

Haute Ecole
« ICHEC – ECAM – ISFSC »



Enseignement supérieur de type long de niveau universitaire

***Gender Diversity at Capgemini Belgium: Case Study
Analysis and Recommendations on the Obstacles to a
modern Gender diverse Company***

Mémoire présenté par :

Manon FENZY MPAY

Pour l'obtention du diplôme de :

**Master's degree in Business
Management**

Année académique 2021-2022

Promoteur :

Jacque SPELKENS

Boulevard Brand Whitlock 6 - 1150 Bruxelles

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For the elaboration of this paper, I would like to thank my internship mentor, Cindy Claeys, with whom I had the chance to work for the community WoMen@Capgemini for 3 months at Capgemini Belgium.

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Introduction

“People matter, results count” (Capgemini France, 2022)

That is the message that Capgemini is sending across the globe.

The world is changing. People are moving. And just as much as industries are taking advantage of the potentials of the 4th industrial revolution, companies should take advantage of the full potential of their workforce and the population in the country they are operating.

To make it simple, the subject of this paper is diversity and inclusion at the company Capgemini Belgium, with a focus on gender diversity. As the world is constantly changing, people are moving, business is evolving, the need to represent in the company the state of the population of Belgium is growing. Plus, women are entering new fields and positions and need to be represented for their capacity to work and lead as much as men are able to. The objectives of this paper are thus to see where Capgemini Belgium stands on this topic, and what could be done to improve their status and lead the change.

Capgemini is operating in digital, engineering, technical and technological fields, which can be partly referred to as STEM, standing for sciences, technology, engineering and mathematics. Unfortunately, in Belgium, too many of the positions held in these jobs are male-represented, with in 2018 barely less than 22% of female workers working in STEM (European Commission, 2021) and 14% of positions occupied by female workers in the ICT sectors (Lohisse, 2021). There is thus a big room for improvement and for attraction for female graduates and workers to these job positions. The key is to show this section and proportion of female students and youth that undertaking a career in STEM or ICT is not something that is impossible, that it is not something that should be hindered by too big a male representation of the roles. Highlighting role models to inspire women and girls to start investigate their STEM potential should occur in the everyday life and activities of the entities that are able to have the biggest impact, from which Capgemini is part of. With over 290.000 employees worldwide and operating in nearly 50 countries in those field, Capgemini can set a pattern and initiate big changes for many young girls and women by showing that their contribution to the fields is as important as that of men, and by proving that there is no “right jobs” for women.

The movement to engage and hire a diverse and inclusive pool of employees and leaders has already started. Different companies such as Deloitte, Atos, or KPMG are

putting the accent on diversity and inclusion in their activities with priorities given to some areas, such as gender diversity, LGBTQ+ inclusion, or even generational inclusion. And even if Capgemini Belgium is doing so as well, they have a lot to learn from others, and a lot to improve to assert their leading status related to diversity and inclusion in general, but also concerning gender diversity, as in 2020, they reported at a global level that 35% of the employees were women.

A small literature review is being made in the first part of this paper, to give the reader little but thorough knowledge of the main important concepts used for the sake of this paper. Thanks to the business cases for diversity and inclusion and for gender diversity, 3 hypotheses have been set, that will be responded to later on in this paper. Those hypotheses concern productivity, trainings, and retention of women in the workplace, and how the implementation of diversity and inclusion policies and practices will help the company better succeed in their environment thanks to the business case.

Capgemini Belgium is surveying on a yearly basis their workforce on their perception of diversity and inclusion efforts within the company. This survey is a good way to gather feedback from employees on the right and wrong deeds of the company concerning this topic. The results of this survey are however troubling. The employees are complaining about some procedures that are counterproductive, such as for promotion processes or related to discrimination in the workplace, to name just a few of the matters observed. Positive comments and feedbacks were also gathered, leaving Capgemini Belgium in a hard situation, where part of the workforce is content with the efforts put in place over time, and another resistant to the changes brought to the organisation or unhappy with the procedures occurring at Capgemini Belgium. Those problematics have been confirmed thanks to additional feedback gathered via a designed workshop and observations made at the company. This paper is thus providing analyses of the different resources given by the company, as well as created for the sake of the internship, that are being linked with the hypotheses made prior.

On top of this, this paper will provide Capgemini all sorts of recommendations for a better implementation of diversity and inclusion strategies, based on what other companies may be doing, but also based on their current practices, namely resulting from the community WoMen@Capgemini. This community has done a lot for diversity matters but might need some rearrangement to be more efficient. So, giving it a special place and recommendations designed around its structure was an evidence. As it will be explained in this paper, the Belgian branch of Capgemini is still lacking in some aspect, for example when tackling diversity and inclusion policies that are not yet formulated.

For this, the steps in the implementation of a strategy around diversity and inclusion will be defined, to ease and lay the foundations to a well developed strategy.

On a more methodological point of view, different types of data and methods of gathering them have been used to draft and develop this paper. It should be noted that the internship part of the master's degree undertaken occurred at Capgemini Belgium, being thus a good source of information for the sake of this paper. During this internship, I had the chance to be partly responsible for different activities, mainly working the community WoMen@Capgemini BE, raising awareness around gender diversity with events preparation but also with workshops. On the side, working directly with the CSR officer was of great value for the writing of this paper, and for the gathering of the internal data.

First, the small literature review enabled to gauge prior what was the extent to which diversity and inclusion, and gender diversity are impacting the activities and performance of a company. The reading of books and other research papers was thus necessary to determine the business cases that will be explained in this paper. In this literature review, there is also some mentions of a class followed in the United States, given by Pr. Hazzard-Robinson, responsible for the course 'Diversity and Inclusion' at the Darla Moore School of Business of the University of South Carolina, where an exchange semester has been followed. The following of this class has been of great help to get prior knowledge of important concepts that are discussed in this paper. The notes taken during the class can be found in Appendix #11 (Notes from Pr. Hazzard-Robinson's class).

The analysis of the company itself, Capgemini Belgium, was necessary to give the reader a basic understanding of the activities and structure of it. This was found in annual reports, webpages, and in graphs that were designed by Annlore Defosseze (CSR Officer at Capgemini Belgium) to have a better understanding of the situation and structure of the company, especially as Capgemini Belgium is part of a bigger group, where the structure can sometimes be hard to follow (Appendix #3: Structure of Capgemini BE).

After the literature review and the presentation of the company, the analysis of data started. The data that was gathered during the internship comes from an internal annual Pulse Survey that the company is conducting related to diversity and inclusion. As this paper is not confidential, but the comments given by the employees are, it was not possible to show the reader all detailed answers from the Pulse Survey. However, the results of the analyses of the tables provided by the company can be found in

Appendices #4 and #5 (Scores related to diversity traits and Comment table analysis and results). As part of the analysis of the company data, a workshop intended for women to give their feedback directly to the CSR officer was designed during the internship. Aimed to be a safe zone for women to confide, it was the possibility for us to gauge better and live where the participants stood related to gender diversity and inclusion topics and was a first step to gather more qualitative feedback directly from them. All observations made during the internship and tackled here can be found in Appendix #12 (Observations made during the internship).

The last part of this paper addresses recommendations for the company at Belgian level. For those, the main source of information was the Internet, to give details on what other companies are doing, but also how to implement a diversity and inclusion strategy. The recommendation part also tackles the community structure and future as well as problematics that arose from the analysis of the different documents. Therefore, personal recommendations based on observations have been made at the end of this paper.

The limits that have been observed during the collection of data that needed to be analysed are primarily related to the long administration procedures, that occur when dealing with such a big corporate environment, but also the fact that some data might not be representative of the whole organization, as tackling diversity and inclusion topics requires the good will of the employees giving up personal pieces of information. Another limit was the fact that there was no real CSR officer appointed full-time before 2022, meaning that the information asked was sometimes not existing.

In a nutshell, this paper reflects the story of Capgemini Belgium on their way to being a modern diverse and inclusive workplace, in terms of gender diversity primarily but also related to other diversity types. This paper is also the result of a 3-month internship at their offices, working primarily for the community WoMen@Capgemini, dealing with gender diversity events, raising awareness around this topic, both internally and externally. As gender diversity is not a matter that is restricted to women or to the CSR officer, this paper is destined to all employees of the company at Belgian level. Every piece of analysis is addressed to not only the highest levels who need to lead the company towards a changing modern state, but also to every lower-level employee, as they all have an impact on the company's representation and culture. Embedding an inclusive behaviour should thus not fall only into one person's hand responsible for the well development of policies and strategies, but rather into every element that make the spiral work.

Part 1: Introduction to Diversity and Inclusion

The first part of this thesis is mainly a description of the concepts related to the subject. Some definitions and explanations are given to give the reader a basic though thorough understanding of diversity and inclusion and the aspects that arose therefrom. The business case for diversity and inclusion and the impact that gender diversity has on a firm will be demonstrated thanks to a small literature review of the concepts and studies made prior. The rate of employment of women compared to that of men in Belgium will also be given.

1.1 What is diversity? What is inclusion?

Although they are rarely used apart, the terms diversity and inclusion have well different meanings of their own.

At its core, being diverse means showing a lot of different aspects, varying from nature or characteristics (Larousse, 2021). When considering diversity at the workplace, the term diversity takes into account the differences existing in the people making the workforce, including every element that distinguishes them from one another. The most popular and common diversity factors known of all are gender or race. However, there are infinite aspects of one human being that makes them differ from their neighbour. Some examples are religion, sexual orientation, education and social background, career path and choice, age, origin, political beliefs, marital status, or physical abilities to name just a few (Built In, 2021 & HarvardManageMentor, 2022).

Inclusion differs from diversity as it is the effort and achievement of an organization to make its workforce, as diverse as it can be, feel welcomed and accepted within it (Global Diversity Practice, 2019). When the inclusion principle is fully respected, all the employees representing the workforce have equal opportunities, equal access to resources, equal ways of being treated compared with other colleagues for example. Inclusion is the good tool to develop to make former outsider, marginalized groups, such as racial or disabled groups, have a voice and feel they matter in the discussions and decision-making processes (Built In, 2021). This could also be referred to as 'belonging'. Belonging, in the middle of the Maslow's hierarchy of needs, is driving human behaviour to make ties and connections with others. At the workplace, belonging means that employees can bring their authentic self at work and be valued and respected through their connections or social group (Orechwa, 2020).

In a nutshell, diversity refers to the 'what' and inclusion refers to the 'how'. 'What' is the demographics of the workplace and 'how' is the efforts of the company to make the people feel respected, valued, and welcomed (Built In, 2021). Another way to understand it is that diversity is transactional and inclusion is transformational. This also means that a company can have and push for diversity but not for inclusion (Appendix #11: Notes from Pr. Hazzard-Robinson's class).

Contrary to diversity that is easier to measure, quantifying and evaluating inclusion based on data and metrics represents a bigger challenge. There is a saying: 'Diversity is about headcount, whereas inclusiveness is making each head count' (Winkler, 2021). This means, quantifying data about diversity requires only identifying the number of employees that fit to one type of diversity, such as 'quarter of the workforce is of feminine gender' or '5% of the workforce is originally from another country as that where the company operates'. Of course, the legal dimension of compiling such information about the employees needs to be considered, as the GDPR puts some restrictions to the treatment of personal data that can be sensitive. When quantifying data about inclusion, the primary resource is the constant input of the employees on the field, through surveying their feeling within the company and how their situation could be improved (Built In, 2021). As one can imagine, the results of the surveys will not be as easily put into graphs or numerical data. Instead, the results will mainly be qualitative data rather than quantitative, enabling the company to go through the answers and planning improvements on the floors of the company.

The common trait that those two principals have is the fact that none can successfully be implemented if the current organisation members are close-minded. The culture and leadership of the company needs to acknowledge that different views, opinions, and processes matter (Built In, 2021).

1.2 The business case

The advantages of diversity in the workforce are multiple. Nevertheless, it is important to note that the benefits of having a diverse workforce can only be reaped if there is a common recognition of each other's differences and respect towards other individuals regardless of those differences (Global Diversity Practice, 2019). To know better what the advantages of a diverse workforce are, the business case for diversity and inclusion, as well as for gender diversity, need to be explained.

In Chapter 2 of the book 'The Inclusion Dividend' (Kaplan & Donovan, 2013), the authors write about the business case for inclusion, meaning how diversity and inclusion can affect the company positively. Diversity and Inclusion should bring either a reduction in costs/expenses or an increase in the revenue, so the business case for inclusion should be implemented by showing how diversity and inclusion (D&I) within the company increases the profit of the organization.

The authors based their assumptions on both internal and external factors. The internal factors of D&I that can expand profits are employee acquisition, employee retention, engagement or productivity, and innovation. A good example is that of a worker, assumed to be from a different culture, applying for a position in a big corporation. First, if the company uses the right D&I tools to acquire a diverse workforce, this talented worker has more chances to view the ad placement and have a job interview (employee acquisition). Second, when this worker is hired, it is the job of the company to make sure that the worker feels good in the company to stay there and have the organization enjoyed the talent they acquired (employee retention). Third, it is well known that a worker that feels good in his work environment will be more productive than others (engagement/productivity). Fourth, if the workforce is diverse, different mindsets can meet up and bring different insights together, that will push innovation forward (innovation). Eventually, all those aspects will improve the performance of the company in general and increase profits, as a diverse pool of talented employees bringing revenues are being more productive.

The external factors are the brand, the market positioning and customer engagement. Using the RADIX framework, standing for Reach, Attract, Develop, Inspire, eXit (see Appendix 1: RADIX Framework for detailed explanation), companies that have diverse workforces can reach and attract broader and more diverse customer segments, which of course boost the brand reputation, the market shares, and the sales of the company (so the profit). By showing to leaders how D&I can increase profit, companies have better chances at being better on this field than others who might not want to take the time to address this issue.

From this first set of assumptions, a first hypothesis can be drawn: the pursue of diversity and inclusion policies at Capgemini will increase productivity of the employees.

To pursue a business case for diversity and inclusion within the company, some dynamics around the topic needs to be understood and mastered as they play key roles

in the development of an inclusive workplace. If not, it could hinder the well-development of efforts put in place. The 3 dynamics mentioned in the book (Kaplan & Donovan, 2013) are 'Intent and Impact', 'Unconscious bias', and 'Insider-Outsider dynamic'.

Intent and Impact refers to the fact that each intention from leaders to pursue a diversity and inclusion effort needs to bring the right impact around them. From the classes on diversity and inclusion followed in the USA (Appendix #11: Notes from Pr. Hazzard-Robinson's class), the easiest way to understand this context is represented by the sayings. Someone, with all their good intentions, can interact with another person, and have their words completely gotten the wrong way, meaning a wrong impact, because the background and thinking paths of the interlocutor were not known. The same can happen in the corporate world, where mismanagement of events (consciously or not) can lead to undesired impacts, often intensified by diversity itself. Indeed, as the human being is by nature more attracted and open to people that look similar with them, it might be difficult for example to give feedback to others that show traits of diversity, most probably because of a lack of knowledge about what other people need from their leaders. From this follows a snowball effect: the lack of feedback, positive or negative, leads to the loss of opportunities for improvement, which in turns leads to a decrease in engagement and eventually a drop in productivity. It is thus important for the leader of a team to know what their employees are responding too, what level of details and feedback, and act and talk in accordance so as not to lose productivity and money (Kaplan & Donovan, 2013).

The concept of unconscious bias is quite simple to understand. At their core, every human being is biased, but the notion of bias is pejorative, people tend to think otherwise. As Pr. Hazzard-Robinson used to repeat during her classes (Appendix #11: Notes from Pr. Hazzard-Robinson's class), "being biased does not mean we are bad, it means we are human". The key role here is to be able to see and notice the bias to break them. The individual needs to become aware of their own biases to start mitigating them. If not, behaviours based on stereotypes will unconsciously be perpetuated, jeopardising the well-being of the employees stereotyped and so the well-functioning of the team (Kaplan & Donovan, 2013).

The last key concept that the leader must watch out for is the 'Insider-Outsider dynamic'. This dynamic can be described as a power mechanism. Based on the different traits included in the diversity definition, each team will have an insider group and an outsider one. The most descriptive example for this paper would be a group made up of 8 white men and 2 foreigner women. In this case, the 8 men represent the insider group,

as they have the same characteristics from being men, and the 2 women are the outsider group. In this team, if no inclusion process is put in place, it is most probable that the men, as they share similar traits, will have more power on the decision-making process and the important discussions, whereas the women in the outsider group might need to work harder to get the same recognition and be at the same level. This dynamic needs to be counteracted and overcome not only because it would bring the ideas of the outsider group at the same level as that of the insider group, leading to more valued work and an overall better team proposition and team feeling, but also because, as workers get higher in hierarchy, they lose knowledge and empathy (Appendix #11: Notes from Pr. Hazzard-Robinson's class). Indeed, the more power a person has (also by being in the insider group), the less they have a clear view about everything that is happening around (and especially under) them. As being part of the insider group means staying with similar people, the knowledge about the diversity in the workforce and the innovative ideas that they could bring to the table is pushed to the side. Trying to bring in members of the outsider group is thus essential in the development of a diversity and inclusion process.

From this second set of data, a second hypothesis can be deducted: Capgemini is actively pursuing activities to reduce Insider-Outsider dynamics, align Intent and Impact and correcting unconscious bias, whether for diversity and inclusion in general or for gender diversity specifically.

1.3 Has gender diversity specifically an impact on firms?

1.3.1 Gender diversity definition

In general terms, gender diversity in the workplace refers to the equal treatment, acceptance and promotion of both men and women working in any organization. It involves recognising and promoting the skills and resources from both. If this is to happen, leaders are creating a working environment that will work for both genders, at all levels and for every employee. This also means that there is a fair representation of genders and that everyone has the same chances for opportunities (HR Search & Rescue, 2021). The term gender diversity also describes gender identities that fall beyond the binary system of men and women. The term then refers to the acknowledgement and respect that there are other ways of describing oneself, besides being a man or a woman. As is wished for binary genders, the employee, whatever their gender, should be able to be their authentic self at work. That goes in line with the respect of pronouns, names, and gender-neutral language that bring inclusiveness to the workplace, just as much as

it does for binary genders. The inclusion of women but also of gender diverse people is essential for the well-functioning of the work environment (A Gender Agenda, 2022). For the sake of this paper, and as data around gender diversity from Capgemini Belgium is based on the inclusion of women to the workplace, the referral to non-binary genders will be made on a small scale during the analyses of documents. Recommendations on this topic, however, will be made in the last part of this paper.

1.3.2 The business case for Gender Diversity

Interesting facts concerning gender diversity are for example the fact that women account for more than half the population but contribute to only 37% of global GDP, and to 38% in developed countries, meaning that the problem of gender diversity in workplaces is spread around globally (La Masa, 2017).

Noland, Moran and Kotschwar (2016) and their paper called “Is Gender Diversity Profitable? Evidence from a Global Survey” are trying to show whether the presence of women in boards, executives and leadership teams has an impact on firms’ performance and profitability. Interesting facts has been taken from the McKinsey Global Institute (Woetzel et al., 2015) stating that global output could be increased by 26% by 2025 compared to business-as-usual if gender equality is reached in its fullest. From the survey of Noland et al. (2016) of 21,980 firms across 91 countries, they deduct that the presence of women in leadership is correlated to the performance of the corporations, with a bigger impact from female executives, meaning that a more diverse leadership team would deliver better outcomes and performance. However, there is no strong correlation between having a female CEO and a better performance. Having a gender-balanced board is a good starting point for encouraging a more gender-balanced executive team. They conclude by stating that the positive correlation between the presence of women in leadership teams and the increase in performance might show that discriminatory practices are ongoing in certain firms against female executives, giving firms that do not discriminate a comparative advantage to improve performance.

Several other studies and research demonstrate those statements above and go beyond performance. Nielsen and Bo Madsen (2017) are demonstrating in their study that a higher degree of gender diversity tends to be related with a lower frequency of turnover intentions for women, but not among male employees for which the degree of gender diversity has no real impact on turnover intentions. Azmat and Boring (2020) introduce in their business case for gender diversity the legal implementation of quotas on boards. They state that quotas are intended to speed up gender diversity, and so

make society equal faster, with the eventuality overtime to lift the quotas as the gender parity problems are disappearing due to this implementation of quotas. The quotas are enabling the presence of more role models and the diminishing of discrimination in processes due to male dominance, also broadening teams' preferences in order to be more representative of society. The authors are using the example of quotas implemented in France to show that the quotas led to more skills heterogeneity, and thus firm value, because firms were diversifying their talent pool and finding talents in other places. This is however doubted by the study of Noland, Moran and Kotschwar (2016) who have found no evidence that quotas on board have an impact on firm's performance. Azmat and Boring (2020) also prove that there is a positive correlation between having diversity policies in place and the percentage of women in leadership. When showing that diversity policies have an impact on performance, they demonstrate as well that diversity policies work better in male-dominated sectors, meaning that companies that retain minorities and enable them to grow as fast will become more productive.

From the business case for gender diversity, a third hypothesis can be drawn: as Capgemini is operating in a rather male-dominated field, the company is actively pursuing and implementing policies to retain women in the workplace, giving them higher positions as fast as men, and speed up the equality between genders.

1.4 What is the state of gender diversity in the workforce in Belgium?

According to Statista (2022), the rate of employment of women in the workforce in 2020 amounts to 61%, compared to 56.2% in 2008, showing a constant augmentation. The rate of employment of men was at 68.6% of all active male population in 2008, and remained quite steady, amounting in 2020 at 68.4%, with some little fluctuations on the way. According to another survey from Statista (2022), the average gender pay gap in Belgium amounted to 5.3% in 2020, with big discrepancies between sectors. For example, women working in water supply, sewerage, waste management and remediation activities earn in average 11.6% less than their male counterparts, whereas women working in the mining and quarrying activities earn on average 3.5% more than their male colleagues.

Part 2: Capgemini Belgium

2.1 Presentation of the company

My internship took place at Capgemini Belgium, in Diegem. Capgemini Belgium is part of the Capgemini Group, present at a global level in nearly 50 countries and counting over 290,000 employees (Capgemini, 2022b). As of 2022, more than 2,000 employees are working in the Belgian branch (see Appendix #2 for details).

Capgemini presents itself as “a global leader in partnering with companies to transform and manage their business by harnessing the power of technology” (Capgemini, 2022b). Their services range from strategy and design to operations’ consulting, specialized in cloud, AI, data, connectivity, software, and digital engineering. (Capgemini, 2022b).

They have 4 different types of services and 3 distinct brands. Their services are described as (Capgemini, 2022d):

- Consulting services to help enhance performance of client’s organisations
- Application services to develop, implement and maintain IT applications
- Technology and Engineering services to assist clients’ internal IT teams
- Business services to integrate, manage and develop client’s IT infrastructure systems, transaction services, and other business activities.

The distinct brands from the Groupe present in Belgium are (Capgemini, 2022a):

- Capgemini Invent (commonly referred to as Invent): this brand provides services based on strategy, technology, data science and creative design to serve best their clients that wish to innovate and transform their business for a better future.
- Capgemini Engineering (commonly referred to as CE): this brand is based on engineering and research and development services to help clients develop smart products and services. This brand was recently acquired in Belgium, as the former company Altran was bought and renamed into CE.
- Sogeti: this brand is responsible for the creation of custom solutions from existing and emerging technologies to deliver viable solutions.

On top of that, there are 3 other units in Belgium, namely Financial Services (commonly referred to as FS) and Cloud Infrastructure Services (commonly referred to as CIS), and Application Business Line (referred to as ABL), of which Sogeti is a part. As the structure of the company is quite complex, in the appendix is a summary of the structure at the Belgian level, showing the place of each brand and business unit (BU) within the

company, the special place of Financial Services, and the place of the CSR department (Appendix #3: Structure of Capgemini BE).

Next to the company's operations, communities exist, that gather groups of people sharing the same interest. The 2 main communities active (that I was able to see and work with) are WoMen@Capgemini that is part of Diversity in Delivery.

An important note to give is the fact that, until January 2022, there was no full-time appointed Corporate Social Responsibility (CSR) Officer. Indeed, the position was taken in addition to one's primary job. To give an example, before Annlore Defossez was appointed in January 2022, the CSR topic was taken by the head of Marketing & Communication support department. Not to deny or belittle the work of this person, it is yet easier to appoint one person on the topic in full-time period, to have better and clearer targets, and a bigger impact. This also shows the interest that the Belgian branch had for the CSR topic, however growing more nowadays with this first step of appointment.

To go back to the communities, Diversity in Delivery is a "joint initiative of WoMen@Capgemini, Engagement Management Community & Global Architects community, with the goal of broaden[ing] the initiatives around Diversity" (Capgemini Belgium, 2020a).

The community WoMen@Capgemini describes itself to this day as "striving and supporting (gender) diversity within [the] organisation" (Capgemini Belgium, 2020a). The mission of the community is to "provide a platform to help women grow and develop themselves within Capgemini, attract talented females to [the] organisation and retain them to reach a gender-balanced company. Raising awareness around gender diversity forms the basis of these mission objectives" (Capgemini Belgium, 2020a). To this end, the community is organising events, often following the actions of the community present at the Group level as well. Some examples of events and actions are the celebration of international days such as International Women's Day, Girls in ICT Day or International Diversity Day. Other actions such as collaboration with partners, workshops or panel discussions are occurring at local level (Capgemini Belgium, 2020a). The community is also taking part in and developing projects such as the 'Dames de Pique' awards (Women for the Future awards), aiming at awarding bold women, trailblazing women, and rising talents within the company, at local and global levels (Capgemini Belgium, 2020b). Since there was no full-time head of the CSR department before this year, the community WoMen@Capgemini took on a lot of the work of a CSR

department, regarding primarily gender diversity but also regarding other diversity topics.

The internship that I did was primarily for the community WoMen@Capgemini, as Project Manager ad Interim, dealing thus with the organisation of a campaign taking place from March 8 until April 28. This internship enabled me to gather qualitative data concerning the community and its functioning. Besides, I worked closely with the head of the CSR department to gather quantitative and qualitative data around the diversity and inclusion topic. The data seen and gathered during the internship, via different workshops hosted for the community and for the CSR Officer, is being analysed in the next part of this paper and linked with hypotheses made prior.

2.2 What is the state of gender diversity in the ICT/STEM sectors?

Operating in the ICT sector, Capgemini Belgium mainly recruits from or help developing future employees' career in the STEM's, standing for Sciences, Technology, Engineering and Mathematics. According to the She Figures from the European Commission (2021), there was in Belgium in 2018 only 21.92% of self-employed women within the Science and Engineering (S&E) and the Information and Communication Technologies (ICT). This shows the room for improvement available in Belgium, to include more women in those activities, but also where Capgemini can have an influence, as they operate in the STEM activities. When refined to the ICT activities, according to a recent newspaper article, positions in the ICT sector are occupied by women only at 14% (Lohisse, 2021).

At Capgemini Group, according to their integrated annual report of 2020, 35% of the workforce were female, 20% of key positions were held by women and 30% of vice presidents promotions or hires were filled by women. Those figures improved compared to 2019, as the percentages were respectively 33%, 17% and 29%. (Capgemini, 2021). In Belgium, it was however not possible to know exactly the state of gender diversity within the Belgian branch as it is not yet documented. There are also no clear policies tackling diversity and inclusion and gender diversity at the Belgium level. Both those pieces of information were asked during the internship and later confirmed in an exchange of information (Appendix #6: Exchange of information 1) This will be tackled in a later part of this paper.

Part 3: Hypotheses

As mentioned in the first part of this paper, the business cases and their components have given rise to the statement of 3 hypotheses that need to be confirmed with the analyses of documents handed over by the company, and other designed during the internship. The 3 hypotheses are as follows:

H1: The pursue of diversity and inclusion policies at Capgemini Belgium will increase productivity of the employees.

H2: Capgemini Belgium is actively pursuing activities to reduce Insider-Outsider dynamics, align Intent and Impact and correcting unconscious bias, whether for diversity and inclusion in general or for gender diversity specifically.

H3: As Capgemini Belgium is operating in a rather male-dominated field, the company is actively pursuing and implementing policies to retain women in the workplace, giving them higher positions as fast as men, and speed up the equality between genders.

Part 4: Data analysis

To try and answer those hypotheses, data sets from the company, as well as data from designed workshops and observations were gathered and analysed in the next pages. Those data sets comprise:

- The results of a Pulse survey made in 2021, both in terms of average of scores and comments given by employees
- The results of a workshop created during the internship, aiming at gathering feedback live from women
- The observations made throughout the internship, and other data regarding gender diversity at the company

Those datasets will be explained and analysed here. Besides, links between those datasets will be made, all this in order to confirm or invalidate the hypotheses above.

4.1 Pulse Survey

4.1.1 Description

To deep dive in the heart of this paper, Capgemini Belgium is sending annually a Pulse survey to their employees to gather data about their feeling within the company and their opinion on diversity and inclusion topics at Capgemini. Each respondent can give a grade to the statements surveyed (0 to 10) and their feedback, the feedback being optional. Prior to giving feedback and scores to each statement, the employee can give details about their diversity traits, in order to make a cross match between the numbers of answers and scores to each statement and the diversity traits of each respondent. Each question has an option of non-disclosure to let the opportunity to stay private on those personal questions. The questions and possibility of answers are:

Questions	Possibility of answers
Do you feel represented in the majority makeup of employees at Capgemini?	No
	Yes
	I prefer not to answer
Do you identify as having a disability or long-term health condition?	No
	Yes
	I prefer not to answer
How would you describe your ethnicity?	Black
	East/Southeast Asian
	Hispanic/Latino
	Indian/South Asian
	Middle Eastern/Arab
	Multiracial/Multi-ethnic
	Native/Indigenous people/Torres
	White
	My ethnicity is not listed
How would you describe your gender identity?	I prefer not to answer
	Gender neutral/Nonbinary
	Man
	Woman
	I prefer to self-describe
What is your sexual orientation?	I prefer not to answer
	Bi/Gay/Lesbian
	Heterosexual/Straight
	I prefer to self-describe
	I prefer not to answer

Table 1: Pulse Survey - Diversity traits questions

Those questions are interesting for this paper, especially question 4 as it relates to gender diversity. Analysing the averages of answer to each statement hereafter related to the gender identity of the respondent will enable the comparison in the perception and feelings of women, men, and nonbinary genders within the company.

After the personal questions, this Pulse survey was counting 11 statements, divided into 4 categories which were presented as follows (the numbers to the statements have been added to ease future analysis):

Categories	Statements
Diversity	1. A diverse workforce is a clear priority at Capgemini Group (for example, gender, disability, ethnicity, sexual orientation, social background, care giver status and culture).
	2. Capgemini Group actively recruits a diverse workforce (for example, gender, disability, ethnicity, sexual orientation, social background, care giver status and culture).
	3. I believe Capgemini Group is a diverse workplace (for example, gender, disability, ethnicity, sexual orientation, social background, care giver status and culture).
Diversity and Inclusion	4. I'm satisfied with Capgemini Group's efforts to support diversity and inclusion.
Inclusiveness	5. At Capgemini Group, people of all background are accepted for who they are.
	6. I believe leaders take action to foster an inclusive workplace (where different groups or individuals with different backgrounds are accepted, welcomed and treated equally).
	7. I feel a sense of belonging at Capgemini Group (feeling respected, valued and like you really matter as your authentic self at Capgemini).
	8. I feel like I'm valued as a person at Capgemini Group.
Non-discrimination	9. I believe Capgemini Group would respond appropriately to instances of discrimination (e.g. unjust treatment of people, based on characteristics such as gender, age, ethnicity, etc, regardless of intent).
	10. I feel safe from discrimination at Capgemini (e.g. unjust treatment of people, based on characteristics such as gender, age, ethnicity, etc, regardless of intent).

	11. People of all backgrounds have the same opportunities at Capgemini Group.
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Table 2: List of questions from the Pulse survey by category

As this survey is anonymous but this paper is not, it was not possible to disclose the whole documents in appendix. However, you can find the full results of the analysis of this document in Appendices #4 and #5 (Scores related to diversity traits and Comment table analysis and results). Note must be made that this Pulse survey was designed around the topic of diversity and inclusion in general, and so not dedicated directly to gender diversity, and that it is not compulsory to answer the survey, meaning that not every employee has taken the survey.

4.1.2 Analysis

After Capgemini employees filled their Pulse survey, 2 different excel sheets (that I had access to) were created. The first one is cross match between the average of scores to each statement and the diversity traits of the answerer to the survey. To give an example, the average of scores from employees identifying as men to the first statement amounts to 7.62. As comments were not mandatory to give, another excel document was drawn to have a view on the comments made. Taking into account the date of answer, the statements above, the comment of the respondent to the statements, a score given for each statement (named 'Question' in the table), the 'Group' within which the statement falls (here being Diversity and Inclusion only), the 'Driver' (the categories hereabove), as well as the language of answer of the respondents, this document is necessary to gather real feedback from the employees. A total of 692 comments on those 11 statements were gathered, with disparities in the number of respondents to each statement. For example, 75 comments were gathered for statement 1, whereas there are 136 comments for statement 4. To compute the general average for each statement and for the general topic, the original excel sheet with all scores and comments was asked. Unfortunately, for GDPR reasons, this original sheet was deleted and thus no one has access to it anymore. This document would have been interesting to compute the average of scores for the general topic, as well as for the gender-related scores, but also to compute any disparities around the average, thanx to the measurement of variance and standard deviation. This document could also have given a first estimation of the number of men, women and people who wish to not disclose their gender, as no information has been listed yet in the company about these data. This original document would also have given the number of answers for each statement linked to each diversity trait, which could have been used to understand the scores given in the cross-matching table. Of course, as it was not compulsory to answer the survey,

all data gathered are not representative of the whole organisation but are a good start to know where the company stands.

4.1.2.1 Cross match table analysis

In the first excel sheet, available in Appendix #4 (Scores related to Diversity trait) as this one is not confidential, averages for each statement linked with each diversity trait are computed from the original data gathered in the survey. This way, it was possible for the company to state, for example, that the average of score to statement 1 for people identifying as men amounts 7.5 out of 10. As this document already computes averages for each diversity traits, it was not possible to calculate the general average (by averaging these averages), as this could have been done only if the number of categories for each diversity trait would have been equal (e.g., the same number of answers for ethnicity or gender identity in Table 1 which is already not the case) and that the number of employees giving answers to each category is the same (e.g., the same number of employees identified as man, as woman and as non-disclosing), which cannot be confirmed as the number of employees answering this survey is not available, let alone the number of answers to each statement.

If it is made as hypothesis that the same number of employees identify as man, woman, or non-disclosing and that the same number of employees gave a score to each statement, the average derived from all scores given in these columns is amounting to 7.30, which is a rather good score and which shows already that Capgemini Belgium is on the right side. During the exchange of information made with Annlore Defossez on April 15, 2022 (Appendix #6: Exchange of information 1), mention was made that this score is the as-is situation and thus is supposed to improve overtime, thanks to different policies that will be put in place during her mandate as CSR officer, following the United Nations Goals for Sustainability. For future analysis and comparison between years, this average score as well as the ones in Table 3 need to be computed differently, taking into account the total number of answers and scores of each. The average of scores related to each statement for gender-related diversity trait is as follows (see Table 2 for full statement):

Statement number and overview	Average of score for gender identity column
1. A diverse workforce is a priority	6.94
2. Recruitment of a diverse workforce	7.24
3. Capgemini is a diverse workplace	7.34

4. Satisfaction with efforts to promote diversity and inclusion	7.51
5. People of all backgrounds are accepted for who they are	7.74
6. Leaders take actions	7.27
7. Sense of belonging	7.01
8. Valued as a person	6.86
9. Appropriate response to discrimination	7.49
10. Safe from discrimination	7.57
11. Everyone has the same opportunities	7.36
Total	7.30

Table 3: Pulse Survey - Total average score for each statement

Hypothesis #3 was stating that, as Capgemini Belgium is operating in a rather male-dominated field, the company is actively pursuing and implementing policies to retain women in the workplace, giving them higher positions as fast as men, and speed up the equality between genders. From Table 2, the statements that would have a bigger impact on this hypothesis would be affirmations 3, 4, 9, 10 and 11. Indeed, having a diverse workforce and putting processes in place to promote diversity and inclusion, here tackling gender diversity, as well as having a work environment where discriminations are not tolerated and are responded to correctly, along with reaching fair opportunity chances for everyone are important steps in retaining women and nonbinary genders to the company and so confirm the hypothesis. In Table 3, it can be observed that the average score for those 5 statements is systematically above the grand average, which is a first good sign for the company, showing good emphasis to retain different genders, among which women in the workplace. These grades also show that when linking gender identities to diversity statements, the statements with the lowest scores are the first and eighth, whereas it might not be the case when linking those statements to other diversity traits in Appendix #4 (Scores related to Diversity traits), and that the company should focus on having a diverse workplace related to genders and watch out that different genders are well valued as persons. The highest score for this column refers to statement 5, with an average of 7.74, showing that when referring to employees as genders, they give the highest value to the fact that all backgrounds are accepted in the company, comprising their gender.

Refining to each gender and as mentioned before, this cross-matching table is giving the average of scores related to each gender, man/woman/nonbinary or not disclosing. Here is the detail of scores averages for this diversity trait: (nonbinary or gender neutral is not taken here as no data was gathered for this gender identity in Appendix #4)

	Average of score/ gender identity		
Statement number and overview	Man	Woman	Not disclosing
1. A diverse workforce is a priority	7.62	7.14	6.05
2. Recruitment of a diverse workforce	7.82	7.16	6.73
3. Capgemini is a diverse workplace	8.05	7.32	6.64
4. Satisfaction with efforts to promote diversity and inclusion	8.08	7.45	7
5. People of all backgrounds are accepted for who they are	8.36	7.63	7.23
6. Leaders take actions	7.93	7.38	6.5
7. Sense of belonging	7.62	7.28	6.14
8. Valued as a person	7.54	7.27	5.77
9. Appropriate response to discrimination	8.26	7.71	6.5
10. Safe from discrimination	8.33	7.55	6.82
11. Everyone has the same opportunities	8.07	7.32	6.68
Total	7.97	7.38	6.55

Table 4: Average of scores in the Pulse Survey depending on gender

From Table 4, it is easily identifiable that the average of scores from employees identifying as women is lower than that of men. And this is the case not only for the total average but for each statement: the average of scores from women is systematically lower than that of men. This shows already well that the company still has an open door for improvement regarding the perception and feeling of women within the firm. More surprising though is the average scores of employees who wish to stay private on this question and not disclose their gender identity. The average score that this proportion of employees gave is lower by more than 1 average point than that of men and are constantly lower than that of women as well in each category. This shows that a proportion of employees does not feel well enough in the company to share, to their rights, this kind of information that would help Capgemini evolve in this research. This could be linked only to the legal rights of employees to not disclose their private and sensitive information in a work-related survey, as it could perhaps influence work decisions of men, women, or nonbinary people. It could also derive from the feeling that the company is not advanced enough in gender diversity topics, and the employees in the surroundings as well. This could lead for example to the discomfort of nonbinary genders to reveal this information (reminder: no data was gathered concerning employees identifying as nonbinary or gender neutral). In this column, the lowest average score relates to the perception of employees who do not disclose on the value of the employee within the company. From the analysis of the comments made in the next part, it can already be shown that half of the employees who have commented on this question do not think that they are well valued. From this first table of scores

analysis, a first obvious conclusion can be drawn: the situation is perceived as better for men than women or non-disclosing employees. This shows already that Capgemini has room for improvement regarding the inclusion of women and non-disclosing employees to make their path within the company better. Capgemini Belgium should give more attention to women in the workplace but also to those who wish not to disclose as their opinion and feelings are systematically worse than disclosing genders.

As mentioned before, the statements that would have a biggest impact on Hypothesis #3 are statements 3, 4, 9, 10 and 11. When taking a deeper look at the column of averages given for employees identifying as women, from those 5 statements in Table 4, statements 3 and 11 have the lowest scores with an average of 7.32, even lower of the total average of the column. This is a sign that Capgemini Belgium should watch out for their opportunities distribution and fairness, and their policies around diversity in the workplace. The latter goes in line with the 2 first statements that even have the lowest scores from the column, meaning that Capgemini Belgium should implement better policies around diversity in the workplace. Of course, those scores are not bad in such, but it could be greatly improved, to match the feelings that men have around those topics. A good point that the female employees are highlighting is the response that Capgemini Belgium has when tackling discrimination. This is a good point as the female gender has historically been the minority group and victim of discriminations, but Capgemini Belgium is taking care in a rather appropriate way, according to the women who answered this survey. Looking at the scores of employees not disclosing and narrowing to statements 3, 4, 9, 10 and 11, something striking is that the score for statement 9 about discrimination goes other way around. For them, it is the one with the lowest score from the 5 statements, with an average of 6.5, meaning once again that Capgemini Belgium should implement better policies for those who wish not to disclose their gender identity, especially related to their response to discrimination against different genders.

4.1.2.2 Comment table analysis

To give an overview of each statement's count of comments and average of score (only from answerers who gave comments), here is a first pivot table drawn on the excel sheet:

Driver	Question	Average of Score	Count of Comment
• Diversity	A diverse workforce is a clear priority at Capgemini Group (for example, gender, disability, ethnicity, sexual orientation, social background, care giver status and culture).	6,21	75
	Capgemini Group actively recruits a diverse workforce (for example, gender, disability, ethnicity, sexual orientation, social background, care giver status and culture).	6,18	81
	I believe Capgemini Group is a diverse workplace (for example, gender, disability, ethnicity, sexual orientation, social background, care giver status and culture).	6,96	49
Diversity Total		6,38	205
• Diversity and inclusion	I'm satisfied with Capgemini Group's efforts to support diversity and inclusion.	7,04	136
Diversity and inclusion Total		7,04	136
• Inclusiveness	At Capgemini Group, people of all backgrounds are accepted for who they are.	6,82	38
	I believe leaders take actions to foster an inclusive workplace (where different groups or individuals with different backgrounds are accepted, welcomed and treated equally).	6,79	45
	I feel a sense of belonging at Capgemini Group (feeling respected, valued and like you really matter as your authentic self at Capgemini).	5,98	46
	I feel like I'm valued as a person at Capgemini Group.	5,98	57
Inclusiveness Total		6,34	186
• Non-discrimination	I believe Capgemini Group would respond appropriately to instances of discrimination (e.g. unjust treatment of people, based on characteristics such as gender, age, ethnicity etc, regardless of intent).	7,07	58
	I feel safe from discrimination at Capgemini (e.g. unjust treatment of people, based on characteristics such as gender, age, ethnicity etc, regardless of intent).	6,73	45
	People of all backgrounds have the same opportunities at Capgemini Group.	6,47	62
Non-discrimination Total		6,76	165
Grand Total		6,59	692

Figure 1: Pulse survey - Average score and Count of comments for each statement (Question)

(The numbers are appearing in French, 6,21 = 6.21)

Note must be made that the grand total average of scores only takes into account the scores of employees who have given comments to their scores. This is thus not representative of all employees who have taken the survey. That is also the reason for the disparities in 'count of comments' number, as it was not mandatory to give feedback. If the fact of giving feedback, positive or negative, is set as a measure of importance, comparing the average of scores from the original table gathering all scores and from this table would be beneficial. As mentioned previously, the original table is unfortunately not accessible but this recommendation remains for future Pulse Survey analysis.

It is however possible to compare the scores given in the cross-matching table to the score given by employees who have commented as well on the statements, those scores being comprised in the total averages. When doing so, it is observable that, for each statement, the score of employees making comments, good or bad, is systematically lower than that of the general average table computed above in Table 3. However, going further in this analysis should be taken lightly as, for the comments, it is not possible to assign gender to each comment made, and Table 3 has been computed based on gender analysis, meaning that the averages from Table 3 could be different if other diversity traits had been taken into consideration, and so demonstrating other differences in score between Table 3 and Figure 1. For future surveys that the company makes, and if giving a comment is set as a measure of importance, comparing both general averages for each statement and that of employees giving comments could thus occur.

The average score for the statements is on the last row, amounting 6.59. No score is below the middle number 5. However, as scores are not at their highest, this shows that there is still big a room for improvement. From this table, the statement with the best score (7.07) is statement 9: I believe Capgemini Group would respond appropriately to instances of discrimination (e.g., unjust treatment of people, based on characteristics such as gender, age, ethnicity, etc, regardless of intent), with however only 58 employees giving scores and feedback to this affirmation. This shows thus that a portion of employees are trusting Capgemini Belgium in their respond to discrimination policies, which if narrowed down to gender diversity for the sake of this paper would be an advantage to retain women in their workforce. It was also already seen from Table 4 that statement 9 had the best score for female workers answering the survey. This goes in line with Hypothesis #3 declaring that the company is actively pursuing and implementing policies to retain women in the workplace, giving them higher positions as fast as men, and speed up the equality between genders. On the other side of that, the 2 statements with the lowest scores are statements 7 and 8 with an average of 5.98. Both statements refer to inclusiveness, respectively belonging within the company and the value of the person at the company. Even if the number of answerers was rather low, this shows that Capgemini Belgium has work to do on these 2 topics of belonging and value. If not, this could hinder the potential of retention of other people such as women in this male-dominated field.

Deeper analysis will be made later around gender diversity specifically, but at first sight, if checking relations with Hypothesis #3 and the policies put in place to make women grow as fast as men, statements referring to non-discrimination might be the most important ones. Indeed, giving women the same opportunities as any other employee and having an environment safe from discrimination are some keys to confirm this hypothesis. But seeing that the grade for statement 11 (opportunities-related) is even below average shows already that Capgemini is lacking in this respect and so should review their related processes.

To deepen the analysis of this document, a colour-code was established, depending on the category of comments given by the respondents. Some comments were referring to positive discrimination, others to fairness of recruitment, to name just a few. Seeing the complexity of counting the number of coloured cells for each category and the fact that some comments had both positive and negative comments, the table was enlarged to fit 2 other columns, being good points and bad points. In those 2 other columns, each comment, whether positive, negative or both, would be given a category name. For example, a comment stating that there is positive discrimination within the company but also that the person feels a sense of belonging at Capgemini would be

attributed the category 'positive discrimination' as a bad point, and 'sense of belonging' as a good point. The final list of categories was as follows, with contradictory good and bad points at the same level:

Positive feedback	Negative feedback
Fair recruitment	Unfair recruitment
Fair opportunities	Unfair opportunities
Diversity is seen	Diversity is not seen
Inclusive workplace	Not inclusive workplace
All backgrounds are accepted	Not all backgrounds are accepted
Leaders take actions	Need actions from top down
Efforts on DI are seen	Could do more
	Efforts on DI are not seen
Safe from discrimination	Positive discrimination
	Unsafe from discrimination
Well valued	Not well valued
Sense of belonging	Do not belong
	Problem at client level
	Discriminatory questions
	Money issues
	Lack of awareness
	Too much focus on DI
No opinion/comment	No opinion/comment

Table 5: Analysis of Pulse Survey - List of positive and negative categories of feedback received

Here is an explanation of each category:

Fair recruitment or **Unfair recruitment** refers mainly to statement 2 of Table 2: Capgemini Group actively recruits a diverse workforce (for example, gender, disability, ethnicity, sexual orientation, social background, care giver status and culture). This means (or does not mean) that every person, no matter their background, gender, or any other factor, has the same chance at being hired at Capgemini, leading theoretically to the recruitment of a diverse workforce. Special mention will be made in the recommendation part about this statement, as it seems already that this is a misleading statement. Indeed, Capgemini Belgium should not be hiring based on any of the diversity aspects mentioned in the statement, but rather based on skills. Capgemini can nevertheless ask for a diverse pool of candidates from which to choose the future employees based on their skills, and not their diversity aspects.

Fair opportunities or **Unfair opportunities** refers mainly to statement 11 of Table 2: People of all backgrounds have the same opportunities at Capgemini Group. This refers also to the processes for promotion that might sometimes be blurry for employees.

Diversity is seen or **Diversity is not seen** does not refer to one statement in particular. Lots of comments are derived from statement 3 of Table 2 (I believe Capgemini Group

is a diverse workplace (for example, gender, disability, ethnicity, sexual orientation, social background, care giver status and culture)), but many other comments on other statements are mentioning the diversity in colleagues or the lack of diversity among them.

Inclusive workplace or **Not inclusive workplace** does not refer to any specific statement. Some employees have stated facts that there is for example no inclusion of disabled people, older people, or language inclusion (as some meeting might be held in Dutch or French with or without prior consent of everyone in the meeting).

All backgrounds are accepted or **Not all backgrounds are accepted** refers to statement 5 of Table 2: At Capgemini Group, people of all background are accepted for who they are.

Leaders take actions or **Need actions from top down** refers mainly to statement 6 of Table 2: I believe leaders take action to foster an inclusive workplace (where different groups or individuals with different backgrounds are accepted, welcomed and treated equally).

Efforts on DI are seen or **Could do more/Efforts on DI are not seen** refers mainly to statement 4 of Table 2: I'm satisfied with Capgemini Group's efforts to support diversity and inclusion (DI). However, throughout the analysis of the statements and the comments made from employees, lots of negative comments were given, derived from other statements, such as statement 1.

Safe from discrimination or **Unsafe from discrimination/Positive discrimination** refers mainly to statements 9 and 10 from Table 2: I believe Capgemini Group would respond appropriately to instances of discrimination (e.g. unjust treatment of people, based on characteristics such as gender, age, ethnicity, etc, regardless of intent); I feel safe from discrimination at Capgemini (e.g. unjust treatment of people, based on characteristics such as gender, age, ethnicity, etc, regardless of intent). Special mention was made to positive discrimination, being part of the discrimination types that could occur in a company, in order to already guide the analysis towards gender diversity (even though positive discrimination can tackle other traits of diversity than gender). It must be noted that from the observations made during the internship, positive discrimination is a practice that is not wanted within the company. Basing opportunities on a gender-based approach is not well seen and thus not encouraged. In the category **Unsafe from discrimination**, count was also made about comments stating that the employee has faced inappropriate comments.

Well valued or **Not well valued** refers mainly to statement 8 from Table 2: I feel like I'm valued as a person at Capgemini Group.

Sense of belonging or Do not belong refers to statement 7 from Table 2: I feel a sense of belonging at Capgemini Group (feeling respected, valued and like you really matter as your authentic self at Capgemini).

Problem at client level refers to the problem that may arise at the client side of operations. As Capgemini workers often work directly at clients' sites, they may be aware of some discrepancies between the intention of the client and that of Capgemini.

Discriminatory questions category refers to the fact that some workers believed, rightly or wrongly, that asking such questions is discriminatory from start. Special mention will be made later on the legality of asking such questions and the impact of disclosing such information has on this type of survey and the company, as the GDPR is playing a key role in the treatment of such personal and sensitive data.

Money issues refers to the doubts of the employees towards differences in wages and salary between genders or ethnicities, or within groups of colleagues.

Lack of awareness refers to comments made from employees that do not have a clear view on the processes at Capgemini. Some examples involve the efforts made by leader around diversity and inclusion, but also around promotions or responses to instances of discrimination.

Too much focus on DI refers to the comments made by some employees that the focus on diversity and inclusion is sometimes disproportionate or too big. As example, some employees believe that this type of focus should not be given at Capgemini Belgium because there are more interesting and rewarding activities.

No opinion/comment refers to comments left blank, or with mention that the employee does not have anything to declare on the matter at hand. This category was placed on both cells of positive and negative feedbacks.

In the analysis of the new table with the 2 new columns, there are empty cells, named 'Blank' in excel. Those cells are blank because only an opposite comment was written. For example, a comment with only a positive comment will have a blank cell as negative comment. In total, 233 positive feedbacks and 261 negative ones were accounted for, 19 had positive and negative feedbacks (being accounted for in excel in both good and bad points), and 179 were without comment or opinion. Here is the detail of counts for each category of feedback:

Good points	Count of Comment	Bad points	Count of Comment
inclusive workplace	6	Not inclusive workplace	18
sense of belonging	8	do not belong	17
leaders take actions	13	need actions from top to down	15

all backgrounds are accepted	13	not all backgrounds are accepted	4
fair opportunities	16	unfair opportunities	18
fair recruitment	18	unfair recruitment	19
well valued	19	not well valued	28
efforts on DI are seen	46	efforts on DI are not seen	24
		could do more	24
safe from discrimination	51	unsafe from discrimination	19
		positive discrimination	14
diversity is seen	61	diversity is not seen	25
		problem at client level	4
		discriminatory questions	5
		money issue	6
		lack of awareness	12
		too much focus on DI	28
no comment/opinion	179	no comment/opinion	179
(blank)	262	(blank)	233
Grand Total	692	Grand Total	692
Total number of comments	251	Total number of comments	280

Table 6: Count of comment for each category of positive and negative feedbacks from the Pulse survey

From this Table 6, it is observable that the number of comments given for categories and their counterpart are sometimes close. This shows that there are some disparities within the company that the company should look at, as some might feel and perceive one thing, and employees from another part of the company might perceive something totally differently. Other categories such as 'inclusive workplace', 'sense of belonging', or 'all backgrounds are accepted' have more polarised answers, with one of the counterparts taking the striking lead on perception, sometimes for the worse like majority of comments in favour of 'not inclusive workplace' or 'do not belong', or for the best such as for the fact that diversity is quite visible to the eyes of employees. Capgemini Belgium should thus work on both problems, trying to understand why there are such differences in opinion, and then solve the problematic on the polarised answers.

On the negative side of comments, the position of the category 'too much focus on DI' must be discussed. Lots of comments from employees were given about this, being the category that has the most comments together with the category 'not well valued'. A portion of the employees think that the diversity and inclusion topic should not be a matter at hand, that it is only a form of brainwashing or that having homogenous teams is not wrong. Overall, those employees feel that giving the focus on diversity and inclusion should not be a priority because they do not care about or support it and that this irrelevant focus is too big a waste of time and energy. It can be implied from those comments that they are resistant to the changes of the modern gender diverse company. This resistance to change can be detrimental to the well

development of policies within the company, and so Capgemini Belgium should watch out for the implementation of new policies made in the future, so as not to bring other reactions of resistance, but also should be able to manage the resistance. Capgemini Belgium should also make efforts to train and make employees aware of the benefits of diversity and inclusion policies and workplace, to try and shift these mindsets around.

Concerning the inclusion category, 12 out of the 18 comments made on this subject showed a desire to see more inclusion for disabled people at the company, as this type of diversity is not seen at Capgemini Belgium by the employees. The other comments were made on the linguistic and age inclusion. Another observation can be made: majority of comments given around inclusion and sense of belonging were negative, but at the same time, most comments concerning the acceptance of all backgrounds were positive. This shows to Capgemini that there are again some disparities in the perception of the workplace, that it should be working on to harmonise the feelings of the employees throughout the different BU's. A good point for the company however is the vision of diversity in the eyes of the employees. Out of 86 comments concerning this category, 61 are positive, indicating that lots of different nationalities, cultures, ethnicities, backgrounds, religions, or sexual orientations are visible to the eyes of the employees. A last observation before looking into more details to gender-related comments would be on the lack of awareness. Some employees have stated that they do not know what efforts, actions, and types of support are put in place from the company concerning diversity and inclusion. Those comments were also related to the opportunity processes and the answer to discrimination. Capgemini should maybe thus be working on their communication tools, so that they can make sure that everyone is well-aware of all the processes in place at the company.

When refining to gender related issues, the number of comments made by employees on this specific subject amounts to 56. Those 56 comments are spread among nearly all categories above and statements, 12 being related to positive feedbacks, 39 being related to negative feedbacks, and 5 where feedbacks are both positive and negative. Here is the detail of counts of inputs related to gender issues, derived from their category of comments:

Good points	Number of Gender related comments	Bad points	Number of Gender related comments
inclusive workplace	0	Not inclusive workplace	1
sense of belonging	0	do not belong	1
leaders take actions	0	need actions from top to down	1

all backgrounds are accepted	0	not all backgrounds are accepted	0
fair opportunities	1	unfair opportunities	4
fair recruitment	2	unfair recruitment	1
well valued	0	not well valued	0
efforts on DI are seen	6	efforts on DI are not seen	1
		could do more	4
safe from discrimination	1	unsafe from discrimination	2
		positive discrimination	11
diversity is seen	7	diversity is not seen	8
		problem at client level	1
		discriminatory questions	2
		money issue	2
		lack of awareness	1
		too much focus on DI	4
no comment/opinion	0	no comment/opinion	0
(blank)	39	(blank)	12
Total	56	Total	56
# comments	17	# comments	44

Table 7: Count of comments related to gender issues from each category in the Pulse Survey

When looking into more details to gender-related comments, the ratio of positive and negative comments is less balanced than in the grand total. Only 21% of the comments are only bringing positive views of the workplace, whereas nearly 70% of the comments are purely negative, the rest having both positive and negative feedbacks. The striking positions, compared to their positive counterparts, of the category 'positive discrimination' and 'unfair opportunities', and the categories that have no counterparts need to be noted. When comparing Table 6 with Table 7, it can be noticeable that, out of 14 comments made concerning positive discrimination, 11 are gender related. This shows well that the problem of positive discrimination at Capgemini Belgium is turned towards gender issues, and not mixed towards different types of diversity traits.

In the category 'positive discrimination', which was commented by both men and women as the employee was sometimes disclosing their gender themselves in the comment, both binary genders feel that the hiring and promotion processes are based on gender and not on skills, as the company is in need of more women to close the gender gap. This led to the turning down of opportunities because receiving those based on the fact of being a woman would install a feeling of discredit for the woman but also for her surrounding, which would also be counterproductive for the company, as the right talent is not found based on their skills but rather based on gender, meaning that some other employees could be a better fit at the job than the one hired for their gender. Some comments in this category were even evoking the fact that men might not be

evolving as fast as women due to positive discrimination practices. To the contrary, in the category of 'unfair opportunities', it has been remarked from respondents that women have more difficulties than men accessing higher positions, having thus a slower career path and less opportunities to go further.

Even if it is rather mitigated compared to the positive counterpart, in the category 'diversity is not seen', it was mainly pointed out that there is still too big a male representation of employees, even if it remains logical as the field is predominantly male-related. Those kinds of comments show that the position of Capgemini Belgium regarding gender diversity should evolve as some employees do not see the impact of gender diverse recruitment processes on the work floor.

In the first part of the analysis of the Pulse survey, the priority was given to 5 statements to confirm or invalidate Hypothesis #3. Those were statements 3, 4, 9, 10 and 11, referring respectively to Capgemini being a diverse workplace, the efforts to support diversity and inclusion, and the last 3 referring to non-discrimination. When looking at Appendix #5 (Comment table analysis and results) concerning the count of good and bad comments compared with gender related ones, a total of 34 out of 56 gender-related comments were made for those 5 statements, 27 being negative, 4 being positive, 3 comments having both positive and negative answers. With nearly 80% of the comments on those statements being negative, it is hard to imagine that Capgemini is actively pursuing and implementing policies to retain women in the workplace, giving them higher positions as fast as men, and speed up the equality between genders, as Hypothesis #3 wants to demonstrate. It has been noted that the balance between genders is not achieved, with too many men in the workforce and not enough female representation throughout the different levels and positions. The remark of positive discrimination was also often given. It appeared in those 5 statements that the company, as stated before, might be promoting women based on their gender and not on their skills. Even though this would go in the right direction for Hypothesis #3, to speed up the equality between genders, this is a counterproductive method, giving rise to future problems as productivity might decline overtime because the right talent are not at the right place.

4.1.3 Results

In a nutshell, the analysis of those sheets and comments enabled the appearance of some similarities and discrepancies in the feeling of employees, as well as some other

problems the company may face. Indeed, from the cross-matching table and the comment table analysis, it can be noted that statement 9 regarding the appropriate answer to discrimination has the highest score in comments and for women in the company, which is a good sign for the retention of female employees to the company. It can also be remarked that from the comment table, statement 8 concerning the value of the employee as a person has the lowest score, and that it goes in line with the feeling of employees overall in Table 3 but also of men and employees not disclosing their gender in Table 4, as this statement has the lowest score for these 2 categories of employees in the cross-matching table. From the analysis, some problems arose, such as positive discrimination towards the female gender, being counterproductive as the right talent can be lost and female workers can have their reputation and credibility jeopardised as they are being promoted for their gender and not their skills, and the resistance to change seen from portion of employees thinking that there should not be a focus on diversity and inclusion. Those pieces of information were linked with the third hypothesis made, as the focus was given to some statements and category of comment, for which the results of the hypothesis will be stated in the next part of this paper.

4.2 Listen to our women's voice workshop

4.2.1 Description

As part of the internship program, I had the chance to help developing a workshop session called 'Listen to our women's voice' with the CSR officer, which I also facilitated. Seeing the results of the Pulse Survey, the purpose of this workshop was to gather feedback directly from female participants, this time focused on gender, by installing a safe zone where participants could give freely their opinion about the deeds and sayings at Capgemini Belgium. This workshop was a good way to have the input from women in the workforce about their feeling as being a woman within the company, and what could be improved at Capgemini Belgium to make the women feel better and retain them. This workshop was also another way for participants to get to know each other. Indeed, the first question that was asked during the session was whether the participants knew each other, then a round of self-introduction took place. As for the Pulse Survey and as these workshops were conducted anonymously, it is not possible to add all detailed answers. However, the full analysis and results of these sessions are to be found in Appendix #8 (Listen to our Women's Voice – workshop results).

Each session lasted 1 hour. To have feedback from different part of the company, some women from each BU were invited to share their views and feelings. Even if more

were invited (32 in total), a total of 12 women had time and will to take part in and contribute to the session. A total of 5 sessions took place virtually through the month of February 2022. The proportion of participation from each BU is as follows:

- 3 participants from ABL, including 2 from the brand Sogeti
- 2 participants from Capgemini Invent
- 2 participants from Financial Services (FS)
- 4 participants from Capgemini Engineering (CE)
- 1 participant from Cloud Infrastructure Services (CIS)

It goes without saying that this proportion is not representative of the whole company, but rather was a first step into getting direct feedback from the field, and gauge the interest shown by participants to the topic.

The workshop was divided in 2 sections: one answer-on-scale section, and one with open-ended questions, both facilitated with a Mural board (see Appendix #8 for details and graphic view) where each participant was attributed a colour. Theoretically, for each section, introductory explanations were given, then time was allowed for the participants to answer the questions. After the questions were answered, time was taken to unpack the responses, so as to understand their feeling and opinion.

The answer-on-scale questions and scales were as follows:

Questions	Possible answers on scale
How are you feeling as a woman at Capgemini?	<ul style="list-style-type: none"> - Not good at all - Not so good - Ok - Good - Super
Do you feel that, as a woman, Capgemini is a good place to continue your career evolution?	<ul style="list-style-type: none"> - No - I don't know - Yes
Do you feel that Capgemini is doing enough to support women in their career evolution?	<ul style="list-style-type: none"> - No - I don't know - Yes
Do you feel considered equally as a woman at Capgemini when it comes to promotion opportunities?	<ul style="list-style-type: none"> - No - I don't know - Yes
Are you aware about Capgemini actions on diversity?	<ul style="list-style-type: none"> - No - I don't know - Yes
Would you recommend Capgemini as a good place to work for women?	<ul style="list-style-type: none"> - No - I don't know - Yes

Table 8: 'Listen to our women's voice' workshop - List of answer-on-scale questions and answer

Six bullets of colour were placed on the Mural board for each participant. After the round of introduction, participants had time to take the bullets of their colour, and place them on the scale, at the spot that best fit their level of feeling, according to the scale described above. After all participants had placed their bullets, each reaction was unpacked and comments were gathered in a debriefing, in order to have the full picture of their feelings and go deeper in the level of feedback received.

The second part of the workshop was made up of open questions, where participants could share any thought that they might still have after the first section. Note must be made that, as participants had lots to discuss during the debriefing from the first section, less time was allocated to the second part. The questions from this second sections were:

- 'What don't you like in the way Capgemini is supporting you as a woman?'
- 'Is there any initiative linked to gender diversity that you would like to highlight?'
- 'What could be put in place to better support you as a woman?'
- 'What behaviours do you expect from leadership to live an inclusive culture in our company?'
- 'Anything you would like to add?'

Like for the first section, each participant had colour-coded stickers at their disposal to write any feedback they might have on any of these questions. After the explanation of the section, participants had theoretically time to write their thoughts on their stickers and move them to the right related question. As time was often missing for this section of the workshop, the feedback on those questions were often given orally directly, instead of on the stickers, and noted in the debriefing of the workshop.

After each session finished, the Mural board was turned anonymous, as well as every comment and thoughts from the participants. All that remains is the BU of the participant. This way, it is possible to see if the main situation is good or bad, and to compare situations between BU's as well and check if one BU needs more attention than others.

4.2.2 Analysis

After finishing gathering inputs from all 5 sessions, an excel sheet was created to put together all the data gathered and start an analysis of the sessions (see Appendix #8 for full results). Here is a summary of the data gathered from the 5 workshops. From the

scale questions: (as it is a scale, *No/I don't know* and *I don't know/Yes* mean that the respondent gave an answer on scale between both answers)

Questions	Number of answers from participants (and %)	
1. How are you feeling as a woman at Capgemini?	Not good at all	0
	Not so good	0
	Ok	2 (16.5%)
	Good	8 (67%)
	Super	2 (16.5%)
2. Do you feel that, as a woman, Capgemini is a good place to continue your career evolution?	No	0
	<i>No/I don't know</i>	0
	<i>I don't know</i>	1 (8%)
	<i>I don't know/Yes</i>	7 (59%)
	Yes	4 (33%)
3. Do you feel that Capgemini is doing enough to support women in their career evolution?	No	0
	<i>No/I don't know</i>	2 (16.5%)
	<i>I don't know</i>	5 (42%)
	<i>I don't know/Yes</i>	4 (33%)
	Yes	1 (8%)
4. Do you feel considered equally as a woman at Capgemini when it comes to promotion opportunities?	No	0
	<i>No/I don't know</i>	1 (8%)
	<i>I don't know</i>	4 (33%)
	<i>I don't know/Yes</i>	3 (25%)
	Yes	4 (33%)
5. Are you aware about Capgemini actions on diversity?	No	2 (16.5%)
	<i>No/I don't know</i>	2 (16.5%)
	<i>I don't know</i>	0
	<i>I don't know/Yes</i>	7 (8%)
	Yes	1 (8%)
6. Would you recommend Capgemini as a good place to work for women?	No	0
	<i>No/I don't know</i>	0
	<i>I don't know</i>	1 (8%)
	<i>I don't know/Yes</i>	9 (75%)
	Yes	2 (16.5%)

Table 9: 'Listen to our women's voice' workshop - Count of answers from participants to each question

One first easy observation to make is that, apart for question 5, the other questions have no responses on the far negative side, which is a good sign for the company.

Possibility of answer		Count of responses from participants
No	Not good at all	2 (2.5%)
<i>No/I don't know</i>	Not so good	5 (7%)
<i>I don't know</i>	Ok	13 (18%)
<i>I don't know/Yes</i>	Good	38 (53%)

Yes	Super	14 (19.5%)
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Table 10: 'Listen to our women's voice' workshop - Total count of responses from participants per category

For all questions combined, and if the answers from Q1 are put to an equal foot to the rest of the questions, the possibility of answer that had the biggest number of responses from participants is the *I don't know/Yes*. This means that overall, the perceived feelings from participants are positive, but could also still be improved.

As for the Pulse Survey above, to try and turn qualitative results into quantitative ones, the comments given orally for each reaction and answer on the scale questions were all gathered in the excel sheet, colour-coded and then transformed into a table with categories, just like what was used in the Pulse Survey above. A total of 56 comments on those scale questions were gathered and put in different categories and subcategories, as follows:

Categories and subcategories of comments	Count of comments
Equality between genders	15
genders are not treated equally	5
genders are treated equally	6
women bias	4
inappropriate comments	3
initiatives for women	4
negative impression on initiatives	4
positive discrimination	3
promotions	9
promotion is a black box	4
promotion is fair	3
promotion is not fair	2
resources/opportunities	2
opportunities to grow	2
salary	3
salary is fair	1
salary is not transparent	2
support from others	9
good support	4
wrong support	5
women at work	3
women not represented	1
women are represented	2
recommendations	3
neutral comment	2

Table 11: 'Listen to our women's voice' workshop - Count of comments per category

From this table, the positive comments are: 'genders are treated equally', 'promotion is fair', 'opportunities to grow', 'salary is fair', 'good support' and 'women are represented'. The other categories have negative impacts, besides the last 2 rows being recommendations and neutral comments. This means that from the 56 comments gathered from the unpacking of the scale questions, 18 are positive feedback (32%), 33 are negative feedbacks (59%), and 5 are outside of those boxes (9%). It is clear to see that, with nearly double the number of negative feedbacks compared with positive ones, the tone of the feedback of the workshop was rather negative, even though the feelings on scale right above were quite positive. It shows that, when digging deeper, uncovered feeling can be found, and so that Capgemini Belgium should do so on a regular basis, to gauge the real sensations of the employees.

Here are some examples of comments (rephrased) to better understand the extent of the categories and subcategories:

When referring to the equality between genders, some comments received went on about the sacrifices of going further, and how much a woman would be willing to sacrifice for her career. For example, the dilemma between being pregnant and climbing the ladders could impair long-term development of a woman's career and has been brought up during the sessions, affecting the future contracts that a woman could get. It was also mentioned that, however good it is to push women upward, being pushed is also a sign of inequality between genders, as society should let everyone evolve with the same opportunities, irrelevant of their genders, but with a gender-neutral mindset, so as not to discriminate against one gender. Regarding positive discrimination, it has been brought up that some women felt that they were getting promoted because there is a need for more women in higher ranks, instead of for their abilities and skills. In doing so, it can lead to women declining the opportunity of getting higher, because of the disbelief and incredibility it could bring, which will be later confirmed in the next part, linking the analysis of this workshop with the Pulse Survey. When referring to promotion as a black box, it has been said oftentimes that the process for promotion is not clear enough, there is not enough communication or visibility around it. Both problems of positive discrimination and unclear promotion processes (on top of comments saying that promotion is not fair) could be linked together, making the process of getting promoted a shadow area, where skill-based and gender-based opportunities are mixed when they should not be.

The problematic represented with the category 'women bias' refers to some facts that the company should address in their upcoming campaigns and policies. From the comment received during the sessions, there seems to be a pattern of female behaviours that could possibly hinder their career perspectives, namely the fact that women tend to be shier and so superiors might have to push to get them the visibility they need, or the fact that women want to tick all boxes for promotions, whereas men tend to go as they are. Regarding the initiatives in place for women in the workplace, some contradictory comments were mentioned: either there are no specific actions done for women, or on the other side that lots of actions are done but that it is hard to know exactly what is going on. One striking comment though was about the place of the community WoMen@Capgemini BE within the company and the processes of the company. Indeed, one might fear that being part of this group raising awareness around gender equality might be wrongly impacting performance evaluations, when it should actually be a positive action in the evaluation. This doubt about the impact of being part of a community that is trying to make things better for employees should be a signal to the company that there is a misalignment between the goals of the community and the perception of it by outsider of the community.

The other categories have received rather mitigated or positive feedback, such as for salary issues, support from other colleagues, or female representation at work. Depending however on the workshop facilitated, meaning the different BU's sharing their thoughts, there seems to be disparities in opinion based on the BU the respondents were operating in. Some women from one BU would show no difference in treatment, promotion, salary, and impact of pregnancy, while others might feel totally differently and observe discrimination and inequalities, unfair promotion opportunities and salary ranges. Overall, Capgemini should take care of the well and harmonious development and placement of its policies throughout the whole company, and in the different BU's composing it.

Concerning question 5 of the first part of the workshop, regarding whether participants were aware of Capgemini actions on diversity and inclusion, 4 respondents were situated themselves in the negative part of the scale, the remaining 8 being rather positive. One remark must be made. Even if it shows that Capgemini should promote better their actions around diversity and inclusion and around gender diversity, 2 of the respondents in the negative part were coming from Capgemini Engineering. As mentioned in the presentation of the company, Capgemini Engineering was recently acquired and the fusion of CE to Capgemini Belgium was at the time of the internship not complete. This explains that not everything is known yet of all layers of employees at CE, namely the existence and processes of the community WoMen@Capgemini. Part

of the internship when working for the community was thus to include and integrate to the maximum possible Capgemini Engineering in the actions proposed by the community for all the other branches of the company. As the fusion of CE to Capgemini Belgium is nearly finished, the implementation of the community to this BU should be done quickly, so as to give the same opportunities to women from CE, even if they are located in another building as well. Besides the special case of Capgemini Engineering, it seems quite encouraging to see that the actions around diversity and inclusion are spread across the different BU's, even if it has been noted that the spread of information should be done differently, as in time of Covid where emails are the main communication tool, more emails are going through to every employee, and some of them might get lost or neglected in the midst of all the information received every day.

When looking now at the second part of the workshop, concerning the open questions, as mentioned above, less time was allocated to this part as the feedback given for the answer-on-scale questions took longer than expected. However, it was still possible to regroup some thoughts that the participants shared and here are the main ideas. Some categories of comment emerged once again, depending on the workshop done, namely 'inappropriate comments', 'equality between gender', 'support from others', 'women at work' and 'initiatives for women'. In the category 'equality between genders', it has been noted that some women would not want to accept an award designed for women, supposed to highlight their efforts in this male-dominated company, because it would not be fair to men, as the award is designed for one gender only. This shows that the resistance to change can arise not only from men who might feel their dominance threatened by gender diversity policies. Concerning the 'support from others', it has been mentioned that there is a need for help to attract women in such positions, namely in the engineering jobs because there is a perception that women have less value there, and that women need to be encouraged to ask for promotions because they are as entitled to do so as other men. However, when talking about the support needed for women, one observation was made, that implies that women should not think that they absolutely need the support of other members to evolve but rather that if they think they need it, they can use a variety of tools available within the company. When considering the female representation at work, it has been noted that female role models should be highlighted more often and that there should be more female colleagues in management positions, to show that being a woman in such position is not an impossible task at Capgemini Belgium. The last category that was in common with the first part of the workshop was 'initiatives for women'. Some recommendations were made, namely the creation of personal career plan pre and post maternity for people who wish to have a family, and the placement of menstrual products in female bathrooms.

Other than those comments that can be linked directly to other datasets, some new kinds of feedback appeared in this section. It was stated that employees are in need for mentorship and reverse mentorship programs, coaching and trainings on how to interact with higher levels workers and the behaviours to adapt. Other recommendations arose, such as the fact that diversity and inclusion strategy, actions and targets should be made more transparent, and that gender diversity is not the only diversity type so Capgemini should focus on other types as well. The last recommendations made during 2 different workshops was a proposal to include men to this type of workshop, or create one designed for them, to include and involve them into this discussion and see what their views are regarding gender diversity topics.

4.3.3 Results

The conducting of this kind of workshop enabled to gather feedback that were sometimes in the same category as that of the Pulse survey, confirming thus to the CSR officer the disparities in thinking of women in different BU's and the existence of discriminatory processes both directly from employees making inappropriate comments or from other positions, giving rise to inequalities of treatment between genders, support that is wrongly attributed or unclear promotion and opportunity processes, leading sometimes to positive discrimination taking the lead on skill-based assessment. Nevertheless, it was a good starting point to also gather feedback around what is going well for some BU's as not all comments were negative. The workshops also enabled the participants to give their recommendations on gender issues observed directly during the session, giving the opportunity to the CSR officer to include the recommendations directly in the roadmap for the years to come. Those recommendations were mainly about the ways of communication around gender diversity policies and actions from the community WoMen@Capgemini, but also about the types of training that employees might need and the inclusion of men to these workshops to have their views and opinion on the matter.

From the analysis of datasets given by the company and the results of the designed workshops here, some similarities have been found in the categories of comments, namely positive discrimination, inappropriate comments, the value of the employee as a person and the promotion issues that have been confirmed. Indeed, it has been repeated that positive discrimination is a problem at Capgemini Belgium, as there is a need for more women in the workplace. This positive discrimination could also be a reason for the blurriness in the promotion processes, as many refer to it as a black box or unfair. From the comments, this is linked to the unfair opportunities that are given to employees.

4.3 Observations made during the internship

During the internship at Capgemini Belgium, I asked oftentimes whether there were some documents available around gender diversity. Documents such as the Pulse Survey were made available at some point, but it seemed that there is no proper document existing related to the percentage of men and women (or any other gender) working at the company. Therefore, the only source of information regarding the state of diversity within the company was throughout the Pulse Survey and workshops, when looking into the comments and scores and analysing whether diversity and female representation was perceived from the employees. This was a major limit in the analysis of the documents available and will be in the recommendation part as well, as the assessment of gender diversity cannot be made in full. One may wonder how to improve a situation if the situation is not assessed at first. When refined to gender diversity, it is clear that Capgemini Belgium wants to get better at it and empower women in the workplace, but without having the clear view on where they are standing at certain points in time, it makes the well-development of policies around the topic more complicated. That could also be a reason for the common misalignment and misunderstanding about everything that is happening around gender diversity, namely from the community WoMen@Capgemini, or the personal questions in the Pulse survey, asking the gender identity, sexual orientation, or ethnicity of employees. At first sight, it seems that Capgemini Belgium wants to improve gender diversity but does not have a clear plan on how to do so. The appointment of a full-time dedicated CSR officer, who will have to work closely with the HR department as data are mainly gathered at their level, is a good step into aligning, professionalising, and reporting the development and results of such Pulse Survey and future policies.

Other documents that were asked were the policies in place at Capgemini Belgium around diversity and inclusion, and more specifically also around gender diversity. During the first exchange of information after the internship with Annlore Defossez (Appendix #6), it was confirmed again that there is no policies yet existing and formalised around this topic. However, at global level (Capgemini, 2021), Capgemini Group is following the United Nations 17 Sustainable Development Goals, trying to improve in the area of 11 goals, where goals #4, #5 and #10 can be linked to this paper, being respectively:

- 'Quality Education'
- 'Gender Equality'
- 'Reduced Inequalities'

The actions made around gender diversity at Capgemini Belgium are thus flowing from the global perspectives and the signing of UN Goals. This shows that there is a basis of framework from which the company can work at a Belgian level. However, following the global path without adapting it into formalised policies at the Belgian level might not be sufficient when dealing with more than 2,000 employees (even if this number is rather small compared to other countries in which the company is operating). Special part in the recommendations will be made for the creation and implementation of diversity and inclusion and gender diversity policies in the company.

Hypothesis #2 is: Capgemini is actively pursuing activities to reduce Insider-Outsider dynamics, align Intent and Impact and correcting unconscious bias, whether for diversity and inclusion in general or for gender diversity specifically. Besides the lack of policies, seeing that some actions were taking place, such as the Pulse survey and the actions from the community WoMen@Capgemini to raise awareness, details were asked to know exactly what kind of processes were put in place for all the employees of Capgemini Belgium, for example concerning unconscious bias, intent and impact and insider-outsider dynamics. It was observed during the internship and later confirmed with the exchange of information that there are no compulsory trainings regarding any three of the topics hereabove. Capgemini employees have however access to different websites, such as Harvard Manage Mentor or Degreed, that include variety of trainings available to all, comprising courses and paths around unconscious bias on both of those websites. As the completion of those trainings is not obligatory for employees, it could be inferred that not every employee has already taken them, especially for those employees showing resistance to change from the comments of the Pulse Survey (category 'too much focus on DI'). As for trainings on unconscious bias, it was confirmed during the first exchange of information (Appendix #6) that no trainings were given around the topics of intent and impact and insider-outsider dynamics. From the latter, it can be argued that the sole fact of working on reducing the gender gap within the company goes in line with the reduction of insider and outsider employees. Indeed, if women are represented as the outsider group, and men as the insider group with thus originally more power in the decision making process because of their outnumbered representation (especially in a company like Capgemini Belgium that is operating in male-dominated field), working on closing the gender gap, having thus more women working parallel to men and a diversity of thoughts and ideas will redistribute to share of power amongst employees and reduce the dynamics of insider versus outsider groups, and so mitigate the results for the second hypothesis.

When working for the community WoMen@Capgemini Belgium, some other observations, here more on the functioning of the community. First, as the community

at Belgian level is derived from the one at global level, it is supposed to get some guidelines from the higher level and implement them at local level, adapting them to the Belgian environment. However, it seemed during the course of the internship and different meetings that the lines are not well defined and organized, leading sometimes to redundancy in meetings and blurriness in what to follow and do at Belgian level. Seeing the few guidelines received from the group, it is not impossible to understand that the community at local level decided to do things their own way. As mentioned in a previous part of this paper, the community describes itself in internal documents as “striving and supporting (gender) diversity within [the] organisation” (Capgemini Belgium, 2020a). It “provide[s] a platform to help women grow and develop themselves within Capgemini, attract talented females to [the] organisation and retain them to reach a gender-balanced company. Raising awareness around gender diversity forms the basis of these mission objectives” (Capgemini Belgium, 2020a). To this end, the community organises events and actions to raise awareness around gender diversity and equality issues. When interacting with the community members, however, it has been made clear that the intentions of the members were broader than working solely on gender diversity. This might have arisen from the fact that there was no full-time dedicated CSR officer until very recently in January 2022, CSR being always a second matter. The community took thus the lead on multiple actions that were not related to genders, not that this is not a good thing to have done since other types of diversity also need to be promoted. However, promoting other types of diversity via this community might be confusing and lead to other undesired consequences.

For example, seeing that there were discrepancies between the community at a global level and that at Belgian level, the lead decided to make a workshop session for the members of the community to decide the future of the community in Belgium (see Appendix #9 For the results of the workshop). During this workshop that I facilitated, the members discussed the future vision, mission, goals, and values of the community, to fix them and know whether it makes sense to keep the community in place or not. Observations from this workshop include the fact that, even if it was supposed to be strictly restricted to gender diversity, lots of conversation went on about diversity and inclusion in general, including sexual identity and ethnicity. This was of course not the purpose, but as it went on, it showed that there is a misalignment between the purpose of the community (or only its name) and the purpose of the members making it. Recommendations were made to change the name of the community as it does not call for enlarged participation of employees. The name at global level is Women@Capgemini but has been turned in Belgium only to WoMen@Capgemini, to evoke that the community is not only for women but also for men, but also needs to be working on more gender balanced perspectives, such as not only working on female-related issues. Changing the name of the community would be helpful to be attractive to other genders

and lose a bit of this tension around it but taking into account this recommendation to include other types of diversity within it would be counterproductive. It is the only gender-based community in the company, related to personal trait of diversity and it has done a lot for diversity and inclusion so far. Broadening it to other types of diversity would create a mix of people coming together to talk about totally different topics at once, which would perhaps cause cacophony and vagueness to install around all different topics and actions to be made. Keeping this community and realign its goals, members, and tools to fit gender diversity would be a better solution, changing the name or not. Special recommendation will be made about a proposed structure and place of the community within the company. The work of the community still needs to be highlighted as it is giving a recognised space for women in the company, to gather and discuss gender topics, and also raise awareness around them. Having the support of a higher positioned employee, the CSR officer working at the same level as other officers, is also giving the community more credibility in what they are doing.

4.4 Productivity Analysis

Hypothesis 1 was: the pursue of diversity and inclusion policies at Capgemini will increase productivity of the employees. The productivity equation that is well known states that productivity at work is equal to the ratio of the quantity that a firm produces to the quantity of work used. For a firm like Capgemini, where the production is not as quantifiable as merchandising companies, the productivity of the firm and the employees depends also on the objectives, time and means for each task (Indeed, 2021). The link between productivity and performance and gender diversity, as mentioned in the first part of this paper, is something that has been proven already with case studies of thousands of companies, looking at the rate of women in the workplace, in management positions and in C-suite positions, linking this to the performance of the company. This kind of analysis was not done for the writing of this paper, and so the first hypothesis cannot be confirmed or invalidated with such analysis. Furthermore, it has been confirmed that no policies were yet formally stated for Capgemini Belgium, so the theoretical confirmation of the hypothesis is jeopardised. However, from the data that has been gathered with the Survey, it has been possible to spot comments that would go against the confirmation of such hypothesis. This must nevertheless be taken slightly as the computing of productivity in a knowledge-based firm, compared to a manufacturing firm, takes into account different, more sophisticated variables. Capgemini could however pursue the same research as done in other previous papers published, taking 2022 as reference year and comparing the performance (being mainly the turnover of the company) to the reference year, and the advancement in gender

policies and recruitment, provided that other sets of data are documented such as the ratio of women and men in the workplace.

In the explanation of the business case for diversity and inclusion, which led to the statement of a first hypothesis, it was explained that a worker that feels good in a company has more chances at staying at this firm, which means for the corporation that they are able to retain their worker, leading thus also to an increase in productivity from the employee being able to bring their authentic self at work and feel included. When looking at the Pulse Survey and the statements, some were well referring to the sense of belonging and the value of the person within the company (statements 7 and 8 from Table 2). When taking a look at those statements in both the cross-matching table of scores and the comment table analysis above, it can be seen from Table 4 that those 2 statements have scores lower than total averages for each gender, and that the scores for statement 8 are the lowest from the column for employees identifying as men and employees wishing not to disclose their gender. This means that men and employees not disclosing have the least trust in Capgemini when tackling the value they bring as a person to the company, which could on the long run cause retention problem to the company. Some comments are making it clearer to understand this low position, with 28 comments out of 47 feeling that they are not well valued, and 17 out of 25 comments stating that they do not belong. Both averages in the comment table analysis are the lowest with only 5.98 as average score. From both tables, it can be deducted that Capgemini has still big a room for improvement regarding the value given to each employee and the overall sense of belonging that could make workers feel even better at the company, leading to a greater rate of retention for Capgemini Belgium.

The company is also facing 2 other problems when dealing with this first hypothesis of productivity, namely the resistance to change and positive discrimination. Starting with the latter, promoting, or hiring based on a diversity trait instead of skills is well known to be counterproductive. Indeed, as it has been explained already, when hiring based on skills, the company can make sure that they have the right talent at the right place to do the job, whereas if they are hiring based on gender for example, they might miss out on opportunities to have a better, more talented worker in position, that will boost productivity in a higher way than the person hired based on gender to boost quotas. This is apparently well understood of some employees, as some comments mentioned that some female employees were given opportunities because they are women and not for their skills, which some refused, being afraid that this could hinder their relations and career perspective later. The second problem is the resistance to change. As seen already in the analysis of the comments made in the Pulse Survey, a portion of employees feel that the diversity topic should not be brought up, that it is

irrelevant and a waste of time and resources. It has been stated already that those employees should be taken care of, by demonstrating that the pursue of diversity and inclusion policies can increase productivity, theirs among others. Those employees who do not see good in diversity and inclusion and gender diversity are the ones who will jeopardise the effect and impact of such policies within the company, as instead of pushing innovation further than they already see, they might stall in their comfort zone, which will not increase productivity as the business case predicts it.

In a nutshell, even if Capgemini Belgium has no formally stated diversity and inclusion, and gender diversity policies other than following the UN Goals for Sustainability, some other factors could be found to check if the pursue of diversity and inclusion actions, such as from the community WoMen@Capgemini or the sending of the Pulse Survey. All those factors of belonging, value of the employee, positive discrimination and resistance to change do not go in line with the confirmation of this first hypothesis, as they are negatively impacting productivity in the workplace.

Part 5: Results on hypotheses

The three hypotheses were:

H1: The pursue of diversity and inclusion policies at Capgemini Belgium will increase productivity of the employees.

H2: Capgemini Belgium is actively pursuing activities to reduce Insider-Outsider dynamics, align Intent and Impact and correcting unconscious bias, whether for diversity and inclusion in general or for gender diversity specifically.

H3: As Capgemini Belgium is operating in a rather male-dominated field, the company is actively pursuing and implementing policies to retain women in the workplace, giving them higher positions as fast as men, and speed up the equality between genders.

The analysis of documents provided by the company as well as the data gathered during the workshops allowed for the confirmation, mitigation, or invalidation of those 3 hypotheses. Starting with hypothesis #1, explanations were given in the productivity analysis in part 4 of this paper that no stated policies on diversity and inclusion, let alone gender diversity are made at Belgian level. On top of that, no analysis such as what is done in the literature review has been made at Belgian level, leading to the potential null statement of this first hypothesis. Nonetheless, it could be seen from the comments made in the Pulse Survey that the feeling of belonging and of being well valued by the

company are below averages. There are also other problems such as positive discrimination and resistance to change that could hinder the productivity of employees within the company. Deeper analysis regarding the productivity analysis of the company should be made, so the results for this hypothesis are only mitigated, as no real analysis has been made other than on the comment table.

Moving on to the second hypothesis, it has been confirmed that the company at Belgian level has no compulsory trainings about any of the three topics of intent and impact, unconscious bias, or insider-outsider dynamics. The company makes trainings on unconscious bias available to all on their platforms, namely Harvard ManageMentor and Degreed, but being not compulsory, it can be inferred that not every employee has taken the trainings. It has been seen that Capgemini Belgium is trying to reduce the gender gap, so potentially reduce the insider-outsider dynamics by giving more power to women in the workplace. However, those are the only evidence that would point in the right direction for this hypothesis. The result for this second hypothesis is thus only mitigated as well, or even invalidated as there is no evidence that the company is actively pursuing activities strictly related to those three topics.

Tackling now the last hypothesis, it must be noted again that the company has no real policies in place for diversity and inclusion, rather actions put in place by the supporting departments and the community WoMen@Capgemini. When analysing the cross-matching table and the comment table and refining the analysis to 5 critical statements, it seemed at first sight (with the total averages for genders) that the company was going in the right direction. However, deepening the analysis by checking each gender's score, it was shown that women are systematically giving lower scores than men, meaning that their feelings are worse, and that the employees not disclosing their gender have even lower scores than both binary genders. From the 5 statements, there are some disparities, as female respondents gave the highest score for the appropriate answer to discrimination, whereas employees not disclosing gave the lowest score. From the tables and the workshop, other problems arose such as positive discrimination and unfair promotion processes playing a role in this hypothesis. In such, promoting women as fast as men is the goal, but the feeling that women are being promoted only because of their gender is not the one that should be installed in the company. Even if this type of discrimination would eventually speed up the equality between genders at all levels of the company, it would most certainly create new future problems, as the right talents would be lost for the jobs and the credibility and validity of women can be jeopardised as well. When mentioning retention, it has also been stated before, with other critical statements, that the feeling of belonging and value as a person is something lacking in the company. Despite all those quite negative

assumptions, it must still be noted that having the community WoMen@Capgemini working to raise awareness around gender diversity and giving a recognised space for women is something that might attract other women to the workplace. The result of this hypothesis is thus quite negative. The company has no real policies and, despite the efforts seen to make genders equal in the company and give them the same opportunities, it seems that it has been wrongly done, leading to an overall feeling of discrimination, which would cause other problems in the future. Capgemini Belgium seems however to be on the right direction to close the gender gap, the intent being there, but the impact not being the one expected.

Part 6: Recommendations

In this last part of the paper, a set of recommendations will be given to the company, so that they can optimally improve their diversity and inclusion and gender diversity initiatives. A small benchmark study will be provided, as well as suggestions on how to implement policies and strategy in the workplace. Recommendations related to the community WoMen@Capgemini will also be explained, so that the intent and impact of the actions and members are aligned and the tension around the community can be loosened. The last part concerns another sets of recommendations that is derived from the analyses of the documents and workshops, and sometimes come directly from the employees themselves.

6.1 Benchmark Study

To start the recommendations' part, a benchmark studies analysing what other companies are doing in their field to improve their diversity and inclusion practices, as well as their gender diversity impact is needed. For this, the first element was to understand the steps to have a benchmarking process that would be valid and understandable to all. Therefore, 8 steps to plan a benchmark process were given (Lucidchart, 2022) which are as follows:

- "Select a subject to benchmark
- Decide which organizations or companies you want to benchmark
- Document your current processes
- Collect and analyze data.
- Measure your performance against the data you've collected
- Create a plan
- Implement the changes

- Repeat the process”

The first step is thus to choose the topic, which is the topic of the paper, namely gender diversity and diversity and inclusion within the company. The second point is to choose the companies to analyse. For this, it is relevant to examine what the competitors and companies of comparable sizes and extent, as well as companies with the same business model are doing to improve their diversity and gender diversity state. The main companies that are analysed here are thus Atos, Deloitte, and KPMG, Note must be made that the information that follows was found on the internet and in annual reports, not from live experience, meaning that they have not been confirmed or invalidated by deeper analyses such as that made for Capgemini Belgium.

6.1.1 Deloitte

Starting with Deloitte, at a global level, they committed and are communicating on their platforms about gender balance, racial and ethnic inclusion, LGBT+ inclusion and mental health (Deloitte, 2022b). Going deeper on gender balance, Deloitte affirms that they are striving to reach gender balance across the whole organization, with goals and initiatives. They promote several actions such as the Butterfly Effect, Women@Work, or the Global Gender Impact Report (Deloitte, 2022a). The Butterfly Effect refers to the fact that little actions can lead to big changes. Deloitte is thus giving 12 actions of the daily life that could be done to bring life to the butterfly and not stop the actions being promoted only on International Women’s Day (Deloitte, 2022c). From this Butterfly Effect, Deloitte is sharing stories of how one connection can change a life in their Global Gender Impact Report. In this report, it is also mentioned for example some actions that local companies are implementing, such as Capital Filles in France, mentoring session to girls in a detention centre in Korea, partnership with the right associations so that children in Uganda have access to education, partnership with GirlCode in South Africa to empower young ladies in the IT field to name just a few (Deloitte 2020). Another action that Deloitte has put in place is the WorldClass, which aims at providing expertise and skills from Deloitte’s worker around the world to help people in need to develop their job skills and improve their educational landscape (Deloitte, 2022d).

On a more internal point of view, Deloitte shared in their Annual Report their Leadership Academy and Female Academy actions (Deloitte 2021). The Leadership Academy implemented a new course on unconscious biases that the leaders of the organisation are taking to be more aware about their own biases and so can address

them but also can improve their managerial' skills. Deloitte is also sharing in this report the results and improvement of an anonymous survey where employees give scores to their leaders. The Female Academy is a female only programme that aims at empowering women and young talents with the access to a space where they can develop capabilities and self-reflection and can also expand their network. At a global but also Belgian level, Deloitte is releasing their Impact Report. Those reports explain the social, environmental, business-driven impact that Deloitte has had during a year. In the 2021 Belgian Impact Report published online, when checking at the People section (Deloitte Belgium, 2022a), the company focuses on different types of diversity, namely gender, ethnicity, sexual orientation, and others to achieve greater things together. Therefore, they divulge internal information about their workforce such as the number of employees, promotions and hours of training given during the year. They also share their gender balance ratio, 55% male and 45% female, which happens to be the same as the one found in the 2021 Global Impact Report (Deloitte, 2022e). The Belgian report also gives out the number of nationalities found within the company as well as a section devoted to actions promoted to "respect diversity in all its forms" (Deloitte Belgium, 2022b). In this section, Deloitte Belgium mentions that there is a lab called All-In Activation Lab where leaders discover and learn, like the Leadership Academy at global level, the impacts of biases on their teams and what to do to make positively influenced decisions (Deloitte Belgium, 2022b). Other types of diversity such as concerning LGBT+ are mentioned in the reports both at Belgian and global level but will not be dived in into more details here, to keep a general focus towards gender diversity.

To conclude the Deloitte websites scans, it is easily seen and understandable that Deloitte shows lots of engagement towards the diversity and inclusion practices and gender diversity matters and communicate much around it. Transparency and the platform created to work against unconscious bias could be elements that Capgemini Belgium can take into consideration when drafting their diversity and inclusion plan, more specifically also about gender diversity.

6.1.2 Atos

Moving forward to Atos, it is working similarly to Capgemini in the digital with advanced computing, analytics, artificial intelligence, cybersecurity, digital consulting, and decarbonisation to name just a few of their activities (Atos, 2022a). When taking a look at diversity and inclusion, the created in their Integrated Report 2020 a section "Creating Value through Corporate Social Responsibility", in which they report on environmental, social and governance dimensions (Atos, 2021). In the social dimension, a part is dedicated to Diversity, where Atos reports on the percentage of female within

the company, within the executive group and the number of nationalities for 2019 and 2020, which enables to see the improvement made by the company. The other parts of this social dimension encompass talent attraction and retention with the total number of new recruits and the percentage of which are females and graduates, skills management and development and employee health and safety with the percentages of employees feeling safe and supported (Atos, 2021).

On their different websites, Atos puts the accent on 6 different types of diversity, namely culture, gender, accessibility, age, seasoned professionals, and LGBT+, depending on the country of operations (Atos, 2022b). In France, the gender diversity section focuses on equality between genders with 4 prioritised goals derived from the global entity, aiming at increasing the number of women in the company and in different locations and reduce the gender pay gap (Atos, 2022c). The French branches also partner with start-ups and participate to programs to promote equality and give meaningful mentoring sessions to women in reconversion (Atos, 2022e). The United Kingdom and Ireland (UK&I) page is presented differently, with the focus being put on their strategy for diversity and inclusion, as well as their different networks, that could resemble the community WoMen@Capgemini. The UK&I diversity programs have created 7 different networks, tackling generations, Armed Forces, ability, gender, LGBT+, culture and returners (Atos, 2022d). The Inspire Network promoting gender diversity gathers employees of all genders that want to support Atos in exceeding in gender parity. They focus on attracting, recruiting and developing talented employees of all different genders where they can all fulfil their career aspirations, and thus achieve the diversity expectations of their customers and partners. The network is not restricted to UK&I but is open worldwide and provide webinars and sponsorship programs to employees (Atos, 2022f). Atos UK&I also promotes their “We are Allies” programme, that bring visibility to all allies of diversity and inclusion actions throughout the organisation. Thanks to this program, allies can sign the Allie Pledge, enrich their personal goals towards diversity and inclusion with objectives and self-development plans, share their diversity and inclusion stories and learning progress with their surroundings, and continually learn about the topic thanks to events, learning sessions, trainings, and other initiatives (Atos, 2022g).

The last point that can be interesting for Capgemini Belgium is the plan and structure of the diversity and inclusion strategy of Atos UK&I reported in the report Diversity & Inclusion Strategy (Atos, 2020). Atos UK&I have structured their strategy around 8 main pillars being all explained in detail in the report, aligning their structure to the global diversity and inclusion goals. Those pillars are:

- Inclusive leadership

- Employee lifecycle
- Diversity and Inclusion networks
- Role models and supporters
- Monitoring and analytics
- Inclusive policies and benefits
- Clients and suppliers
- Community engagement

Each of those pillars are monitored and updates on the state of the objectives set up in the strategy are being provided regularly to keep employees and executives in the loop. This strategy set up could be a hint for Capgemini elaboration of their own diversity and inclusion strategy. Each pillar is described and what is done to achieve the goals of the company is also explained in the report. Having a clear and defined strategy, that is being updated whenever necessary, makes it easier to see where the company is going and evolving towards, and what actions can be put in place.

In a nutshell, there are some elements that Capgemini could take from Atos, namely the diversity and inclusion strategy right above, but also the fact for example that the results on the percentage of employees feeling safe and supported is also disclosed in their integrated report, which is something Capgemini could do at a Belgian level, in a CSR brochure encompassing the results of the Pulse Survey and the improvement made over the years.

6.1.3 KPMG

The next company that is being scanned is KPMG. On the KPMG Belgium website, it is mentioned that the company is developing an Impact Plan, that aims at putting sustainability at the heart of every action and help people reach their full growth potential (KPMG,2022a). Part of this Impact Plan is a section concerning People, where KPMG commits to 4 priorities, from which increasing the efforts around Diversity and Inclusion (KPMG, 2022c). On this Diversity and Inclusion topic (KPMG, 2022b), even though the agenda covers more than just that, KPMG Belgium decided to start by focusing on 3 areas and plan for impactful actions. Those areas are gender equality, cultural diversity and inclusion, and generational inclusion. On top of that, KPMG Belgium has set 10 diversity and inclusion principles to meet their goals and build a more diverse and inclusive future. In those principles, there are mentions of leaders' accountability, gender pay gap reviews, tackling unconscious biases, mentoring programs and awareness sessions for cultural, gender and organisational diversity, but also promoting diversity throughout all levels and within key people processes. The

programs described on this page are namely diversity and inclusion trainings on unconscious bias, an expat community to help foreigners settle in Belgium and connect with people from different cultures, and the “It’s Her Future” program that tackles gender diversity within the technology positions at KPMG. KPMG also created a network called Ex(e)ctly for Women that organises events for women to learn and develop new ideas. All this is correlated with their commitment to 2 of the 17 UN Sustainable Development Goals, namely number 5 – Gender Equality – and number 10 – Reduced Inequalities.

Next to the scanning of their webpages on diversity and inclusion in Belgium, the group also reports in their Integrated Report 2020/2021 (KPMG, 2021) the state of their diversity and inclusion practices. On top of the 3 main areas on which KPMG Belgium focuses, the group has also set commitments to Ability and LGBTQ+ communities. This report also highlights the percentages of female and male employees within the company compared to the previous integrated report, and divided into positions (junior, senior, manager, senior managers and partners and directors), so as to see the improvement made over the years.

To sum up this part on KPMG, what Capgemini Belgium can take from their communication is the easiness of access to such information and of content. The data communicated is clear and straightforward: the fact of setting priorities and set up plans to work on them makes it easier to plan impactful actions to reach goals.

After having analysed some companies’ practices regarding diversity and inclusion, Capgemini Belgium should document their own processes and measure their performance against the data that has been gathered in the analysis. From all the information gathered from the different websites above, Capgemini can already learn and implement some measures of their own. The company can be more transparent regarding their diversity and inclusion practices and status. For example, Capgemini Belgium could deliberately disclose information such as the ratio of male and female employees (and possibly non-binary genders as well) as it is a non-sensitive personal information that the company is legally able to gather and treat (Claeys & Engels, 2021). The company could also share their detailed activities and programmes to improve their diversity and inclusion and gender diversity internal state, as well as the result of the Pulse Survey over the years. This could be done on their public website but also in their internal platforms so as to make every employee aware of the actions done at Capgemini Belgium to support diversity, and the improvement made over the years. But before sharing best practices and ratios, the company should draft their diversity and inclusion strategy, as well as their gender diversity policies. This could be done like one

of the companies analysed above, meaning with commitments, principles, and a step-by-step proposed strategy. The policies and strategy should also be as much transparent as they can be and with an easiness to access. The creation of the plan and implementation of the changes based on the strategy is the topic of the next set of recommendations below.

6.2 Implementation of Diversity and Inclusion strategy

When checking for the implementation of a diversity and inclusion strategy, different sources gave examples of actions that the company can do to implement their strategy, engaging every layer of the company to the planning. Tackling the structural part of the implementation, SHRM (2022) and DSM USA (2022) agreed on each other's plan. Initial considerations must be made to ensure that an impactful strategy will be put in place. Those include the commitment from leadership to the diversity and inclusion initiatives, treating diversity and inclusion as an important function to the organisation, just as much as finance or sales, the review of the strategy on regular basis, as well as an audit of the current mission, vision and values statement of the company and ensure that diversity and inclusion is part of them. The leadership must thus be made aware of the business case for diversity and inclusion in order to be the best advocates (DSM USA, 2022). The steps after the initial considerations are as follow:

- Data compiling to determine the need for change
- Designing the strategy to match business objectives
 - o Review mission and vision statements
 - o Level of diversity and inclusion in the maturity model
 - o Setting long-term strategic goals that are measurable
 - o Setting short-term goals, priorities, and initiatives that are measurable
 - o Getting the support needed
- Implementation of the initiative and communication around it
- Evaluation of the result and review of the plan

(DSM USA, 2022).

6.2.1 Data compiling

The first step is to compile data about the already existing state of diversity and inclusion within the company. As explained by Claeys & Engels (2021), due to GDPR restrictions, it is not possible for Capgemini to gather sensitive personal data from

employees and treat them, unless there are rendered completely anonymous. Capgemini Belgium is already collecting such data thanks to their annual Pulse Survey, therefore having already a view on the status and ratios concerning gender diversity and other types of diverse profiles. The other types of diversity can however not be treated because of the way they have been collected (cf. 6.4.2 Pulse Survey layout, questions, and analysis). Therefore, they are an information that the company can only know about. The company needs to review their Pulse Survey in order to be able to monitor and treat the sensitive personal data. The only data that the company can still treat is the gender diversity data. SHRM (2022) also states that surveying employees to know their perception of the diversity and inclusion initiatives could also be useful. Indeed, it has been as it has shed the light on some systemic problems occurring within the company and that could be resolved over the years, such as the predominance of men, positive discrimination, or resistance to change. Again, however, the way the comments and feedback on the initiatives have been gathered should be reviewed for this year's survey.

6.2.2 Strategy design

After having collected the data and surveyed the employees, the second step is to start designing the diversity and inclusion strategy. For this the company can identify from the surveys the key areas that need improvement, spoken of above, and how the strategy that will be put in place can help change the trends. Here, the implementation of a correct strategy will normally help attract women to the company and within the IT field, to reduce to gender gap and bring more and different point of views to the teams. It will also be the chance for the company to try and remove their positive discrimination practices that seem to be problematic, by aligning the different roles of HR and the CSR officer on the promotion and hiring processes. As part of the second step, a review of the mission, vision, and values statements of Capgemini Belgium should be done to ensure that diversity and inclusion is part of those statements and that it will be embedded throughout the whole company. The mission and vision of the group is based on this moto "People matter, results count" (Capgemini Switzerland, 2022). This philosophy that puts the human at the centre of the business is a first sign that Capgemini values the people they are working with. However, there is no real commitment in their mission and vision to a diversity effort. And as Capgemini Belgium is not a standalone company but part of a bigger group, changing the mission and vision of the company might not be possible. Concerning their value statements (Capgemini, 2022c), the aspects related to diversity and inclusion have been found in 3 of their core values, namely trust, freedom, and modesty. Those 3 core values put the accent on openness towards others, respect for different cultures and being attentive to others and being understood. It seems thus that Capgemini Belgium has already a good core to work on to implement their diversity and inclusion strategy.

The next part is determining the level of diversity and inclusion based on the maturity model of Deloitte (see Appendix #10 for more details) (Bourke & Dillon, 2018). The maturity model points out 4 different levels of maturity in the diversity and inclusion processes of a company:

- Compliance
- Programmatic
- Leader-led
- Integrated.

The 2 first ones occur when there is a mandate or a request for change, whereas the 2 last ones occur when there is a real movement from upper management, meaning that there is a transition point between level 2 and 3. Based on the definitions of each level found in Appendix #10, Capgemini Belgium would be positioned between level 2 – Programmatic – and level 3 – Leader-led. Indeed, from what has been analysed in previous parts, on one side, the company is focusing on increasing the representation of one particular group, the female workers, and on the other side, initiatives such as mentoring sessions and events are organised and resistance to change is making its way to the surface. Besides, leaders in some BU's are already committed to diversity and inclusion topics and the understanding of the concepts are linked to the business strategy of the company, as was mentioned in their mission, vision, and values statements. Therefore, Capgemini Belgium has not yet crossed the transition point to reach the full "Leader-led" level of maturity, but is currently doing so, which places the company at the transition point between level 2 and 3. Bourke & Dillon (2018) explain that, to cross this point, more substantial cultural changes are needed, such as having the CEO and other influential leaders challenge the status-quo and the barriers to inclusion, or even aligning and adapting organisational systems to the diversity and inclusion approaches to have rewards tied to inclusive behaviours for example. It is only when the company will be able to address their systemic cultural barriers that it will be able to fully create a movement and influence behaviours and mind-sets.

Going further, the company should set long-term strategic objectives about diversity and inclusion, that align with the long-term objectives of the company in terms of duration and scope (DSM USA, 2022). Some tips were given to set up long-term goals. They should align with the vision and mission of the company, the focus should be given on a limited number of priorities to better impact them, they long-term goals should impact and engage all levels of the company, they should be shared across the entire organisation to foster and encourage support, and finally, they should be integrated in the daily activities. Those long-term goals resemble the 10 principles and commitments made by KPMG regarding 3 key areas prioritised. Capgemini Belgium should thus follow

this path and give priority to their main key areas, that they can choose from the range of diversity types. As gender diversity is already being treated within the company with actions and events from the community, and as Capgemini is operating in an IT, digital and engineering – male dominated – fields, one of the priorities should be set to foster inclusive behaviours towards gender diversity. On top of gender diversity, the company could focus on other types of diversity such as LGBTQ+ communities, linguistic inclusion, generational diversity, ethnic diversity, or social background to name just a few. From those, the only categories of data that are not assimilated to sensitive personal data are linguistic differentiation or social background (Claeys & Engels, 2021). Therefore, the company does not risk much by asking this type of questions in surveys. Focusing on the other types of diversity listed above should be carefully manoeuvred as the GDPR is strictly regulating the monitoring and treatment of such data.

If 3 key priorities are set, the company could focus first on gender diversity, LGBTQ+ inclusion and linguistic differentiation. Indeed, it has been remarked during the internship that there is a growing will to tackle the LGBTQ+ communities and as Belgium is a complex market related to its many languages on top of the common one spoken during meetings – English – the company could focus on its linguistic approaches to diversity and inclusion, also because it was stated in some comments that there is a lack of linguistic inclusion in some meetings. This does not mean that the other types of diversity are being forgotten but they will be put to the side of the agenda, leaving the time for leaders to regulate and normalise the approaches on the 3 main priorities. Capgemini Belgium could also set up a commitment chart with key principles or long-term goals that will and should be embedded in all daily activities concerning those 3 key areas. This chart should be communicated massively throughout the organisation and preferably signed by influential leaders, to show their commitment to diversity and inclusion, but most importantly to indicate to every employee that a real change is ongoing, that diversity and inclusion is not taken slightly, and that is part of their business model. The signature of the chart should also be open to all employees, so that they can show their engagement towards the goals and principles on the long run.

When setting short-term goals, those should be set to know what needs to be done to reach the long-term priorities (DSM USA, 2022). They are lower hanging fruit targets that can be achievable more easily. Unlike the priorities set right before that can be sometimes a little evasive, those short-term goals need to be SMART (specific, measurable, achievable, relevant and time bound), to have a clear view and detailed action plan that can be added to the roadmap of the CSR officer for the years to come. Some examples of short-term goals are communicating the diversity and inclusion strategy, mission, and vision internally and externally, or establishing a diversity council

counting members of the C-suite and with representations from all BU's. A focus should be given to the measurement of those long- and short-term goals. Indeed, they should be put in place in a way that is easily measurable and assessed. For example, when organising learning programs, the education progress can be assessed with pre- and post-session questionnaires about the employee's understanding of diversity and inclusion concepts and behaviours. It is also important to assess how employees of all levels apply what they learned in the session in their daily activities (DSM USA, 2022). The latter could be done via a performance assessment and a reverse one as well, so that managers and leaders can assess the performance related to diversity and inclusion of their subordinates and the employees can also assess and give feedback to their superiors.

Designing the strategy with goals is as important as making sure that the goals set will be supported by leaders, managers, and employees (SHRM, 2022). At senior levels, it is vital that the business case is understood, as well as the link it has with the business model and strategy of the company. SHRM (2022) also states that having one senior "champion" that could be promoting the initiative and responsible to keep the program alive will be helpful for the company. At the management level, Capgemini Belgium needs to identify how they will be responsible and held accountable for the progress and the engagement towards the diversity and inclusion initiatives. One type of expectation could be the ongoing dialogue that managers may have with their team regarding diversity and inclusion, and another could be holding direct reports related to fostering an inclusive workplace. A last recommendation that SHRM (2022) is making is the creation and establishment of a diversity and inclusion committee that will have the responsibility of implementing and reaching the goals set previously and overall promoting the diversity and inclusion agenda. This committee should include all levels of employees from different branches, so that the whole organisation can be reached. The committee will meet regularly, and the members are tasked with promoting the initiative, engaging co-workers to discussions and trainings and reviewing and developing policies for diversity and inclusion in the workplace. From what is described here, it seems that Capgemini Belgium already has a committee in place, that they call the D&I ambassadors, which regroups employees from all BU's and nearly all levels (employees and managers). Having a member of the C-suite in the ambassadors would complete the committee that would thus have an even bigger impact.

6.2.3 Implementation, communication, and adjustments

The last parts in planning the strategy are the implementation, communication, and adjustment of the strategy (SHRM, 2022). The new initiatives and strategy must be

communicated to all employees and other stakeholders, preferably via their preferred communication tool, the one where they capture most of the information. For some, it could be via emails, newsletters internal platforms, social media, or team meetings. Capgemini Belgium could thus spread their strategy via every tool they have at their disposition, to make sure that all stakeholders are reached. In the best case, the implementation of a new strategy will have the desired outcomes set by the company, and the success must be measured and communicated so that the added value to the organisation is demonstrated, which will give even more credibility to the initiatives. Finally, as diversity and inclusion is not static and that the needs of the workforce might be changing over time, a review of the goals set up previously on short- and long-term should be made at regular interval, to check if they are still consistent with the workforce's needs at the time of the review. When adjustments are made, they should be communicated throughout the whole organisation again. A last item that SHRM (2022) puts the accent on is the continuous surveying of employees, to know their perception on the diversity and inclusion strategy and actions, which Capgemini Belgium could easily initiate thanks to the implementation of an annual Pulse Survey.

On top of the structural part of the strategy, other recommendations can be made related to the type of actions and the layout of the strategy (Diversity in Tech, 2022). For example, the use of inclusive language can be helpful to attract all genders and other diverse profiles. During the workshop hosted for the community WoMen@Capgemini, it was already recommended by one of the participants to change the pronouns used in the daily activities to be more inclusive of all employees. The use of inclusive language should be spread and incorporated into all practices of the company, meaning job descriptions but also emails, newsletters or any other type of communication used internally. This way, the many diverse profiles in the company can feel included in the messages and feel they belong to the company. Some of the other examples of actions are already ongoing, such as celebrating some cultural events, mentoring sessions, or listening to employees. However, others such as diversity trainings or challenging unconscious bias could be deepened and linked to the goals setting of the strategy.

6.3 WoMen@Capgemini Belgium

Tackling now the community WoMen@Capgemini, reposition and realignment of perspectives should be done going forward. Indeed, as was explained in the previous parts, it seems that there is a misunderstanding regarding the mission and vision of the community and its extent. Therefore, a first workshop occurred, to try and have clearer views regarding the future of the community, but with mitigated results. The members

should thus regroup again to discuss into more details the future of the community and the name that they should employ. A regular calendar should also be fixed to gather regularly and make the community live, whether online or best in live session at the Capgemini offices. Those meetings could be events or actions occurring for the members of the community, or for the development and functioning of it. The community should also establish a plan of actions and events to host internally and externally. From the first workshop, it had already been asked of the participants and the other members to give their availability to discuss actions and development, with a survey sent to all members, where they could state if they want to meet rather bimonthly, monthly or quarterly, and if they would meet during the day or in the evening. The workshop also helped see clearer in the views of the participants, what their mission, vision and goals are for the community, and that is where the confusion kicked in, as most of the talking were about diversity and inclusion as a whole and not dedicated to gender diversity as the community should be. For this, here is a recommendation for the repositioning of the community within the company and the CSR department, as well as proposed vision, mission, goals and values that could fit, taking into account the results of the workshop done during the internship (Appendix #9: Workshop W@C – the future of the community).

6.3.1 Proposed structure

The CSR department is working on 3 pillars communicated from the group (Capgemini, 2021):

- Environmental Responsibility
- Digital Inclusion
- Diversity and Inclusion

Each of these pillars have goals and actions to raise the bar and have an ethical and more responsible organization. At the Belgian level, the community WoMen@Capgemini would fit under the support of the CSR department like in the image below (Figure 2). Indeed, the pillar Diversity and Inclusion which is being analysed here has 2 categories of actions, being for one part quantitative, and for the other qualitative. The quantitative data deal with the targets, KPI's and objectives that are measurables and communicated to and by the group, whereas the qualitative data are set by the communities, such as WoMen@Capgemini Belgium, that raise awareness around diversity and inclusion topic. The data from this figure has been deducted from the meetings done during the internship.

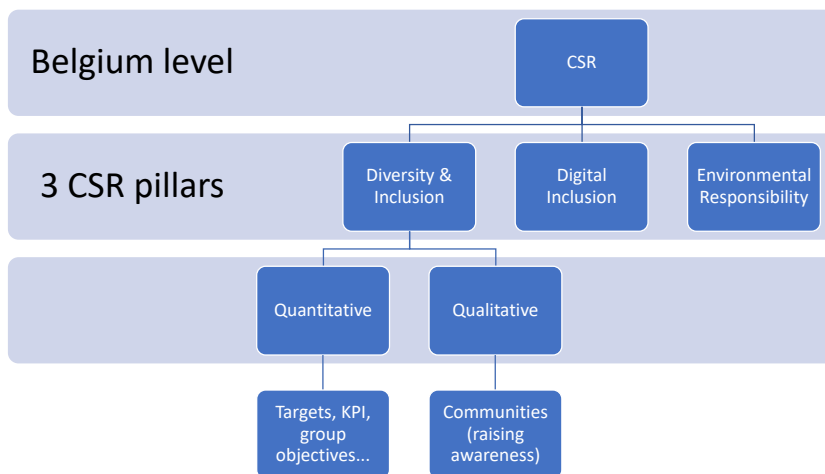


Figure 2: CSR department and positioning of the communities

Regarding the qualitative section and the place of the communities and deducted from what was heard during the workshop, it seems that the members of WoMen@Capgemini are all ready to make space to other types of diversity in the company. Therefore, it seems that installing a task force, or a main gender diversity community for Capgemini Belgium could be a good idea (like in Figure 3), to gather people to talk about different gender related topics, share views on what could be done to improve the inclusion of different genders, but also to have bigger views on the events and actions that could be put in place for all genders of the company. This way, actions around not only women could be organized under another hat, which could also remove the confusion brought to the community, as it dealt with other topics. The community WoMen@Capgmeni Belgium could still exist and take its old name back (Women@Capgemini), this time dealing only with female gender issues, raising awareness around women in the workplace and host actions both internally and externally around this type of diversity.

Of course, it would not be compulsory for the other communities to exist right away, but rather at the request of the employees. It could be imagined that not all non-binary people at the company wish to have this information disclosed to everyone, but they could still be working on this topic under another cover, which is Gender Diversity @Capgemini. The bigger task force would thus have a bigger responsibility in organizing the global gender actions, tackling for example events and actions that regroup all genders, or events and actions that are occurring only for one of the genders if there is no will from the employees to create the 2 other communities proposed here below, such as International Men's Day or International Non-Binary Day. Next to this gender diversity task force, other communities could thrive, such as OutFront, that tackles the

LGBTQI+ subject. As it was seen from the workshop done that members were interested in broadening the scope and extent of the community, they could be working on the general task force, while still remaining part of the Women@Capgemini community and be part of the actions done from this particular community. From the internship done, it seemed that the lead of the Women@Capgemini Community was really eager to expand her scope of actions and raising awareness around other topics to include other people to the community. This could be the opportunity for her to take a greater part of responsibilities in the shaping of other types of actions and events for the company.

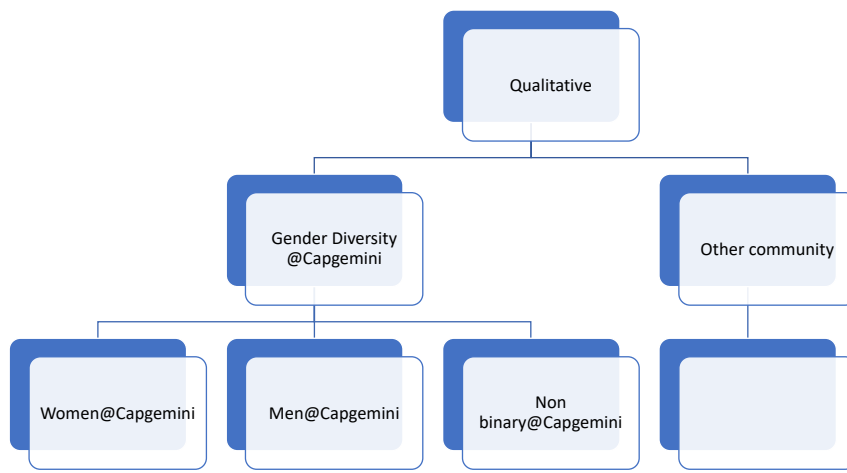


Figure 3: Structure proposal 1 - The place of the communities within the CSR department

Another structure proposal would be to have a main Diversity and Inclusion Task Force, from which all communities are derived, such as in Figure 4. This structure would ease the passing of information between communities via the general task force, as well as giving the opportunity for employees who wish to have views on other types of diversity to do so by being part of the general task force, dealing thus with not only gender diversity but other types, such as OutFront too. As for the previous structure, the people and lead being part of the community now could move to the upper layer while remaining in Women@Capgemini Community for internal and external actions. This way, all the communities have their own internal structure and actions, they report to the general taskforce, which could be referred to as a board for diversity and inclusion, and that board reports to the CSR officer, explaining their general plan of actions for the year, goals and budgets, as well as the details for each community. As for the previous structure as well, it is not compulsory to have directly every community being put in place, but it leaves the space for people to work on different diversity and inclusion projects via the main task force and can thus expand the scope of potential types of diversity tackled by the company.

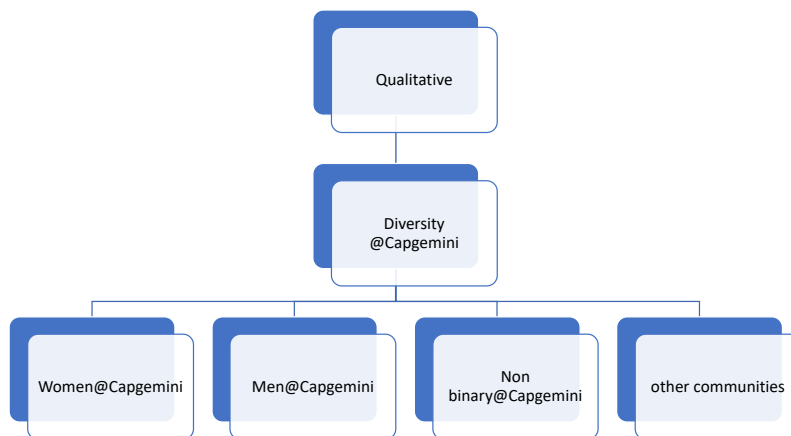


Figure 4: Structure proposal 2 - the place of the communities within the CSR department

6.3.2 Vision, missions and value statements

During the workshop done to discuss the future of the community WoMen@Capgemini, the vision, mission and values of the community were discussed, and from the discussion, here is what can be drawn for those 3 concepts (see Appendix 9: Workshop W@C - the future of the community for full data).

As vision, meaning the ideal state that the community would like to evolve towards on the long-run (MasterClass, 2022), the main feedback given during the workshop were that there is a need to evolve towards an equal world, without discrimination, with equal pay and the best talent at the right place. It was also mentioned that society needs to understand and embrace gender-based differences and have all genders represented in boards with similar responsibilities and leadership throughout the whole organization. The problem that the community is seeking to help solving would thus be the representation of women in this male-dominant company and their promotion and hire to be as fair as for men, with leadership and responsibility positions given as much for men than for women. The longer-term goal would to have gender become invisible and base every decision made on merit. Put to a sentence, the vision' statement of the community could be "to help the company achieve gender parity (here focused on women) in representation, leadership, responsibility and pay in all layers and remove gender-based discriminations".

When tackling the mission of the community, it is important to rephrase it because, as the positioning of the community will be clearer in the future, its old mission

statement might not fit its new place in the company, serving as qualitative input for the CSR department. The comments made during the workshop relevant to this section were mainly about sharing thoughts about inclusion, gathering people to exchange around those topics, including more diverse groups into the community, working on having a backlog of actions, raising awareness around gender diversity topics, networking and making changes within the company. Linked to the current mission statement, a proposal for the future mission statement of the community could be “to inform on female gender diverse topics, bring visibility to and inspire women in the company, attract talented women and retain them by sharing thoughts, exchanging views, networking and partnering, which will challenge the status quo, bring changes to the organization and create an environment where everyone feels respected and understood”. Of course, it goes without saying that these mission and vision statements are proposals that are not fixed and can be changed following the opinions of the lead of the community and the CSR officer.

Just as much as Capgemini has 7 core values that they expect from their recruit, the community members should also determine their own set of values that they want to see from every other member, in each action they prepare and event they are developing. The fundamental values that the community members should uphold were discussed during the workshop. The main ones brought up multiple times were respect, openness and boldness. Next to that, other values such as motivation, fairness, honesty, perseverance, collaboration and mutual support, fun and commitment. When working on the values of the community and clearly displaying them, it will be easier from other parties to know exactly what kind of behaviour is expected from everyone when taking part in the community. The community could thus display it this way in their documents: “Women@Capgemini’ culture is driven by

- Respect: we respect our colleagues and other parties
- Openness & Honesty: we plant an environment of trustworthiness through our actions and sayings
- Boldness, Motivation & Perseverance: we are determined to make changes and challenge the status quo.”

The community could also reuse and put more emphasis on the 7 core values of the company for this matter.

Those 3 statements – vision, mission, and values – should be highlighted in the onboarding document of the community (that already exists but needs some changes). A step further would be to deliver this onboarding documents to any new recruits at Capgemini Belgium, to make them aware of the existence of this community and what the goals are.

6.3.3 Yearly calendar

A last item that should be highlighted in this document would be the yearly calendar of actions updated and the regularity of meetings. A first calendar was drawn for the workshop but unfortunately not discussed. It was also asked in the survey sent to all members which events related to gender diversity (focused on women) they would want to focus on first. Depending on the number of members to the community that are willing to be active in the preparation of the actions and events, the number of events and actions made during the year could be determined. As the members are part of the community on voluntary basis, the planning of internal and external actions should not take too much of their time, but a commitment must be made, as without the collaboration of the members, no action can be prepared. Here is a proposed calendar that the community can update based on the manpower available, the wish made concerning the events and the regularity of internal actions:

Months	External Events/actions	Internal Events/actions
January		Quarterly meeting for updates
February	26: She Goes ICT	Lunch networking
March	8: International Women's Day	Internal action: panel discussion, book session, video session...
April	28: Girls in ICT day	Quarterly meeting for updates
May		Lunch networking
June		Internal action: panel discussion, book session, video session...
July		Quarterly meeting for updates
August		Lunch networking
September	18: International Equal Pay Day	Internal action: panel discussion, book session, video session...
October		Impact Together Week Quarterly meeting for updates
November	25: International Day for the Elimination of Violence against Women	Lunch networking
December		Internal action: panel discussion, book session, video session...

Figure 5: Proposed Calendar of actions (internally and externally) for Women@Capgemini

The external events comprised in this calendar between February and April are the ones that are already being celebrated at Capgemini Belgium this year and were worked on during the internship. Other international days that could thus be celebrated are easily found on the internet but the International Equal Pay Day and International Day for the Elimination of Violence against Women made the most sense to be put in this calendar. Even if the external events seem quite assembled in 2 periods, they are occurring each quarter and enable to have some flow in the preparation. Regarding the

internal events and actions, a quarterly meeting gathering all members of the community, live or online, should be done to keep everyone up to date regarding the actions and plan the external events. In those quarterly meetings, members can already volunteer for the preparation of the events (internal or external). As events are also important to be made internally for the members of the community, a quarterly internal action is proposed, whether it is a panel discussion on sensitive topics (such as networking for women or competitiveness as a good or bad thing which were examples taken from the workshop done with the community), or a book session where each participant to the session reads a book related to female issues or role models in the workplace and this book is then discussed in a meeting, which could be the same principle for the video session. The advantages of such discussion would be for example the opposition of different point of views and the exposition to some subject that may be more difficult to treat and so educate the members to other matters and views (Goff, 2020). Of course, the internal events could take place outside of working offices, such as networking in the evening, happy hours, or breakfast times, or planning to gather and watch an interesting movie and discuss it later, such as what was done for International Women's Day in March 2022. Planning those ahead, such as in the quarterly meetings, is thus necessary to ensure that members will be able to join. The last internal event which is stated in this proposed calendar is the Impact Together Week. This event was installed at Capgemini in 2017 and is a week during which workers ally with different NGO's and donate their time and expertise to people in need, via workshops and collaborations (Capgemini France, 2020). Capgemini Belgium has already participated to this event and will again, as understood during the internship.

As mentioned before, showing this calendar as part of the onboarding documents of new recruits should be done, first so that the new recruits know that there is such a community existing within the company, and second to let them know from the beginning that some actions to which they can participate will occur during the year to come. On top of the new recruits, the onboarding document with all information needed (vision, mission, values, and actions) should also be sent to everyone already present in the company with the new structure of the community and people already volunteering for it. Indeed, as the transformation of the community is ongoing, of which some colleagues might not even be aware, letting everyone know that the community is changing position and structure, and changing fundamental statements would be beneficial to alleviate some of the tension that exist around the existence of this community and make clear that the place of the community is about female gender diversity topics, meaning that any other topic will be dealt by other parties, namely the CSR officer that can be helped by other colleagues (from the Diversity@Capgemini taskforce proposed above for example). Besides sending the document to Capgemini workers, it should also be stored in a platform to which everyone has access to and is

quite often using. This internal platform could be the Talent page of the company, where articles are showed. A section dedicated to the communities within the company and to Women@Capgemini could be created and highlight major events and especially the onboarding document in the form of an introductory article.

6.4 Other Recommendations based on analyses

6.4.1 Promotion process

Based on the analyses of the Pulse survey, the ‘Listen to our Women’s voice’ workshops and the workshop for the community, some recommendations for improvement were made by Capgemini workers. The first one that needs to be stated here concerns the promotion processes. Indeed, it has been remarked time and again that the promotion process is too shadowy, meaning that the workers do not always know on what basis they are promoted or do not know the process at all, leading to some confusion. This is also link to the fact that some workers do not think that the everyone has the same opportunity chances at Capgemini Belgium, and that positive discrimination is occurring. The promotion process should thus be clearer for all employees at Capgemini, so that they know what they are facing when asking for a promotion. As mentioned by Martinez (2021), this does not mean that every piece of information about the decision-making process should be disclosed as there is still some confidentiality around it, but the people responsible for promotions should at least express and reveal for example their intuition about certain abilities that the worker has that would give them higher chances at getting promoted. This way, some comments made in the survey, such as declining an opportunity because there is a fear that it is gender-related, would not happen again (or at least less than before).

6.4.2 Pulse Survey layout, questions, and analysis

Another recommendation based on the analyses of the documents is to change the design of the Pulse Survey and start analysing it on a yearly basis. Concerning the layout of the Pulse Survey, it has to be mentioned that the collection of sensitive and personal data such as race or ethnicity, political views, religion or sexual orientation is prohibited by the GDPR, except in the case of the implementation of a diversity policy, where the explicit consent of the worker must be given to treat this kind of data (Claeys & Engels, 2021). However, the authors of this article also affirm that there should not be any power imbalances between parties (the one giving the information and the one treating the information). But this could be the case in a company and so the consent of

the worker is not enough to be gathering and treating this kind of sensitive personal information (Claeys & Engels, 2021). Therefore, the mere fact that Capgemini Belgium is asking such pieces of information in the Pulse survey should not be allowed, and it was felt during the reading of the comments to the Pulse Survey, as some workers were not sure that asking those questions was legal and therefore did not like the type of survey sent by the company.

Despite these legal facts, there could be a solution to monitor (but not treat) this type of information. Indeed, during a workshop held by Inclusion Now on March 4, 2022, in Gent to which Annlore Defossez (the CSR Officer) also participated, the hosts declared that it is possible to ask for these types of information, by letting of course the possibility not to answer any of the personal questions and by letting the respondents know that the company sees that there are some diversity problems within it and would like to help solving them, but would like the help or collaboration of their co-workers to do so. Put like this, it seems that Capgemini has done just that. However, seeing some tensed feelings about the questions in the survey, Capgemini should probably emphasise more that the answers to those questions are only held for informational purposes, to know where they stand and that answering those questions is totally up to the employee's choice. It should not be thus emphasised that the company absolutely needs those information as it can create the power imbalances spoken of above. It should also be included in the survey that the employees have their rights not to disclose this type of information.

Those recommendations do not apply if the data collected is anonymised completely (EDPS, 2021). Indeed, the European Data Protection Supervisor is stating that as soon as the data gathered is fully anonymised from the beginning of the collect, and that there is no possibility to identify a person anymore, the GDPR does not apply as the data do not fall within its scope (EDPS, 2021). Therefore, if Capgemini is able to ensure that the data collected in the Pulse Survey is rendered anonymous from the beginning of the collection, they are allowed to ask employees about their personal and sensitive data. For this, there should not be trace of any data whatsoever that would enable any employee to find out who is behind a piece of data collected, for example being a pseudonym. A problem in the Pulse Survey is the commenting part to each statement. If the survey consisted only of the statements and giving a score to each of these, there would be no problem to have a fully anonymised dataset, where the collection and treatment of sensitive and personal data would not fall within the GDPR' scope and so pose no risk of legality to the company. However, as there is a section after each statement that allows employees to write their feedback, they can involuntarily disclose additional personal information that could render anonymisation impossible

and so the dataset would need to abide by the GDPR, as the additional data could be traced back to an employee.

For this, Capgemini would have 2 solutions to be both law-abiding and respectful of the employees. First, the Pulse survey could be rendered totally anonymous, by ensuring that it is so at the beginning of the process and letting the employees know about the anonymisation and the rules applying (or not). In this scenario, the company can keep the first part related to personal and sensitive data, while keeping the option not to disclose these types of information to be respectful of the employee's choices. However, only the scoring system could be allowed, as comments would render the anonymisation process invalid. Therefore, the company would still be able to collect and treat the data they gather but would have no qualitative input from the employees. The second scenario would be to leave the possibility to employees to give their feedback, making the dataset fall within the GDPR scope, but then the first part asking for personal data would partially be removed, as asking for disability, ethnicity and sexual orientation would not be allowed anymore. The only personal data that would be legal to ask would be the gender and gender identity of the person, as these are considered as non-sensitive personal information (Claeys & Engels, 2021). In this scenario, Capgemini Belgium will no longer be allowed to make tables such as in Appendix #4 (Scores related to Diversity traits), only with gender related data, but in return will be permitted to keep the commenting part of the survey, having thus a more qualitative input from their employees. This renders the process of the Pulse Survey as it is laid out now impossible. Capgemini Belgium could thus either choose one of the 2 solutions proposed hereabove, or keep both and send them on a biyearly basis, meaning that one anonymous survey gathering sensitive data and scores could be sent first and 6 months later, the survey on comments could be sent. The biyearly basis would give employees more time to answer both of them, and also not overflow employees with 2 different surveys sent at the same time about the same topic. Besides giving more time to employees, it would also let more time for the treatment of the information collected and the analysis of the data.

Related to the treatment of information, Capgemini Belgium should analyse the data gathered on a yearly basis and compare them against a reference year, which could be 2021 as it was partly analysed in this paper. Just as for financial reasons, keeping a reference year will enable the company to see in better details how it improved (score-related) in general, but also for each statement, if ever they are reused (Kenton, 2020). Something that was missing from the analysis made in the previous part was the original table with general average, from which could be derived with more accuracy the statistical calculations that should have been done previously if the document was available. Computing the mean, maximum and minimum scores as well as variance and

standard deviation for this kind of data would show for example the spread around the mean, with a little standard deviation being equal to a little spread around the mean (Statistics Canada, 2021) and so little disparities in the answers of the employees. This could be a good sign as it could show for example that a policy or action has had the same effect throughout the whole company, thus reaching every part of the company. The comparison between years of such computation could also be beneficial to the company, as it could show discrepancies and abnormalities in the actions and processes, with for example for the same statement with 2 significant differences in standard deviations that could hide a problem that happened related to this statement in particular.

For the reasons stated above, Capgemini Belgium should review their Pulse Survey, make it completely anonymous for one part, or review the questions asked. The first question (or statement) in the survey could be misleading as the company should not hire based on a personal trait but rather on skills. If the company is able to attract diverse profiles and assess their skills, non-related to their diversity traits, a diverse workforce will be recruited. Therefore, the first statement should be reviewed, also seeing how it was understood by some employees making comments, wondering and wishing that the company is not hiring based on genders for example. The analysis of the Pulse Survey should also be done on a regular basis, to assess the improvements made over time.

6.4.3 Listen to our Women's Voice workshop

Another recommendation derived from the analysis of the data would be to keep hosting the 'Listen to our Women's voice' workshop on a regular basis, instead of a one-month occurrence. This way, the company can gather more qualitative elements. It would also help collect more data from more women, as the sample that participated to the first edition of the workshop was not representative of the whole organisation. When comparing the session done to the definition of a workshop, it could be affirmed that this kind of meeting could be similar to a reverse workshop, where the host and facilitator are the ones learning from the participants the problems and good points that they are facing on a daily basis. The advantage of such session is the direct feedback received from the participant (Azhfar, 2022). However, it is important that a safe zone is installed during the session, so that no power imbalances occur and hinder participants to fully open about sensitive topics. If not, the quality of the feedback received could be rendered useless without the host knowing about it, because the participant did not feel safe enough in the space given to talk about any issues related to the subject. As Axtell (2019) mentioned in his article for Harvard Business Review,

company leaders and managers “can increase the freedom, candor and quality of conversation [...] by focusing on two key areas: giving permission and creating safety.” Permission allows anyone to fully express themselves. And it goes both ways: the host has permission to ask clarifying questions or invite colleagues to speak up, and the participants can do this as well. Safety refers to the fact of giving everyone a chance to speak and have the other participants devote their full attention to each answer. It is also about taking recommendations from the participants and explaining what actions will be put in place with the information gathered. All this must be explained at the beginning of any meetings, so as to create this environment of safety and permission and allow participants to fully contribute to the session. This way, the conversation will be more candid and mutually respectful, and participants have less will to hold back their thoughts or rephrase their ideas (Axtell, 2019).

A good aspect that Axtell (2019) pointed out is the explanation of actions put in place following the meeting. Indeed, it should be stated at the beginning of the meeting what the purpose is and what will be done with the data gathered, what actions will be pursued next. In the case of the workshop ‘Listen to our Women’s Voice’ but also regarding the Pulse Survey, the end goal of gathering the data should be explained and the results of the analysis should also be published, so that participants to the workshops and the survey know that what they contributed for those activities is taken seriously and they have access to the results of their contribution. The internal publication of such analysis of anonymous data could help employees see with greater details where the company they are working for is standing and so realise what is left to do to achieve a greater gender balance. The internal publication of the results must not necessarily be the full results of the analysis made as here with excel sheet, but a summary, like a brochure, stating the facts at the company, namely the gender parity ratios, the main problems encountered, as well as solutions and a pledge to action for the following years. This brochure should also state the benefits of having a gender diverse workforce, so employees see and understand that the policies and actions around gender diversity are not only about compliance but about installing real changes in the company.

Also derived from the comments made during the workshops ‘Listen to our Women’s Voice’, the workshop should include men. As gender diversity is not related only to the condition of women viewed by women in the company, men should also have a say in the discussion, to be able to speak up and share their point of view concerning their condition and that of women in the company and make some recommendations about the topic. Seeing that some problems such as discrimination and resistance to change arise from the comments in the Pulse Survey, having the direct

feedback of men on the matter via the workshops would be a good tool to confirm those comments and the proportion it takes in certain BU's. Nonetheless, a problem that the company might face when doing so would concern the attraction of men to the participation of such workshops related to gender diversity. Attracting women to give their feedback was already not such an easy task to do, as of course everyone has their own calendar and projects going on, so attracting men to talk about a sensitive subject about another gender seems to be more difficult seeing also that resistance to change is a problem at the company. A risk is that only men that are already willing to devote time to gender diversity and improve the female condition will participate to the workshops, but the goal is to attract those men that do not see eye to eye with the business case for diversity and inclusion and have their views on the topic. Of course, this could also happen for the attraction of female colleagues to the participation to the workshop but convincing the binary opposite gender seems a priori to be a harder task.

A solution proposed during the workshops by one of the participants would be to have some male colleagues appointed by managers to contribute to the session. For this, the support of higher positions from all different BU's is necessary also to show that the topic of gender diversity and diversity and inclusion in general is expanding and that the opinions of everyone are appreciated. Another risk that could arise here would be that, even if the employee has been appointed, he does not want to contribute to his fullest to the workshop and so will downgrade the quality of input gathered. Here, the principle spoken of above of permission and safety, as well as reciprocity (Axtell, 2019), are even more important to create a safe zone where everyone is free to speak up and share their honest opinion about the matter, whether positive or negative. The workshop designed specifically for men could include a part for female gender diversity and one for male gender diversity, this way mixing their views on the female condition at the company and gathering feedback about their point of view regarding some topics such as positive discrimination, and later talk about their feeling about things that could be missing for men at the company, for example the paternity leave and the celebration of International Men's Day that could be topics to discuss and see the attraction that could be derived from the workshop.

Last pieces of advice that were communicated during the 'Listen to our Women's Voice' workshops by employees participating, and that should be taken into consideration by the company so that they show employees that their opinion matters concern the ways of communicating around diversity and inclusion and the reverse mentoring programmes. As mentioned previously, Capgemini Belgium should find the perfect way for the different stakeholders to capture most of the information. As example, a question could be added in this year's Pulse Survey to ask directly to

employees what their preferred communication tool is, so that the organisation can adapt to its workforce and have the most impact on their actions. Concerning the reverse mentoring programmes, it has also been mentioned previously that it would be helpful to measure the impact of the strategy, policies and actions put in place on the leaders and managers of the company. Adding thus a category for diversity and inclusion in a normal reverse performance assessment and letting the employees challenge their superiors will only be beneficial to improve and foster an inclusive workplace, where the opinion of everyone matters.

6.4.4 Resistance to change

Related to resistance to change, it is possible to reduce its impact in the organization. In a Forbes article, Kogan (2020) gives “3 tips for managing resistance to change” and so mitigate its impact, namely identifying the causes of the resistance, involving senior leaders and communicate the change. In more details, the first tip recommends identifying those employees who think that the change will negatively impact their work and holding deep discussions about the change. Those discussions will enable those employees to express their honest opinion about the change and how the change is not good for the company. This must be done in a safe, non-judgemental environment. The second tip is to involve senior leaders to be part of the change and show their commitment. If not, employees might think that the change is irrelevant and resist to it. Being present at the very first initiatives is thus important, as well as building a coalition of sponsors that will give credibility to the change. The last tip concerns communication. Here, the company should explain to their employees that the change must happen at present times and state the consequences if the change does not occur. It should also be explained that why the change is happening, and where everyone fits into the new structure after the change has been done, by being inspiring so that people share the new vision. Kogan also puts the accent on the fact that employees should receive trainings and support to appropriately adapt to the change brought to the company, as not doing so would be counterproductive and a waste of time and effort to put the change in place. Therefore, an assessment of the gaps in knowledge and skills related to the change should be done and sufficient learning opportunities should be provided to get people the knowledge and skills needed to fill the gaps.

Putting the words of Kogan (2020) into practice for Capgemini Belgium, the change being the introduction of gender diversity and diversity and inclusion policies and actions, the company should thus explain clearly to the employees most affected by those changes why they occur, namely stating the business case for gender diversity and diversity and inclusion in general. To this should be added a storytelling aspect, with

which Capgemini can really attract employees to share and embody this change. It could for example be via the sharing of good experiences from colleagues, the fact of being better than competitors all together, something related to the values of Capgemini... All those information should be explained to those employees, for example via workshops planned for each BU's and their subgroup. The information should also be provided in an email and accessible on an internal platform, such as the Talent page for the CSR department and their actions. If workshops are held with subgroups of a BU, it is important that the leaders and managers of the group of employees present at the meeting gives their full support and advocacy to the policies being put in place, also by showing it during the meeting, for example by co-hosting and co-facilitating the meeting, together with the CSR officer, so that employees see that their leaders value and would embrace the change. As mentioned by Kogan (2020), this would likely mitigate the risk of resistance, because higher positions lead by example. These meetings and workshop would also be the chance for employees to state their feeling about the new policies about diversity and inclusion and how they would negatively impact their work.

Capgemini should then find ways to overcome those negative feelings, and Kogan (2020) recommends offering choices, when available, to the employees resistant, and explain the consequences of the choice. This way the employee would not be in a victimised position anymore, but rather an advocate as the ownership and control would fall back onto their hands. When applying this to the resistant employees, Capgemini could give the choice to the workers by stating that not doing so would only cause negative feeling of being in their teams, negative feeling in the teams in general, as some people are not as valued as others, and so decrease the likelihood of willingly work with them. Not everyone needs to be appreciated in their working environment, but not accepting the change would only decrease this appreciation. The last thing to put in place when communicating about the change is the support and opportunities to learn about the change. Here Capgemini Belgium should thus let the opportunity to employees to learn about the business case for diversity and inclusion and gender diversity and the importance of embracing those policies now. This can be done via workshops, and for new recruits, it could be done as part of the onboarding process, where the clarifications about the community would be given as well. As the topic of diversity and inclusion does not only refer to the business case, sequencing the workshop could be done.

6.4.5 Sequencing and timeline

In the timeline of the CSR department concerning the pillar diversity and inclusion, the first focus should be on explaining to everyone the business case and make

sure that it is clearly understood by sponsors, so that they too have a clear view on the purpose of the policies. Then, as it is a topic that came out multiple times during the workshops made during the internship and the analyses of the tools provided, unconscious biases could be tackled as second in the sequencing timeline. The facility with the unconscious bias topic is that it is already comprised in the training offerings of the company, on their platforms Degreed and Harvard ManageMentor. The company could thus already guide employees and insist for them to follow the courses, as preparatory courses for other workshops. Those courses can be optionally taken to deepen knowledge about the topics of diversity, inclusion, and unconscious bias and to prepare the minds for a live or online workshop about the causes, consequences and solutions that could be given to remove unconscious bias. For this, it seems that an external or guest speaker would be more appropriate to catch more the minds of the audience. Indeed, as employees usually always hear from the same people working on the CSR topics and the community WoMen@Capgemini, bringing in an external talker could invigorate and vivify the minds participating to the session, and potentially also make them more attracted to the session as a newcomer will be hosting the session, having different views on the subject, and different ways of treating it (Frazer, 2011).

To go back to the second hypothesis made in the first part of this paper, concerning the pursuing of activities intending to reduce Insider-Outsider Dynamics, Unconscious biases and Intent and Impact, the next part in sequencing the timeline of learning sessions should focus on those elements. Indeed, as was stated previously, those are important concepts that the company need to be able to understand and grasp, so as to improve and secure the well-development of an inclusive workplace, where all diversities are respected. Therefore, the next learning opportunities that should be given to the employees to learn about diversity and inclusion and that employees should strongly be encouraged to attend are workshops about the subjects of Insider-Outsider Dynamics and Intent and Impact. Again, those 2 subjects should be facilitated by external speakers so that employees' attraction to the matter is higher. Of course, Capgemini Belgium can expand as they please the number of workshop and topics worked on during the workshops, but the 3 topics mentioned above should at least be mentioned and brought up in workshops or learning sessions to ensure that an inclusive workplace is supported by employees.

A risk is that employees would not be interested in the matter at hand, as some are still resistant the change and others might just not have the time to attend the meetings. To incentivise employees to attend the meetings, and make sure that the topic is understood by the employees attending, some tips and tricks were given by HIS (2022). From those tips, some were more relevant in the case of this paper, namely

creating a shared calendar showing future trainings, using the Capgemini TV screens in common spaces to post digital signages about the trainings, promoting future trainings in the present ones, hosting in-house trainings, or providing incentives or rewards for the participation to the session (HIS, 2022). Capgemini should thus try and incentivise their employees to take the online trainings available and attend the workshops by using one or more of the tips and tricks shared above. Increasing visibility around the workshops with TV screens and talking about those in previous ones made around the business case should be done so as to increase the number of participations to following ones. Making the training or workshop compulsory is an option but it might be a waste of money and time for the company, as bored, uninterested participants will soak up the budget granted to the session. Nevertheless, there are some ways with which the company can make the compulsory workshops attractive. Indeed, other tips and tricks given by Sarwar (2020) could help the company attract employees into contributing fully to compulsory trainings, namely gamification with healthy competition, changing the mood of the meeting, meaning for example to change locations of all different sessions, but also rewards and incentives to keep employees motivated to join the session, as well as getting employee's opinion about how they learn best and how the company could help them in doing so, whether it is incentives, locations, topics. If employees are heard and feel that their opinion matters, they will have more will in participating and contributing to the compulsory workshops (Sarwar, 2020). When talking about incentives, whether the training is compulsory or not, it might be the right thing to do, but the company needs to make sure that the employee will be rewarded for a job well-done, meaning that there is no gain in attending a workshop and earning a gift if, at the end, there is no change in behaviour or actions made by the employee. Therefore, if the incentive and reward way is picked, the company needs to create the right tools to measure the impact of the trainings on the employees to see if the trainings and workshops have had the desired effects on the manpower.

Therefore, as part of the timeline created for diversity and inclusion learning programmes, an assessment of the programmes but also of the employees taking them should be created, to ensure that the initiatives are not vain, both for the company and for the workforce.

Conclusion

To remind the reader, the objectives of this paper were to gauge where Capgemini Belgium stands on diversity and inclusion topics, such as gender diversity, and later make recommendations to allow Capgemini Belgium to move forward in their policies. This has been done via first the explanation of the business cases for both diversity and inclusion, and for gender diversity, as it can have a great impact on the company's performance if it is recognised and implemented, and then the analysis of multiple documents provided by the company, as well as the results of a workshop designed specifically for women in the workplace. The analysis of the data gathered was done to confirm or invalidate hypotheses made prior, based on the business cases. The hypotheses established focused on the pursue of diversity and inclusion policies and practices to improve productivity of employees, the pursue of activities to reduce Insider-Outsider dynamics, align Intent and Impact and correcting unconscious bias, and the pursue and implementation of policies to retain women in the workplace, by making them grow as fast as men.

When starting the analysis of the Pulse Survey, 2 documents were at disposal, namely a table that matched the scores given by employees answering the survey to their different personality traits, and a table grouping all comments given by employees (giving feedback being non-compulsory). In the first document, if the focus is given to gender identity as a diversity characteristic, it has been seen that the scores given by women, that can be extrapolated as their feelings, are systematically lower than that given by male employees, for each of the 11 statements (or questions) in the survey. It was also shown that people who wish not to disclose their gender identity have worse scores than any other employee. The fact that they are not disclosing their gender could be linked to their trust in the organisation to deal with diversity and inclusion, which in turn can explain their low scores. Focusing on female employees, their average scores for statement 9 referring to the ability of Capgemini to face discrimination was the highest of all statements, showing that women who disclose their gender do trust Capgemini to follow suite to acts of discrimination. Still related to this table, the statement that had the lowest scores both from male employees and from employees not disclosing their gender was statement 8, related to the fact that individual felt respected and valued as person within the company.

From the analysis of the second document, being the comments given by employees, each comment has been placed into a category, mentioning good or bad points for the company, or both. When going through all the comments, some

similarities have been found, and problematics highlighted. From those, it has been highlighted that employees have very mitigated views on each of the categories, meaning that the situation varies a lot from one employee to the other. One of the problems discovered is the resistance to change that employees might express in their comments, explaining that diversity and inclusion is an irrelevant topic that is only consuming time and energy. When refining to gender related comments, majority of them were negative and another problem arose, being positive discrimination. As mentioned, this procedure is something that is not wanted and welcomed within the company, as the fairness and equality of all needs to be respected. This type of discrimination was felt by both binary genders, leading sometimes to counterproductive actions, such as an employee refusing promotions because it is supposedly gender-based. It has been proven times and again that allocating resources based on something other than skills can be detrimental to an organisation because the right talent is thus lost and replaced by someone who might not be as skilled and productive. And when referring to productivity, the averages of scores and comments on belonging and a person being well valued at the company, the results were below averages, which together with resistance to change and discrimination can hinder and decrease productivity of workers.

Those problems have been confirmed during the workshop sessions 'Listen to our Women's Voice', where some female employees have confided and explained that positive discrimination is well occurring in their working environment. This type of discrimination could explain partly the fact that promotion processes are not well understood by them, making it a shadowy area where the processes in place are not transparent enough. Overall, the feelings of the women were positive, but the comments given were not so much, showing that digging deeper in answers can be good to understand the real sentiments of the workforce. Other comments have caught attention, as they were for some similar to that found in the Pulse Survey, namely referring to inappropriate comments being said out loud, inequalities of treatment between genders to name just a few.

However, there are some limits to what has been analysed and stated in this paper. Indeed, the fact that the survey is not compulsory to take means that the data cannot be fully representative of the whole organisation. On top of that, the workshops designed for the company have had not many participants. Besides, the fact that the original results from the Pulse Survey could not be used makes the scores resulting biased. A deeper analysis and correction of the averages could thus be made in future years and analyses to come, with deeper statistical approaches, where averages, means and standard deviations can be computed in full to give the company a numerical set of

data to work on. Other hints for the company would be to start documenting the data they are allowed to as part of non-sensitive personal data from the GDPR, being the gender identity of the workers. Without those information, the general averages of the Pulse Survey analysis can only assumed and not verified. Lastly, the fact that no real diversity and inclusion policy was formally formulated was a brake to the analysis of the practices at Capgemini Belgium.

The results for the 3 hypotheses set up prior are mitigated or invalidated. Indeed, as feelings of belonging, value and respect are not below average in terms of scoring, and comments are rather negative, the first hypothesis made on the increase of productivity cannot be confirmed, on top of the fact that studies such as what was highlighted in the literature review could not be done. As there is no evidence that the company is actively pursuing activities to reduce unconscious bias, align intent and impact or remove Insider-Outsider dynamics besides having available trainings on unconscious bias, the second hypothesis is also being invalidated. As for the last one, it is mitigated. The company is putting actions in place to retain their female employees, with the installation of the community WoMen@Capgemini in Belgium, giving a space for women to grow and raising awareness around gender diversity topics. However, the company seems to be promoting women sometimes based on gender and not skills, leading to an overall feeling of discrimination. Recruiting and promoting women faster and as fast as men is the end goal but doing so by installing a climate of discrimination will lead to future problems, such as the loss of talents for example. The company should thus attract a diverse pool of candidates but hire or promote them based on their skills and what they bring to the organisation.

Fortunately enough, there are some solutions to make Capgemini Belgium change their practices and be on their way to lead the change. Those were made in the recommendation part of this paper. First, a small benchmark study was made for the topic of diversity and inclusion. This included the scanning of websites and annual reports of Deloitte, Atos, and KPMG, which have all different ways and manners to communicate around diversity and inclusion, and gender diversity. After that, the steps into the implementation of a diversity and inclusion strategy were laid, so as to ease the search of data for the company. Those steps include compiling data and processes already existing in the company, abiding by the GDPR. Then the strategy must be designed. This is done by knowing where the company stands on the maturity model, allowing the company to know where they need to trigger actions. Setting long- and short-term goals is also part of the strategy design, as well as checking and reviewing the mission, vision, and value statements of the company (which would be difficult for the Belgian branch as it is part of a bigger group). The company can set priorities to 3

different types of diversity, namely gender, linguistic and LGBTQ+ inclusion, with goals that can be inspired by other companies such as the 10 principles of KPMG. Making sure that the initiatives will be supported and communicated is also an important step in the strategy design. Capgemini Belgium should thus engage with relevant leaders that could be advocates and communicate the strategy via the preferred communication tools of their employees. After implementing the strategy and communicating it, it should be reviewed to best fit the needs of the changing workforce.

Another set of recommendations was made specifically for the community WoMen@Capgemini BE, that proposes a new structure that would be inclusive of all, as well as mission, vision, and values statements derived from the workshop made during the internship. The community should also set a yearly calendar so that everyone is aware of the upcoming actions. The new structure should be massively communicated, and the existence of the community should be highlighted in the onboarding processes of new recruits.

Lastly, the last recommendations set arose from the different analyses made prior. It seems that the promotion processes should be made clearer and more transparent, so that employees know what they face when asking for promotions. The Pulse Survey layout should also change, as for GDPR reasons, its current layout might be problematic. The company should either render all data anonymous, therefore removing the commenting section, or keep the comment section but remove the questions about sensitive personal data from employees. In this last part, pieces of advice on how to manage growing resistance to change are being explained, as it is only a natural reaction from employees. Sequencing the timeline of the CSR officer and including compulsory training about unconscious bias, intent and impact, and insider-outsider dynamics are also part of these last recommendations.

To cut a long story short, Capgemini Belgium is on the right track to improve their diversity and inclusion status, as actions are already ongoing. However, more transparency in their processes, both internally and externally would be beneficial to everyone. Capgemini Belgium is already adapting to the constantly changing environment, but still needs a little push to be as modern as can be, and make the workplace an inclusive and diverse environment, where everyone feels valued for who they are, respected and included, and where discrimination is not tolerated. “People matter, results count” (Capgemini France, 2022) would thus be proven to be more than applying to their clients, but also to their employees.

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