FROM INSIGHT TO IMPACT

Measuring Inclusion, Exclusion & Differences in Danish Organizations

S. M. Hrannarsdóttir, 2025

In recent years, working with diversity, equity, and inclusion (DEI) has gained momentum in Danish workplaces.

However, while interest in DEI is growing, the tools to support a data-driven approach remain limited. One of the main challenges is that DEI work deals with complex relational and cultural dynamics, which are notoriously difficult to measure.

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In recent years, working with diversity, equity, and inclusion (DEI) has gained momentum in Danish workplaces. However, while interest in DEI is growing, the tools to support a data-driven approach remain limited. One of the main challenges is that DEI work deals with complex relational and cultural dynamics, which are notoriously difficult to measure.

In the absence of local tools, many Danish organizations have turned to international, typically American, DEI theory, survey methods and practice. But these tools are not always well-suited to the Danish cultural and legal context. In fact, applying many of these surveys directly would be illegal under Danish anti-discrimination laws. This poses a challenge: Organizations want to use data to inform and drive DEI efforts, but the type of data commonly used elsewhere (such as data on ethnicity and sexual orientation) is off-limits in Denmark.

The DEI questionnaire was developed through a three-year research collaboration between Copenhagen Business School (CBS), CBS Executive Fonden and Kemp & Lauritzen, as part of an Industrial PhD project funded by Innovation Fund Denmark and Axel Muusfeldts Fond. The project was led by PhD fellow Mist Hrannarsdóttir, with academic supervision from Professor Sara Louise Muhr and Associate Professor Johan S. Abildgaard. Furthermore, HR Business Partner Malene Erwall Thomasen, HR Director Ane Apel and Head of Sustainability Louise Bjerregård Nielsen from Kemp & Lauritzen played a crucial role in advising and co-developing the tool to make it fit for practice.

In this report we present a solution to that challenge:

- A research-based DEI survey, developed specifically for Danish workplaces

- A practical tool to help organizations measure and engage with diversity, equity, and inclusion

Designed to assist leaders, HR professionals, and practitioners in identifying both strengths and barriers related to:

- Belonging, Authenticity and Inclusion

- Everyday Discrimination

- Inclusive Leadership

Includes guidance on implementation, showing how the survey can be:

- A starting point for practical DEI efforts

- Used to interpret results and design meaningful interventions
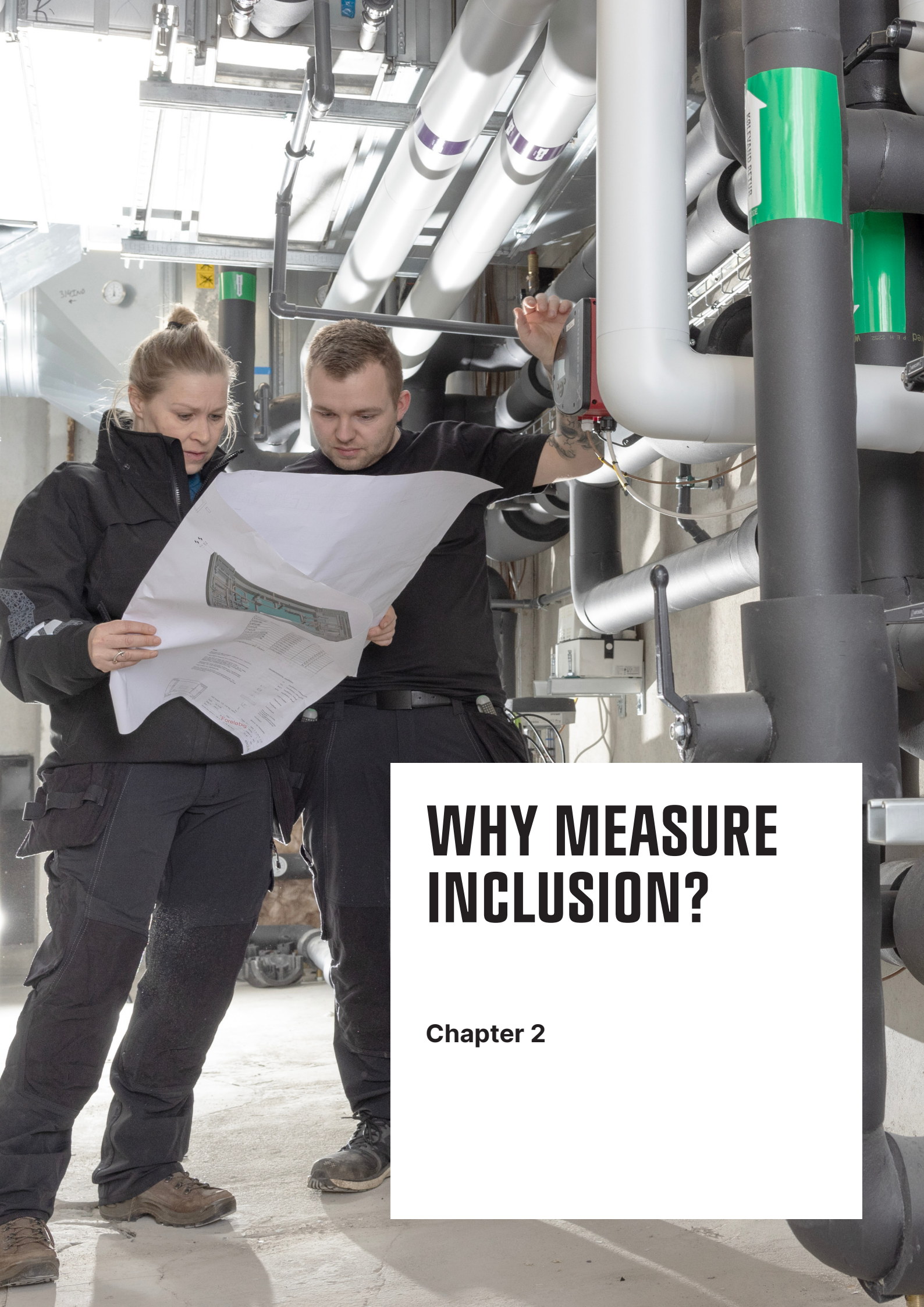
WHY MEASURE INCLUSION?

Chapter 2

Working with diversity, equity, and inclusion (DEI) in organizations is complex. It involves naviating dynamics that are often invisible: informal norms, subtle exclusion, and everyday habits that may disadvantage some employees, often unintentionally. These are not always loud or obvious acts of discrimination. Indeed, research has demonstrated that the enduring nature and impact of exclusion and discrimination in organizations often stem from their ability to remain hidden in everyday interactions (Eckes, 2002; Greenland et al., 2018; Khawaja, 2023; Muhr 2024; Guschke, 2023). This DEI survey is designed to not only reveal such problems — it also highlights what's working. Measuring inclusion helps organizations understand where employees feel a strong sense of belonging, support, and collaboration. These insights can point to inclusive practices that already exist and can be amplified across the organization. By collecting this data anonymously, the survey reduces the individual burden of speaking up and instead turns patterns of inclusion and exclusion into something the organization can act on collectively.

The Complexity of DEI Work: Navigating Grey Zones

Discrimination often shows up as a joke that stings, a tone that excludes, or a habit that keeps some people out of the loop. These grey zones are difficult to detect — and even harder to address. One reason is the cultural norm of not making a fuss: employees are expected to blend in, to keep things private, and to avoid confrontation. For those in minority positions, speaking up can be socially and professionally risky. Typically, organizational culture seeks and expects harmony and discretion, which in turn makes speaking up difficult, especially for those with less formal power. This can make discrimination feel like a personal burden rather than a shared responsibility.

How Data Can Help

Collecting data on organizational DEI can help provide an overview of the workplace culture, highlighting both strengths to build on and challenges to address. The results can help leaders navigate towards a more inclusive, equitable workplace.

In short, data provides both a mirror and a map: it reflects the current cultural climate and helps guide strategic efforts toward a more inclusive workplace.

A Practical, Research-Based Approach

The DEI survey was designed to help make the invisible visible, and to do so in a way that is legally, culturally, and contextually aligned with Danish organizations. By giving employees a voice through data, it enables organizations to take more informed, responsible action. With this tool, leaders and HR professionals can gain a clearer understanding of where their organization stands today and where they may need to act, intervene, or listen more closely.

A data-driven DEI initiative with this survey instrument can help:

• **Identify what's working:** Where do employees feel a strong sense of belonging, support, and authenticity? These positive signals help organizations scale good practices and measure the effects of interventions.

• **Make the invisible visible:** Subtle forms of exclusion, such as social groupings, biased language, or unsafe environments for speaking up, often go unreported. Data helps bring these grey zones to light.

• **Guide action:** Survey insights can offer a concrete starting point for conversations, interventions, and cultural change. Results help prioritize where to act and what to improve.

• **Shift the burden:** By collecting responses anonymously, the survey reduces the pressure on individuals to speak up alone and turns inclusion into a shared organizational responsibility.

GROUNDED IN RESEARCH – DEVELOPED FOR PRACTICE

Chapter 3

This DEI questionnaire is developed with the aim to create a practical, research-based tool that could support Danish organizations in working with diversity, equity and inclusion in a contextually adjusted, legally compliant, data-driven way. The development process included:

• Extensive desk research to identify international scientifically validated DEI questionnaire instruments, current Danish psychosocial work-environment scales and emerging concepts in the field of organizational DEI.

• Multiple stakeholder workshops and focus groups to ensure relevance and usability in practice.

• Cognitive interviews to test and refine the clarity of all questions and underlying constructs.

• A pilot test with 300 respondents, followed by statistical analysis to remove redundant questions and validate the final content of the DEI questionnaire.

• Psychometric validation and statistical analysis to ensure questions group into clear, non-overlapping categories, and that each question provides unique and relevant input on core DEI themes.

• The final questionnaire consists of **20 questions**, divided into **5 thematic categories**, designed to measure inclusion, everyday discrimination and difference in organizations.

Research Behind the Tool
This survey tool is grounded in leading research across diversity, equity and inclusion (DEI), organizational psychology, and sociology (see Clausen et al., 2019; Shore et al., 2018; Edmondson, 1999; Chung et al., 2020; Deci et al., 2019). It is designed not only to assess whether employees feel included, but to capture how everyday organizational dynamics, including subtle forms of exclusion, shape that experience (Einarsen et al., 2009; Fitzgerald et al., 1995; Guschke, 2023; Mor-Barak, 2017; Muhr, 2024).

Inclusion is a complex and difficult concept to grasp and understand – what does it mean to be included? How does that happen? How does it feel? To address this complexity, we developed a conceptual model that reflects both the individual experience of inclusion and the organizational practices that support it. Our model builds primarily on Shore et al.'s (2018) framework, which defines inclusive organizations as those where inclusive practices and processes are consistently demonstrated across all levels: through leadership, team dynamics, and organizational culture. We also use Shore and Chung's (2021) model, which emphasizes belonging and uniqueness as essential to feeling included. To add nuance and cultural fit to our understanding of uniqueness, we supplemented this model with Edmondson's (1999) concept of psychological safety, particularly in our goal to conceptually involve authenticity, namely, the ability to express oneself without fear of negative consequences. Mor-Barak's (2017) inclusion and diversity climate scales further informed the conceptual model of our tool, helping us connect individual perceptions with the structural and cultural realities of the workplace.

While inclusion was our starting point, research has shown that it cannot be fully understood without also considering exclusion (Dobusch et al., 2021). Therefore, we found it essential to explore this concept further, particularly the subtle forms of discrimination, which are often overlooked. Unlike overt discrimination, which is already well-covered by existing workplace surveys, subtle or "everyday discrimination" is harder to detect and even more difficult to talk about (Muhr, 2024; Luthra, 2025; Guschke, 2023). Drawing inspiration from Mor-Barak's (2017) inclusion-exclusion scales and recent developments in DEI literature, we conceptualized everyday discrimination as patterns of behavior that are often dismissed as humor, embedded in cultural norms, or based on stereotypes. These behaviors tend to be repetitive, ambiguous, and difficult to call out, yet they accumulate over time and can significantly undermine well-being and inclusion.

These theoretical and conceptual groundings were done in the purpose of creating a tool that combines validated research with new thinking, and to offer a practical, context-specific way to measure inclusion – as well as the barriers that undermine it, in the everyday organizational life.

Unique Features

1. Developed specifically for Danish workplaces, taking both legal and cultural conditions into account.

2. Includes "relative diversity" self-assessment, allowing us to explore inclusion gaps without needing specific identity data.

3. Addresses both inclusion and exclusion, giving a balanced view of what supports belonging and what undermines it.

4. Psychometrically and statistically validated through research and currently being written up for peer-reviewed publication.

DEI in a Danish Legal- and Cultural Context

Measuring diversity, equity, and inclusion in Denmark poses unique challenges. Unlike many DEI tools developed abroad, Danish law prohibits collecting data on personal characteristics such as race, religion, or sexual orientation, making traditional identity-based surveys both culturally and legally problematic. This tool has been developed to work within those legal boundaries, offering Danish organizations a strategic way to engage with DEI. Instead of measuring diversity directly, it focuses on difference, belonging, and everyday discrimination.

Culturally, Danish norms such as Janteloven, which discourages standing out or emphasizing individual differences, can make it challenging to work with DEI concepts like psychological safety (Edmondson, 1999) and uniqueness (Shore et al., 2018: Shore & Chung, 2020). These values risk being misunderstood as self-promotion rather than contributions to inclusion. This presents a particular challenge when adapting international DEI frameworks, especially those developed in more individualistic cultures like the U.S., to a Danish context. To address this, we have carefully translated and adapted survey language and concepts to align with Danish cultural norms, while still preserving the intent and integrity of the original models.

In this context, the DEI survey was designed to be both legally aligned and culturally attuned, offering organizations a way to uncover inclusion dynamics without relying on identity-specific categorizations.
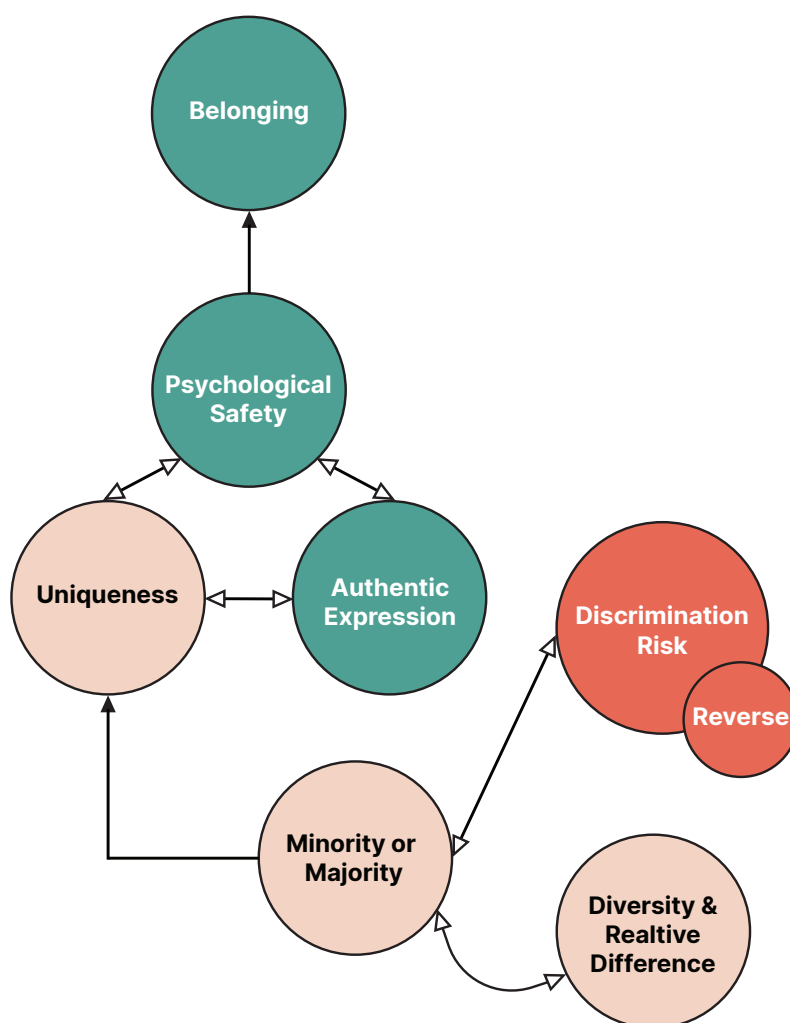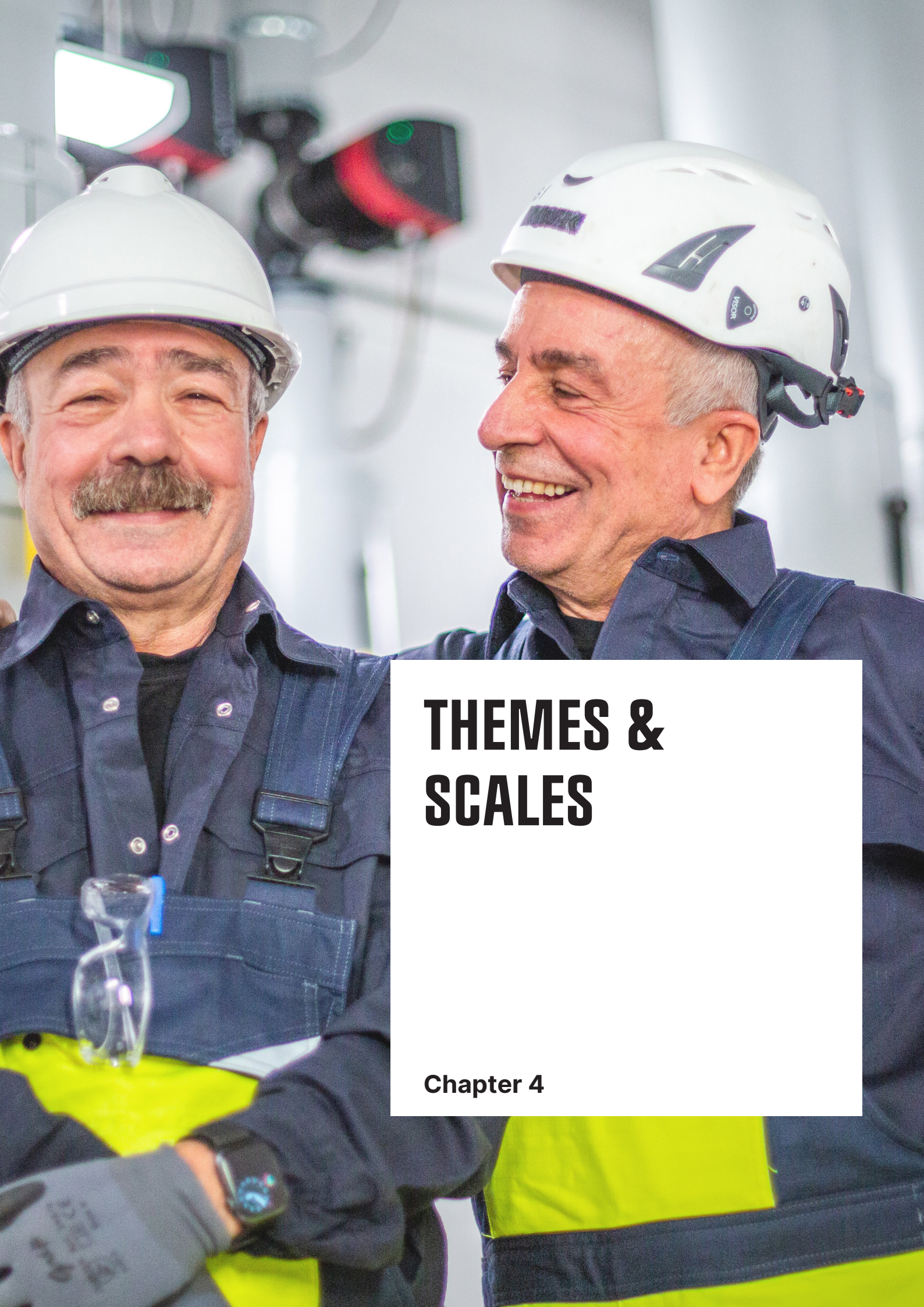

Fig 1: Model of themes and their relationships whilst under development

THEMES & SCALES

Chapter 4

Overview of the Measurement Framework

The DEI questionnaire is structured around five thematic categories, which form distinct scales, each designed to capture a key aspect of workplace inclusion and exclusion. At the core of the tool is the **Inclusion** measure, made up of two scales: **Belonging** (4 questions) and **Authenticity** (3 questions), inspired by Shore & Chung's (2020) framework of belonging and uniqueness, with additional input from Edmondson's (1999) concept of psychological safety to capture the authenticity dimension. Together, these 7 questions measure how included employees feel, where high scores are a positive sign.

In contrast, the **Everyday Discrimination** scale consists of 7 questions capturing subtle, often normalized forms of exclusion, such as microaggressions, inappropriate humor, or exclusionary language (Essed, 1991; Glick & Fiske, 1996; Skadegård & Horst, 2021). These are the kinds of experiences that may not be visible to those who are not directly affected. Here, high scores are negative, indicating the presence of subtle discrimination that may undermine well-being (Khawaja, 2022; Krøjer et al., 2023; Williams, 2021; Greenland et al., 2018).

A third component is the **Inclusive Leadership scale** (4 questions), which assesses how well managers and team leaders demonstrate inclusive behaviors, such as active listening, fair treatment, and support for individual needs (Shore & Chung, 2020; Luthra & Muhr, 2023; Mor-Barak, 2016). This scale is particularly useful for tracking the impact of leadership development programs or inclusion-related training.

Finally, the **Perceived Difference scale** (2 questions) is not a performance score but a diagnostic tool. It asks employees whether they feel that they are different from their closest colleagues, based on both core identity markers (e.g. gender, ethnicity, disability) and softer social cues (e.g. opinions, values) (see Luthra & Muhr, 2023). This helps surface where employees may feel pressure to "fit in," and can be cross-referenced with inclusion or discrimination scores to spot potential vulnerabilities.

Likert Scale

| Very poor | Poor | Average | Good | Very good |

Likert Scale
The questionnaire uses five-point Likert-scale statements (e.g., from 'strongly disagree' to 'strongly agree') to capture nuanced employee perceptions and experiences (Likert, 1932). This format allows respondents to express varying degrees of agreement or disagreement, making it well-suited for measuring complex and subjective topics like inclusion, discrimination, and authenticity. It also supports consistent, quantifiable analysis across groups and over time.

Inclusion

Belonging

This scale measures the employee's sense of social belonging, collaboration, and mutual support amongst colleagues. It shows the degree to which employees share a sense of connection and unity, resolve conflicts constructively and feel like they belong in the workplace community. The results can help managers strengthen social relationships and promote an inclusive work environment. In broad terms, this category presents a picture of how psychologically safe and socially robust people perceive the workplace to be.

Authenticity

This scale measures whether employees feel safe enough at work to disagree and contribute with their opinions and ideas to problem-solving and discussions. This scale additionally shows whether relationships between colleagues allow employees to be their authentic selves at work without having to mask who they are. A high level of safety can indicate the potential for innovative and open dialogue and decisions. Broadly speaking, this category measures the employee's perception of openness, safety and possibility to participate actively and authentically at work.

We have a strong sense of togetherness between us as colleagues

We are good at collaborating when conflicts arise that require unified solutions

I have plenty of opportunities to get help and support from my closest co-workers

I am part of the community at work

I can freely express aspects of myself at work that I don't have in common with my closest co-workers

I have no problem disagreeing with my closest co-workers and I'm happy to speak my mind

When we are having a hard time solving a problem, I'm good at bringing new and different solutions to the table

(1)
Strongly disagree

(2)
Disagree

(3)
Neither disagree nor agree

(4)
Agree

(5)
Strongly agree
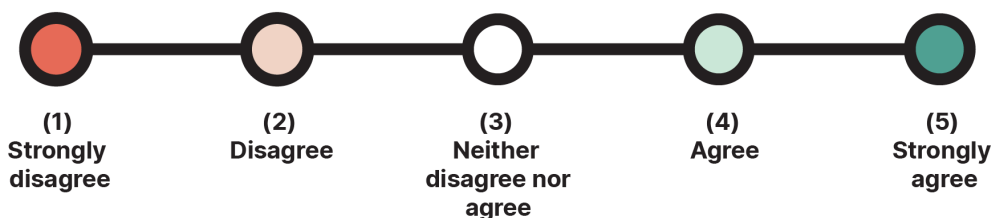
Building on inspiration from:
- Danish Psychosocial Work Environment Questionnaire - DPQ (Clausen et al., 2019), particularly themes around influence and social support
- Work Group Inclusion (Chung et al., 2020)
- Percieved group inclusion scale - PGIS (Jansen et al., 2014)
- Psychological Safety and Learning Behavior in Work Teams (Edmondson, 1999)
- Climate for inclusion-exclusion scale (Mor-Barak, 2017)
- Organizational practices and processes framework (Shore et al., 2018)

Everyday Discrimination

This scale measures employees experience of discrimination, prejudice or mistrust at work. This also covers social exclusion, transgressive behavior and whether employees have the opportunity to speak up. These results can be used to identify areas where the work environment may be characterized by "us versus them" dynamics, or issues with the tone and sense of psychological safety that create disharmony and a reduced sense of togetherness. In broad terms, this category can help managers identify barriers to inclusion. It can indicate a need to take concrete action against discrimination and subtle forms of exclusion.

I find that prejudices get in the way of my co-workers seeing me as a skilled professional

I have to put in extra effort to prove myself professionally compared to my closest co-workers

I would find it difficult to speak up against inappropriate comments or jokes about me because I would not want to ruin the good atmosphere

I experience negative and unwanted attention from my colleagues because of my appearance

I find it difficult to join social groups at work

At [ORGANISATION], we are challenged by "us" and "them" divisions that damage our sense of togetherness

The tone among us undermines our ability to collaborate well

Building on inspiration from:

- Negative Acts Questionnaire Revised, (Einersen et al., 2009)

- Danish Psychosocial Work Environment Questionnaire - DPQ, conflict and harassment themes (Clausen et al., 2019)

- Diversity Climate Scale (Mor-Barak, 2017)

- Etnisk minoritetsstress på arbejdspladsen, Foreningen Lige Adgang (2023)

- Sexual Experiences Questionnaire - Workplace - SEQ-W (Fitzgerald et al., 1995)

- Theoretical input on everyday discrimination (Glick & Fiske, 1996; Greenland et al., 2018; Guschke, 2023; Khawaja, 2023; Muhr, 2024)
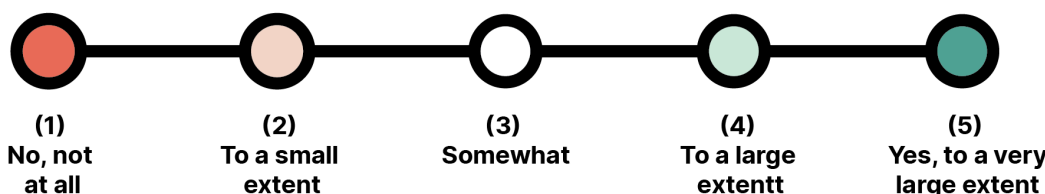
(1)	**(2)**	**(3)**	**(4)**	**(5)**
No, not at all	To a small extent	Somewhat	To a large extentt	Yes, to a very large extent

Inclusive Leadership

Responses here show whether managers are good at being attentive to individual employees, listening actively, involving them and recognizing them. This category also measures a leader's inclusive behavior based on their ability to create a safe environment, provide close support and take the necessary measures to promote a sense of well-being.

My manager understands how to praise and recognise me when I've done a good job

When my manager makes decisions, my views are taken into account just as much as the views of my co-workers

My manager makes an effort to consider my needs in order to ensure my well-being at work

If I experience something uncomfortable or unfair at work, I feel safe talking about it with my manager

Building on inspiration from:

- Danish Psychosocial Work Environment Questionnaire – DPQ, themes involving Justice, Involvement and Recognition (Clausen et al., 2019)

- Perceived autonomy support, The work climate questionnaire – WCQ, and The Learning climate questionnaire - LCQ, (Baard et al., 2004)

- Perceived autonomy support, The Learning climate questionnaire (LCQ), Baard, et al., 2004

- Climate for inclusion-exclusion scale and Diversity Climate Scale, (Mor-Barak, 2017)

(1)
Strongly disagree

(2)
Disagree

(3)
Neither disagree nor agree

(4)
Agree

(5)
Strongly agree
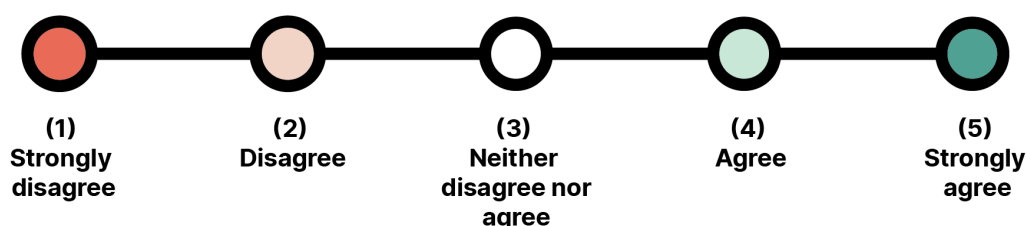
Perceived Difference

This section identifies both obvious and more subtle differences between an employee and their group of closest colleagues. These results can, for instance, be used to assess the degree to which experiences of being different from the norm are correlated with the responses to the other categories in the questionnaire. This category can hence indicate whether there is an increased risk of discrimination and exclusion from the workplace environment and colleagues.

Building on inspiration from:

- Theoretical input on diversity and othering in organizations (Luthra & Muhr, 2024; Greenland et al., 2018; Villesèche et al., 2018; Khawaja, 2023)

Compared to my closest co-workers, I am different from them in one or more of the following aspects: gender, age, skin colour, nationality, religion, sexual orientation, health and/or disability

I generally have very little in common with my colleagues when it comes to one or more of the following: personal values, life choices, political views, cultural background and/or social background

SCORING, ANALYSIS & INTERPRETATION

Chapter 5

What the Scores Tell You - and What They Don't

The survey offers a democratic and anonymous way to map employee experiences, including feelings and challenges that might not be openly expressed otherwise. It provides valuable insights into how inclusion, everyday discrimination, and leadership are experienced across the organization or within specific teams. By tracking these scores over time, organizations can monitor progress and identify areas that need attention.

The numbers alone don't tell the whole story. There is always nuance and context behind the responses that require further dialogue and exploration. It can sometimes be unclear what specific actions to take based solely on the scores, and without follow-up, the measurement risks causing frustration or demotivation among employees.

The tool highlights strengths and barriers in inclusion and subtle discrimination, helping you identify where to intervene. However, it doesn't provide direct solutions or diagnoses. Instead, it sparks conversations that can help shift organizational culture from defensiveness toward curiosity and collective responsibility.

Response Nuances & Scoring

Each theme is measured through multiple questions that form reliable scales. These can be tracked over time at both departmental and organizational levels, serving as performance indicators. Monitoring changes over time helps assess meaningful progress. A 2–5% shift may reflect measurement noise, while a 5–10% change can indicate a meaningful change. A 10% difference is often considered a substantial difference. Regardless of the size, results should be discussed and contextualized within the organization.

Interpreting results also requires attention to the nature of what is being measured. A high score in belonging, for example, signals strong inclusion, whereas a high score on everyday discrimination highlights areas of concern. It's therefore important to distinguish between positive and negative constructs when interpreting results. In practice, what organizations aim to encourage (e.g., belonging, authenticity) must be assessed differently from what they aim to prevent (e.g., discrimination, exclusion). In alignment with best practice in survey research, it is recommended to report percentages of respondents choosing a particular response category (Sullivan & Artino, 2013). Here are specific examples and suggestions for determining thresholds and grouping responses:

- For **Positive experience scales** we recommend highlighting the proportion of respondents who strongly agree or agree (top two response categories) as an indicator of a inclusive culture.

- For **Negative experience scales**, such as everyday discrimination, even low levels of occurrence are potentially problematic. Therefore, only the complete absence of reported incidents (lowest score) is treated as a truly positive outcome. This ensures stricter standards are applied where risk or harm is involved.

- **The Perceived Difference** scale works differently. It is not a performance score and is best used as a diagnostic tool to help interpret other results.

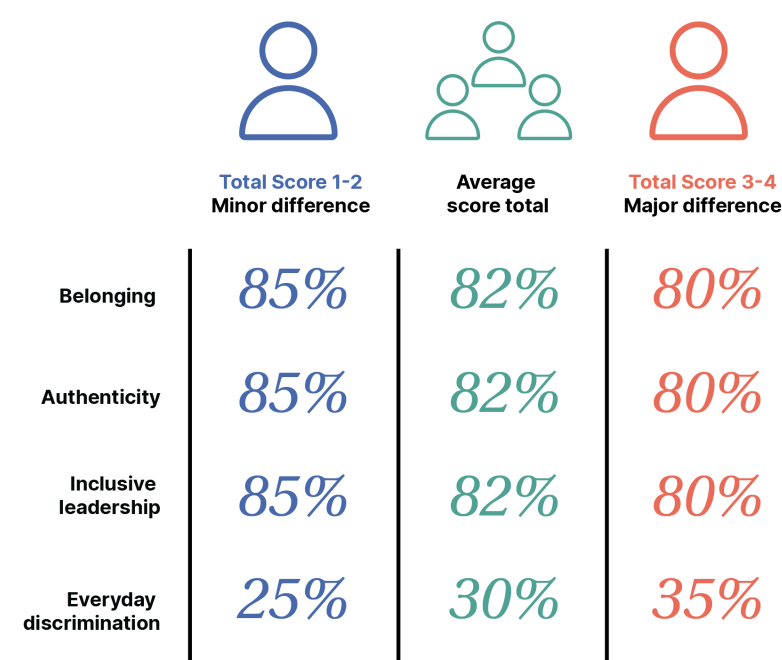|	Total Score 1-2 Minor difference	Average score total	Total Score 3-4 Major difference
Belonging	85%	82%	80%
Authenticity	85%	82%	80%
Inclusive leadership	85%	82%	80%
Everyday discrimination	25%	30%	35%

Fig.2: An illustration of how scales can be presented and analyzed in relation to each other, using Perceived Difference as a diagnostic tool

To sum up, survey results can be presented at two levels:

1. General Reporting
Use a simplified format for sharing results across the organization. Focus on key messages that are easy to communicate and track over time.

• Positive Experience Scales
Examples: Belonging, Authenticity, Inclusive Leadership Report the percentage of respondents selecting the top two Likert responses (4 and 5).
o Example: "76% of employees report feeling a sense of belonging."

• Negative Experience Scales
Example: Everyday Discrimination
Report either:
o % of respondents selecting only the lowest frequency (1) – no experience of the issue
• Example: "68% report no experience of everyday discrimination."
o Or group all other responses (2-5) as an indicator of any reported experience
• Example: "32% report experiencing everyday discrimination to some degree."

2. Managerial Dashboards
Dashboards for managers should include more detailed breakdowns to support local dialogue and targeted action.

• Positive Experience Scales
Positive: Top two response categories 4-5
Neutral: Middle category 3
Negative: Bottom two response categories, 1-2 Display the distribution across these three categories to show nuances in experience within teams or departments.

• Negative Experience Scales
Positive: Single bottom category, 1
Moderate: Two lower levels of negative experience, 2-3 Severe: Two highest levels of negative experience, 4-5
Present the breakdown across severity levels to support more precise follow-up.

When interpreting results, it's useful to consider

Do the findings resonate with what we see in everyday work?

Are there any surprising results?

What do the results reflect about our culture and practices?

Why do the results look the way they do?

Which themes are most important for us to address?

What would we like to be different?

It is important to note that high scores on inclusion do not automatically mean low scores on everyday discrimination. In tightly bonded or homogeneous teams, employees may feel they belong while still facing pressure to assimilate (Martin, 1992; 2002), where differences are silenced or exclusionary behaviors normalized through tone, jokes, or unwritten norms. This apparent contradiction is not uncommon and can be understood through the idea that experiences of workplace cultures is nuanced: A person may feel included in some respects (e.g. a strong sense of belonging in the team) while also navigating environments where their identity or perspectives are quietly devalued (Harris & Ogbonna, 1998; Daymon, 2000).

When combined with high Perceived Difference scores, it could mean the individual feels distinct from peers and may be working harder to fit in, meaning inclusion can come at the cost of masking difference or tolerating exclusion, to maintain a sense of belonging. This signals a risk that what appears as inclusion is actually assimilation. Importantly, true inclusion allows for difference without penalty; assimilation does not (Shore & Chung, 2022). This is why individual scales should not be viewed in isolation. Interpreting them together provides a fuller picture of how inclusion and exclusion coexist in everyday work life (Dobusch et al., 2021), revealing both strengths and blind spots in the culture that may otherwise go unnoticed.

Key Challenges to Keep in Mind

• **Hierarchy matters** — those at the lower levels of the organization often face the greatest workplace challenges, which might not be fully captured or addressed.

• **Response rates affect reliability** — a low survey response rate can make results harder to interpret and less representative. Ideally, aim for over 70%, with a minimum threshold of 60% to avoid nonresponse bias.

•**Relevance isn't universal** — some employees may not see themselves reflected in the aggregated data, especially when the survey reveals invisible cultural dynamics that the majority may not notice in daily work life.

• **Inclusion can mask exclusion** — high inclusion scores may coexist with subtle exclusion or assimilation pressures.

• **Difference shapes experience** — employees who feel different from peers may report belonging while still working harder to "fit in."

• **Assimilation ≠ inclusion** — true inclusion allows for difference without penalty; interpreting scales in relation to each other helps uncover hidden cultural tensions.

APPLICATION & IMPLEMENTATION IN PRACTICE

Chapter 6

This tool is designed primarily for HR teams, people and culture professionals, and DEI specialists who lead diversity and inclusion efforts within organizations. It's also valuable for managers and leadership teams seeking data-driven insights to guide their DEI strategies. By involving employee representatives and key stakeholders, organizations can foster shared ownership and create more inclusive workplaces. Ultimately, anyone involved in shaping workplace culture and employee experience can benefit from using this tool.

To get the most accurate and useful results, it's important to plan the survey administration carefully. Communicate clearly with employees beforehand: explain the purpose, how their data will be handled confidentially, and why their honest input matters. Because the survey deals with sensitive topics, it's essential to protect employee anonymity. To secure this, results should never be broken down or shared with managers if fewer than 10 people have responded in a given group. Ensure the survey is accessible to all staff and allow enough time for thoughtful responses (ie. min. 14 days). Encourage high participation by involving managers and employee representatives in promoting the survey.

Practical Advice for Implementing Results
• **Condense Focus Areas:** The survey generates rich and complex data, so prioritize a few critical themes as prioritized areas for improvement rather than trying to address everything at once. In addition to analyzing themes, examining individual questions that stand out, such as 'leader recognition' or 'collaboration amid conflict', is a good idea to identify specific areas for improvement, then tailor your initiatives accordingly.
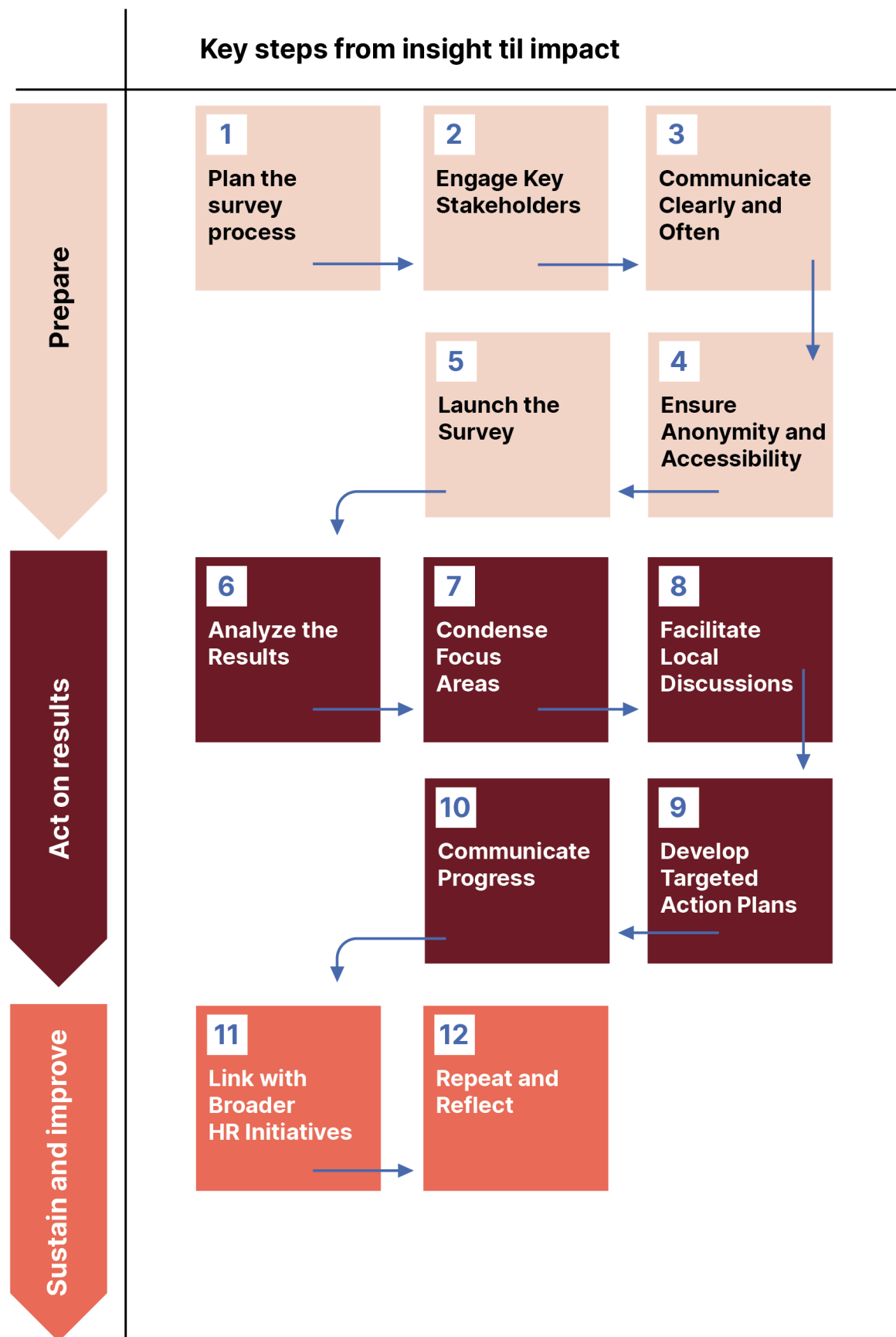
• **Communicate Transparently and Often:** Keep everyone informed at all stage. Regularly share where you are in the process, what will happen next, what has been achieved, and what the survey results reveal. Clear, consistent communication builds trust and engagement.

• **Engage Key Stakeholders:** Involve employee representatives, safety committees (AMO), and union representatives (TR) early to build ownership and prepare them to use the tool effectively. This is essential in succesfully implementing initiatives across the broader organization.

• **Communicate Sensitively:** Because the data touches on sensitive issues, share results clearly but carefully to avoid defensiveness or paralysis. Frame the tool as a mirror that helps raise important questions rather than delivering final judgments.

• **Connect DEI Efforts with Broader HR Initiatives:** Link improvements in inclusion and leadership scores to leadership development, employee well-being, and overall culture programs to create synergies across organizational development efforts.

To make the most of the tool, it's important to openly discuss the results within the organization, understand their meaning in context, and agree on clear priorities for action. One way of accommodating this could be to conduct HR-facilitated workshops with management teams to interpret and discuss their respective-local results, helping to connect the numbers to real everyday dynamics. Furthermore, following up regularly with new surveys and ongoing conversations keeps the momentum going, enabling organizations to track progress and turn data into meaningful change.

Key steps from insight til impact

Prepare

1
Plan the survey process

2
Engage Key Stakeholders

3
Communicate Clearly and Often

5
Launch the Survey

4
Ensure Anonymity and Accessibility

Act on results

6
Analyze the Results

7
Condense Focus Areas

8
Facilitate Local Discussions

10
Communicate Progress

9
Develop Targeted Action Plans

Sustain and improve

11
Link with Broader HR Initiatives

12
Repeat and Reflect

FURTHER RESOURCES & INFORMATION

Chapter 7

Recommended Resources for Advancing DEI Strategically in Organizations

Below is a list of books, guides, and articles to support your organization's DEI efforts. These resources cover essential topics like bias, inclusive leadership, norm-critical innovation, and minority stress, offering both strategic frameworks and practical tools.

1. Understanding and Reducing Bias in the Workplace

- Leading Through Bias: 5 Essential Skills to Block Bias and Improve Inclusion at Work
 By Poornima Luthra & Sara Louise Muhr (2023)

- Can I Say That? Your Go-To Guide for Diversity, Equity and Inclusion
 By Poornima Luthra (2025)

2. Creating Inclusive Workplaces

- Managing Diversity: Toward a Globally Inclusive Workplace (4th Edition)
 By Michàlle E. Mor Barak (2017)

- GenderLAB: Norm-Critical Design Thinking for Gender Equality and Diversity
 By Jannick Friis Christensen, Rikke Mahler, & Stine Teilmann-Lock (2021), in collaboration with KVINFO.

- Sexisme på arbejde: Genkend, forebyg og håndtér. (1. udgave.)
By Krøjer, J., Muhr, S. L., Plotnikof, M., Myers, E. S., Einersen, A. F., MacLeod, S., Munar, A. M., & Skewes, L. (2024)

3. Understanding Discrimination and Minority Stress

- Hvordan bekæmper vi hverdagsdiskrimination? (How Do We Combat Everyday Discrimination?) By Sara Louise Muhr (2023)

- Minoritetsstress: Begrebet, dets anvendelighed og potentiale By Iram Khawaja (2023)

Recommended Questionnaires for Workplace Culture, Inclusion and Wellbeing, that Inspired this Work

Below is a selection of research-based, validated questionnaires and scales that organizations can use to assess key areas such as psychosocial work environment, bullying, harassment, inclusion, diversity, and psychological safety. These tools are all supported by research and widely used in both academic and professional settings.

The Danish Psychosocial Work Environment Questionnaire (DPQ)
Clausen et al., 2019
A comprehensive tool developed in Denmark to measure psychosocial factors at work, including job demands, leadership, social support, work engagement, and organizational justice.

Negative Acts Questionnaire – Revised (NAQ-R)
Einarsen, Hoel, & Notelaers, 2009
One of the most widely used tools to assess exposure to workplace bullying and harassment. It identifies negative behaviors rather than relying on self-labeling as "bullying," which increases objectivity.

Sexual Harassment Scale (SEQ)
Fitzgerald, Gelfand, & Drasgow, 1995
A validated scale for measuring sexual harassment in workplace settings. It distinguishes between gender harassment, unwanted sexual attention, and sexual coercion.

Work Group Inclusion Scale
Chung et al., 2020
Measures employees' sense of belonging and uniqueness within their work group. Based on the idea that inclusion balances acceptance with the ability to be authentic and different.

Inclusion–Exclusion Scale
Mor-Barak & Cherin, 1998
Assesses how included or excluded employees feel from decision-making and informal networks

Psychological Safety Scale
Edmondson, 1999
A short, research-based tool measuring whether employees feel safe to speak up, take risks, and be vulnerable in their teams.

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Organizational Diversity, Equity and Inclusion Questionnaire

(ODEI-Q)*

This questionnaire was developed by Copenhagen Business School and tested in a research collaboration with Kemp & Lauritzen A/S and CBS Executive. The questionnaire should not be used in on its own without follow-up. We refer to the report (Hrannarsdóttir, 2025), which provides essential guidance on the application, interpretation and process of using ODEI-Q.

To ensure responsible use and consideration for participants, the clear recommendation is that the questionnaire is used in accordance with the framework and guidelines outlined in the report.

Please note: This questionnaire was originally developed and validated in Danish. The English translation is still undergoing language validation. Users are encouraged to always refer to and download the latest version** of the dissemination report to ensure accuracy and proper use.

*Last updated September 2025
** Download the report here: https://cbs-executive.dk/en/program/summit-measuring-inclusion-from-insight-to-impact-report

Theme Descriptions

1. Belonging

This scale measures the employee's sense of social belonging, collaboration, and mutual support amongst colleagues. It shows the degree to which employees share a sense of connection and unity, resolve conflicts constructively and feel like they belong in the workplace community. The

results can help managers strengthen social relationships and promote an inclusive work environment. In broad terms, this category presents a picture of how psychologically safe and socially robust people perceive the workplace to be.

2. Percieved Difference

This section identifies both obvious and more subtle differences between an employee and their group of closest colleagues. These results can, for instance, be used to assess the degree to which experiences of being different from the norm are correlated with the responses to the other categories in the questionnaire. This category can hence indicate whether there is an increased risk of discrimination and exclusion from the workplace environment and colleagues.

3. Authenticity

This scale measures whether employees feel safe enough at work to disagree and contribute with their opinions and ideas to problem-solving and discussions. This scale additionally shows whether relationships between colleagues allow employees to be their authentic selves at work without having to mask who they are. A high level of safety can indicate the potential for innovative and open dialogue and decisions. Broadly speaking, this category measures the employee's perception of openness, safety and possibility to participate actively and authentically at work.

4. Inclusive Leadership

Responses here show whether managers are good at being attentive to individual employees, listening actively, involving them and recognizing them. This category also measures a leader's inclusive behavior based on their ability to create a safe environment, provide close support and take the necessary measures to promote a sense of well-being.

5. Everyday Discrimination

This scale measures employees experience of discrimination, prejudice or mistrust at work. This also covers social exclusion, transgressive behavior and whether employees have the opportunity to speak up. These results can be

used to identify areas where the work environment may be characterized by "us versus them" dynamics, or issues with the tone and sense of psychological safety that create disharmony and a reduced sense of togetherness. In broad terms, this category can help managers identify barriers to inclusion. It can indicate a need to take concrete action against discrimination and subtle forms of exclusion.

Questionnaire

Unless otherwise described, the response options are always:

Strongly agree / Agree / Neither agree nor disagree / Disagree / Strongly disagree / Don't know

1. Belonging

Thank you so much for helping us improve our understanding of inclusion at [ORGANISATION]. You have now begun the survey. The survey will take about 5 minutes to complete. It is important that you respond with whatever comes naturally to you.	Questionnaire framing
The statements on the pages that follow are about your relationship with your closest co-workers, the social environment in your workplace, and the culture at [ORGANISATION]. By "closest co-workers", we mean the people you work together with most often and most closely, and/or the people you often see while at work. These people could be from your own department or other departments. *How much do you agree with the following statements? Tick an option for each line. Note that a higher number means you agree more with the statement.*	Category priming
We have a strong sense of togetherness between us as colleagues We are good at collaborating when conflicts arise that require unified solutions	4 Questions

I have plenty of opportunities to get help and support from my closest co-workers	
I am part of the community at work	

2. Percieved Difference

In the following statements, you will be asked to think about some of your physical and personal aspects. If any one of these aspects makes you agree with a statement, use that as your response. Your answers do not have to apply to all of the listed aspects. *How much do you agree with the following statements? Tick an option for each statement. Note that a higher number means you agree more with the statement.*	Category priming
Compared to my closest co-workers, I am different from them in one or more of the following aspects: gender, age, skin color, nationality, religion, sexual orientation, health and/or disability *Yes, to a very large extent / To a large extent / Somewhat /To a small extent / No, not at all / Don't know* I generally have very little in common with my co-workers when it comes to one or more of the following: personal values, life choices, political views, cultural background and/or social background	2 Questions

3. Authenticity

When answering the statements on this page, think about your closest co-workers. *Your closest co-workers are the people you work together with most often and most closely, and/or the people you often see while at work. These people could be from your own department or other departments.	Category priming
I can freely express aspects of myself at work that I don't have in common with my closest co-workers	3 Questions

I have no problem disagreeing with my closest co-workers and I'm happy to speak my mind	
When we are having a hard time solving a problem, I'm good at bringing new and different solutions to the table	

4. Inclusive Leadership

When answering the statements on this page, think about *your immediate manager*. *How much do you agree with the following statements? Tick an option for each line. Note that a higher number means you agree more with the statement.*	Category priming
My manager understands how to praise and recognize me when I've done a good job When my manager makes decisions, my views are taken into account just as much as the views of my co-workers My manager makes an effort to consider my needs in order to ensure my well-being at work If I experience something uncomfortable or unfair at work, I feel safe talking about it with my manager	4 Questions

5. Everyday Discrimination

For the following statements, think about your general well-being, your everyday life at work, and the social environment at [ORGANISATION].	Category priming
I find that prejudices get in the way of my co-workers seeing me as a skilled professional *Yes, to a very large extent / To a large extent / Somewhat /To a small extent / No, not at all / Don't know*	7 Questions

I have to put in extra effort to prove myself professionally compared to my closest co-workers *Yes, to a very large extent / To a large extent / Somewhat /To a small extent / No, not at all / Don't know* I would find it difficult to speak up against inappropriate comments or jokes about me because I would not want to ruin the good atmosphere *Yes, to a very large extent / To a large extent / Somewhat /To a small extent / No, not at all / Don't know* I experience negative and unwanted attention from my colleagues because of my appearance *Yes, to a very large extent / To a large extent / Somewhat /To a small extent / No, not at all / Don't know* I find it difficult to join social groups at work *Yes, to a very large extent / To a large extent / Somewhat /To a small extent / No, not at all / Don't know* At [ORGANISATION], we are challenged by "us" and "them" divisions that damage our sense of togetherness *Yes, to a very large extent / To a large extent / Somewhat /To a small extent / No, not at all / Don't know* The tone among us undermines our ability to collaborate well *Yes, to a very large extent / To a large extent / Somewhat /To a small extent / No, not at all / Don't know*	
You have finished taking the survey. Thank you very much for sharing your answers.	End of questionnaire

Organisatorisk Diversitet, Equity og Inklusion Spørgeskema

(ODEI-Q)

Dette spørgeskema er udarbejdet af Copenhagen Business School og afprøvet i et forskningssamarbejde med Kemp & Lauritzen A/S og CBS Executive. Spørgeskemaet bør ikke stå alene og anvendes uden opfølgning.

Vi henviser derfor til den dertilhørende rapport som indeholder væsentlig vejledning om anvendelse, fortolkning og processen omkring at bruge ODEI-Q.

For at sikre ansvarlig brug og hensyntagen til svarpersonerne, er den klare anbefaling at spørgeskemaet anvendes i henhold til de rammer og vejledninger som er beskrevet i rapporten.

Rapporten kan hentes her: https://cbs-executive.dk/en/program/summit-measuring-inclusion-from-insight-to-impact-report

Beskrivelser af Temaer

1. Tilhørsforhold

Denne kategori måler medarbejderens oplevelse af sociale tilhørsforhold, samarbejde og gensidig støtte blandt kollegaer. Den viser, i hvilken grad der er et godt sammenhold, evne til konstruktiv konfliktløsning og oplevelse af at høre til i fællesskabet på arbejdspladsen. Resultaterne kan hjælpe ledere med at styrke sociale relationer og fremme et inkluderende arbejdsmiljø. Samlet set giver kategorien et billede af, hvor trygt og socialt robust fællesskabet opleves.

2. Opfattet Forskellighed

Markerer både tydelige og mere subtile forskelle mellem medarbejderen og den nærmeste kollegagruppe. Resultaterne kan bruges til at sammenholde med scorer i andre kategorier for at afdække, om forskellighed påvirker medarbejderoplevelser. Kategorien kan belyse om der er mange som oplever sig forskellige fra normen og at man derfor bør være opmærksom på risikoen for diskrimination og eksklusion i teamet.

3. Selvudfoldelse
Viser hvorvidt arbejdsmiljøet opleves at være trygt nok til at man kan være uenig og bidrage med sine holdninger og idéer til diskussioner af problemløsninger. Derudover viser kategorien om relationen til kollegaerne tillader at man kan være autentisk på arbejde, uden at skulle lægge låg på sig selv, og have en åben dialog mellem kollegaerne. Samlet set måler kategorien medarbejderens oplevelse af åbenhed, tryghed og handlemulighed til at deltage aktivt og autentisk på arbejde.

4. Inkluderende Ledelse
Viser hvorvidt lederen er god til at være opmærksom på den enkelte medarbejder, lytte aktivt, involvere dem og anerkende dem. Kategorien måler også lederens inkluderende adfærd ud fra dens evne om at skabe trygge rammer, give nærværende support og tage de nødvendige hensyn for at sikre trivsel.

5. Hverdagsdiskrimination

Viser om medarbejderne oplever forskelsbehandling, fordomme eller mistillid på arbejdet. Den afdækker også social eksklusion, grænseoverskridende adfærd og om man har mulighed for at sige fra. . Resultaterne kan også bruges til at identificere områder, hvor arbejdsmiljøet kan være præget af 'os versus dem'-dynamikker, eller problemer med tonen og tryghed, som skaber splittelse og mindsker sammenholdet. Samlet set kan kategorien hjælpe ledere med at identificere barrierer for inklusion og peger på behov for konkrete indsatser mod forskelsbehandling og subtile former for eksklusion.

Spørgeramme

Medmindre andet er beskrevet, så er svarmulighederne altid:

Helt enig/ Enig/ Hverken eller/ Uenig/ Helt uenig/ Ved ikke

1. Tilhørsforhold

Tusind tak, fordi du vil være med til at skabe en bedre forståelse for inklusion i [ORGANISATION]. Du er nu i gang med spørgeskemaet. Det tager ca. 5 minutter at besvare spørgeskemaet, og det er vigtigt, at du svarer det, der falder dig naturligt ind.	Rammesætning af opstart
Udsagnene på de næste sider omhandler dit forhold til dine nærmeste kollegaer, det sociale arbejdsmiljø og kulturen i [ORGANISATION]. Dine nærmeste kollegaer er dem, du samarbejder oftest og tættest sammen med, og/eller ofte møder, når du er på arbejde. De kan være fra din egen afdeling eller andre afdelinger. *Hvor enig er du i følgende udsagn? Sæt kryds i hver linje. Bemærk, at et højere tal betyder, at du er mere enig i udsagnet.*	Rammesætning af kategori
Vi har et godt sammenhold os kollegaer imellem Vi er gode til at samarbejde, når der opstår konflikter, der kræver fælles løsninger Jeg har rig mulighed for at få hjælp og støtte fra mine nærmeste kollegaer Jeg er en del af fællesskabet på arbejde	4 Spørgsmål

2. Opfattet Forskellighed

I de følgende udsagn skal du forholde dig til nogle af dine fysiske og personlige aspekter. Hvis blot ét af aspekterne gør, at du er enig i udsagnet, skal du svare det. Dit svar behøver altså ikke gælde alle aspekter. *Hvor enig er du i følgende udsagn? Sæt kryds ved hvert udsagn. Bemærk, at et højere tal betyder, at du er mere enig i udsagnet.*	Rammesætning af kategori
Sammenlignet med mine nærmeste kollegaer, er jeg forskellig fra dem på et eller flere af de følgende aspekter: *køn, alder, hudfarve, nationalitet, religion, seksuelle orientering, helbred og/eller handicap* Svarmuligheder: Ja, i meget høj grad/I høj grad/ Delvist/ I lav grad/ Nej, slet ikke/ Ved ikke Jeg har generelt meget lidt til fælles med mine kollegaer i forhold til én eller flere af det følgende: *personlige værdier, livsvalg, politiske holdninger, kulturelle baggrund og/eller sociale baggrund*	2 Spørgsmål

3. Selvudfoldelse

Når du besvarer udsagnene på denne side, skal du tænke på dine nærmeste kollegaer. *Dine nærmeste kollegaer er dem, du samarbejder oftest og tættest sammen med, og/eller ofte møder, når du er på arbejde. De kan være fra din egen afdeling eller andre afdelinger.	Rammesætning af kategori
Jeg kan sagtens vise sider af mig selv på arbejde, som jeg ikke har til fælles med mine nærmeste kollegaer Jeg har ikke noget problem med at være uenig med mine nærmeste kollegaer, og jeg siger gerne min mening	3 Spørgsmål

Når vi har svært ved at løse et problem, er jeg god til at bringe nye og anderledes løsninger på banen	

4. Inkluderende Ledelse

Når du besvarer udsagnene på denne side, skal du tænke på *din nærmeste leder.* *Hvor enig er du i følgende udsagn? Sæt kryds i hver linje. Bemærk, at et højere tal betyder, at du er mere enig i udsagnet.*	Rammesætning af kategori
Min leder forstår at rose og anerkende mig, når jeg yder en god arbejdsindsats Når min leder træffer beslutninger, bliver mine synspunkter inddraget i lige så høj grad som mine kollegaers Min leder gør sig umage med at tage hensyn til mine behov for at sikre min trivsel på arbejde Hvis jeg oplever noget ubehageligt eller uretfærdigt på arbejde, kan jeg trygt tale om det med min leder	4 Spørgsmål

5. Hverdagsdiskrimination

I de følgende udsagn skal du tage stilling til din generelle trivsel, din hverdag på arbejde samt det sociale miljø i [ORGANISATION].	Rammesætning af kategori
Jeg oplever, at fordomme står i vejen for, at mine kollegaer ser mig som fagligt dygtig	7 Spørgsmål

Svarmuligheder: Ja, i meget høj grad/I høj grad/ Delvist/ I lav grad/ Nej, slet ikke/ Ved ikke	
Jeg skal gøre en ekstra indsats for at få lov til at vise mit værd fagligt sammenlignet med mine nærmeste kollegaer	
Svarmuligheder: Ja, i meget høj grad/I høj grad/ Delvist/ I lav grad/ Nej, slet ikke/ Ved ikke	
Jeg ville have svært ved at sige fra over for upassende kommentarer eller jokes om mig, fordi jeg ikke ville ødelægge den gode stemning	
Svarmuligheder: Ja, i meget høj grad/I høj grad/ Delvist/ I lav grad/ Nej, slet ikke/ Ved ikke	
Jeg oplever at få negativ og uønsket opmærksomhed fra mine kollegaer på baggrund af mit udseende	
Svarmuligheder: Ja, i meget høj grad/I høj grad/ Delvist/ I lav grad/ Nej, slet ikke/ Ved ikke	
Jeg oplever, at det er svært at komme med i de sociale grupper på arbejde	
Svarmuligheder: Ja, i meget høj grad/I høj grad/ Delvist/ I lav grad/ Nej, slet ikke/ Ved ikke	
I [ORGANISATION] er vi udfordret af, at der er "dem" og "os" grupperinger, som ødelægger sammenholdet	
Svarmuligheder: Ja, i meget høj grad/I høj grad/ Delvist/ I lav grad/ Nej, slet ikke/ Ved ikke	
Tonen går udover det gode samarbejde	
Svarmuligheder: Ja, i meget høj grad/I høj grad/ Delvist/ I lav grad/ Nej, slet ikke/ Ved ikke	
Du er nu færdig med spørgeskemaet. Mange tak for dit bidrag.	Rammesætning af afslutning