



Diversity and Inclusion in VET Policy Recommendations

Mehmet Altunbas - ILA

“Diversity and Inclusion in Vocational Education and Training” (DIVET)

The project “Diversity and Inclusion in Vocational Education and Training” (DIVET) is an international project to support diversity management in small and medium-sized training companies. The project focuses on informing companies and educational institutions about the benefits of actively working toward greater diversity. Through initiatives like anti-bias training and empowerment workshops, DIVET strives to create inclusive environments and combat discrimination.

DIVET is funded by the European Union and implemented by:

- **International Rescue Committee Deutschland (IRC Deutschland gGmbH)**

International Rescue Committee (IRC) is a humanitarian organization, initiated in 1933 by Albert Einstein. IRC was founded with the aim of helping people fleeing from Germany and other European countries. Today, IRC is active in over 40 countries worldwide. In Germany IRC is working with over 100 staff in the fields of education, protection and legal advice, participation, and economic wellbeing.

- **International Labour Association (ILA)**

International Labour Association (ILA) is an NGO based in the Netherlands that provides mechanisms to facilitate knowledge and experience transfer among sectors and countries and carries out national and international training, research and consultancy projects on ICT, employment, entrepreneurship, vocational qualification, migration, volunteering, youth work and labour relations.

- **Zentrum für Soziale Inklusion Migration und Teilhabe (ZSIMT)**

ZSIMT (Zentrum für soziale Inklusion, Migration und Teilhabe) is an organization based in Bonn, Germany. Their work focuses on social inclusion, migration, and participation. Some key aspects of ZSIMT are Anti-Bias Training and Organizational Development to raise awareness about biases and promote diversity and inclusion within organizations.

Introduction

Welcome to the "Diversity and Inclusion in Vocational Education and Training (VET) Policy Recommendations."

This comprehensive guide has been meticulously designed to assist small and medium-sized enterprises (SMEs), educational institutions, and public stakeholders in cultivating an inclusive and diverse environment within their vocational education and training programs. At the heart of these recommendations is a commitment to advancing equality and enhancing the educational and professional landscapes for all participants, particularly those from historically marginalized and underrepresented groups.

In an era where diversity and inclusion are not just moral imperatives but also key drivers of innovation and growth, the importance of integrating these principles into the core strategies of VET programs cannot be overstated. This document provides a robust framework for stakeholders to develop and implement effective diversity policies that are both transformative and sustainable. It outlines strategic actions, from the establishment of diversity committees to the implementation of inclusive recruitment practices, all aimed at fostering a more equitable learning and working environment.

Each recommendation is backed by contemporary research and best practices, designed to be specific, measurable, attainable, realistic, and timely. This ensures that the actions proposed are practical and can be effectively integrated into the day-to-day operations of organizations, regardless of their size or resources. Furthermore, these policy guidelines are crafted to resonate with both operational feasibility and the political landscape, facilitating smoother adoption and impactful execution.

By embracing these policy recommendations, organizations will not only enrich their own VET programs but also contribute to the broader societal objectives of reducing disparities and promoting inclusivity. The ultimate goal is to create a VET ecosystem that is reflective of the diverse society it serves, where every individual has the opportunity to thrive and succeed. This document is a step towards realizing that vision, providing a path forward for all stakeholders committed to making diversity and inclusion a reality in their educational practices and organizational cultures.

Table of Contents

Diversity and Inclusion in VET Policy Recommendations 3

1. Establish Clear Diversity Goals 3
2. Conduct Regular Diversity Audits 3
3. Develop Inclusive Job Descriptions 3
4. Provide Bias Training 4
5. Create Mentorship Programs 4
6. Enhance Accessibility 5
7. Promote Female Leadership 5
8. Implement Flexible Work Policies 5
9. Support Multicultural Celebrations 6
10. Expand Recruitment Channels 6
11. Establish a Diversity Committee 7
12. Provide Language Support 7
13. Foster an Inclusive Culture 8
14. Review Promotion Criteria 8
15. Offer Diversity Scholarships 8
16. Engage with Local Communities 9
17. Report Diversity Progress 9
18. Enhance Support Structures 10
19. Promote Work-Life Balance 10
20. Advocate for Policy Changes 10

References 12

Diversity and Inclusion in VET Policy Recommendations

1. Establish Clear Diversity Goals

Set specific diversity targets for recruitment, retention, and promotion of apprentices from diverse backgrounds by the end of the next fiscal year.

Establishing clear diversity goals is a critical policy recommendation for SMEs to ensure measurable progress in enhancing workplace inclusivity. Setting specific, quantifiable targets for the recruitment, retention, and promotion of apprentices from diverse backgrounds fosters a structured approach to diversity management. For instance, organizations could aim to increase the representation of ethnic minorities in their apprenticeship programs by 20% over the next two years. This goal-setting not only aligns with best practices in human resource management but also complies with the principles outlined in the European Pillar of Social Rights, which advocates for equal opportunities and access to the labour market. By publicly committing to these diversity targets, SMEs can enhance transparency, build trust among stakeholders, and provide a clear benchmark for evaluating the effectiveness of their diversity initiatives. Research has shown that such targeted strategies can lead to improved job satisfaction and organizational commitment among employees, which are crucial for reducing turnover and enhancing productivity (Kulik, 2014).

2. Conduct Regular Diversity Audits

Implement annual audits to assess workplace diversity and inclusion practices and publish the results internally to track progress.

Conducting regular diversity audits is crucial for assessing and enhancing workplace diversity and inclusion practices. These audits help organizations to track progress, identify areas for improvement, and ensure that diversity initiatives align with strategic goals. Regular audits, conducted annually, allow for a systematic review of current practices and outcomes related to diversity within an organization. This process is supported by research which highlights the effectiveness of diversity audits in fostering an inclusive work environment, leading to more committed, better-performing employees, and potentially better financial performance for the organization (Patrick & Kumar, 2012). Implementing these audits and publishing the results internally not only promotes transparency but also holds the organization accountable to its diversity and inclusion goals, thereby driving continuous improvement and engagement from all levels of staff.

3. Develop Inclusive Job Descriptions

Ensure that all job postings use inclusive language and clearly state that your organization values diversity.

Developing inclusive job descriptions is a strategic approach that significantly influences the recruitment of a diverse workforce. Inclusive language in job postings not only signals an

organization's commitment to diversity but also broadens the appeal to a more diverse applicant pool. Studies have shown that job descriptions that emphasize inclusivity and value diversity can enhance the organization's attractiveness to individuals from varied backgrounds, ultimately leading to a richer mix of applicants. For instance, research has demonstrated that recruitment messages which communicate a company's value of global diversity and inclusiveness can significantly attract more diverse candidates, aligning with the candidates' own perspectives and experiences of diversity and culture (Gully, Phillips, & Castellano, 2017). Thus, ensuring that job descriptions are inclusive not only fulfills ethical and compliance objectives but also strategically positions the organization to attract talented individuals who can bring a wide range of experiences and viewpoints, crucial for innovation and competitive advantage.

4. Provide Bias Training

Offer mandatory bias recognition and management training for all hiring managers and VET instructors by Q2 of each year.

Providing mandatory bias recognition and management training for all hiring managers and VET instructors is a proactive step towards creating an equitable workplace environment. Such training is essential as it equips personnel with the tools to identify and mitigate unconscious biases, which can significantly impact hiring and training decisions. Research supports the effectiveness of bias training, noting that it enhances awareness among employees and can lead to more objective decision-making processes in hiring and day-to-day interactions within organizations (Zhu, 2023). By committing to annual training sessions, organizations ensure continuous awareness and reinforcement of anti-bias practices, crucial for maintaining an inclusive culture. Additionally, the systematic inclusion of such training aligns with best practices recommended in academic literature, emphasizing its role in reducing discriminatory practices and promoting diversity (Aguinis, Mazurkiewicz, & Heggstad, 2009). Implementing this recommendation by the second quarter each year ensures that all personnel are regularly updated and aware of their biases, fostering a more inclusive VET environment.

5. Create Mentorship Programs

Establish mentorship programs that pair experienced employees with apprentices from diverse backgrounds to facilitate knowledge transfer and inclusion.

Establishing mentorship programs that pair experienced employees with apprentices from diverse backgrounds is an effective strategy for facilitating knowledge transfer and promoting inclusion. Such programs are instrumental in reducing social isolation and moderating managerial biases, which are significant barriers to diversity in the workplace (Kalev, Dobbin, & Kelly, 2006). Furthermore, mentorship has been shown to improve the mentees' academic and career outcomes, particularly when mentors are trained to address the specific challenges faced by individuals from underrepresented groups (Pfund et al., 2022). By fostering these one-on-one relationships, organizations can create supportive and inclusive environments that not only enhance learning and development but also contribute to the overall diversity of the workplace. Therefore, implementing structured mentorship programs is not just a means to

improve individual career paths but also a strategic approach to enhance organizational culture and performance.

6. Enhance Accessibility

Modify facilities and digital resources to be fully accessible to individuals with disabilities within the next 24 months.

Enhancing accessibility in facilities and digital resources is a critical step toward inclusivity for individuals with disabilities. By committing to modify facilities and digital platforms within the next 24 months, organizations can better align with the European Accessibility Act (EAA) and similar regulations, ensuring that all individuals have equal access to vocational education and training environments. This approach not only supports legal compliance but also promotes a culture of inclusivity that can enhance the overall morale and productivity of the organization. Research highlights the need for workplaces to adapt to diverse needs through the implementation of appropriate physical and digital accommodations, supporting a wide range of disabilities from mobility to sensory impairments (McNamara & Stanch, 2021). This proactive strategy ensures that all employees, regardless of their physical or mental capabilities, can participate fully and effectively in the workplace.

7. Promote Female Leadership

Aim to increase female representation in leadership roles within SMEs by 30% within three years.

Promoting female leadership within SMEs by aiming to increase female representation in leadership roles by 30% within three years is a strategic initiative that aligns with current research, which underscores the positive correlation between female leadership and corporate performance. Female leaders in SMEs tend to balance economic goals with the quality of workplace relationships, fostering environments that enhance organizational effectiveness and employee satisfaction (Acevedo & Sampieri, 2021). Furthermore, organizations with higher levels of female leadership are found to be more innovative and likely to engage in creative and environmentally friendly business practices, enriching corporate culture and potentially leading to better overall performance (Khushk, Zengian, & Hui, 2022). By setting a measurable and attainable goal to increase female leadership, SMEs can not only enhance their competitiveness but also contribute to broader social changes, advancing gender equality in the corporate sector.

8. Implement Flexible Work Policies

Introduce flexible working hours and remote work options to accommodate the diverse needs of employees by next year.

Implementing flexible work policies, such as introducing flexible working hours and remote work options to accommodate the diverse needs of employees, has been shown to significantly enhance job satisfaction and employee well-being. Research indicates that flexible work arrangements positively impact work-life balance, reduce stress, and increase job performance,

creating a more adaptable and satisfied workforce. For example, a study on the effects of flexible working arrangements highlighted that these practices could lead to increased employee performance and satisfaction, particularly under conditions enforced by the COVID-19 pandemic, where flexibility in work arrangements became crucial for maintaining continuity and employee well-being (Sanders & Karmowska, 2020). Additionally, flexible working is particularly valued among IT employees, who report higher job satisfaction when such arrangements are available, underscoring the importance of these policies in sectors with high demands for adaptability and innovation (Economic Alternatives, 2023). By planning to implement these policies by next year, organizations can not only meet the immediate needs of their workforce but also build a more resilient and attractive workplace for future talent.

9. Support Multicultural Celebrations

Allocate a budget for the celebration of multicultural events to educate and engage employees on diversity annually.

Allocating a budget for the celebration of multicultural events is a strategic approach to educate and engage employees on diversity annually, fostering a more inclusive workplace culture. These events serve as a platform for celebrating the rich cultural diversity within organizations, enhancing mutual respect and understanding among employees from various backgrounds. Research indicates that such celebrations can significantly impact team dynamics and productivity by promoting inclusivity and collaboration across diverse groups. For instance, studies highlight that cultural diversity within teams enhances communication and cooperation, leading to improved team performance and innovation (Cherian, Gaikar, & Raj P., 2020). Furthermore, embracing multicultural events in the workplace has been shown to reduce workplace conflicts and strengthen employee relationships, thereby supporting a positive and productive work environment (Gomathy, 2023). By investing in these celebrations, organizations not only comply with cultural competence norms but also enhance their attractiveness as inclusive employers, which is critical in the global business environment.

10. Expand Recruitment Channels

Utilize diverse recruitment channels to reach a broader audience of potential apprentices, including partnerships with organizations that support underrepresented groups.

Expanding recruitment channels to reach a broader audience of potential apprentices is essential for enhancing workforce diversity and promoting inclusivity within SMEs. By engaging with organizations that support underrepresented groups, SMEs can tap into a diverse pool of talent, bringing fresh perspectives and innovative ideas to the organization. A study emphasizes that diverse recruitment strategies not only attract a wider range of candidates but also significantly improve the organization's ability to innovate and respond to market changes (Verma, 2020). Furthermore, utilizing various recruitment channels, including digital platforms and community partnerships, enhances the company's image as an inclusive employer, which is increasingly important to job seekers today. This approach aligns with global best practices in HR management, ensuring that all potential employees, regardless of their background, have access to the same opportunities, thereby fostering a truly inclusive workplace (Okolie, 2020).

11. Establish a Diversity Committee

Form a diversity and inclusion committee by the end of Q3 to oversee and guide diversity initiatives.

Establishing a Diversity and Inclusion Committee by the end of Q3 to oversee and guide diversity initiatives is a strategic action that can significantly impact an organization's commitment to inclusivity. Research by Tzovara et al. (2021) at the Organization for Human Brain Mapping exemplifies the effectiveness of such committees, noting that their Diversity and Inclusivity Committee (DIC) not only improved diversity within the organization but also engaged in activities that promoted visibility and support for underrepresented groups, thereby enhancing overall community cohesion and scientific innovation. The study illustrates that the DIC's activities, such as implementing a code of conduct and organizing diversity-focused symposia, significantly contributed to a more inclusive environment (Tzovara et al., 2021). This example underscores the potential for Diversity and Inclusion Committees in any organization to not only oversee but actively push for meaningful change that aligns with both organizational goals and broader social values, thus validating the need for their formation and support within corporate structures.

12. Provide Language Support

Offer language classes and translation services to support non-native speakers in the workplace starting in Q1.

Offering language classes and translation services starting in Q1 to support non-native speakers in the workplace is crucial for fostering an inclusive and effective work environment. Language barriers can significantly impact communication and collaboration, potentially leading to misunderstandings and reduced productivity. Providing language support not only facilitates clearer communication but also enhances employee engagement and integration. A study by Hauret and Williams (2020) highlights the direct impact of language proficiency on workplace satisfaction and productivity, noting that enhanced language skills contribute positively to job satisfaction and team dynamics (Hauret & Williams, 2020). Moreover, Perales, Ablaza, and Elkin (2022) found that exposure to inclusive language significantly improves the well-being of transgender employees, underscoring the broader benefits of linguistic inclusivity in promoting a sense of belonging and reducing discrimination (Perales, Ablaza, & Elkin, 2022). Therefore, implementing language support services is a strategic move that not only addresses immediate communication needs but also aligns with long-term goals of diversity and inclusion within the organization.

13. Foster an Inclusive Culture

Develop a code of conduct that specifically addresses and prohibits discrimination and harassment, to be reviewed and signed annually by all staff.

Developing a code of conduct that specifically addresses and prohibits discrimination and harassment, to be reviewed and signed annually by all staff, is a vital measure for fostering an inclusive culture. Such a code not only sets clear expectations for behavior but also serves as a framework for accountability and conflict resolution within the organization. Mukupa, Cristofaro, and Giardino (2023) emphasize the strategic importance of inclusivity practices, highlighting that codes of conduct are foundational to creating environments where diversity can thrive, thereby enhancing both employee satisfaction and organizational performance (Mukupa, Cristofaro, & Giardino, 2023). Additionally, Jacobson (2023) notes the impact of descriptive and injunctive norms on workplace behavior, showing that a well-implemented code of conduct can significantly reduce workplace incivility and foster a more respectful interaction among employees (Jacobson, 2023). Thus, the regular review and reinforcement of such policies are crucial in maintaining a healthy, productive, and inclusive workplace environment.

14. Review Promotion Criteria

Audit and revise promotion criteria to eliminate biases and ensure fair advancement opportunities for all employees by the end of the year.

Auditing and revising promotion criteria to eliminate biases and ensure fair advancement opportunities for all employees by the end of the year is a crucial step towards creating a more equitable workplace. This process should involve a thorough review of existing promotion policies to identify and remove subjective elements that can lead to bias, ensuring that promotion decisions are based on clear, measurable performance indicators. Research by Тягунова (2023) supports the effectiveness of unbiased promotion strategies, emphasizing that such practices not only contribute to a fairer workplace but also enhance overall organizational performance by ensuring that the best candidates are chosen for leadership roles, regardless of their background (Тягунова, 2023). Furthermore, implementing a structured, transparent promotion process can significantly increase employee trust and commitment, ultimately leading to higher job satisfaction and retention rates. This approach aligns with findings from Latura and Weeks (2022), who observed that clear and equitable promotion policies are integral to maintaining gender equality and fostering an inclusive corporate culture (Latura & Weeks, 2022). By ensuring that promotion criteria are unbiased and transparent, organizations can make substantial progress toward eliminating discriminatory practices and enhancing diversity within their leadership ranks.

15. Offer Diversity Scholarships

Create scholarships specifically for apprentices from underprivileged backgrounds to support their education and training.

Creating scholarships specifically for apprentices from underprivileged backgrounds to support their education and training is a powerful strategy for increasing educational access and promoting social mobility. Scholarships targeted at underrepresented groups can significantly enhance the educational outcomes for these individuals, providing them not just with financial support but also with opportunities to break cycles of poverty and disadvantage. For instance, research by Barrera-Osorio, de Barros, and Filmer (2023) demonstrated that scholarships in

rural Cambodia had long-term positive effects on educational attainment, even though the impact on cognitive and socio-emotional outcomes was mixed, highlighting the importance of tailored financial support in achieving educational continuity (Barrera-Osorio, de Barros, & Filmer, 2023). Additionally, targeted scholarships have been shown to alleviate barriers to education for minority and low-income students, facilitating greater representation and diversity within educational settings, which is crucial for fostering inclusive learning environments (Zacharias & Ryan, 2020). This approach not only benefits the recipients but also enriches the educational community by introducing a wider array of perspectives and experiences.

16. Engage with Local Communities

Organize quarterly community engagement events to understand and address local diversity and inclusion needs.

Organizing quarterly community engagement events to understand and address local diversity and inclusion needs can significantly enhance organizational relationships with the community and improve internal diversity initiatives. Such engagement fosters a deeper understanding of local cultural dynamics and community-specific challenges, which can inform more effective diversity policies. According to Schiavo (2021), true community engagement requires empowering communities to actively participate in the decision-making processes that affect them, enhancing both community well-being and organizational inclusivity. This approach leads to more sustainable and impactful diversity initiatives, as it aligns organizational goals with community needs and expectations, creating a more inclusive environment both within and outside the organization (Schiavo, 2021). Additionally, engaging with local communities has been shown to build trust and improve the social sustainability of projects, further enhancing organizational reputation and community relations (Chazdon, Hawker, Hayes, Linscheid, & O'Brien, 2020).

17. Report Diversity Progress

Publish an annual diversity and inclusion report detailing achievements and areas for improvement to stakeholders.

Publishing an annual diversity and inclusion report detailing achievements and areas for improvement is a crucial practice for organizations committed to transparency and accountability in their diversity efforts. Such reports serve as a tangible measure of an organization's progress towards its diversity goals and are instrumental in holding the organization accountable to stakeholders, including employees, investors, and the community. Research by Campbell and Helleloid (2022) emphasizes the role of public accountability in diversity and inclusion, highlighting how firms like PwC have leveraged their diversity and inclusion reports to reflect on their journey towards creating more inclusive environments (Campbell & Helleloid, 2022). Moreover, such reports encourage ongoing improvement by providing a platform to showcase successes and identify areas requiring further attention, fostering a culture of continuous enhancement in diversity practices. This transparency not only boosts internal morale but also enhances the organization's reputation externally, making it more attractive to prospective employees and partners who value inclusivity.

18. Enhance Support Structures

Develop support groups for diverse employees, including networks for women, ethnic minorities, and LGBTQ+ employees within six months.

Developing support groups for diverse employees, including networks for women, ethnic minorities, and LGBTQ+ employees, within six months is an essential strategy for enhancing workplace inclusivity. These groups provide vital social support, facilitate community building, and promote a sense of belonging among employees from underrepresented backgrounds. Studies have shown that employee resource groups (ERGs) help mitigate feelings of isolation and improve engagement among members, contributing positively to their job satisfaction and retention. For instance, research by Gomathy (2023) highlights that workforce diversity, when effectively managed through initiatives like support groups, leads to improved team dynamics and overall productivity, emphasizing the strategic importance of such inclusivity measures (Gomathy, 2023). Additionally, these groups often serve as advisory boards to the management on issues affecting specific communities, thus enabling better informed and more effective diversity policies.

19. Promote Work-Life Balance

Introduce policies that support work-life balance, such as parental leave and support for childcare, effective immediately.

Introducing policies that support work-life balance, such as parental leave and support for childcare, effective immediately, is crucial for enhancing employee satisfaction and organizational commitment. Research demonstrates that work-life balance policies contribute significantly to job satisfaction, reducing stress and increasing employee retention. For instance, a study on the effects of work-life balance on job satisfaction revealed that employees with access to work-life balance policies exhibit higher job satisfaction levels, which in turn positively impacts their performance and loyalty to the company (Sangeetha, 2023). Additionally, implementing such policies can also lead to broader organizational benefits, including improved morale, lower absenteeism, and a more attractive workplace for potential employees, further supporting the business case for these initiatives (Udin, 2023).

20. Advocate for Policy Changes

Actively participate in local and national forums to advocate for policies that support diversity and inclusion in VET programs continuously.

Actively participating in local and national forums to advocate for policies that support diversity and inclusion in VET programs continuously is crucial for systemic change. By engaging in these forums, organizations and individuals can influence policy development, ensuring that diversity and inclusion are prioritized at all levels of decision-making. According to research by Kundro, Neely, and Zapata (2023), engaging in advocacy in problematic climates can empower employees, fostering a culture that supports diversity initiatives even in challenging

environments (Kundro, Neely, & Zapata, 2023). Moreover, Rodrigues, Sobrinho, and Vasconcellos (2020) highlight the role of key actors such as policy brokers and entrepreneurs in forming advocacy coalitions that can significantly impact policy subsystems, thereby promoting social inclusion in specific contexts (Rodrigues, Sobrinho, & Vasconcellos, 2020). This continuous advocacy work is essential for creating inclusive VET programs that effectively cater to diverse populations, ensuring equal opportunities for all learners.

References

- Acevedo, N., & Sampieri, R. (2021). Women's Leadership in Mexican SMEs. *Research Anthology on Challenges for Women in Leadership Roles*. <https://doi.org/10.4018/978-1-5225-9425-3.ch026>.
- Aguinis, H., Mazurkiewicz, M., & Heggstad, E. (2009). USING WEB-BASED FRAME-OF-REFERENCE TRAINING TO DECREASE BIASES IN PERSONALITY-BASED JOB ANALYSIS: AN EXPERIMENTAL FIELD STUDY. *Personnel Psychology*, 62, 405-438. <https://doi.org/10.1111/J.1744-6570.2009.01144.X>.
- Barrera-Osorio, F., Barros, A., & Filmer, D. (2023). Long-term impacts of primary school scholarships: Evidence from Cambodia. *Journal of Policy Analysis and Management*. <https://doi.org/10.1002/pam.22533>.
- Campbell, K., & Helleloid, D. (2022). Ann Hopkins and PwC: Critically Analyzing Culture, Leadership, Policies, and Reporting for Diversity and Inclusion. *Issues in Accounting Education*. <https://doi.org/10.2308/issues-2021-115>.
- Chazdon, S., Hawker, J., Hayes, B., Linscheid, N., & O'Brien, N. (2020). Assessing Community Readiness to Engage in Diversity and Inclusion Efforts. *Journal of Extension*. <https://doi.org/10.34068/joe.58.06.24>.
- Cherian, J., Gaikar, V., & P., P. (2020). The Role of Cultural Diversity and How They Impact Work Team Performance. *Corporate Governance Educator: Courses*. <https://doi.org/10.34218/ijmet.11.9.2020.002>.
- Economic Alternatives, (2023). Flexible Working and IT employees' Job Satisfaction Before and During COVID-19. *Economic Alternatives*. <https://doi.org/10.37075/ea.2023.4.10>.
- Gomathy, D. (2023). Workplace Diversity and its effects on team dynamics and productivity. *INTERNATIONAL JOURNAL OF SCIENTIFIC RESEARCH IN ENGINEERING AND MANAGEMENT*. <https://doi.org/10.55041/ijrem21469>.
- Gully, S., Phillips, J., & Castellano, B. (2017). Recruiting to Enhance and Support Global Diversity. , 2017, 15943. <https://doi.org/10.5465/AMBPP.2017.15943ABSTRACT>.
- Hauret, L., & Williams, D. (2020). Workplace diversity and job satisfaction. *Equality, Diversity and Inclusion: An International Journal*, 39, 419-446. <https://doi.org/10.1108/edi-01-2019-0030>.
- Jacobson, R. (2023). The effects of descriptive and injunctive social norms on workplace incivility. *Journal of Applied Social Psychology*. <https://doi.org/10.1111/jasp.13014>.
- Kalev, A., Dobbin, F., & Kelly, E. (2006). Best Practices or Best Guesses? Assessing the Efficacy of Corporate Affirmative Action and Diversity Policies. *American Sociological Review*, 71, 589 - 617. <https://doi.org/10.1177/000312240607100404>.

Khushk, A., Zenglian, Z., & Huí, Y. (2022). Role of female leadership in corporate innovation: a systematic literature review. *Gender in Management: An International Journal*. <https://doi.org/10.1108/gm-01-2022-0028>.

Kulik, C. (2014). Working below and above the line: the research–practice gap in diversity management. *Human Resource Management Journal*, 24, 129-144. <https://doi.org/10.1111/1748-8583.12038>.

Kundro, T., Neely, B., & Zapata, C. (2023). Supervisor integrity empowers employees to advocate for diversity in problematic climates.. *The Journal of applied psychology*. <https://doi.org/10.1037/apl0001127>.

Latura, A., & Weeks, A. (2022). Corporate Board Quotas and Gender Equality Policies in the Workplace. *American Journal of Political Science*. <https://doi.org/10.1111/ajps.12709>.

McNamara, K., & Stanch, P. (2021). Accommodating workers with disabilities in the post-Covid world. *Journal of Occupational and Environmental Hygiene*, 18, 149 - 153. <https://doi.org/10.1080/15459624.2021.1902531>.

Mukupu, S., Cristofaro, M., & Giardino, P. (2023). Workplace Inclusivity: A Literature Review From a Strategy-As-Practice Perspective. *CORPORATE GOVERNANCE AND RESEARCH & DEVELOPMENT STUDIES*. <https://doi.org/10.3280/cgrds1-2023oa15792>.

Okolie, U. (2020). Effect Of Diversity Management On Human Resource Management: Recruitment And Selection In Focus. *Annals of Spiru Haret University Economic Series*, 20, 63-86.

Patrick, H., & Kumar, V. (2012). Managing Workplace Diversity. *SAGE Open*, 2. <https://doi.org/10.1177/2158244012444615>.

Perales, F., Ablaza, C., & Elkin, N. (2022). Exposure to Inclusive Language and Well-Being at Work Among Transgender Employees in Australia, 2020.. *American journal of public health*, 112 3, 482-490 . <https://doi.org/10.2105/AJPH.2021.306602>.

Pfund, C., Sancheznieto, F., Byars-Winston, A., Zárate, S., Black, S., Birren, B., Rogers, J., & Asai, D. (2022). Evaluation of a Culturally Responsive Mentorship Education Program for the Advisers of Howard Hughes Medical Institute Gilliam Program Graduate Students. *CBE Life Sciences Education*, 21. <https://doi.org/10.1187/cbe.21-11-0321>.

Rodrigues, D., Sobrinho, M., & Vasconcellos, A. (2020). Advocacy coalition formation and key actors within the policy. *Revista de Administração Pública*. <https://doi.org/10.1590/0034-761220190450x>.

Sanders, S., & Karmowska, J. (2020). Voluntary flexible working arrangements and their effects on managers and employees. , 9, 197-220. <https://doi.org/10.48132/hdbr.304>.

Sangeetha, N. (2023). Work Life Balance Impact On Job Satisfaction. *Tuijin Jishu/Journal of Propulsion Technology*. <https://doi.org/10.52783/tjjpt.v44.i4.1973>.

Schiavo, R. (2021). What is true community engagement and why it matters (now more than ever). *Journal of Communication in Healthcare*, 14, 91 - 92. <https://doi.org/10.1080/17538068.2021.1935569>.

Tzovara, A., Amarreh, I., Borghesani, V., Chakravarty, M., Dupre, E., Grefkes, C., Haugg, A., Jollans, L., Lee, H., Newman, S., Olsen, R., Ratnanather, J., Rippon, G., Uddin, L., Bringas-Vega, M., Veldsman, M., White, T., & Badhwar, A. (2021). Embracing diversity and inclusivity in an academic setting: Insights from the Organization for Human Brain Mapping. *NeuroImage*. <https://doi.org/10.1016/j.neuroimage.2021.117742>.

Тягунова, З. (2023). FEATURES OF DE&I: UNBIASED STRATEGIES IN THE NEW WORLD OF WORK. *Підприємництво та інновації*. <https://doi.org/10.32782/2415-3583/27.12>.

Udin, U. (2023). The Impact of Work-Life Balance on Employee Performance: Mediating Role of Affective Commitment and Job Satisfaction. *International Journal of Sustainable Development and Planning*. <https://doi.org/10.18280/ijssdp.181131>.

Verma, A. (2020). Critical review of literature of the impact of workforce diversity (specifically age, gender, and ethnic diversity) on organizational competitiveness. *Asian Journal of Management*, 11, 125-130. <https://doi.org/10.5958/2321-5763.2020.00020.7>.

Zacharias, N., & Ryan, J. (2020). Moving beyond 'acts of faith': effective scholarships for equity students. *Journal of Higher Education Policy and Management*, 43, 147 - 165. <https://doi.org/10.1080/1360080X.2020.1777499>.

Zhu, B. (2023). What Steps can be Taken to Reduce Unconscious Bias in the Workplace?. *Academic Journal of Management and Social Sciences*. <https://doi.org/10.54097/ajmss.v5i1.14088>.

Disclaimer:

The European Commission's support for the production of this publication does not constitute an endorsement of its contents, which reflect the views only of the authors. The Commission cannot be held responsible for any use which may be made of the information contained therein. Please visit the link below for the disclaimer in all languages; <https://ila.wiki/jVI>