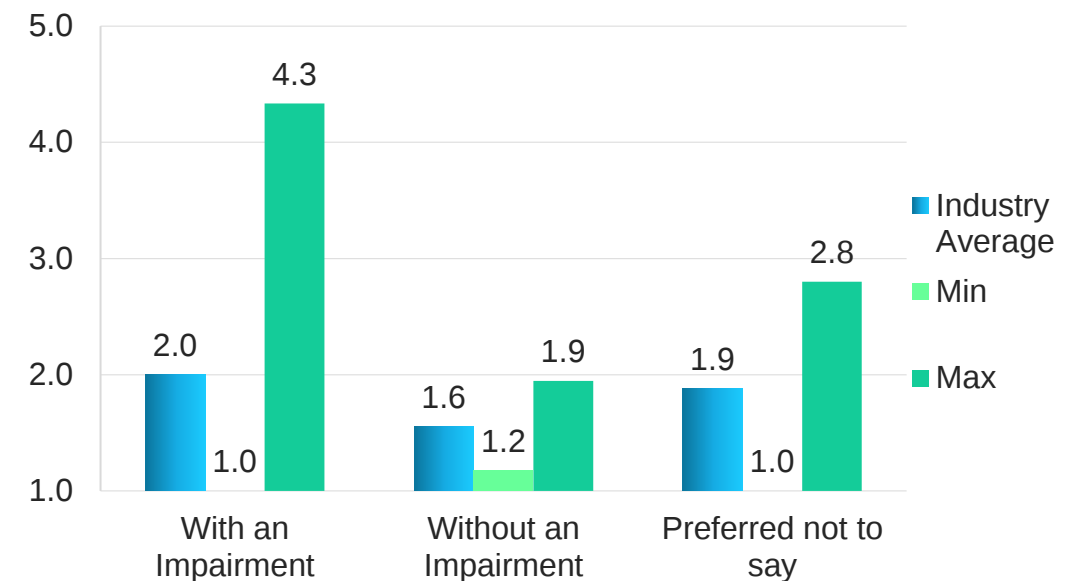


1 = Never - 5 = Very often

“I made suggestions to my supervisor about how to improve employee treatment issues”



Silence on Employee Treatment Issues



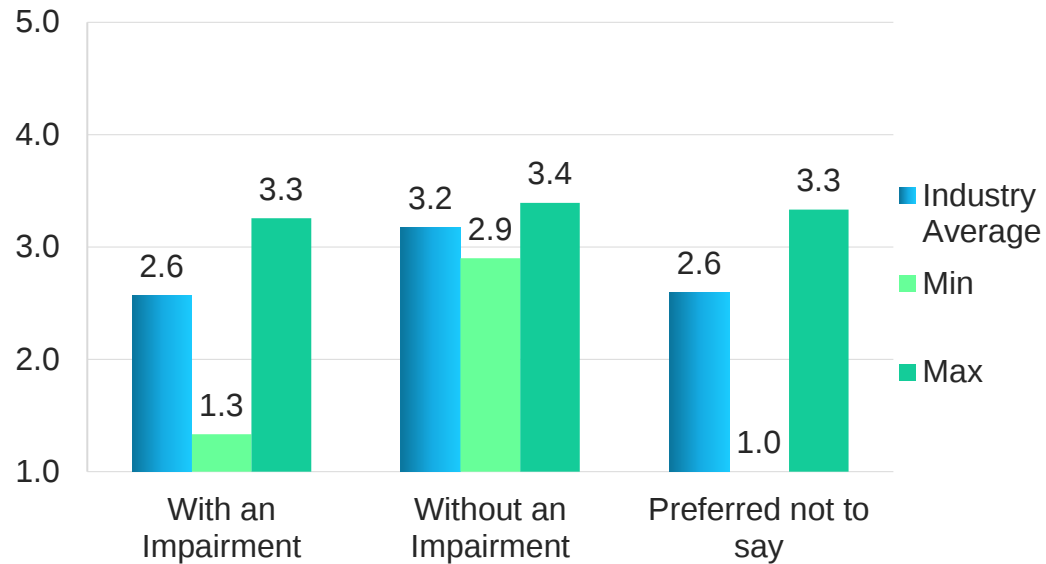
1 = Never - 5 = Very often

“I kept quiet and did not make recommendations to my supervisor about how to fix employee treatment issues”

Impairment Status: Leadership I



Supervisor Voice Solicitation on Work Issues

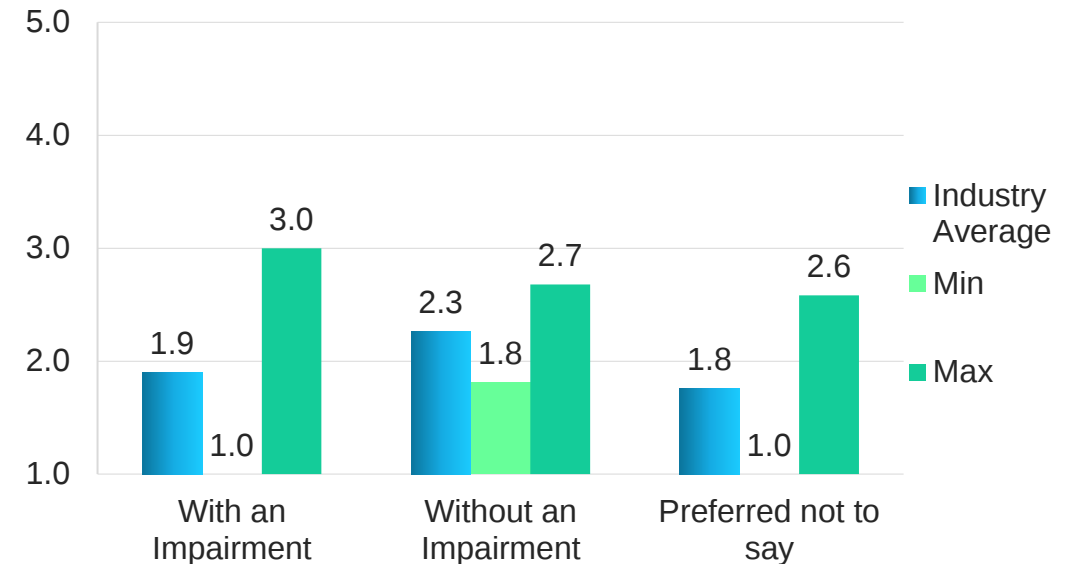


1 = Never - 5 = Very often

“My supervisor asked me for input that would be helpful for improving work issues”



Supervisor Voice Solicitation on Employee Treatment Issues



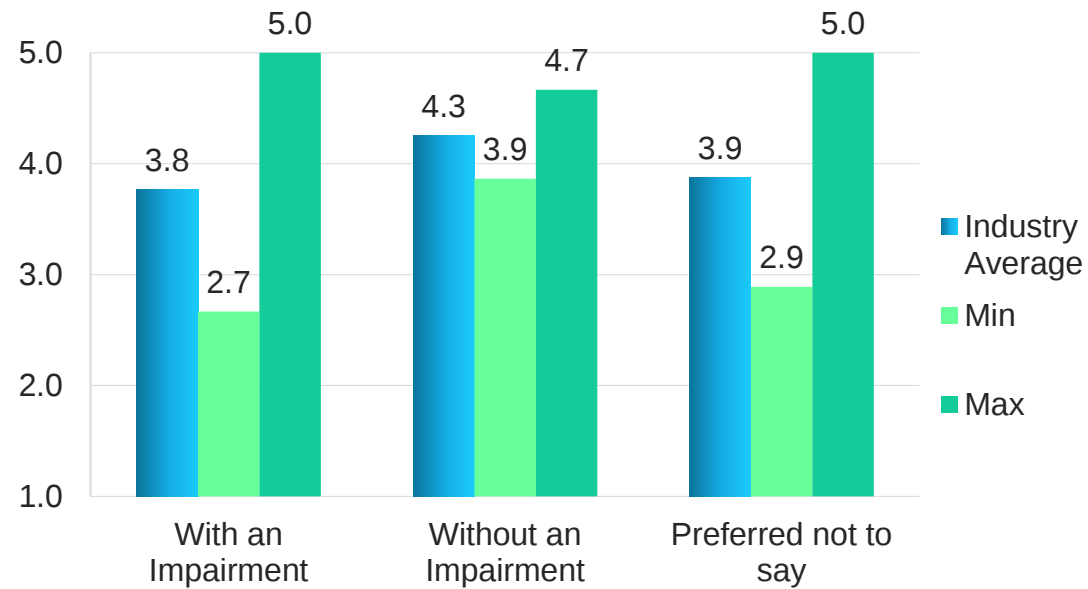
1 = Never - 5 = Very often

“My supervisor asked me for input that would be helpful for improving employee treatment issues”

Impairment Status: Leadership II



Supervisor Fairness



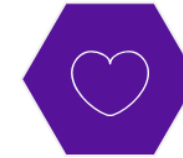
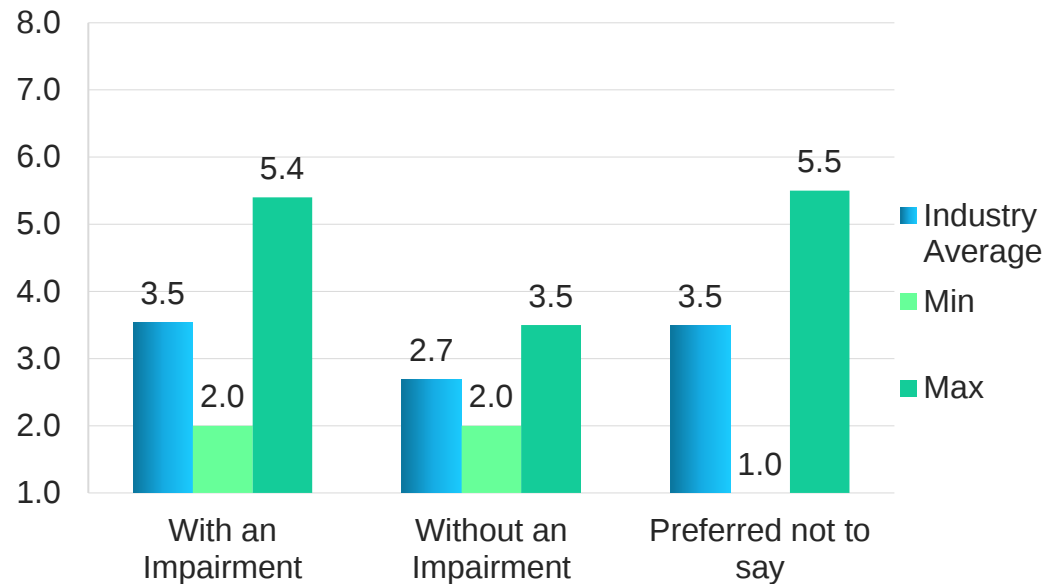
1 = Not at all - 5 = To a Great Extent / Extremely

"Overall, I am treated fairly by my supervisor"

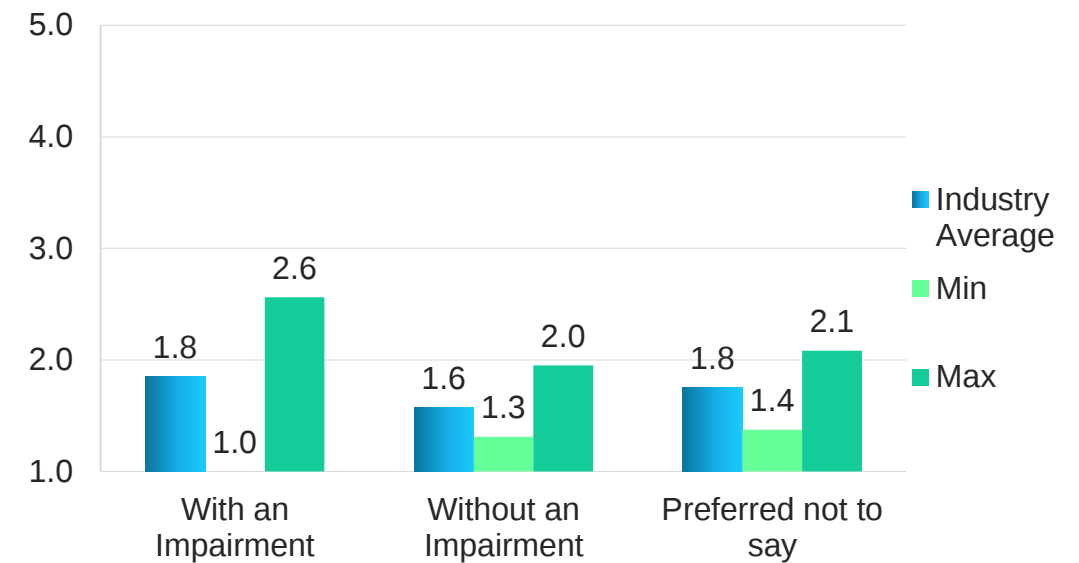
Impairment Status: Well-Being & Satisfaction I



Burnout



Negative Affect

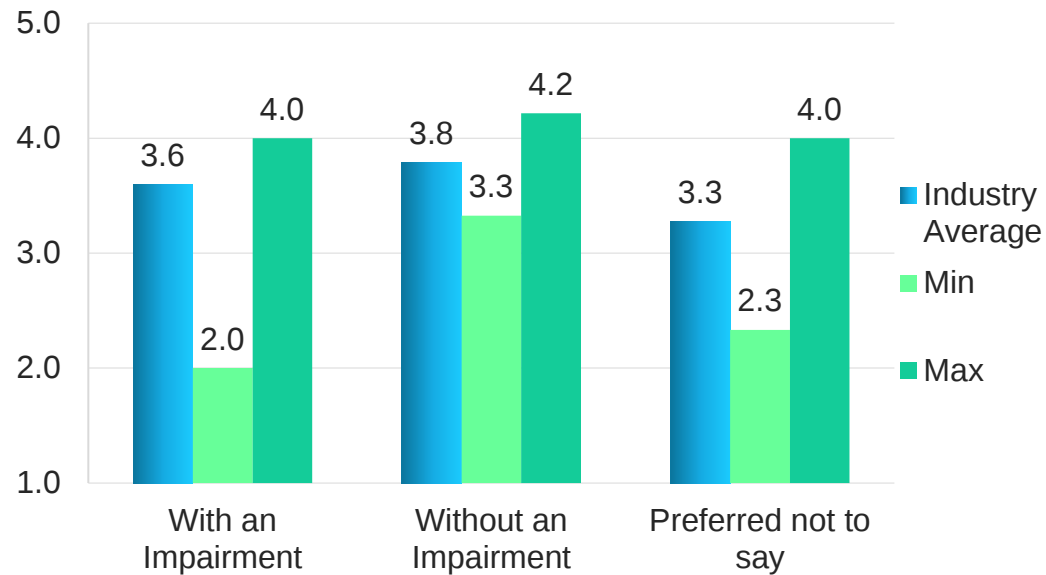


1 = Not at all - 5 = To a Great Extent / Extremely

Impairment Status: Well-Being & Satisfaction II



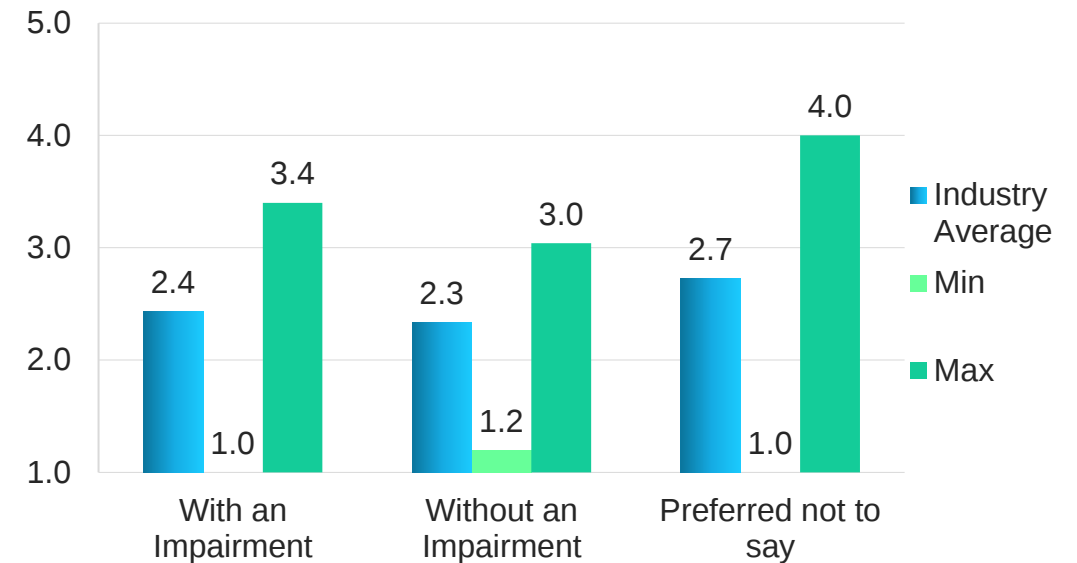
Job Satisfaction



1 = Very unsatisfied - 5 = Very satisfied



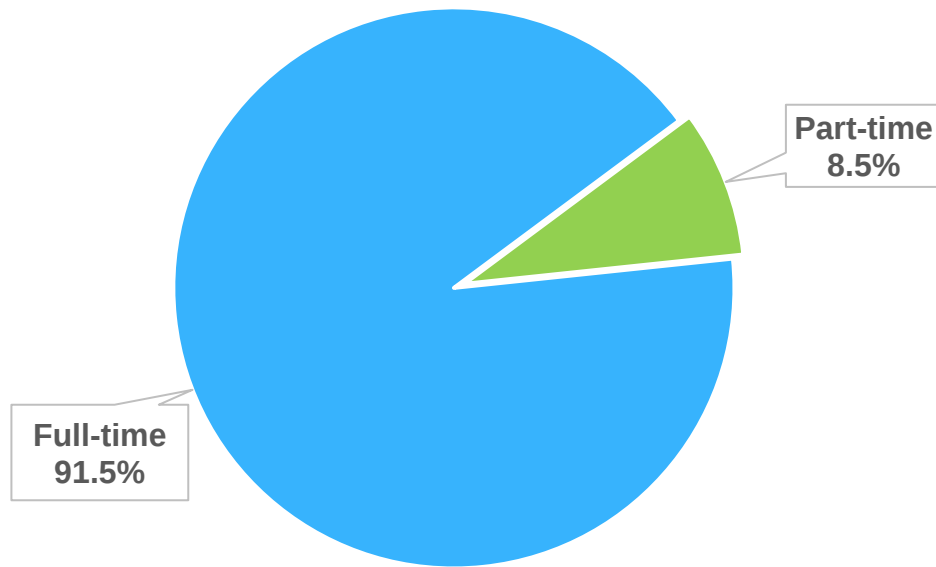
Turnover Intentions



1 = Extremely Unlikely - 5 = Extremely Likely

Industry-level Data Slices: Results for Full-time vs. Part-time Position

Industry-level Data Slices: Full-time vs. Part-time Position Distribution



Note 1: N (Full-time) = 2059; N (Part-time) = 201. Please note that these numbers of respondents indicate the actual position distribution among all respondents, while the percentages in the pie chart show the average position distribution across the 11 organizations.

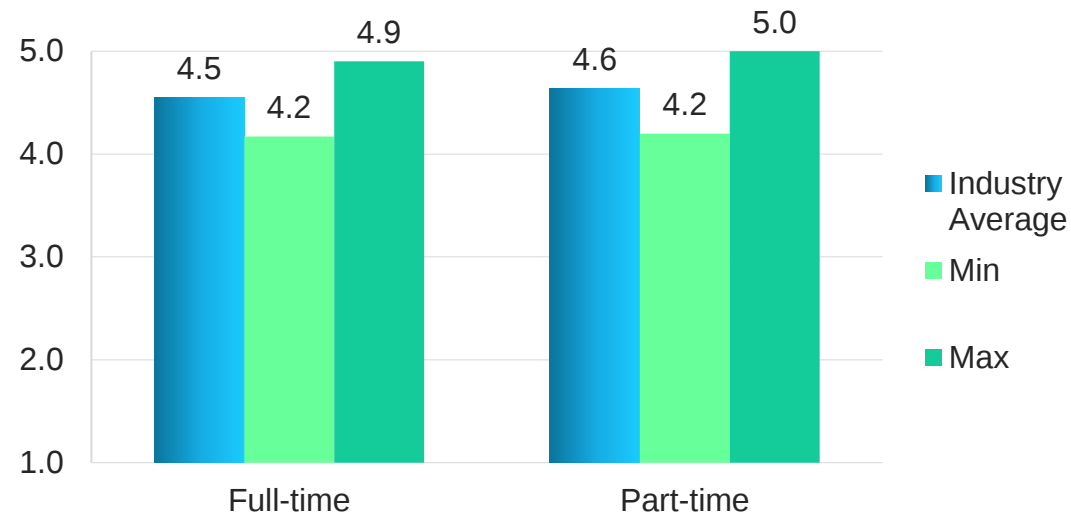
Note 2: The number of respondents included in the calculation of each construct's score varies.

Note 3: A total of 180 respondents did not provide an answer to the question regarding their position.

Full-time vs. Part-time Position: Perceived Inclusion



Perceived Inclusion



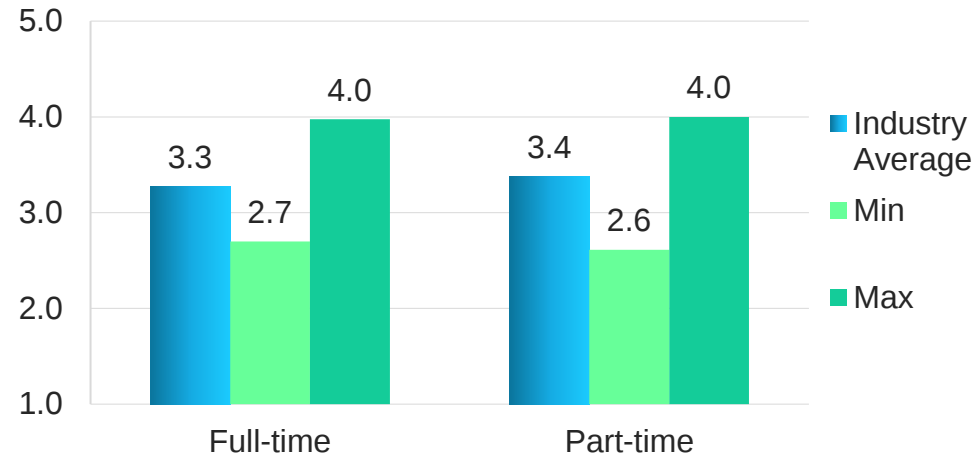
1 = Not at all - 5 = To a Great Extent / Extremely

"I feel like I am an 'outsider' in this organization" [Reversed scale]

Full-time vs. Part-time Position: Organizational Climate I



Inclusive Climate

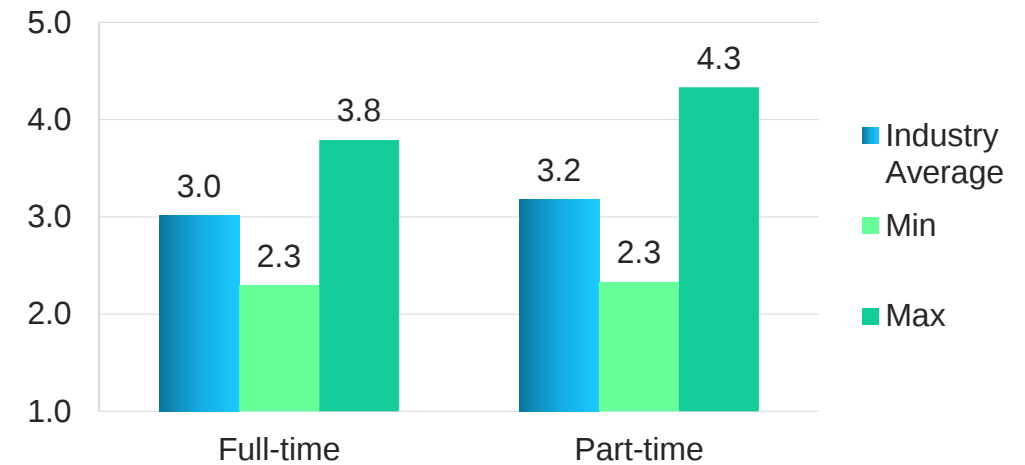


1 = Not at all - 5 = To a Great Extent / Extremely

“This organization has a fair promotion process”



Fairly Implemented Employment Practices



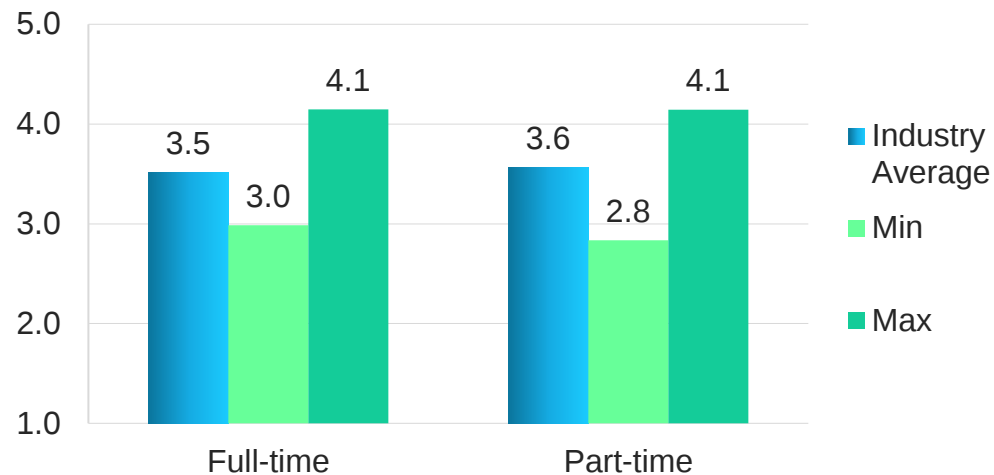
1 = Not at all - 5 = To a Great Extent / Extremely

“This organization has a fair promotion process”

Full-time vs. Part-time Position: Organizational Climate II



Integration of Diverse Employees

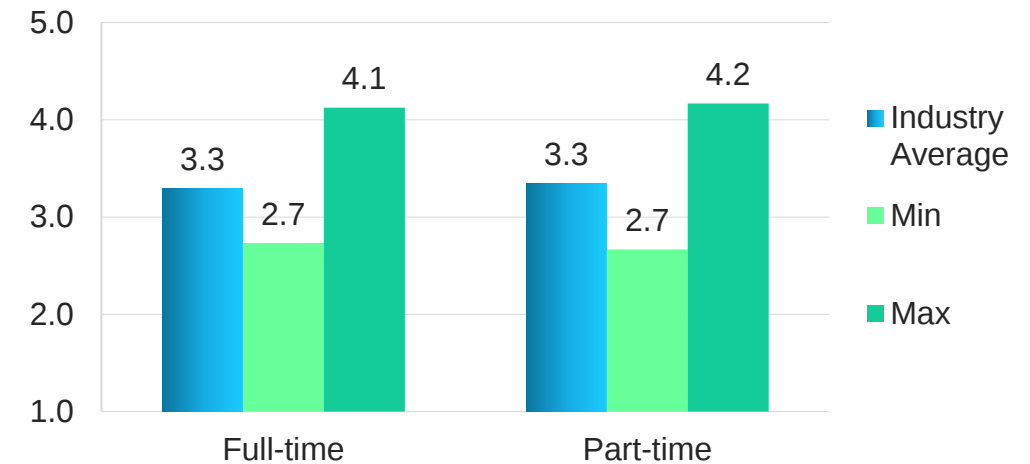


1 = Not at all - 5 = To a Great Extent / Extremely

“This organization is characterized by a non-threatening environment in which people can reveal their “true” selves”



Inclusion in Decision Making



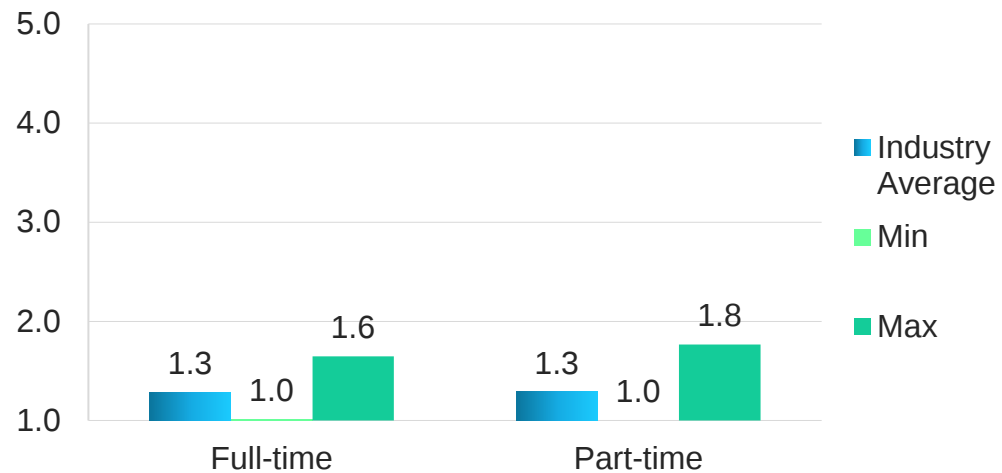
1 = Not at all - 5 = To a Great Extent / Extremely

“In this organization, everyone’s ideas for how to do things better are given serious consideration”

Full-time vs. Part-time Position: Organizational Climate III



Perceptions of Workplace Inequality for Women

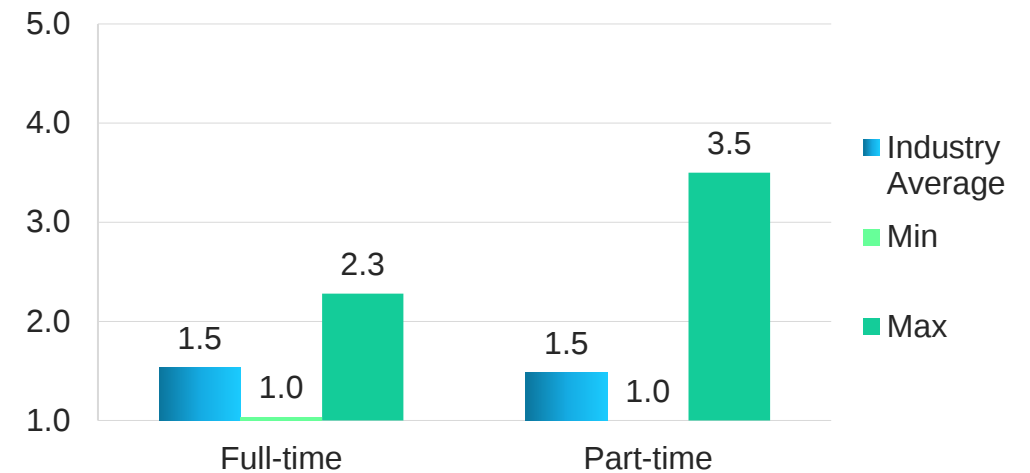


1 = Not at all - 5 = To a Great Extent / Extremely

“Women experience discrimination in hiring or promotion decisions”



Perceptions of Workplace Inequality for non-Dutch



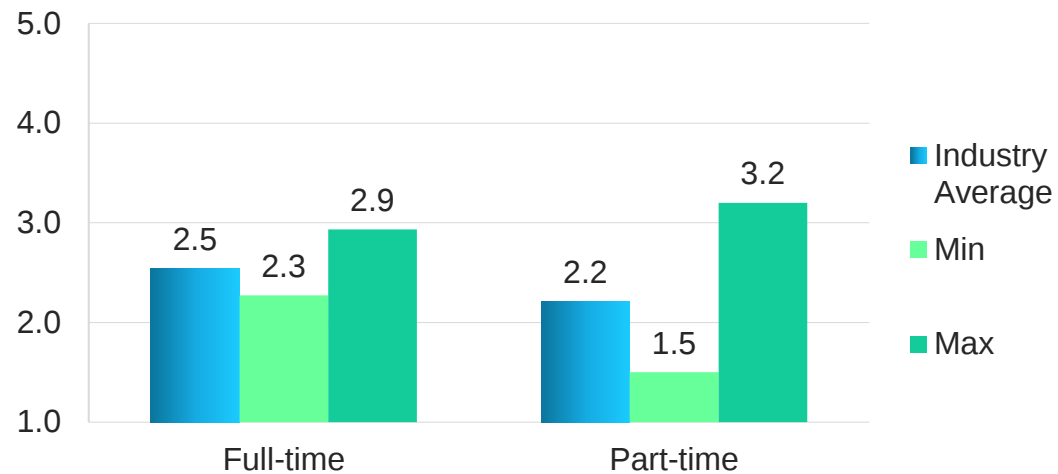
1 = Not at all - 5 = To a Great Extent / Extremely

“Individuals with a non-Dutch background experience discrimination in hiring or promotion decisions”

Full-time vs. Part-time Position: Organizational Climate IV



Competitive Climate



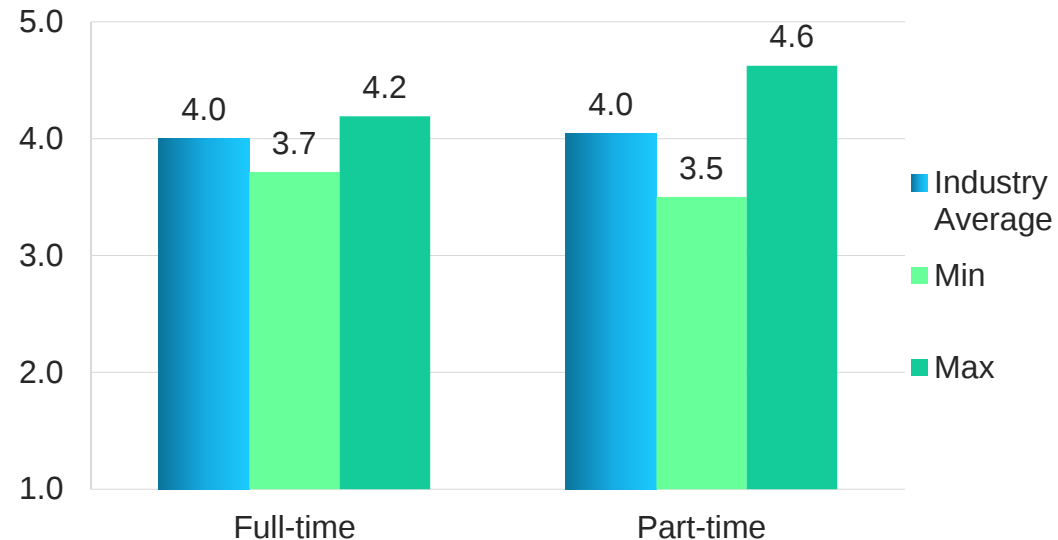
1 = Not at all - 5 = To a Great Extent / Extremely

“The amount of recognition you get in this organization depends on how you perform compared to others”

Full-time vs. Part-time Position: Psychological Safety and Impact



Psychological Safety

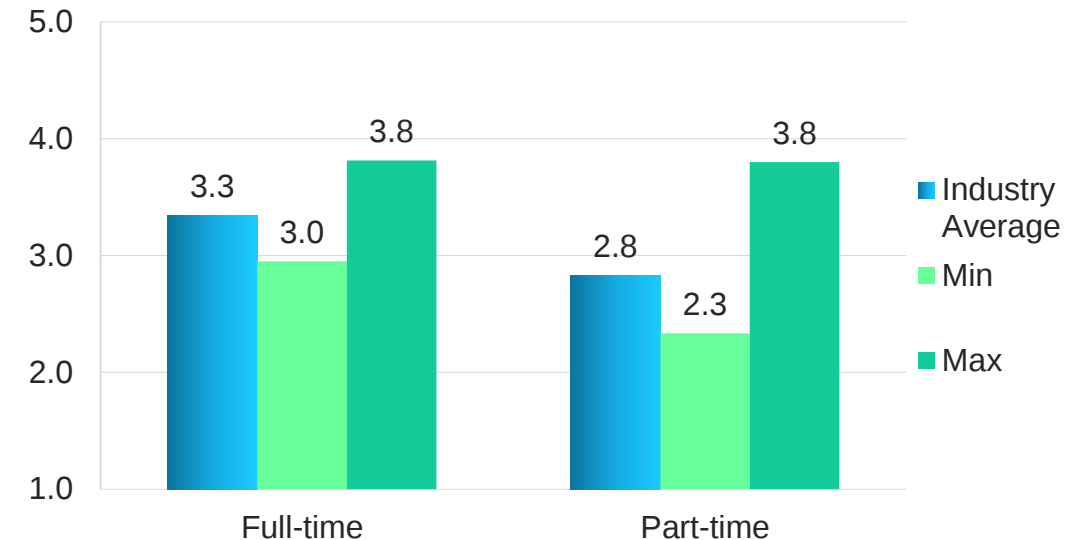


1 = Not at all - 5 = To a Great Extent / Extremely

“I am able to bring up problems and tough issues in this team”



Perceived Impact



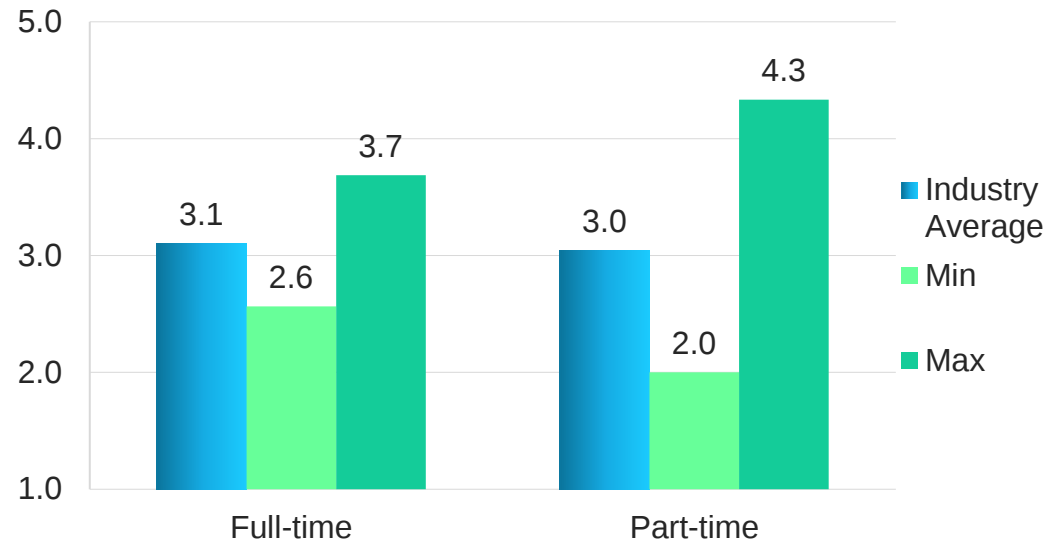
1 = Not at all - 5 = To a Great Extent / Extremely

“My impact on what happens in my team is large”

Full-time vs. Part-time Position: Voice Behavior and Silence I



Voice on Work Issues

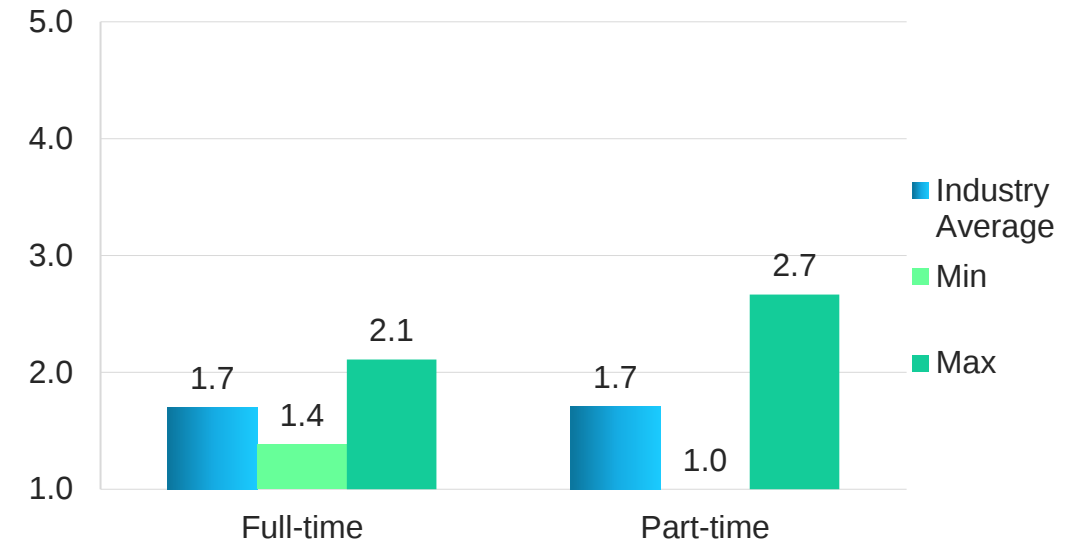


1 = Never - 5 = Very often

"I made suggestions to my supervisor about how to improve work issues"



Silence on Work Issues



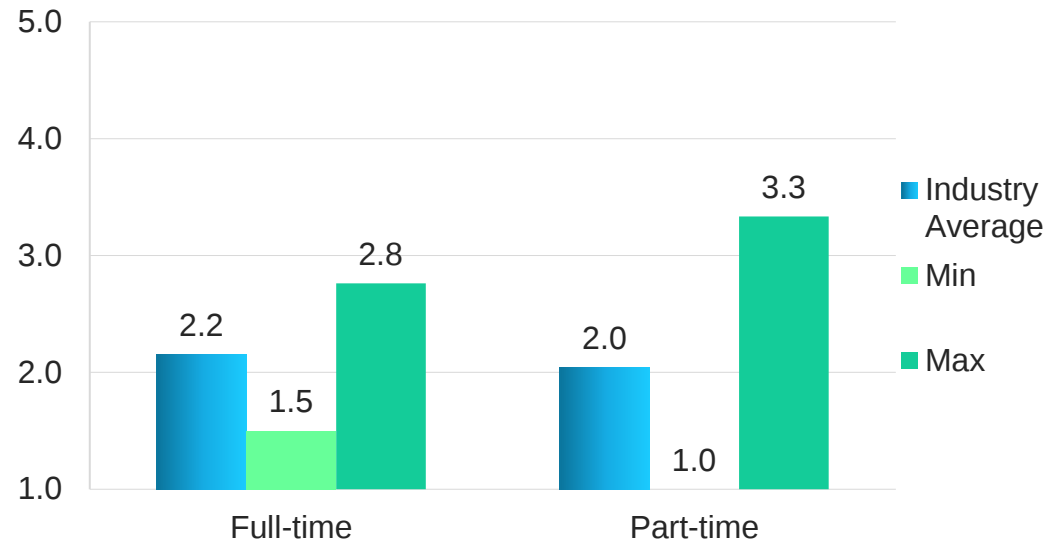
1 = Never - 5 = Very often

"I kept quiet and did not make recommendations to my supervisor about how to fix work issues"

Full-time vs. Part-time Position: Voice Behavior and Silence II



Voice on Employee Treatment Issues

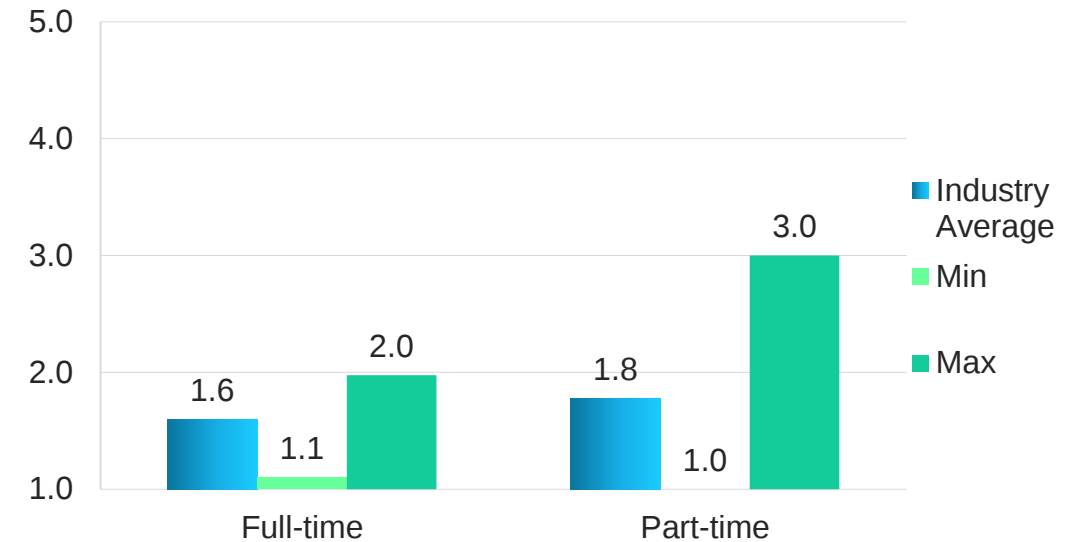


1 = Never - 5 = Very often

"I made suggestions to my supervisor about how to improve employee treatment issues"



Silence on Employee Treatment Issues



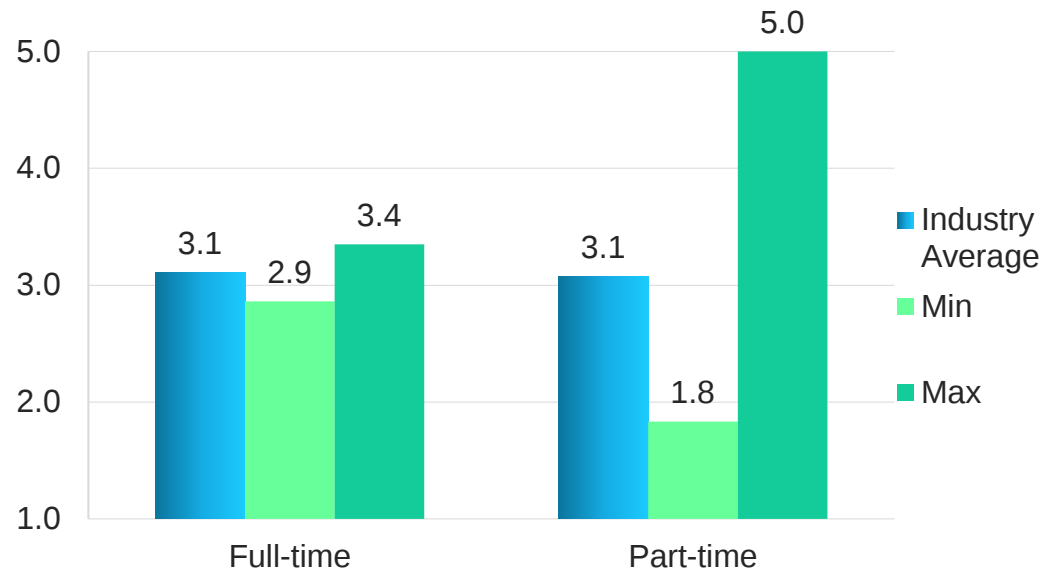
1 = Never - 5 = Very often

"I kept quiet and did not make recommendations to my supervisor about how to fix employee treatment issues"

Full-time vs. Part-time Position: Leadership I



Supervisor Voice Solicitation on Work Issues

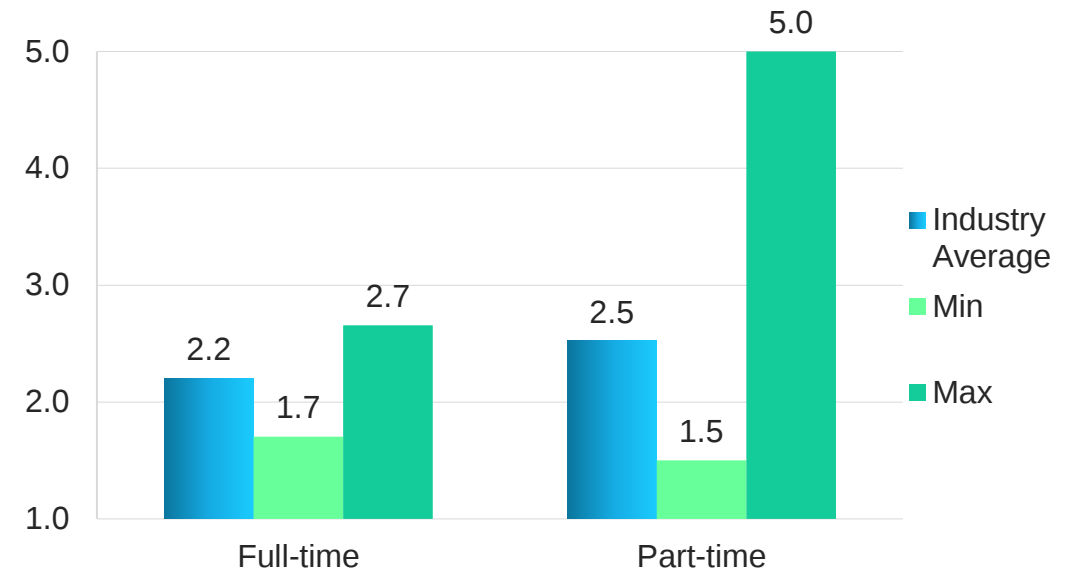


1 = Never - 5 = Very often

“My supervisor asked me for input that would be helpful for improving work issues”



Supervisor Voice Solicitation on Employee Treatment Issues



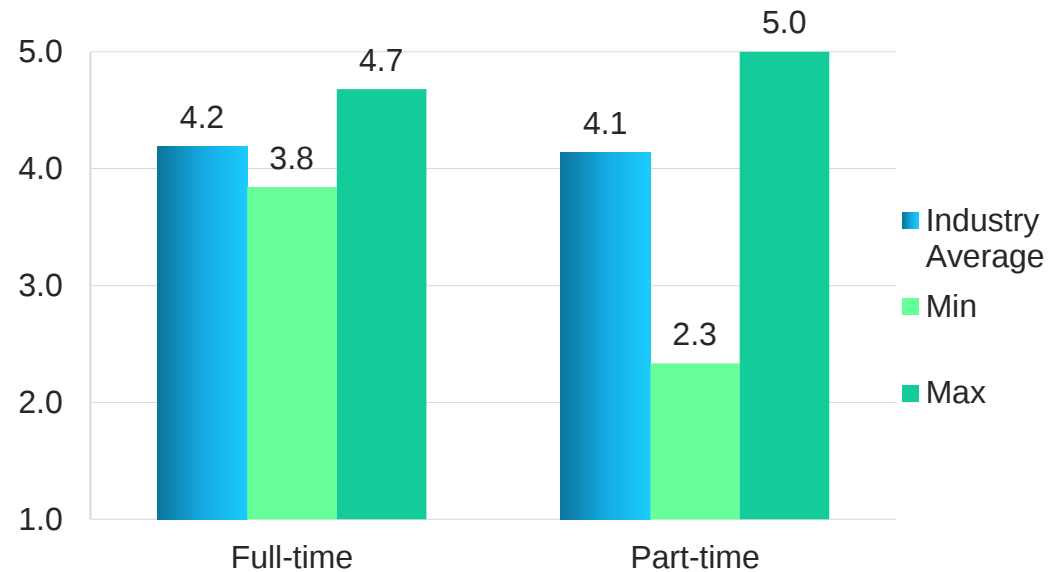
1 = Never - 5 = Very often

“My supervisor asked me for input that would be helpful for improving employee treatment issues”

Full-time vs. Part-time Position: Leadership II



Supervisor Fairness



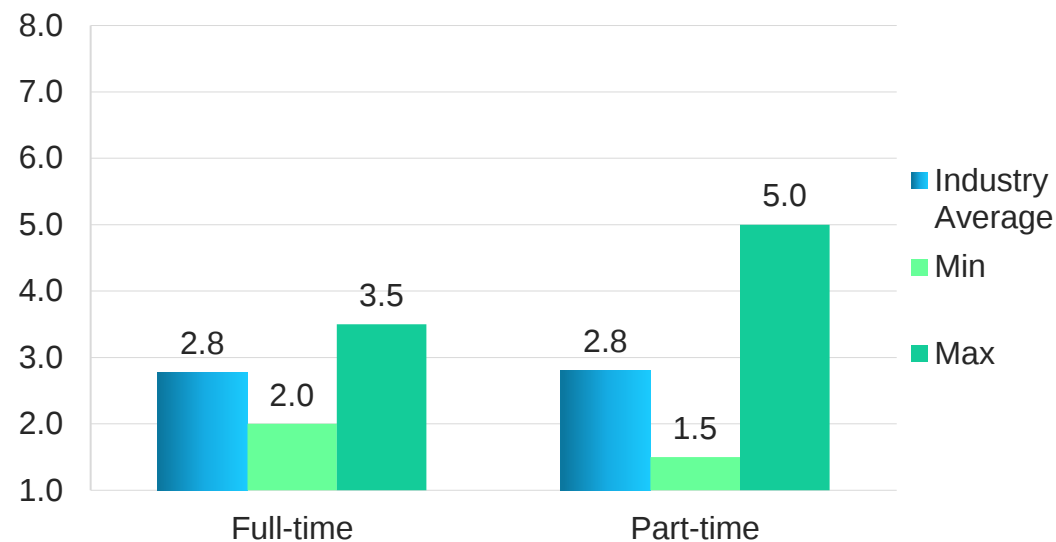
1 = Not at all - 5 = To a Great Extent / Extremely

“Overall, I am treated fairly by my supervisor”

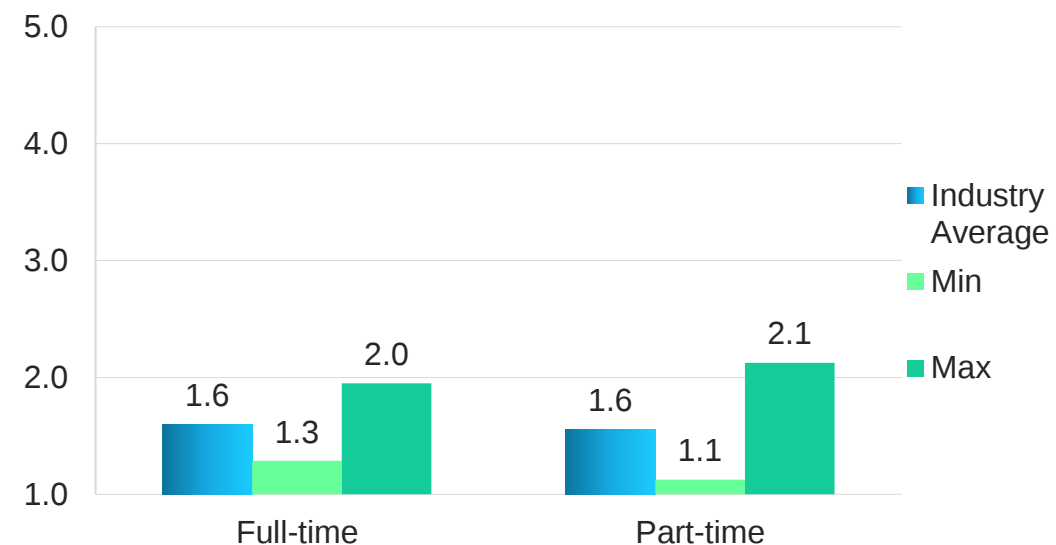
Full-time vs. Part-time Position: Well-Being & Satisfaction I



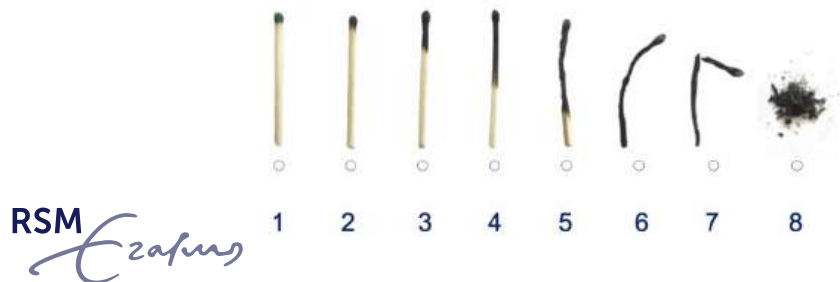
Burnout



Negative Affect



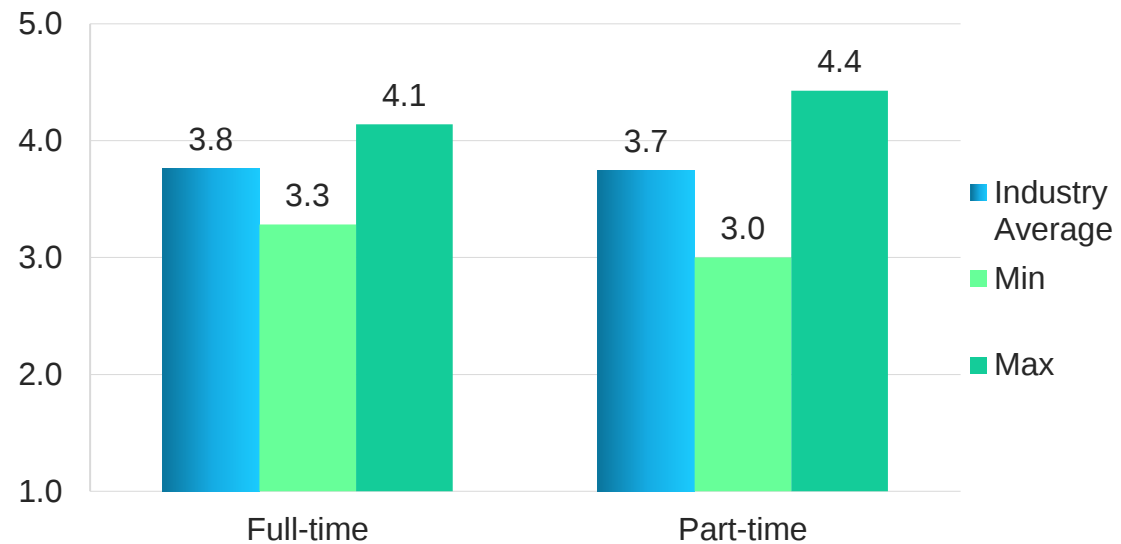
1 = Not at all - 5 = To a Great Extent / Extremely



Full-time vs. Part-time Position: Well-Being & Satisfaction II



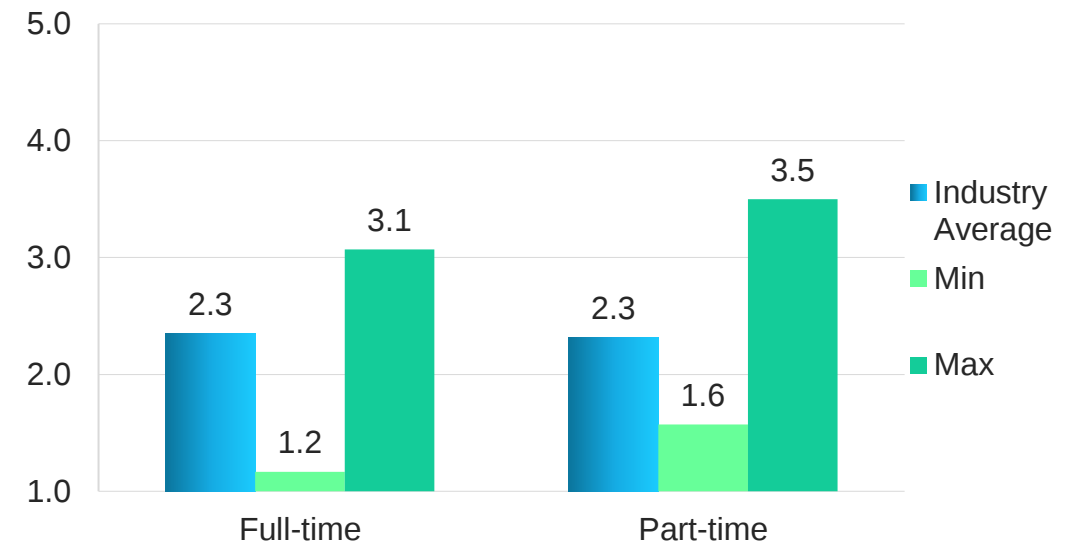
Job Satisfaction



1 = Very unsatisfied - 5 = Very satisfied



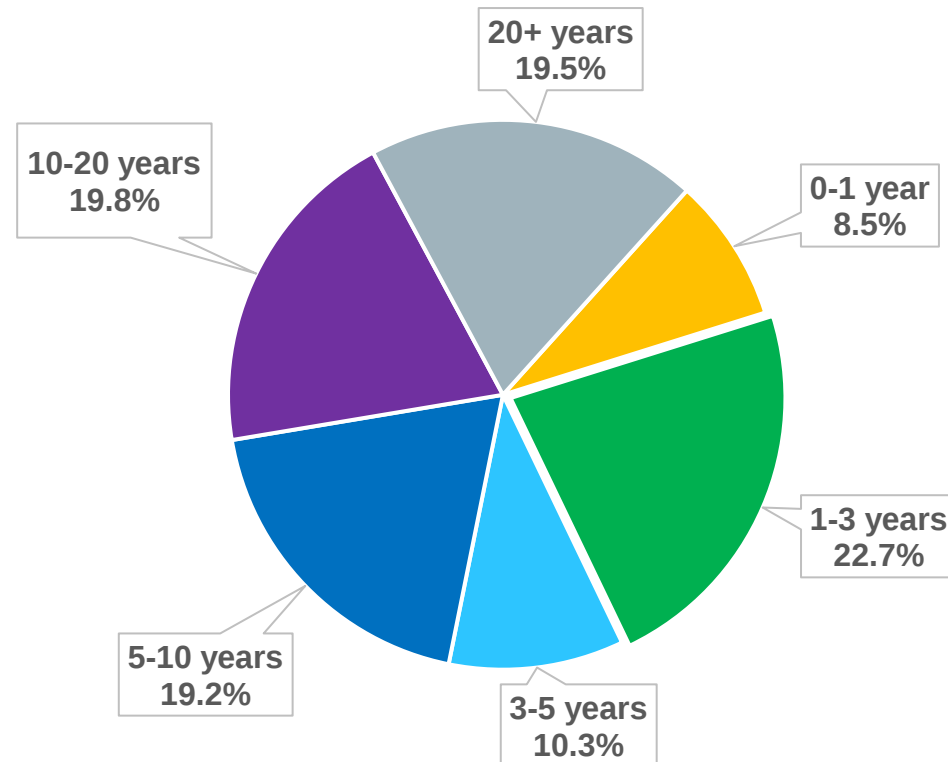
Turnover Intentions



1 = Extremely Unlikely - 5 = Extremely Likely

Industry-level Data Slices: Results for Organizational Tenure

Industry-level Data Slices: Organizational Tenure Distribution



Note 1: N (0-1 years) = 159; N (1-3 years) = 236; N (3-5 years) = 214; N (5-10 years) = 428; N (10-20 years) = 540; N (20+ years) = 677. Please note that these numbers of respondents indicate the actual organizational tenure distribution among all respondents, while the percentages in the pie chart show the average organizational tenure distribution across the 11 organizations.

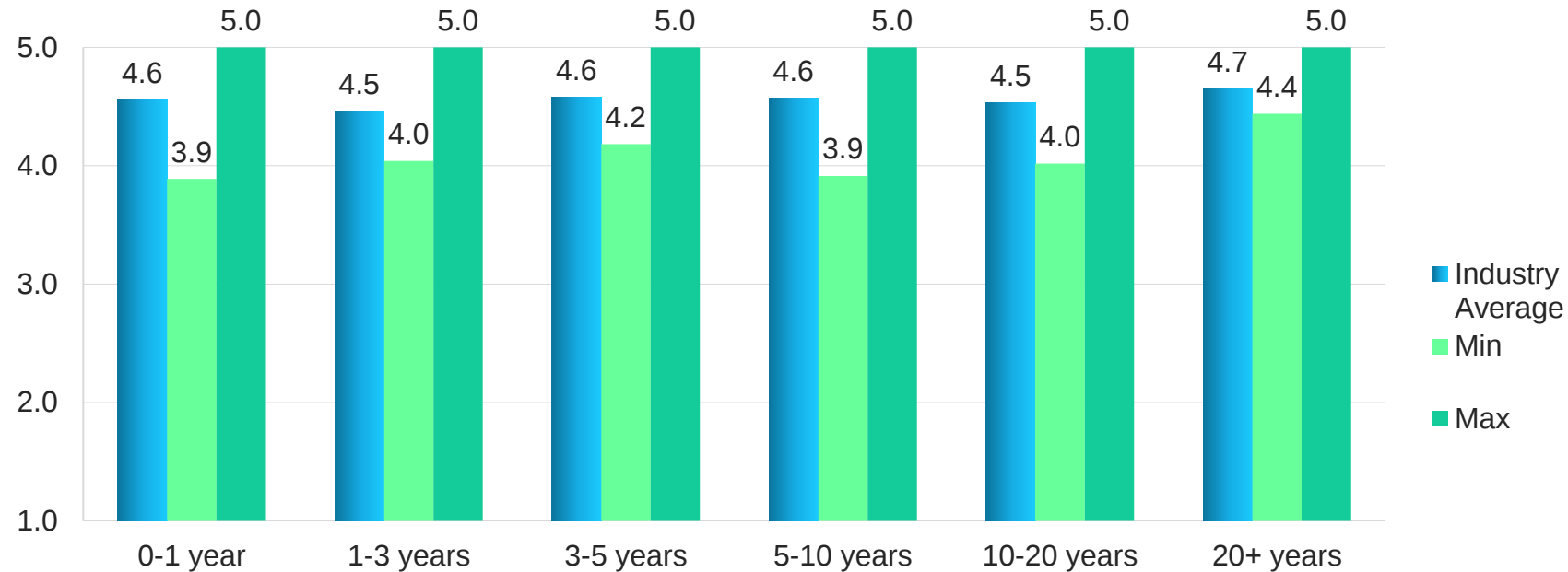
Note 2: The number of respondents included in the calculation of each construct's score varies.

Note 3: A total of 186 respondents did not provide an answer to the question regarding their organizational tenure.

Organizational Tenure: Perceived Inclusion



Perceived Inclusion



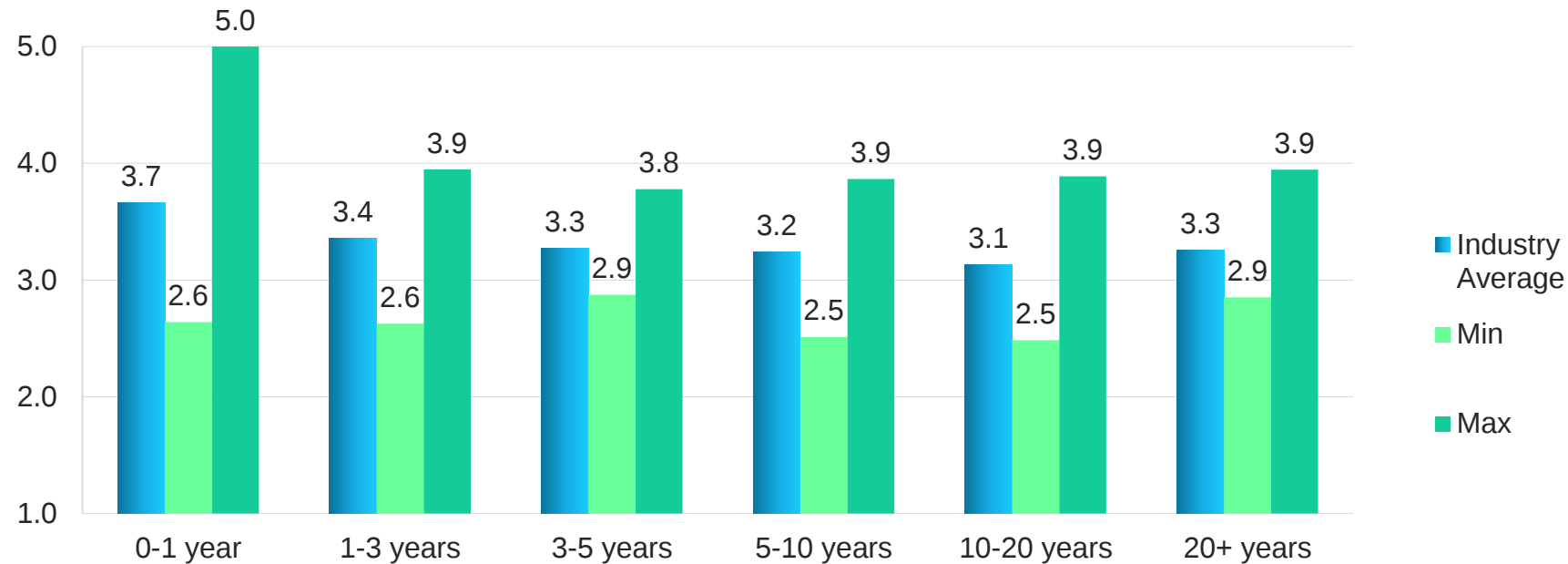
1 = Not at all - 5 = To a Great Extent / Extremely

"I feel like I am an 'outsider' in this organization" [Reversed scale]

Organizational Tenure: Organizational Climate I



Inclusive Climate



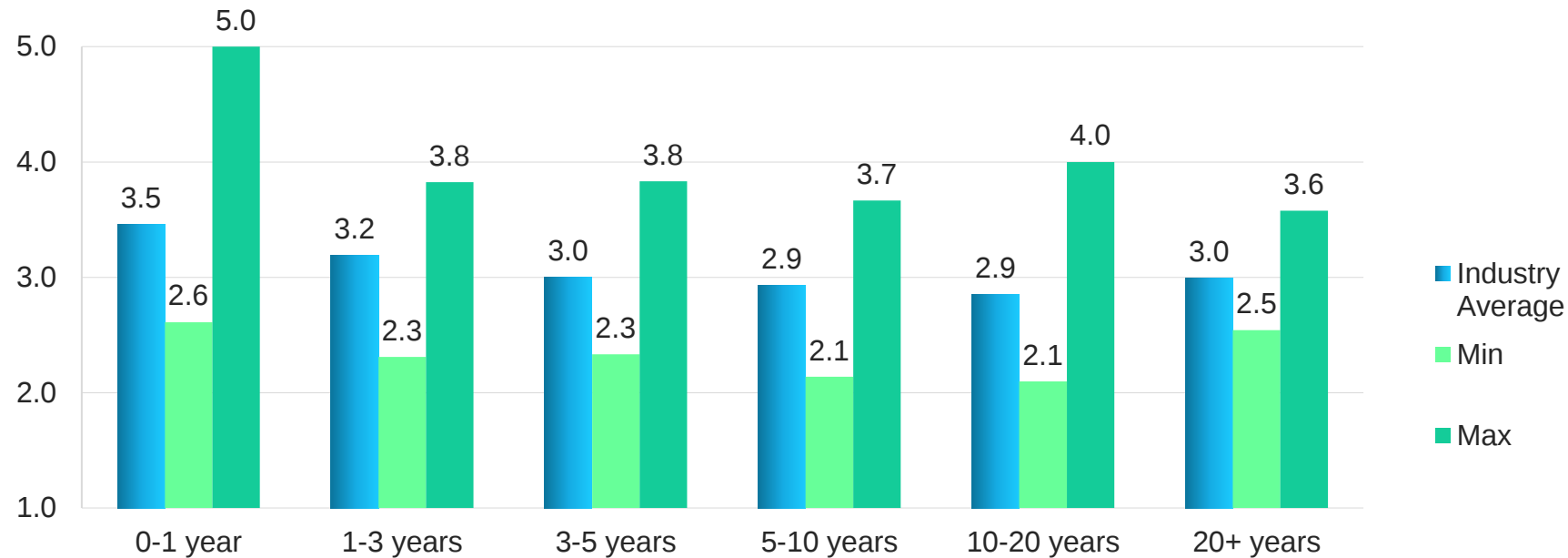
1 = Not at all - 5 = To a Great Extent / Extremely

“This organization has a fair promotion process”

Organizational Tenure: Organizational Climate II



Fairly Implemented Employment Practices



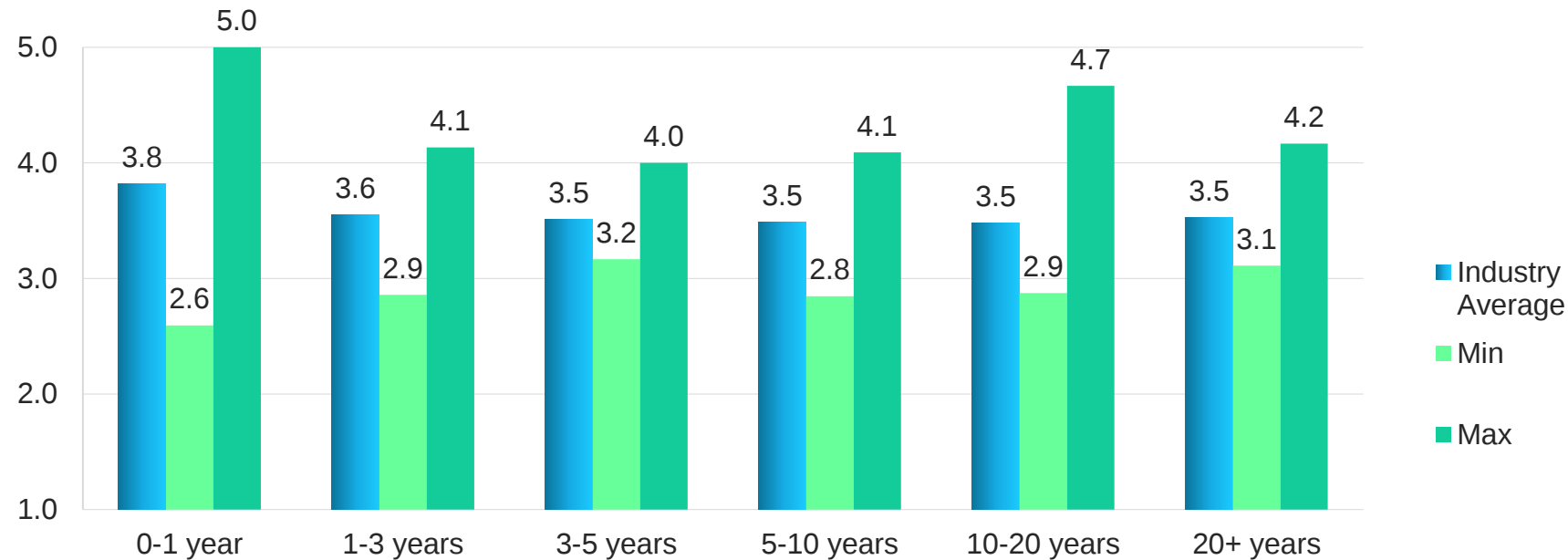
1 = Not at all - 5 = To a Great Extent / Extremely

“This organization has a fair promotion process”

Organizational Tenure: Organizational Climate III



Integration of Diverse Employees



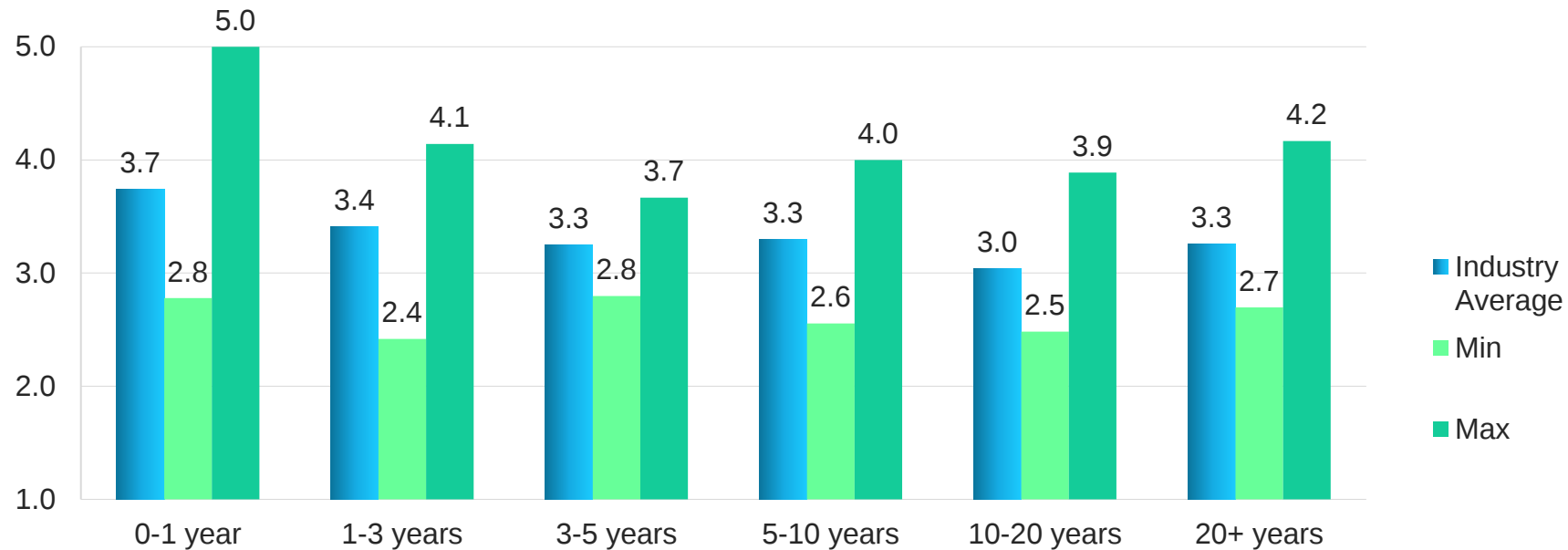
1 = Not at all - 5 = To a Great Extent / Extremely

"This organization is characterized by a non-threatening environment in which people can reveal their "true" selves"

Organizational Tenure: Organizational Climate IV



Inclusion in Decision Making



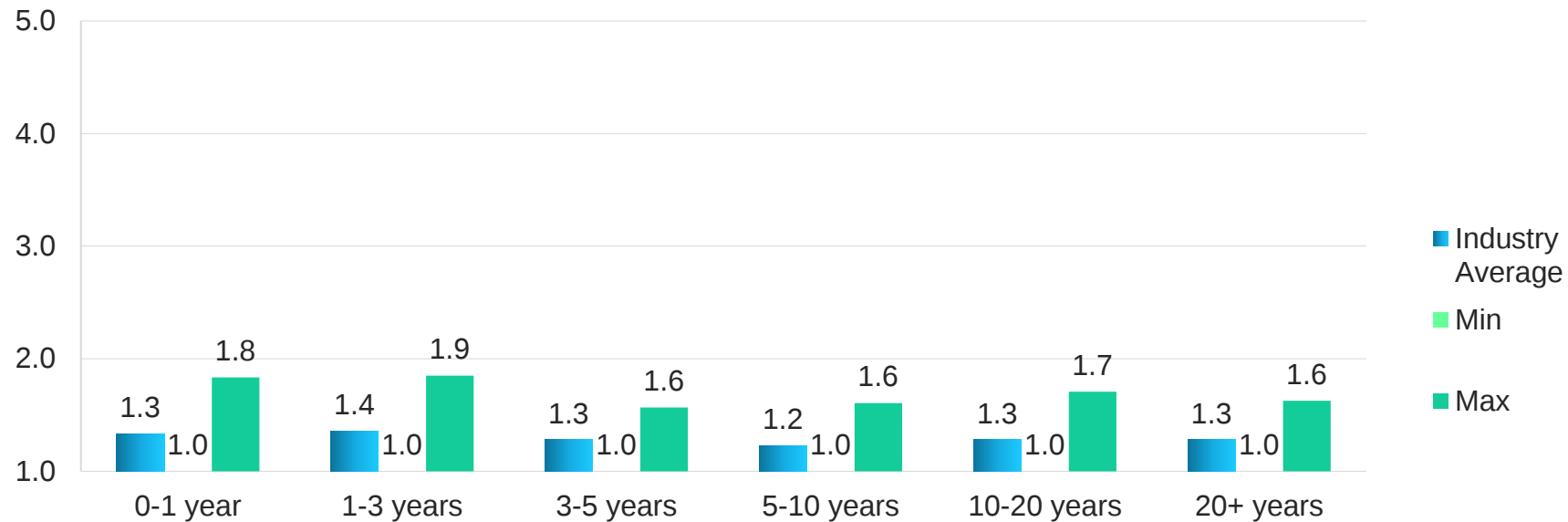
1 = Not at all - 5 = To a Great Extent / Extremely

“In this organization, everyone’s ideas for how to do things better are given serious consideration”

Organizational Tenure: Organizational Climate V



Perceptions of Workplace Inequality for Women



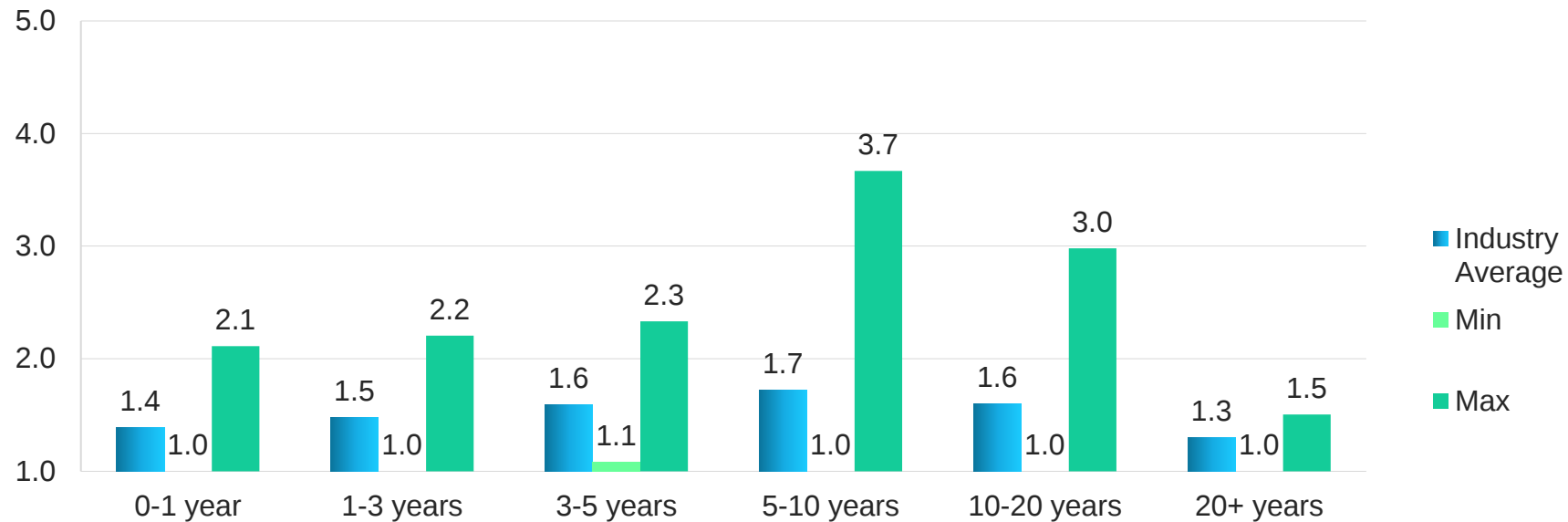
1 = Not at all - 5 = To a Great Extent / Extremely

“Women experience discrimination in hiring or promotion decisions”

Organizational Tenure: Organizational Climate VI



Perceptions of Workplace Inequality for non-Dutch



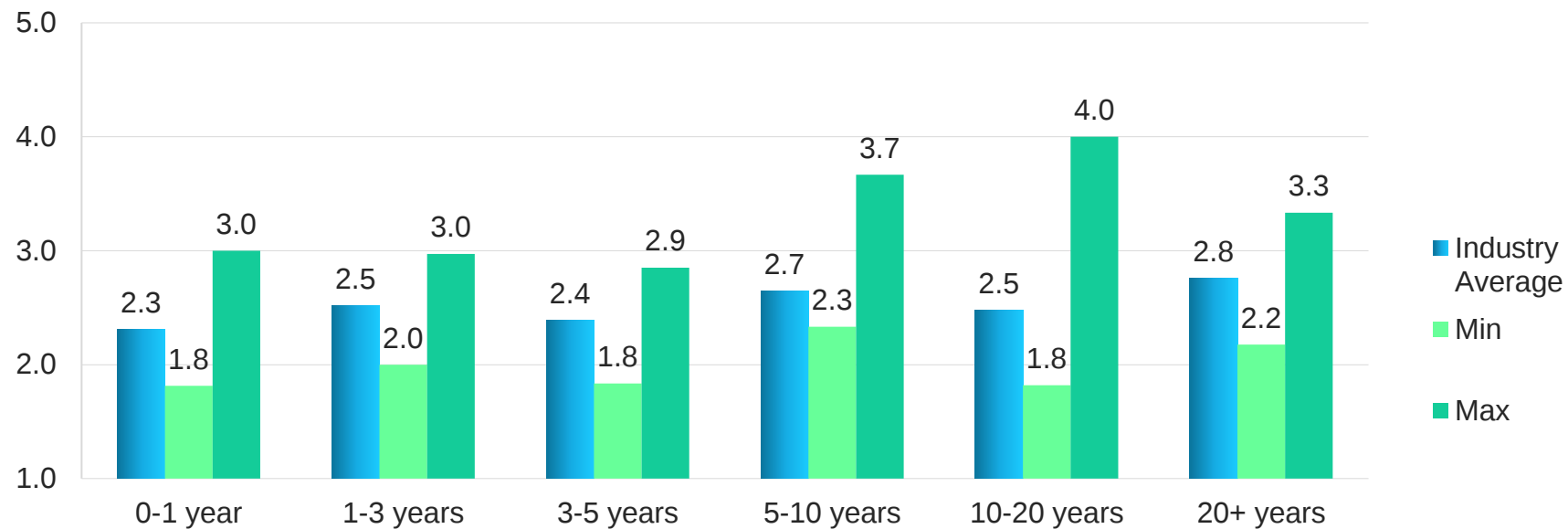
1 = Not at all - 5 = To a Great Extent / Extremely

“Individuals with a non-Dutch background experience discrimination in hiring or promotion decisions”

Organizational Tenure: Organizational Climate VII



Competitive Climate



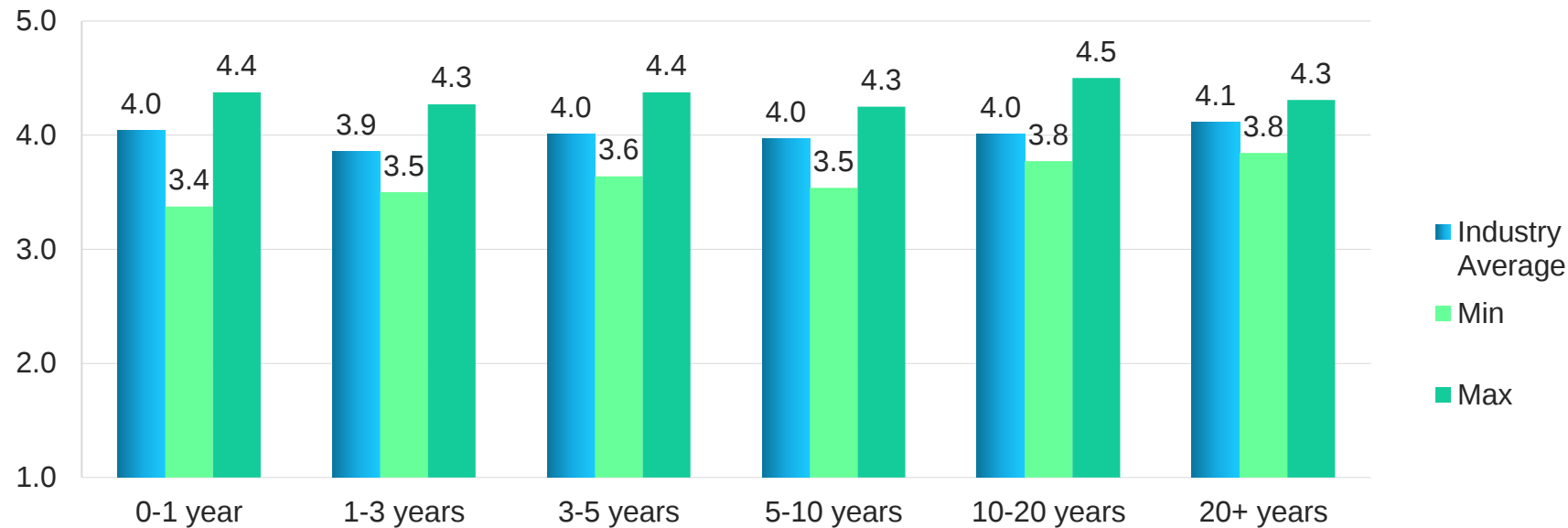
1 = Not at all - 5 = To a Great Extent / Extremely

“The amount of recognition you get in this organization depends on how you perform compared to others”

Organizational Tenure: Psychological Safety and Impact I



Psychological Safety



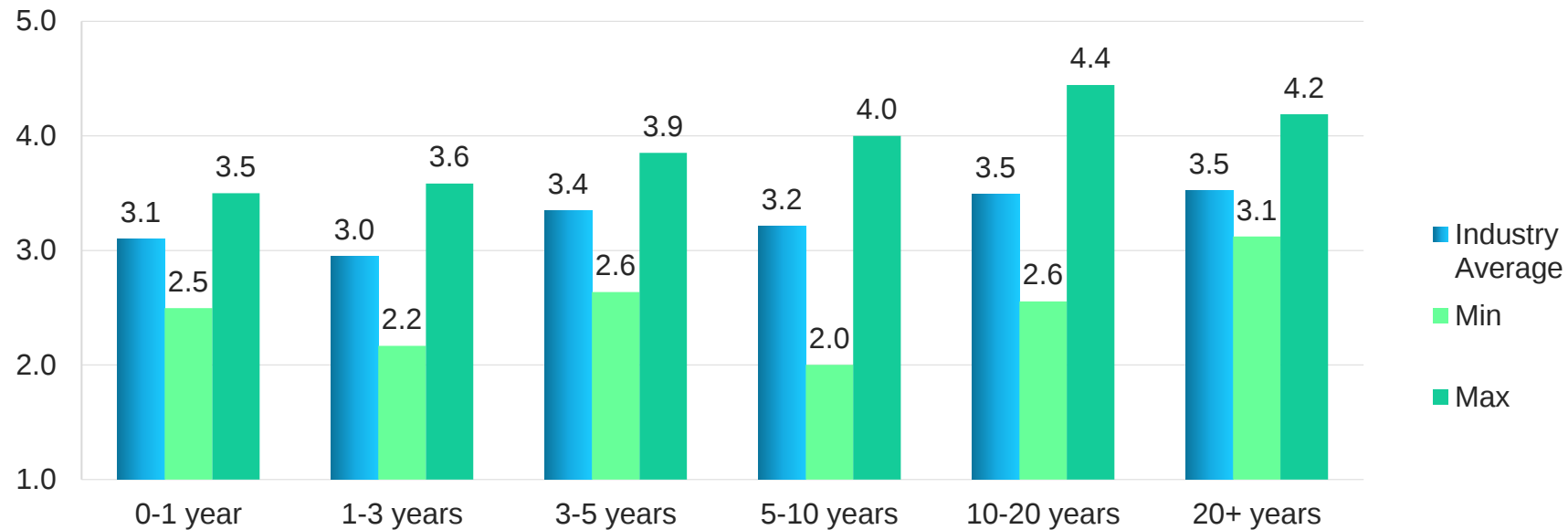
1 = Not at all - 5 = To a Great Extent / Extremely

"I am able to bring up problems and tough issues in this team"

Organizational Tenure: Psychological Safety and Impact II



Perceived Impact



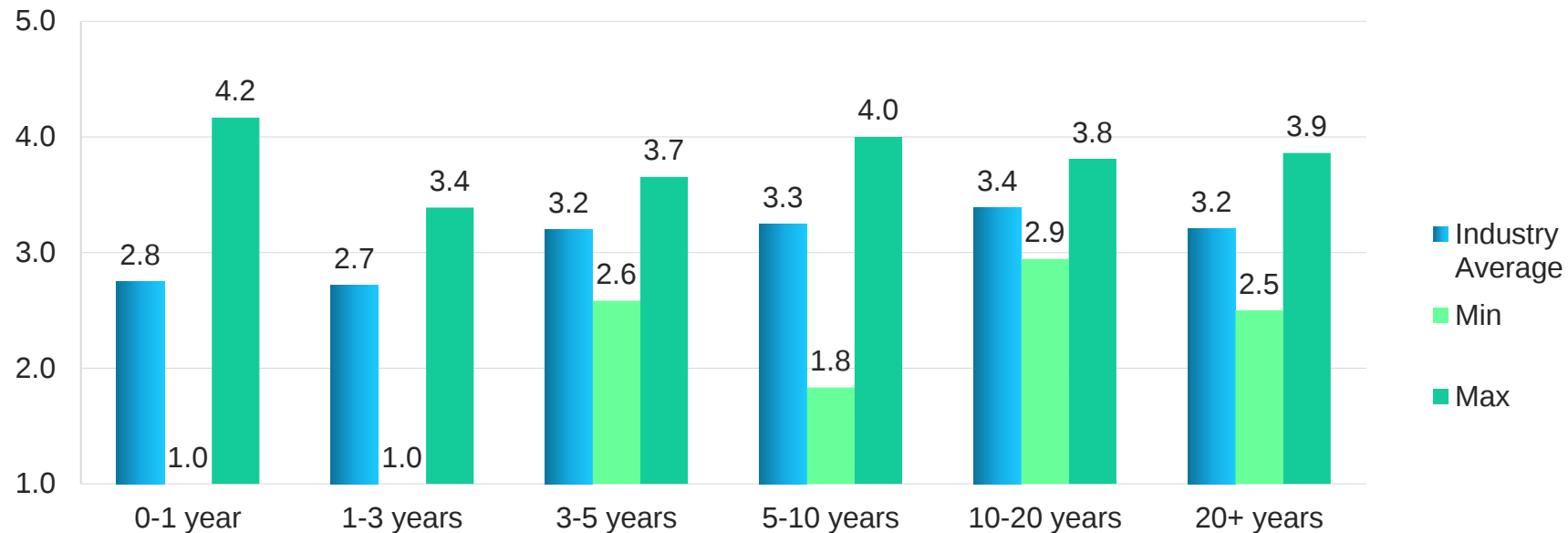
1 = Not at all - 5 = To a Great Extent / Extremely

“My impact on what happens in my team is large”

Organizational Tenure: Voice Behavior and Silence I



Voice on Work Issues



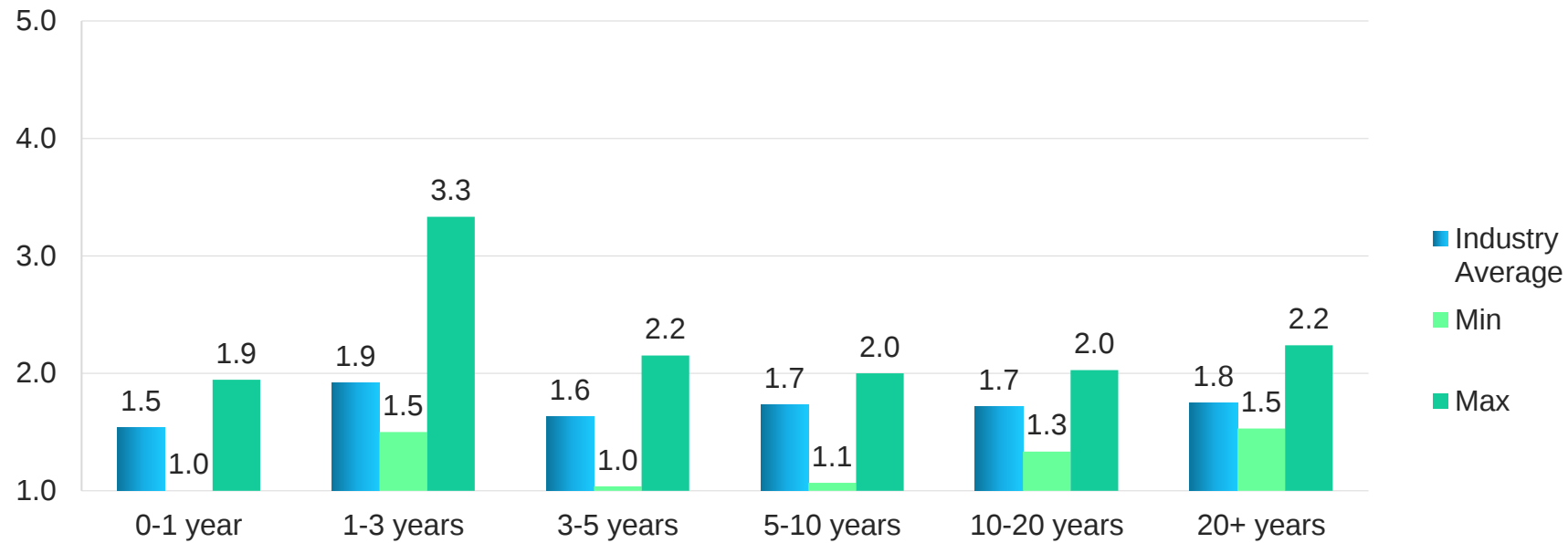
1 = Never - 5 = Very often

"I made suggestions to my supervisor about how to improve work issues"

Organizational Tenure: Voice Behavior and Silence II



Silence on Work Issues



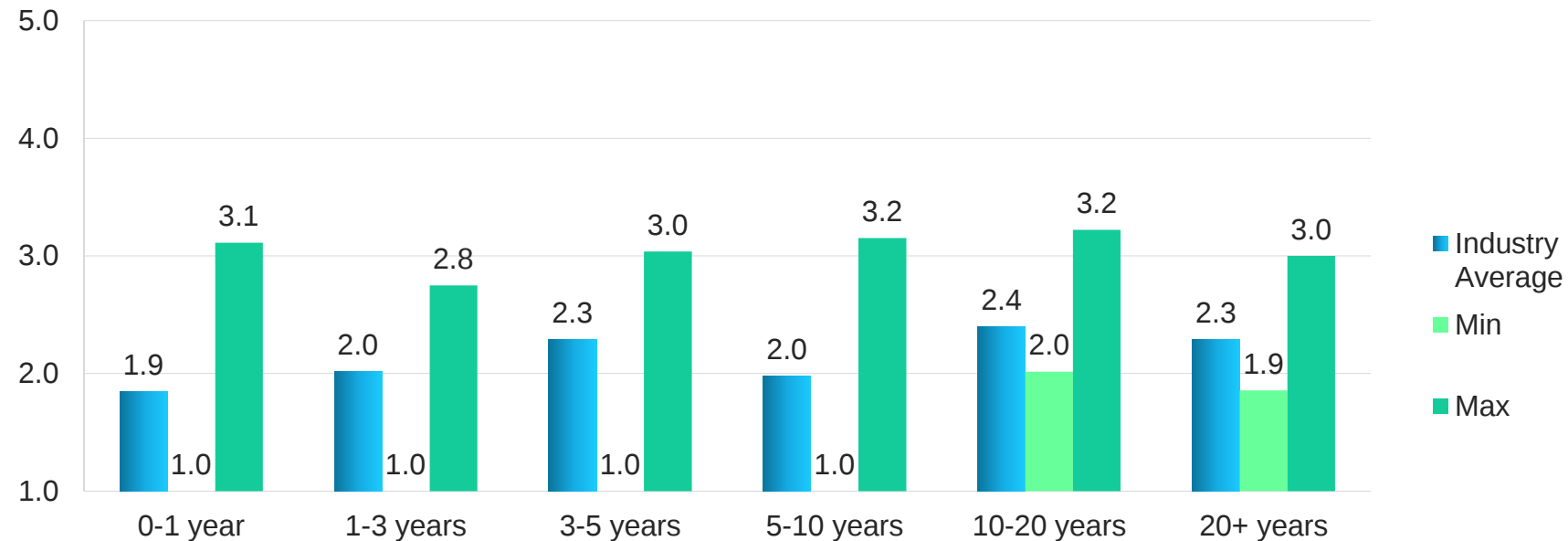
1 = Never - 5 = Very often

"I kept quiet and did not make recommendations to my supervisor about how to fix work issues"

Organizational Tenure: Voice Behavior and Silence III



Voice on Employee Treatment Issues



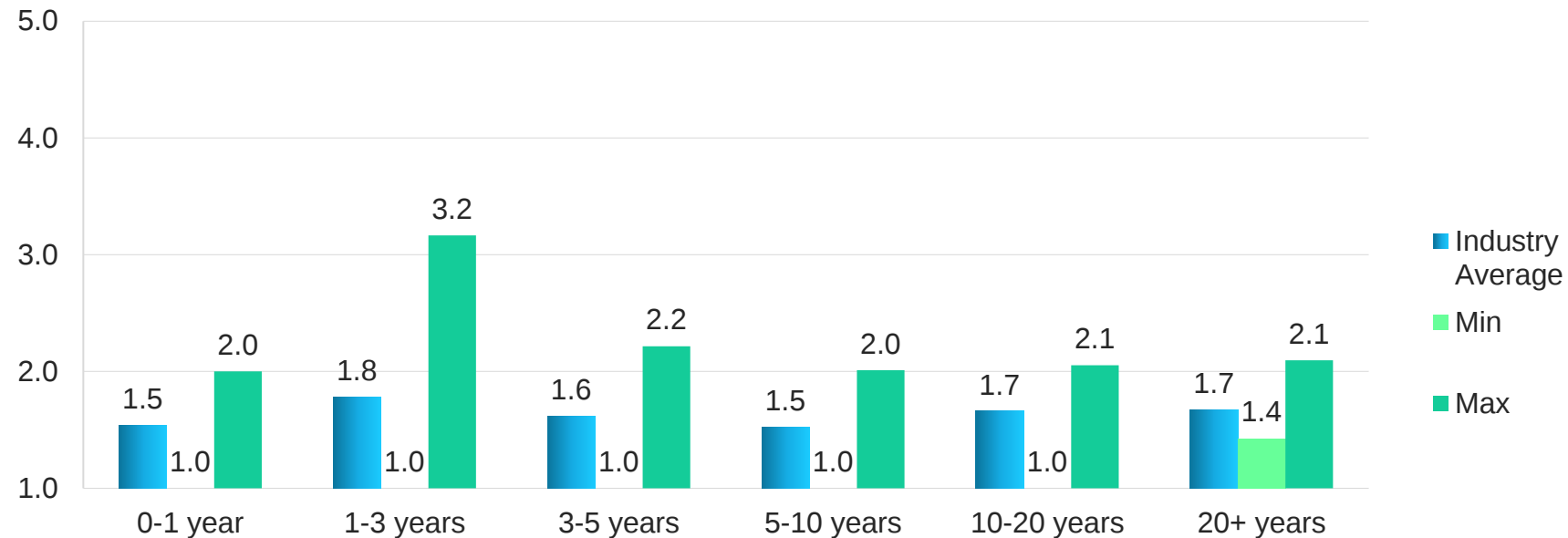
1 = Never - 5 = Very often

"I made suggestions to my supervisor about how to improve employee treatment issues"

Organizational Tenure: Voice Behavior and Silence IV



Silence on Employee Treatment Issues



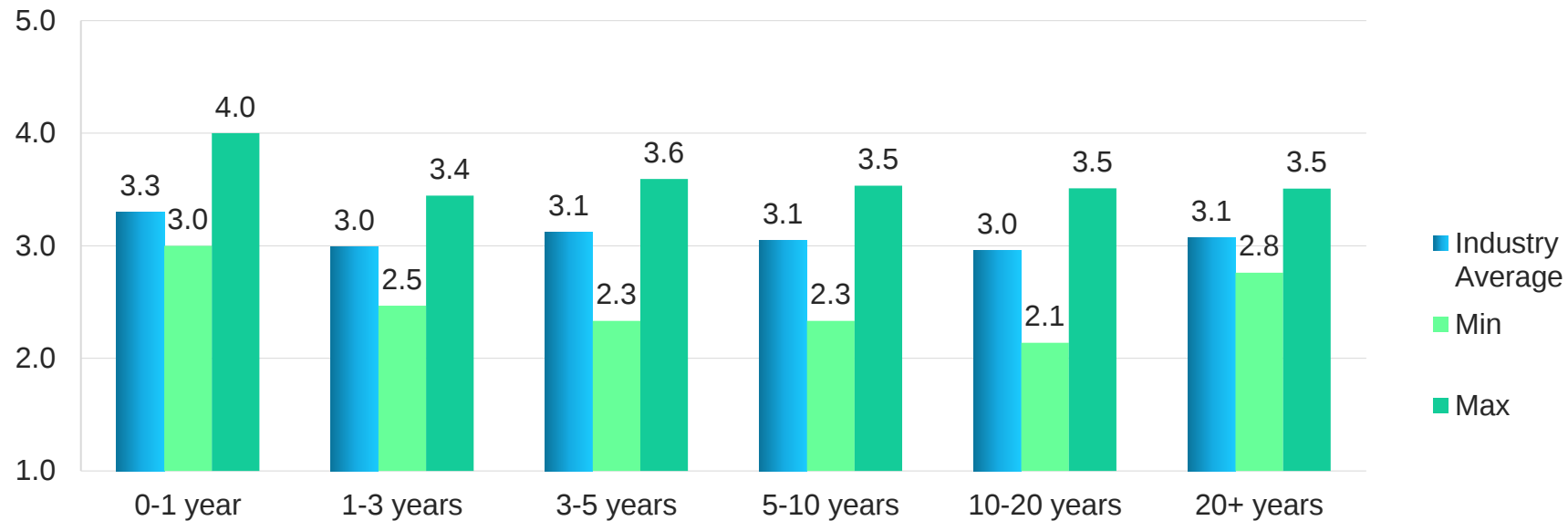
1 = Never - 5 = Very often

"I kept quiet and did not make recommendations to my supervisor about how to fix employee treatment issues"

Organizational Tenure: Leadership I



Supervisor Voice Solicitation on Work Issues



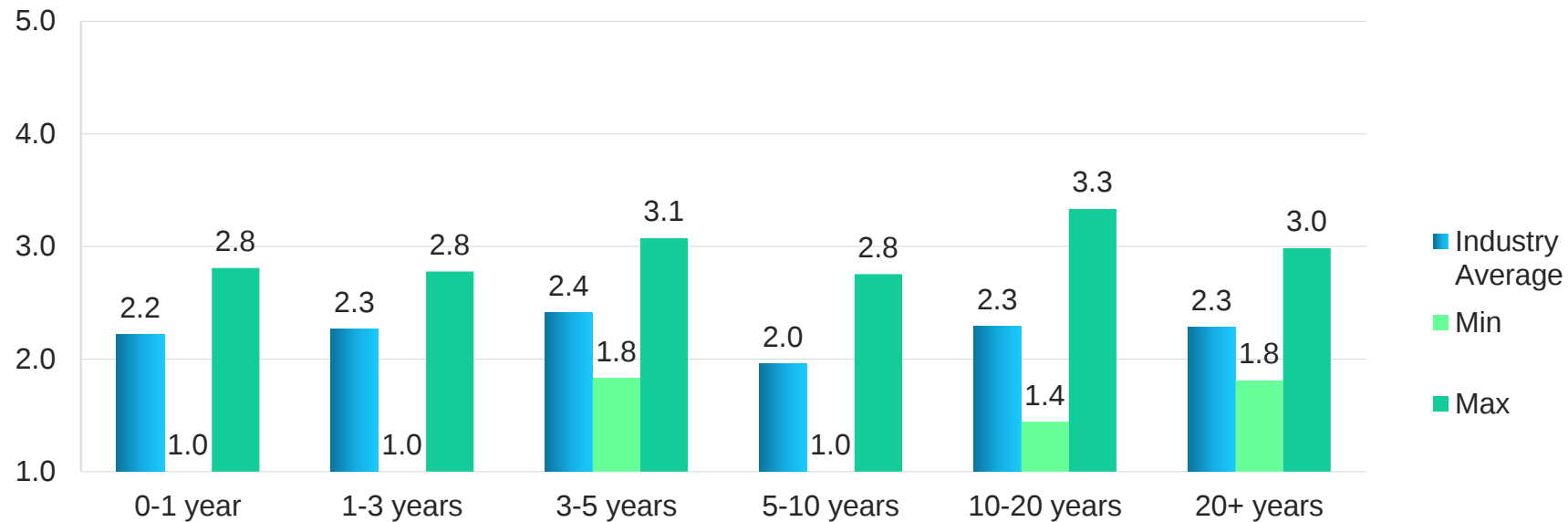
1 = Never - 5 = Very often

“My supervisor asked me for input that would be helpful for improving work issues”

Organizational Tenure: Leadership II



Supervisor Voice Solicitation on Employee Treatment Issues



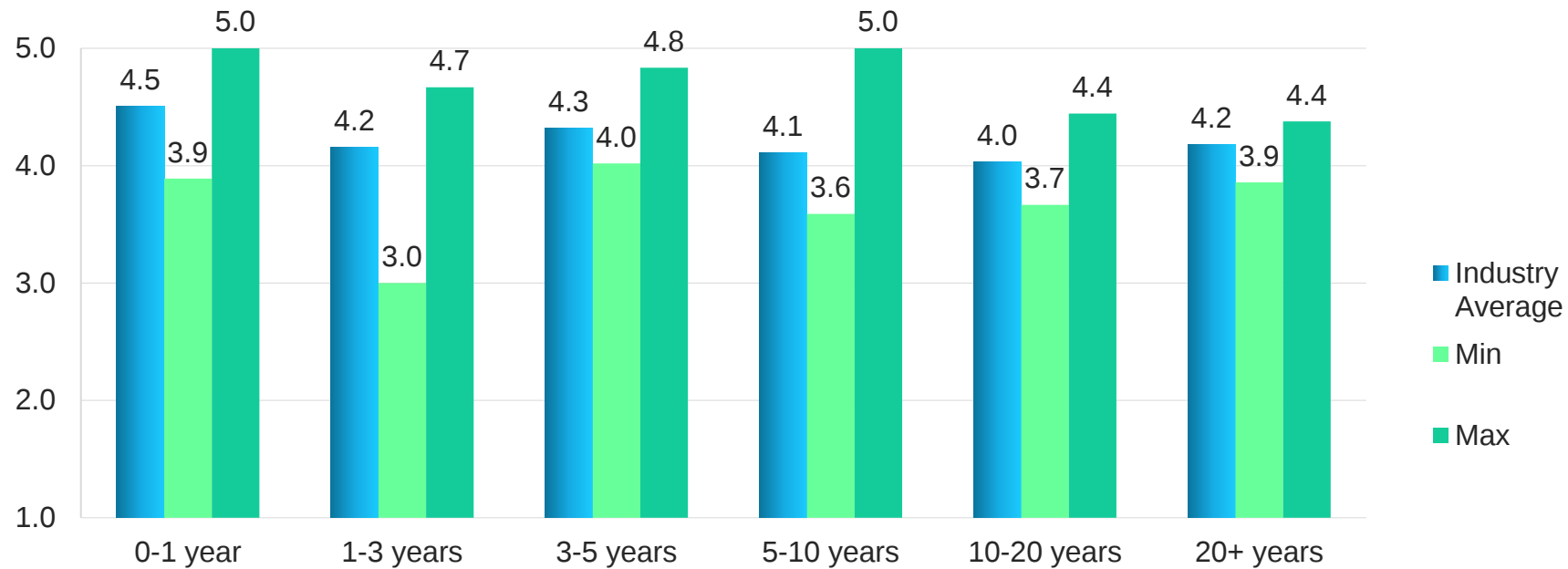
1 = Never - 5 = Very often

"My supervisor asked me for input that would be helpful for improving employee treatment issues"

Organizational Tenure: Leadership III



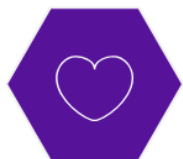
Supervisor Fairness



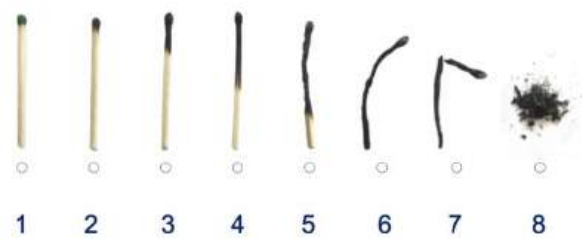
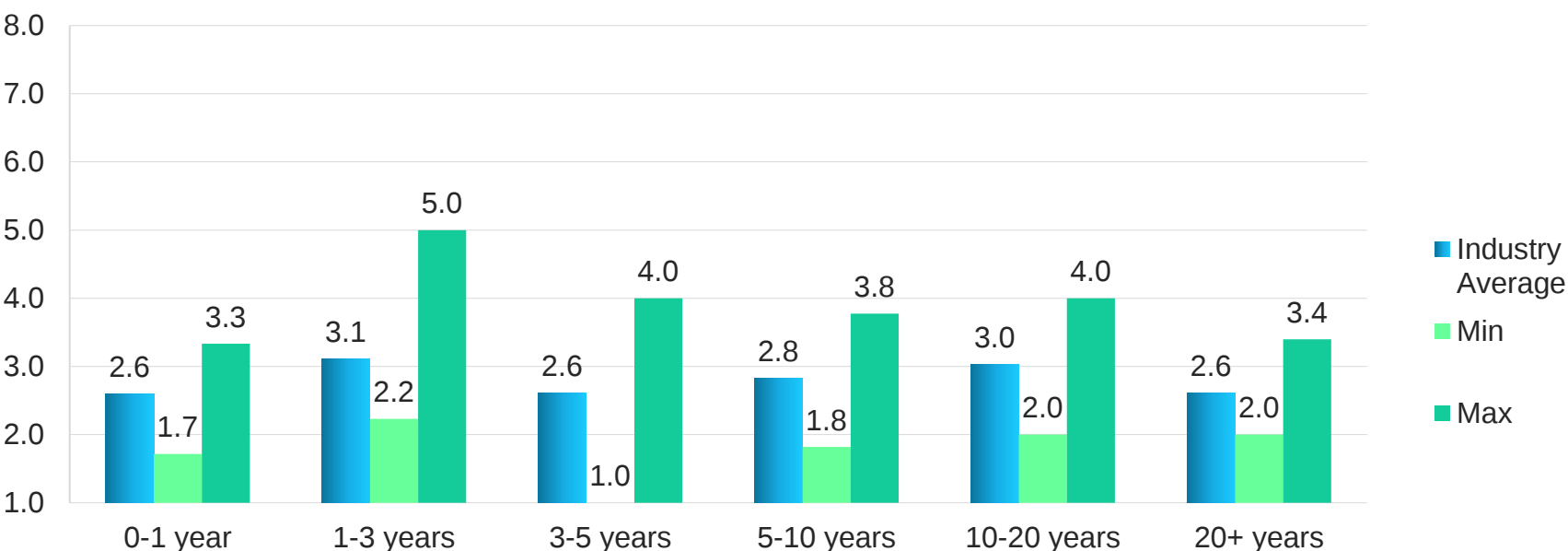
1 = Not at all - 5 = To a Great Extent / Extremely

“Overall, I am treated fairly by my supervisor”

Organizational Tenure: Well-Being & Satisfaction I



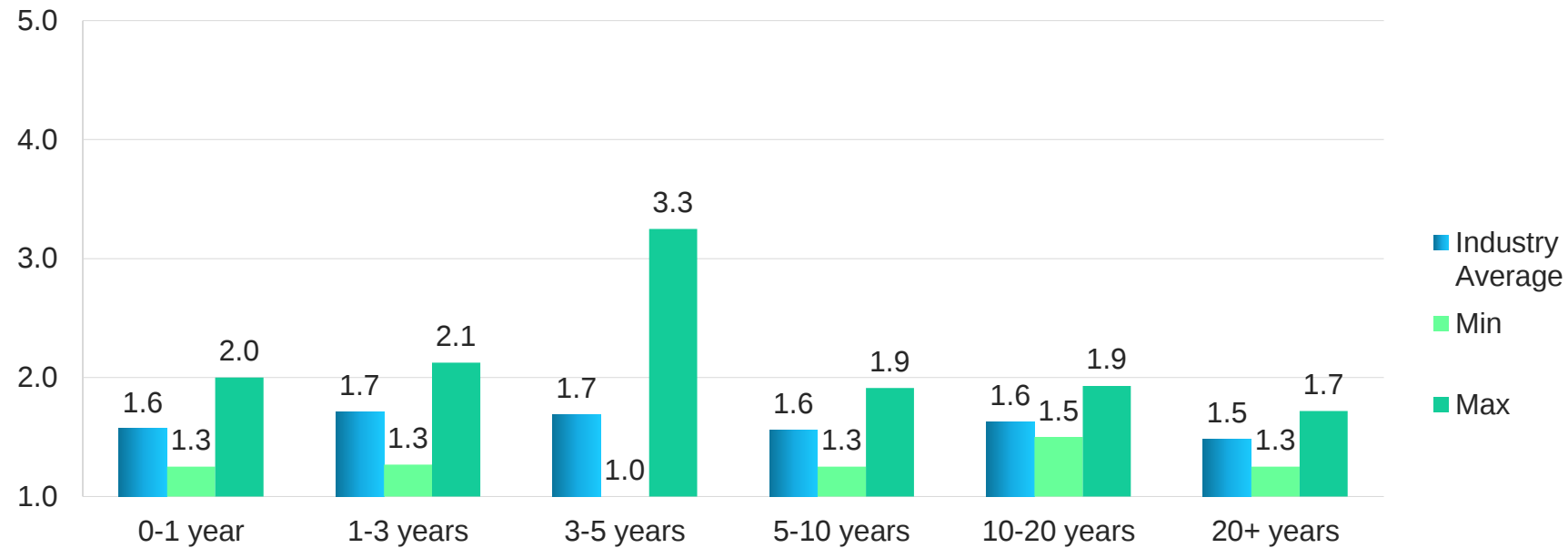
Burnout



Organizational Tenure: Well-Being & Satisfaction II



Negative Affect

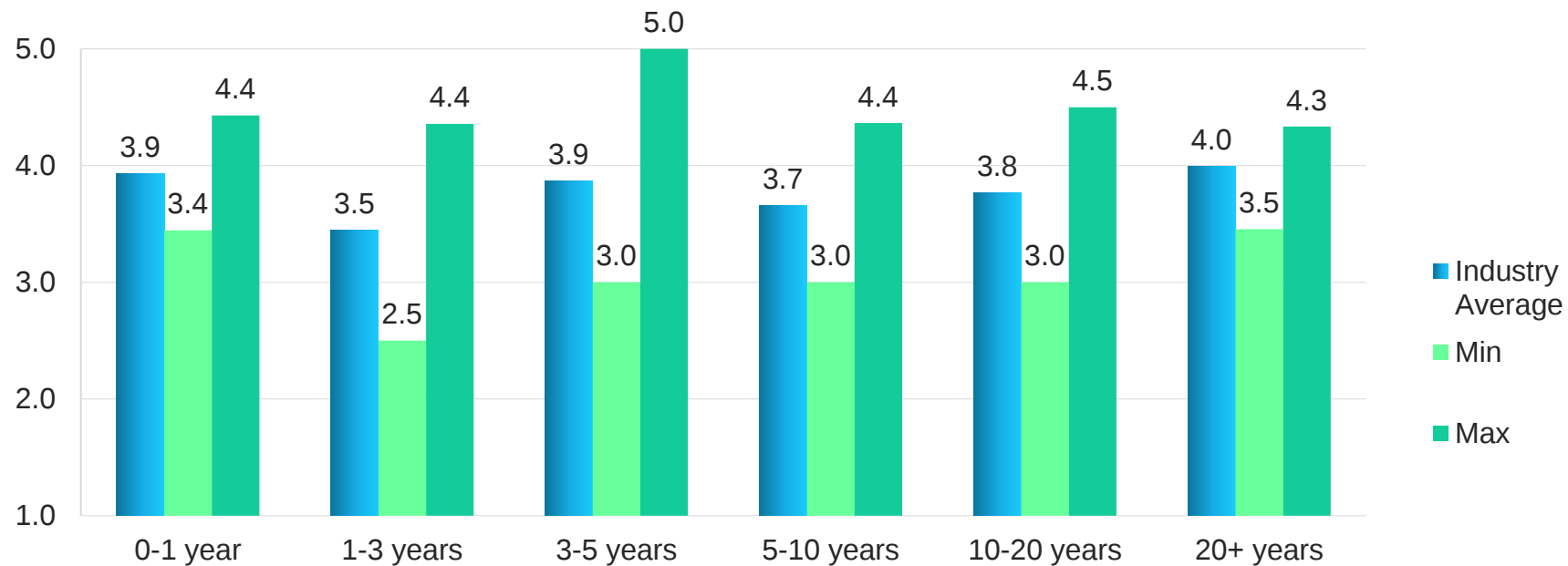


1 = Not at all - 5 = To a Great Extent / Extremely

Organizational Tenure: Well-Being & Satisfaction III



Job Satisfaction

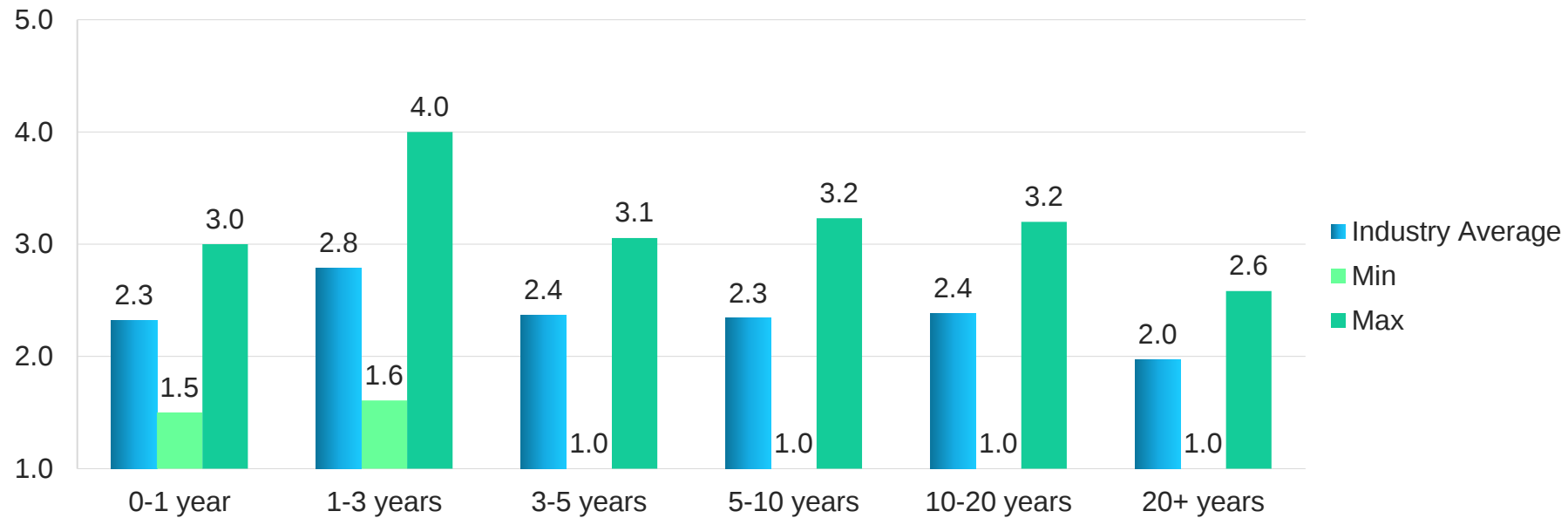


1 = Very unsatisfied - 5 = Very satisfied

Organizational Tenure: Well-Being & Satisfaction IV



Turnover Intentions



1 = Extremely Unlikely - 5 = Extremely Likely

**Thank you for your participation in our survey.
We wish you best of luck in your work ahead!**