Diversity and Inclusion in the Finnish Chemical Industry

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Responsible Care
Our commitment to sustainability

The Finnish Chemical industries responsibility work is based on the global

Responsible Care
Sitoudumme kestävään kehitykseen

-sustainability programme.
In Finland **since 1992**

In collaboration with employees: The Industrial Union, Trade Union Pro and the Federation of Professional and Managerial Staff participate in program monitoring and development.

"Think global, act local."

The companies commit to
- continuous improvement
- collaboration and sharing of best practices
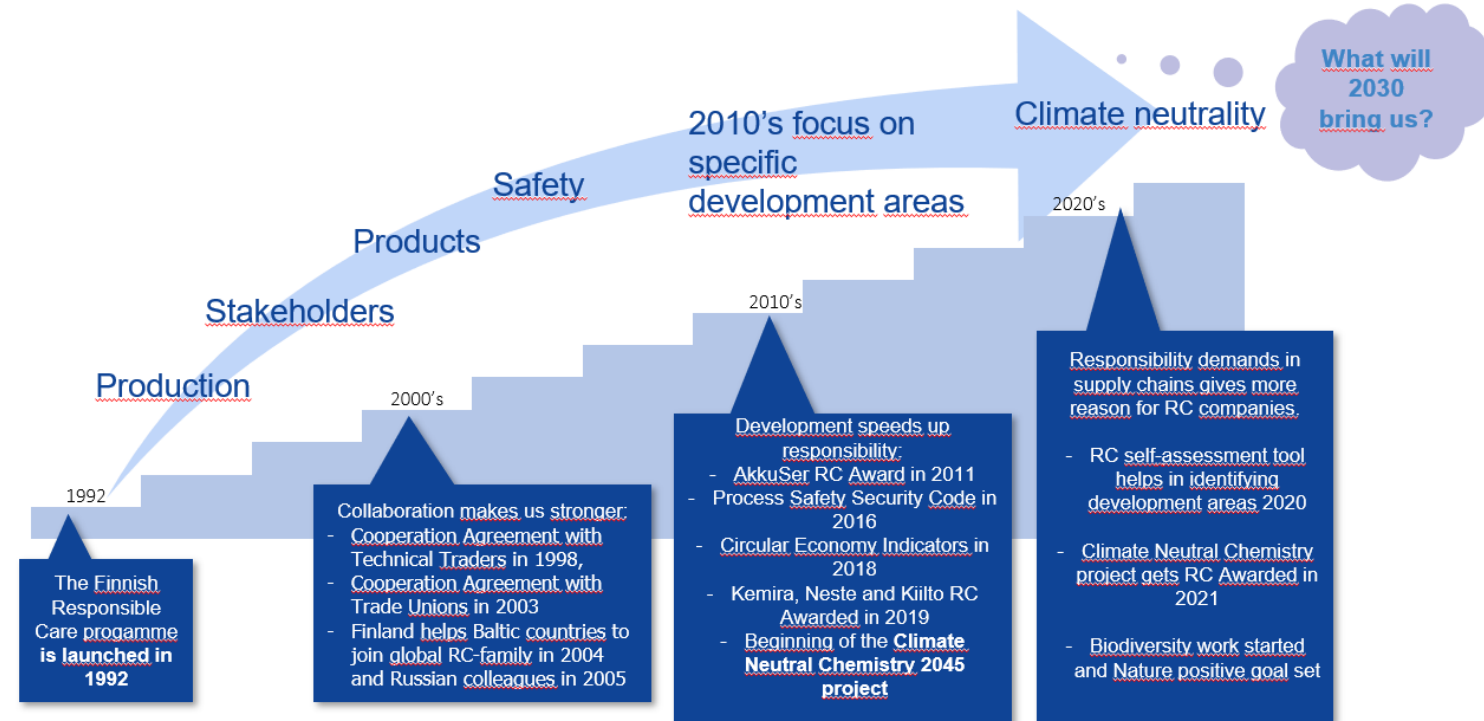- annual reporting on progress

The formal commitment to the Responsible Care programme happens at the senior level of the company.

Around 100 committed companies in Finland, covering around 80 % of total Finnish Chemical industry production and 60% of personnel.

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Sitoudumme kestävään kehitykseen

More than
100
reporting sites

Around
20,000
employees

More than
21 M
tons of production

Finnish Responsible Care – Systematically evaluated

- As an essential part of Finnish Responsible Care is systematically evaluate focus points of our national programme.

- Latest evaluation was done together with our member companies and key stakeholders during 2022.

Production
Stakeholders
Products
Safety
2010's focus on specific development areas
Climate neutrality

What will 2030 bring us?

1992
2000's
2010's
2020's

The Finnish Responsible Care progamme is launched in 1992

Collaboration makes us stronger:
- Cooperation Agreement with Technical Traders in 1998,
- Cooperation Agreement with Trade Unions in 2003
- Finland helps Baltic countries to join global RC-family in 2004 and Russian colleagues in 2005

Development speeds up responsibility:
- AkkuSer RC Award in 2011
- Process Safety Security Code in 2016
- Circular Economy Indicators in 2018
- Kemira, Neste and Kiilto RC Awarded in 2019
- Beginning of the **Climate Neutral Chemistry 2045 project**

Responsibility demands in supply chains gives more reason for RC companies.
- RC self-assessment tool helps in identifying development areas 2020
- Climate Neutral Chemistry project gets RC Awarded in 2021
- Biodiversity work started and Nature positive goal set

- The Board of Kemianteollisuus approved new focus points of Responsible Care programme until 2030 on October 25th 2022.

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Fresh focus points for the Responsible Care programme

Effective and Self-Driven Anticipation

Data-Driven Sustainability

Nature Positive Climate Neutral Chemistry

Diverse Work Life

D&I – what has been done so far

- D&I is seen primarily as a skills, competence and sector attractiveness matter for the Finnish chemical sector. The theme is thus facilitated under the Skills and Competence committee

- Main action point so far has been a study conducted in Q1/2024. The survey is a starting point for further actions

- The study has been presented in the RC Seminar in September 2024. The main findings will be presented in the next pages

Contents

Introduction

Executive summary: The Finnish Chemical industry would greatly benefit from actions improving D&I

Diversity and Inclusion (D&I) in general

Diversity – the presence of differences in personal, physical and social attributes in the workforce

Inclusion - The procedures used to integrate everyone in the workplace while allowing their differences to coexist.

Improved business performance
- Better innovation
- Higher employee retention
- Improved company image and attractiveness

The level of D&I in the Finnish Chemical Industry

A D&I index was created from the questionnaire results for future comparison.
Current D&I index was

48

Inclusion was measured in three dimensions:
1) Foundation of equitable employment practices
2) Integration of differences
3) Inclusion in decision making

- Blue-collar workers and employees identifying to a minority and persons with 10+ year tenures had lower scores in all dimensions compared to the rest.
- Large companies performed better in dimensions 1 and 2.

The process of improving D&I

4 stages towards being D&I
1) Initial stage
2) Commitment and planning
3) Implementation
4) Organic

3 key barriers identified
- Limited availability of workforce
- Limited resources
- Mismatch in opinions

Key actions towards improvement
- Recruitment practices
- Communications
- Workplace culture development

Recommendations

For The Finnish Chemical Industry to improve the level of diversity and inclusion, the following is recommended

Repeating a simplified questionnaire to track the development

Have a holistic approach to D&I to not neglect any employees

Perform company-specific current state analysis to know where to start

Customize the approach within the companies to find out the best suiting solutions

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A questionnaire and interviews were used to gather the data for the analysis

The study was divided into understanding the current situation of the D&I in the industry and creating a conceptualization on how to assess the stage of D&I within a company. Data was collected with a questionnaire and semi-structured interviews.

Questionnaire

- Aim to create **a baseline for D&I** in the industry by mapping the current situation
- Sent to companies within the Finnish chemical industry
- Divided into 4 different categories:
  1. Background information — *Diversity*
  2. Foundation of equitable employment practices
  3. Integration of differences
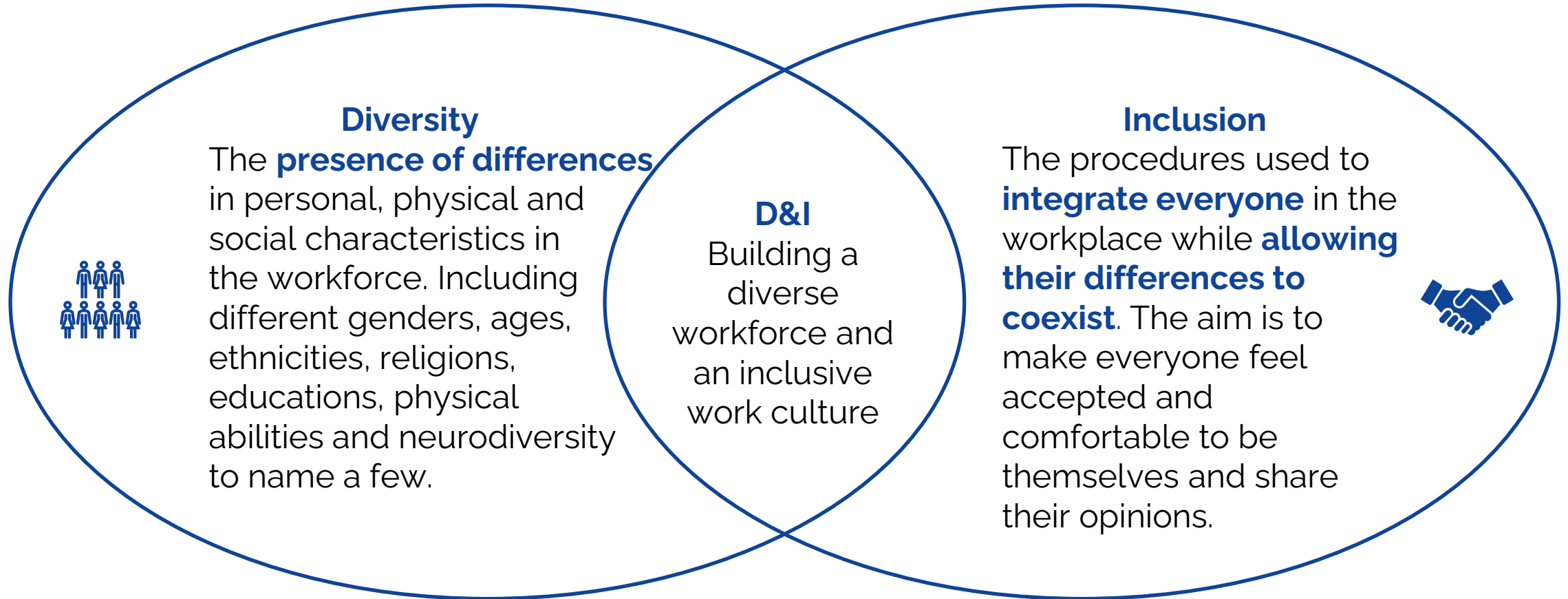 4. Inclusion in decision-making — *Inclusion*

Interviews

- Aim to build **a framework** for assessing and developing D&I within a company
- 9 companies participated with 2 interviews each
- The interviews were divided into chief-level and manager-level interviews
  - Chief-level interviews were used to gain understanding on management's goals, metrics, initiatives and plans
  - Manager-level interviews were used to assess how D&I can be seen in everyday processes
  → These were then compared to one another

D&I in general

Diversity and Inclusion are topics closely intertwined together

Diversity
The **presence of differences** in personal, physical and social characteristics in the workforce. Including different genders, ages, ethnicities, religions, educations, physical abilities and neurodiversity to name a few.

D&I
Building a diverse workforce and an inclusive work culture

Inclusion
The procedures used to **integrate everyone** in the workplace while **allowing their differences to coexist**. The aim is to make everyone feel accepted and comfortable to be themselves and share their opinions.

Research emphasizes the positive impact of D&I on overall business performance

35%

increased likelihood of surpassing the financial performance of industry's national median if in the industry's top-quartile regarding diversity[1]

72%

of employees would leave or consider leaving an organization for a more inclusive one[2]

- The *most diverse companies outperform* the least diverse ones in profitability[1] and have 19% higher revenues from innovation.[3]
- Diverse teams *are able produce more original and useful ideas* by combining different perspectives, experiences, and cognitive styles.[4] It is also suggested that diversity can help companies anticipate shifts in customer needs and preferences, especially in global markets.[3]
- Diversity and inclusion can improve employee engagement and retention. *Employees who feel included are 3.2 times more likely to stay* with their employer than those who do not.[1]
- Proven diversity and inclusion results increase *company attractiveness to new talent*. Jobseekers are willing to compromise 2% of salary for a 10% better inclusion index.[5]

Finnish Chemical Industry companies would greatly benefit from improving diversity and inclusion due to improved employee satisfaction and employer image which result into improved business performance

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[1] McKinsey & Company [2] Deloitte [3] Boston Consulting Group [4] Harvard Business Review
[5] Stanford University

Current state of D&I in the Finnish Chemical Industry

Current state of D&I in the Finnish Chemical industry

The current state of diversity and inclusion was measured with a questionnaire that was created together with professionals from the chemical industry. 276 responses were received.

Diversity

Based on 8 demographics and a sense of belonging to a minority

Key insights regarding the respondents

276 responses is a relatively low number to make statistically significant generalizable conclusions

Higher education seems to be linked to expert and management positions

Lowering retention has been a growing feature in work life as switching between companies more often has become more common

People feel differently about belonging to a minority → Understanding the differences is key for future studies

Inclusion

Based on 3 categories totaling to 14 questions

The categories were given index measure as follows:

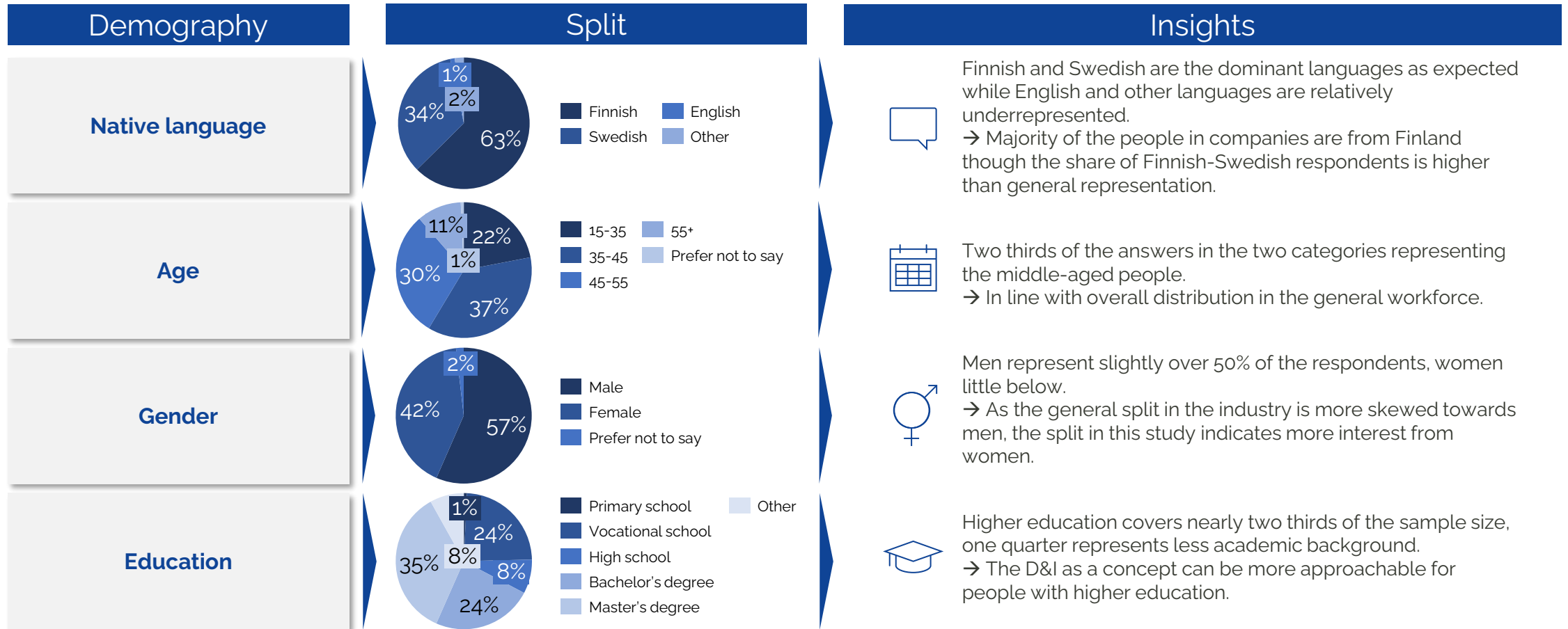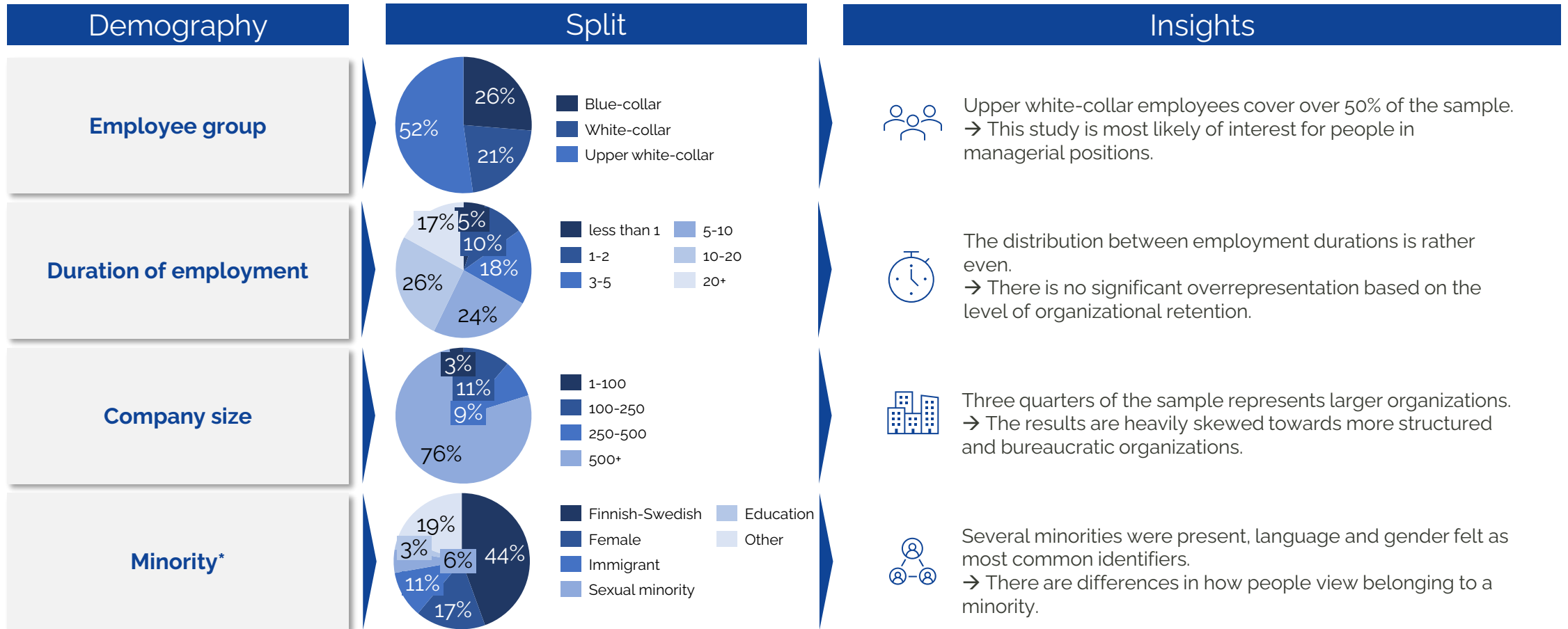|		
Foundation of equitable employment practices	**17.15**	**/ 25.00**
Integration of differences	**17.88**	**/ 25.00**
Inclusion in decision making	**12.98**	**/ 20.00**

Inclusion in decision making is the best performing index, differences are between categories are relatively small.

Diversity: The survey attracted employees with academic background

Demography	Split	Insights
Native language	Finnish 63%, Swedish 34%, English 2%, Other 1%	Finnish and Swedish are the dominant languages as expected while English and other languages are relatively underrepresented. → Majority of the people in companies are from Finland though the share of Finnish-Swedish respondents is higher than general representation.
Age	15-35: 22%, 35-45: 37%, 45-55: 30%, 55+: 11%, Prefer not to say: 1%	Two thirds of the answers in the two categories representing the middle-aged people. → In line with overall distribution in the general workforce.
Gender	Male 57%, Female 42%, Prefer not to say 2%	Men represent slightly over 50% of the respondents, women little below. → As the general split in the industry is more skewed towards men, the split in this study indicates more interest from women.
Education	Primary school 1%, Vocational school 24%, High school 8%, Bachelor's degree 24%, Master's degree 35%, Other 8%	Higher education covers nearly two thirds of the sample size, one quarter represents less academic background. → The D&I as a concept can be more approachable for people with higher education.

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Diversity: Larger companies and white-collar constitute a significant proportion of the responses

Demography	Split	Insights

Employee group

- 26% Blue-collar
- 21% White-collar
- 52% Upper white-collar

Upper white-collar employees cover over 50% of the sample.
→ This study is most likely of interest for people in managerial positions.

Duration of employment

- 5% less than 1
- 10% 1-2
- 18% 3-5
- 24% 5-10
- 26% 10-20
- 17% 20+

The distribution between employment durations is rather even.
→ There is no significant overrepresentation based on the level of organizational retention.

Company size

- 3% 1-100
- 11% 100-250
- 9% 250-500
- 76% 500+

Three quarters of the sample represents larger organizations.
→ The results are heavily skewed towards more structured and bureaucratic organizations.

Minority*

- 44% Finnish-Swedish
- 6% Female
- 17% Immigrant
- 11% Sexual minority
- 3% Education
- 19% Other

Several minorities were present, language and gender felt as most common identifiers.
→ There are differences in how people view belonging to a minority.

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EMERGING MARKETS AND GLOBAL SUSTAINABILITY

Diversity: Demography correlation

Correlations

No significant correlative relationships to be found except the ones relatively logical.

Education – Employee group
Vocational school – Blue-collar   *0.64*
Master's degree – Upper white-collar   *0.48*
Age – Duration of employment   *0.44*

Demography – Minority

16.3% of respondents identified themselves belonging to a minority

17.4% of people having Swedish* as native language identify themselves as belonging to a minority

5.3% of females identify themselves as belonging to a minority

Insights

The dataset is relatively small which makes statistically significant interpretations challenging

Higher education leads to expert and management positions

Conducting one's career in a single company used to be more common than it is nowadays

Understanding how people define belonging to a minority is key for future studies

Location of one's workplace matters when identifying to a language minority

Employee group can influence on how belonging to a gender minority develops

*Finnish-Swedish minority assumed as Swedish-speaking

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Inclusion: Dimensions of inclusive climate

Based on a confirmatory factor analysis our three dimensions within the questionnaire were deemed as satisfactory for index categorization.

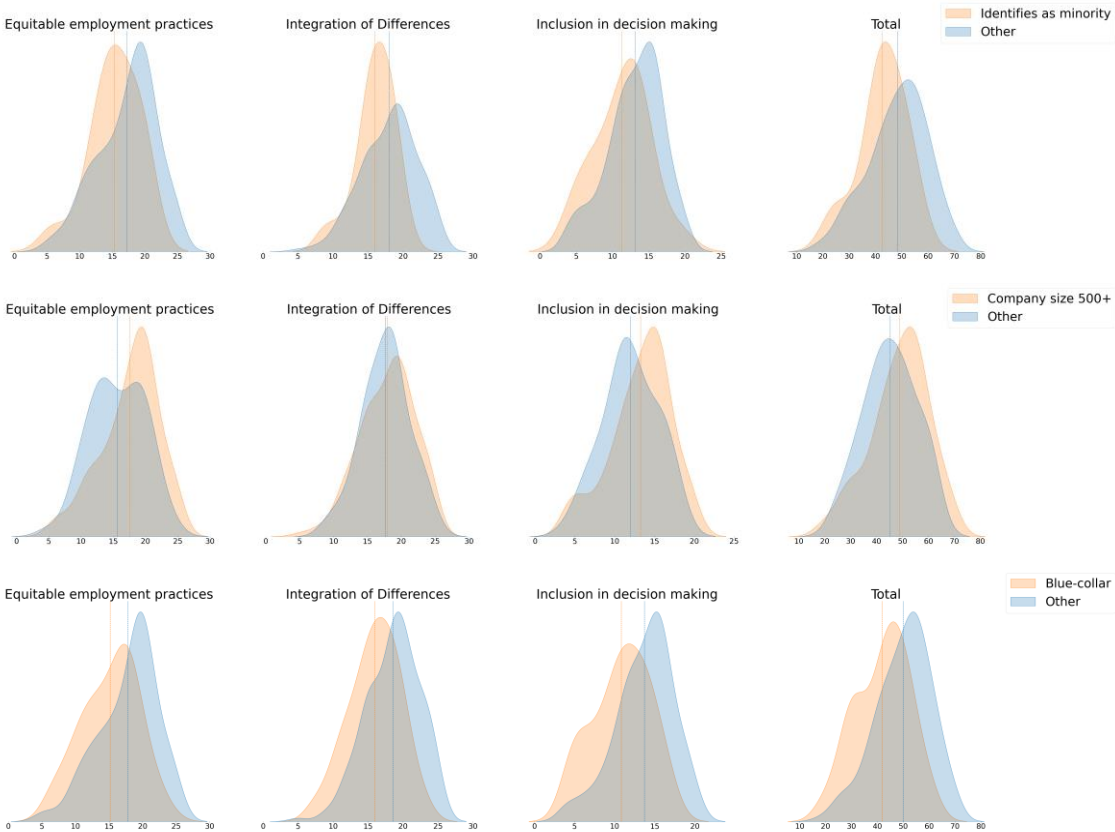|	Index	Variance	Positive answers / negative answers	Opinion
Total	**48**	1.17	2.7	73%
Foundation of equitable employment practices — Foundation of equitable employment practices had good performance → opportunities for growth bring the score down.	**17.2**	1.26	2.6	77%
Integration of differences — Integration of Differences performed well. Studied organizations have been able to create psychologically safe environment.	**17.9**	1.07	3.8	73%
Inclusion in decision making — Inclusion in decision making had least opinions → this might be a more difficult subject and not present in daily life. *"In our organization, feedback is frequently requested - however, feedback often does not lead to anything."*	**13.0**	1.27	1.8	72%

Analysis found differences in experience of inclusion between different demographics

Inclusion index mean

Identifies as minority	Others
43	48

Large company	Others
48	45

Blue-collar	Others
41	50

Employees identifying to a minority had significantly lower scores in all dimensions.

Large companies scored higher in equitable employment practices, inclusion in decision making.

Blue collar workers experience lower level of inclusion in all dimensions.

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Experience of inclusion differs between short and long tenures

Inclusion index mean

Tenure less than 2 years	Others
52	48

Tenure 10+ years	Others
45	50
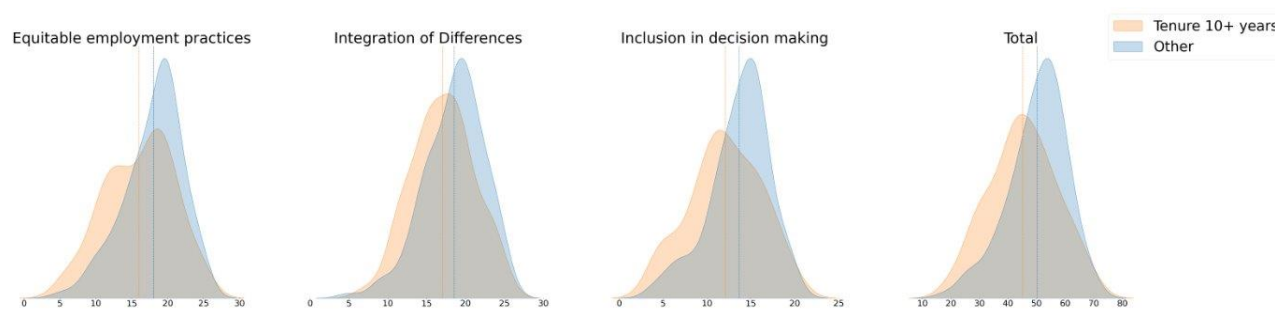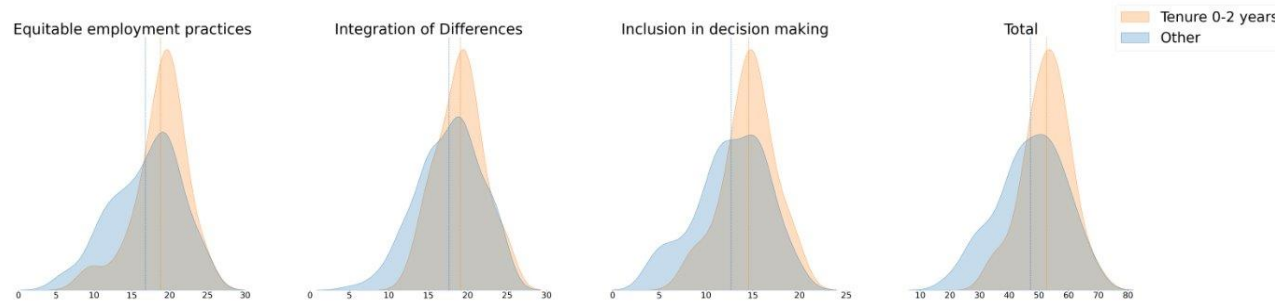
In all dimensions, employees with short tenure scored higher than average whereas employees with over 10-year tenure scored lower than average.

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Inclusion: Foundation of equitable employment practices

Questionnaire answers

Index: 17.2

	Variance	Opinion	Positive/negative answers
This organisation has fair and transparent opportunities for growth.	1.13	76%	2.9
My performance is reviewed fairly in our organisation.	1.15	77%	3.4
In this organisation, employees receive fair pay in relation to the demands and performance of the job.	1.32	76%	1.4
I feel this organisation invests in my professional growth.	1.28	74%	3.8
This organisation provides safe environment for employees to voice their grievance.	1.27	81%	2.4

This organisation has fair and transparent opportunities for growth.: 6% | 14% | 24% | 44% | 13%

My performance is reviewed fairly in our organisation.: 5% | 13% | 23% | 41% | 18%

In this organisation, employees receive fair pay in relation to the demands and performance of the job.: 10% | 22% | 24% | 35% | 9%

I feel this organisation invests in my professional growth.: 7% | 14% | 26% | 36% | 17%

This organisation provides safe environment for employees to voice their grievance.: 6% | 11% | 20% | 39% | 24%

Legend: 1 (strongly disagree) | 2 | 3 | 4 | 5 (strongly agree)
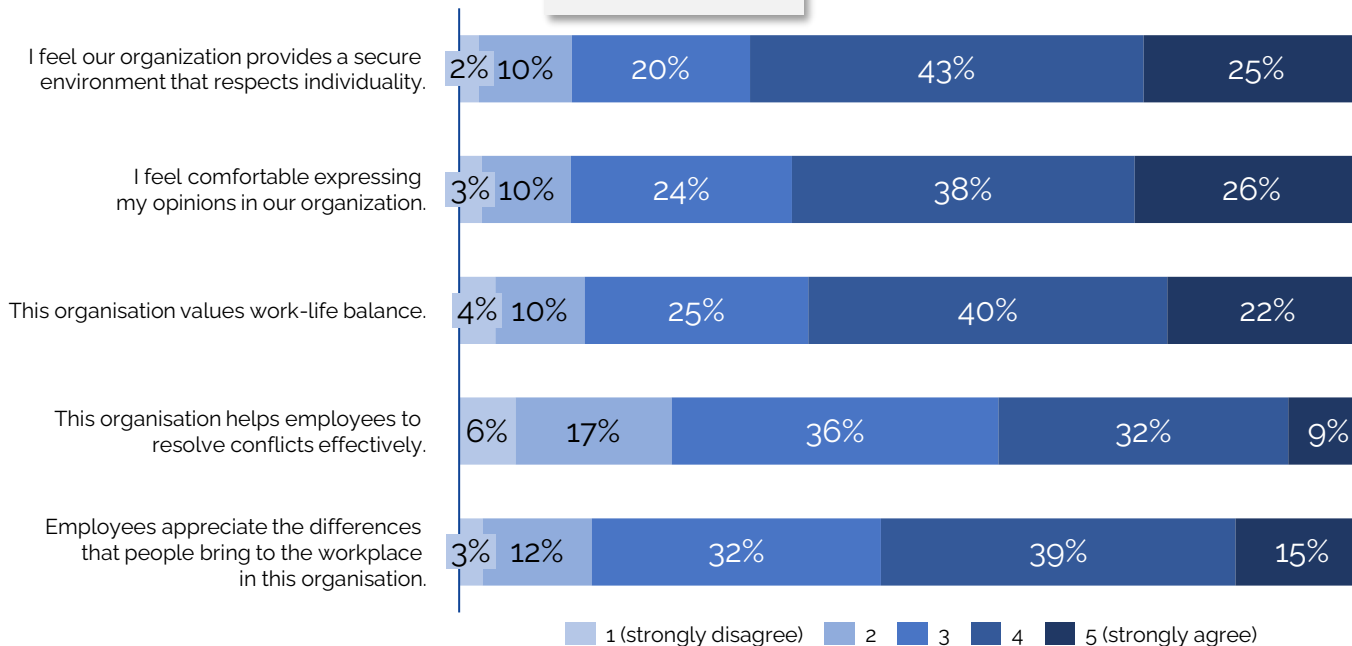
Insights

1. Over 1/3 don't feel that they can voice their grievance safely → **Lack of awareness or inadequate channels.**

2. **Salary raises strong and divided opinions**, yet the number of neutral responses remains consistent with other questions.

3. Smaller score on questions 1&4 indicates that **employees do not feel that their organizations support them in professional development.**

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Inclusion: Integration of differences

Questionnaire answers

Index: 17.9

	Variance	Opinion	Positive/negative answers

I feel our organization provides a secure environment that respects individuality.
2% | 10% | 20% | 43% | 25%
Variance: **1.00** | Opinion: **80%** | **5.5**

I feel comfortable expressing my opinions in our organization.
3% | 10% | 24% | 38% | 26%
Variance: **1.06** | Opinion: **76%** | **5.1**

This organisation values work-life balance.
4% | 10% | 25% | 40% | 22%
Variance: **1.11** | Opinion: **75%** | **4.5**

This organisation helps employees to resolve conflicts effectively.
6% | 17% | 36% | 32% | 9%
Variance: **1.06** | Opinion: **64%** | **1.7**

Employees appreciate the differences that people bring to the workplace in this organisation.
3% | 12% | 32% | 39% | 15%
Variance: **0.94** | Opinion: **68%** | **3.7**

■ 1 (strongly disagree) ■ 2 ■ 3 ■ 4 ■ 5 (strongly agree)

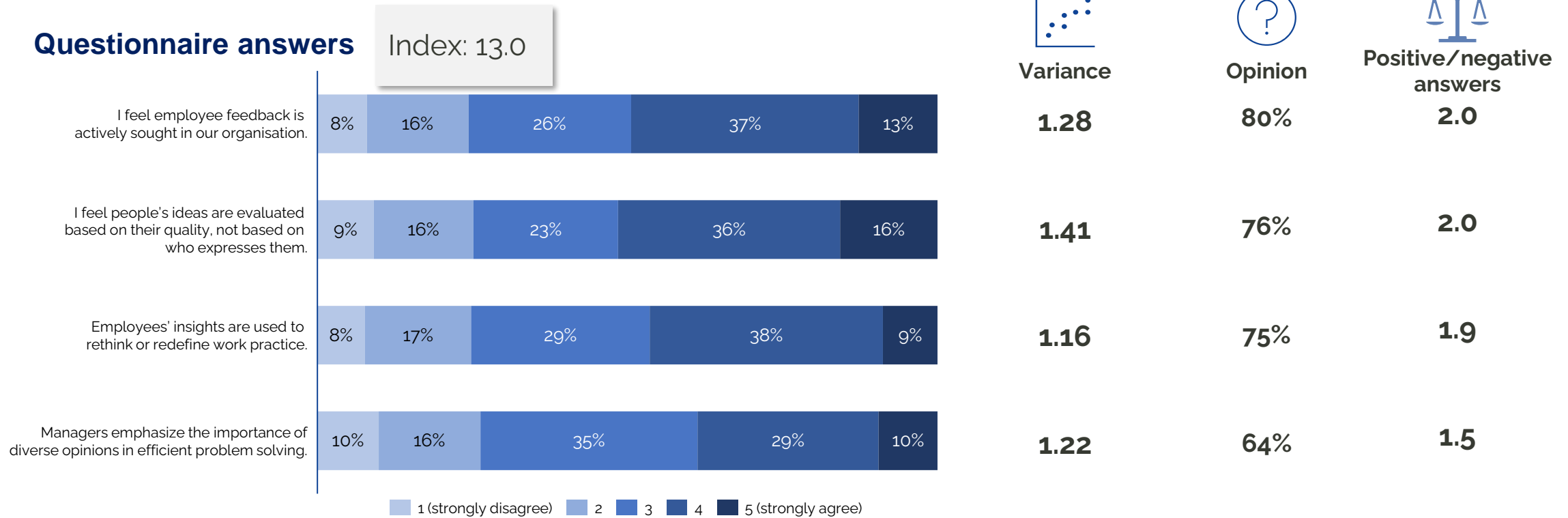## Insights

1. The higher performance on the first two questions suggests that **organizations have been successful in establishing psychologically safe environments.**

2. Difference between first and last question represents the responsibilities of organization and individuals. It is not enough that organization provides inclusive environment, as **true progress requires active participation and engagement from employees.**

3. Significantly smaller score on organization practices to resolve conflicts. Many do not seem to know if there are practices in place → There might be **need to create practices and increase awareness among employees**.
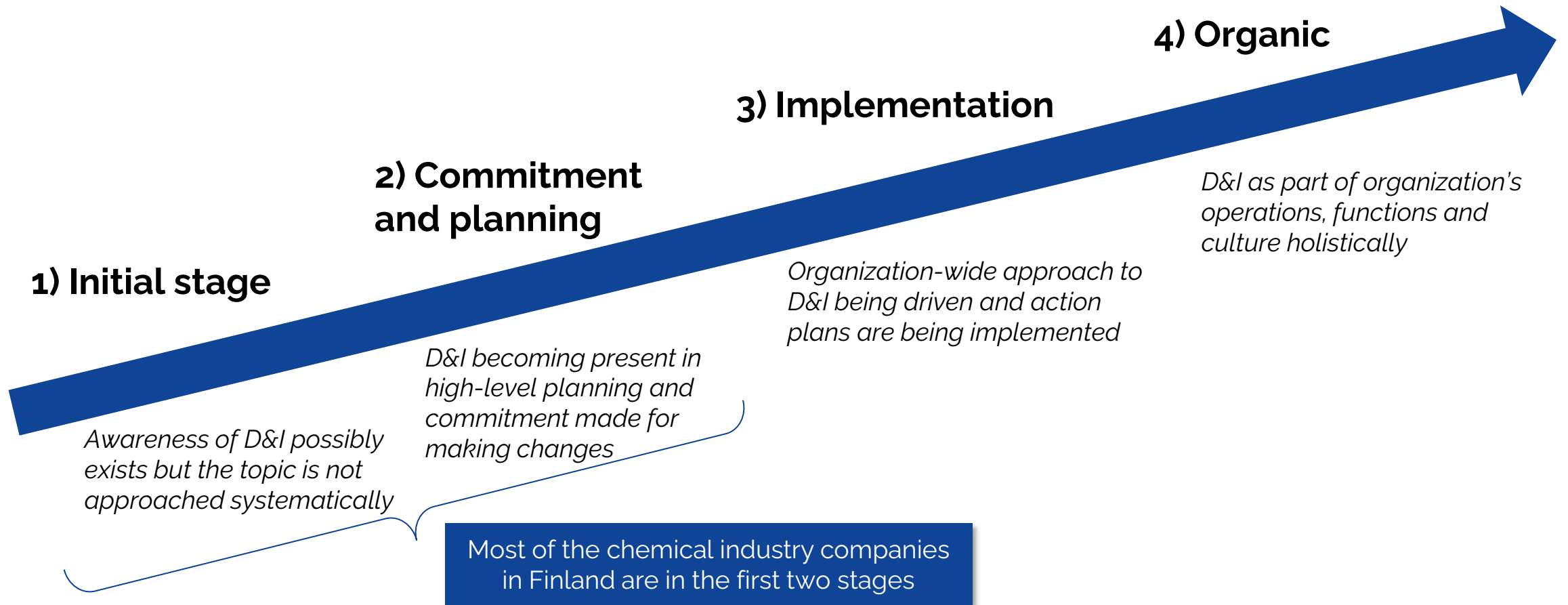
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Inclusion: Inclusion in decision making

Questionnaire answers

Index: 13.0

	Variance	Opinion	Positive/negative answers
I feel employee feedback is actively sought in our organisation.	1.28	80%	2.0
I feel people's ideas are evaluated based on their quality, not based on who expresses them.	1.41	76%	2.0
Employees' insights are used to rethink or redefine work practice.	1.16	75%	1.9
Managers emphasize the importance of diverse opinions in efficient problem solving.	1.22	64%	1.5

I feel employee feedback is actively sought in our organisation.
8% | 16% | 26% | 37% | 13%

I feel people's ideas are evaluated based on their quality, not based on who expresses them.
9% | 16% | 23% | 36% | 16%

Employees' insights are used to rethink or redefine work practice.
8% | 17% | 29% | 38% | 9%

Managers emphasize the importance of diverse opinions in efficient problem solving.
10% | 16% | 35% | 29% | 10%

1 (strongly disagree)　2　3　4　5 (strongly agree)

Insights

1. Number of neutral answers was higher in this dimension. This could be because the **theme is not present in daily life**. Also, not all employees are interested in decision making.

2. The variance in opinions regarding idea evaluation suggests the **existence of hidden biases in decision-making processes**, impacting both decision-makers and respondents. Not all ideas receive equitable consideration or visibility which is not apparent to everyone.

3. In our interviews and desktop study, there was strong emphasis on the importance of diverse opinions in problem solving. This is not evident in the questionnaire results suggesting **a lack of open communication from between managers and employees**.

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Improving D&I

Based on the interviews, four stages in becoming a diverse and inclusive organization were identified

4) Organic

3) Implementation

2) Commitment and planning

D&I as part of organization's operations, functions and culture holistically

1) Initial stage

Organization-wide approach to D&I being driven and action plans are being implemented

D&I becoming present in high-level planning and commitment made for making changes

Awareness of D&I possibly exists but the topic is not approached systematically

Most of the chemical industry companies in Finland are in the first two stages

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Initial stage: D&I as a concept is not approached systematically

Stage qualifiers		Common observations from the industry
Goals	• Some might have thought about it but no concrete goals • Nothing set to strategy or in any official written format	Often environmental sustainability considered but social aspect lacking. *"If you say we are a sustainable company it's not [anymore] just on the green agenda, but it's also on the people agenda"* Emphasis on "natural diversity" while D&I matters are not actively considered. *"Not considered directly, not a defining factor."*
Metrics	• Often do measure some aspects but rarely with a systematic approach and organizational transparency	Gender distribution is a common metric, though there rarely are any concrete use cases or at least no organization-wide knowledge on them. *"HR measures gender, age and education distributions on the company-level but our unit does not measure anything.."*
Actions	• No actions exist or are planned	Although the attitudes and values are often in line with D&I, nothing concrete is done or even planned. *"Many people in the organization want to promote it, practical approach is different."*

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Commitment and planning: The process improving D&I is often begun by defining D&I in own organization

Stage qualifiers		Common observations from the industry
Goals	• Often concrete goals are being defined or intent is clearly set	The first step in goal-setting is defining a common understanding of what D&I means in own organization. *"We and many other players in the field have started with defining what diversity and inclusion mean in our organization - - in collaboration with our employees."*
Metrics	• Using several different metrics to support higher-level monitoring	The used metrics also include metrics based on employee feelings and experiences, not only on hard facts. *"Our regular employee survey has a question about how diverse and inclusive is our workplace perceived as - - we have set a target level for that."* Data is driving insights and argumentation in decision-making. *"What gets measured matters."*
Actions	• Actions regarding D&I exist in some form and planning for future initiatives is active, but implementation is missing	The first actions planned are often trainings to increase awareness. *"We are planning to conduct trainings for managers to recognize own biases in recruiting and other decision-making."*

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Implementation: Concrete actions follow the planning phase and include all employee groups

Stage qualifiers	Common observations from the industry
Goals • Concrete goals exist and are accepted widely • Strategy has been aligned to reflect D&I goals	The set goals are specific, ambitious and possibly set to a dynamic target. *"Our aim is to be in the top 10% in terms of D&I in our industry"*
Metrics • Metrics are holistic and have been integrated to surveys which follow 3rd party standards	Attention is paid to the quality and external comparability of the used metrics. *"We are planning to do an external audit on our level of D&I once we have started implementing our planned actions"*
Actions • Actions are conducted widely within the organization and there exists a concrete roadmap for future initiatives	The efforts are continuous and include all employee groups and stakeholders. *"We are training our staff to be inclusive managers and continuously put efforts into increasing awareness in all levels of our organization."* *"We are mapping our supply chain to see how many diverse businesses we are already purchasing from at what spend and how can we increase our diverse spend."*

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Organic: The end-goal is to not have separate D&I processes, but to have D&I embedded in all processes

Stage qualifiers		Common observations from the industry
Goals	• Goals and values are integrated in every part of the organization	Managers should be held accountable for D&I goals in the similar way as they are accountable for financial goals.
Metrics	• Metrics are holistic and have been integrated to surveys which follow 3rd party standards	External auditing is used to verify used metrics. Some of the measured metrics might align with ESRS[1], if D&I topics deemed material in double materiality analysis related to CSRD. For these metrics, goals and action plans on achieving them have been set.
Actions	• Actions are integrated to all units and processes within the organization	All business units take responsibility and ownership of improving D&I. *"Everyday processes should be reviewed, and D&I initiatives should be embedded into them. - - Otherwise, the initiatives are seen as separate - - and ownership is left to HR only."* *"Individual managers can make a difference with psychological safety and give people the permission like "it's okay if you work from home" "it's okay if you ask questions after the meeting."*

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Being diverse and inclusive is considered a lifeline in the future driven by the expectations from company stakeholders

The benefits of being diverse and inclusive per stakeholder

Stakeholder	Stakeholder benefit	Company benefit
Partners in the value chain	• Being able to partner with companies who match their own values and possibly requirements related to corporate responsibility • Brand risk mitigation through ensuring having partnerships with trusted companies	• Ensures meeting possible sustainability requirements partners in the value chain or even investors have set • Improves company image and helps appealing to new business partners • Improves trust in current partner relationships

Current employees	• Increases job and company satisfaction
	  • Improves psychological safety
	  • Increases the feeling of being heard and respected
	  • Enriches company culture and environment
	• Decreases prejudice and increases acceptance and understanding towards differences
		• Employer image improves
		  • Employee retention rate increases
		  • Employees more committed to their work and giving their best effort
		• Innovation improves and increases
		  • Creativity increases from having multiple points of view and different ways of thinking
		• Efficiency and quality of work improves
		  • Employees learn from each other and collaborate better

Potential employees	• Having more appealing jobs to apply to	• Employer image improves • Attracts a wider and more diverse pool of job-seekers which allows recruiting the best experts

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Limited availability of workforce and resources and mismatch in perceptions considered key barriers for improving D&I

Underlying reasons behind identified key barriers

Limited availability of workforce

Location
Being located in smaller cities or in the countryside limits the number of job-seekers and limits the diversity in the pool of job applicants.

Graduates from industry-related degrees
The lack of diversity in graduates limits directly the diversity of the pool of job applicants.

Limited resources

Language
Finnish language skills are required in multiple companies due to work and safety instructions being in Finnish and the lack of foreign language skills of current employees.

Responsibility
Especially for the companies in the initial stage of D&I, the unclear ownership and responsibility related to the topic slows down taking on any initiatives.

Infrastructure
Accessibility in old factory buildings is hard and expensive to implement.

Workload
Updating the company policies and practices requires a lot of work for which there might not be enough resources. Also recruiting a non-Finn is seen cumbersome due to bureaucracy.

Mismatch in opinions

Outdated attitudes and biases
Change is hard to implement due to resistance resulting from outdated attitudes and biases and lack of understanding of the topic. Also, the fear of not being heard anymore results in resistance from the employees belonging into majorities.

Knowledge on the topic
Lack of awareness and understanding related to the topic makes it difficult to recognize and plan required actions.

Understanding different cultures
Lack of understanding different cultures by employers and/or employees might result into conflicts in the workplace.

Politics in different regions
Celebrating differences is complicated in some regions due to politics and might be seen harmful for business.

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Deep-dive: Lack of language skills is one of the most common barriers for improving diversity and inclusion in factory settings

Challenge	Reasoning
Language In the Finnish chemical industry, many production sites are monolingual. As a result, many companies in this sector are hesitant to hire non-Finnish speakers for blue-collar jobs due to being afraid of possible communication issues.	Limited language skills of current employees were said to lead to communication issues. *Onboarding and instructions* – Limited language skills of managers make it difficult to onboard and instruct new non-Finnish speakers to the jobs. *Safety* – In case of any accidents, it is vital that communication is smooth. If workers don't understand each other properly in accidents requiring urgent actions, there is a risk of larger safety hazards. *Documentation* – Multiple companies have documentation of instructions and safety guidelines are only in Finnish making them non-accessible for non-Finnish speakers. *Integration to company and the culture* – If employees cannot properly communicate, it results into weaker feeling of inclusion and integration into the community and decreases satisfaction with work. However, the issues with language are seen as tied to the current generation and not deemed to stay in the long-term. *"Language skills are currently a barrier, but in long-term there are no valid arguments for it staying as one. – Younger generations know English well enough [to be able to verbally communicate] and documents can be translated."*

Policies & actions towards D&I derive from multi-sided approach

Company		

Management
- Target-setting — *Targets need to be set to drive change and should **include both soft and hard metrics***
- Decision-making — *Decision-making should incorporate **employee feedback** and enough resources need to be allocated to D&I-related actions*

HR
- Recruitment practices — ***Competence-driven recruitment** works as a baseline, biases countered with e.g. **anonymity in screening***
- Trainings — ***D&I thematic trainings** need to be held for all employee groups considering everyone's baseline knowledge*
- Employee opinions — ***D&I category** should be added to surveys **F2F discussions** can provide two-directional value*
- Communications — ***External and internal** communication needs to be planned with D&I in mind*

White-collar
- Workplace — *Managers need to **foster an inclusive workplace culture** beginning from the language*

Blue-collar
- Instructions — *Safety in production is dependent on **clear and unambiguous instructions** which can be translated*

Holistic integration ⌄ Overall stakeholder value

Deep-dive: Bias-countering, holistic D&I, and culture of inclusivity are important in supporting organization wide D&I

	Recruitment practices	Communications	Workplace
Core in increasing D&I	Competence-oriented recruitment practices Recognizing hidden biases	Holistic perspective to D&I applied in everything Having internal and external communications in line with one another	Inclusive culture with approachable official and non-official everyday interaction
Suggested approach	Increasing overall awareness of D&I and potential biases Candidate anonymity in recruitment screenings D&I responsible involved in recruitment	Exhaustive engagement (all demographics included, e.g. age-related*) Beginning external brand-building from internal implementation	Organization-led push for individual-driven inclusiveness with e.g. language usage
Key results	Best available talent recruited Existing organization learns and develops	More opinions and better decision-making Transparent value-driven organization	Improving psychological safety in the workplace Increasing employee retention

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*age mentioned in several interviews not being taken into consideration enough in organizations

Responsibility is required from both, management and individuals, for building a diverse & inclusive organization

Management

Communicating and increasing awareness on the topic

Redefining organizational values

Showing an example

Allocating resources into improving D&I

Involving employees

Building inclusive organizational practices

Integrating D&I to daily practices

Baseline → Advanced

Individuals

Having willingness to change or improve

Following organizational guidelines and practices

Treating others with respect

Taking part in building inclusive culture

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We recommend 4 items to Chemical Industry Federation and companies it represents
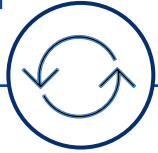
Repeating a simplified questionnaire

Industry-wide: As the executed iteration of the questionnaire acts as a baseline for future, the Chemical Industry Federation should repeat a version of it on a recurring cycle to generate insights on development.

Company-wide: An updated questionnaire can be used to determine company-specific state of D&I and hence view internal development compared to other companies in the industry.

Holistic approach to D&I

Definition: As par with the definition of D&I, the industry and its companies need to approach the topics with an exhaustive framework and divide its efforts evenly throughout the organization without neglecting any subgroup. Diversity and inclusion go hand in hand, both need to be given enough concentration to reach maximum benefits.

Company-specific current state analysis

Stage: Based on the results of this report, companies can make initial analysis on their current state and place themselves on a specific stage of D&I.

Actions: Through conceptualization of the current stage, companies can more easily determine next steps on their path to more diverse and inclusive organization.

Customization within the companies

Ambiguous: No "one size fits all" solution as companies differ in various ways. Hence, a custom approach to D&I is required to reach desired outcomes with the resources at hand. Companies must ask themselves if they want to reach a "license to operate" – level or do they want become vanguards in D&I.

Based on existing research and this study, pushing for more diverse and inclusive organizations is likely to be a profitable investment for both the companies and the industry.

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Appendix

Interview questions

1) What does diversity & inclusion mean to you in the workplace?
2) Based on your observations, how would you describe the current state of diversity and inclusion within your organization?
3) What kind of changes in approaches or objectives regarding diversity and inclusion has your organization made within the last years?
4) Can you share any specific initiatives or programs that your unit has implemented to enhance diversity and inclusion?
5) Has your organization set any goals or metrics to measure diversity and inclusion? If so, please specify.

6) What do you see as the primary drivers for promoting diversity and inclusion within your organization?
7) Have you identified any distinctive barriers or challenges that your organization faces in issues related to diversity & inclusion?

8) What is the responsibility of an individual in the development of a diverse & inclusive workplace?
9) What is the responsibility of the organization and management in the development of diverse & inclusive workplace?
10) What policies or practices can be put in place to actively support diversity & inclusion within the organization?

11) What are the benefits of having a diverse and inclusive working environment? Individual and organization perspective?
12) What are the potential risks of not promoting diversity and inclusion in the organization?

13) Do you have other aspects of diversity & inclusion in your organization that you would like to bring up?

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Questionnaire

Demographics

1) Native language
2) Age
3) Employee group
4) Education
5) Company size
6) Duration of employment in the company
7) Gender
8) Do you feel you belong to a minority? If you wish to specify, please indicate which minority.

How much do you agree with the following statements? (from 1 to 5)

1) This organization has fair and transparent opportunities for growth.
2) My performance is reviewed fairly in our organization.
3) In this organization, employees receive fair pay for equal work in relation to the demands and performance of the job.
4) I feel this organization invests in my personal growth.
5) This organization provides a safe environment for employees to voice their grievances.
6) I feel our organization provides a secure environment that respects individuality.
7) I feel comfortable expressing my opinions in our organization.
8) This organisation values work-life balance .
9) This organisation helps employees to resolve conflicts effectively.
10) Employees appreciate the differences that people bring to the workplace in this organisation.
11) Employees' insights are used to rethink or redefine work practice .
12) I feel employee feedback is actively sought in our organisation.
13) I feel people's ideas are evaluated based on their quality, not based on who expresses them.
14) Managers emphasize the importance of diverse opinions in efficient problem solving.