



Workplace
Pride

Breakout #2

Bridge the Gap: Engaging Operational & Frontline Teams

11:15 - 12:30 | Administratie Zaal

Bridge the Gap: Engaging Operational & Frontline Teams



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Avery Dennison



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**AVERY
DENNISON**

EAT•N



FrieslandCampina [nl](https://www.frieslandcampina.nl)

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APPLIED SCIENCES

TATA STEEL

Agenda

11:20	Background	Martijn
11:25	Example presentation	Ed, Kim
11:35	Set the scene	Renan
11:40	Workshop & retrospect	Renan, Tim
12:20	Closure	Martijn



Background

- Started in 2023 to get your input
 - 2023 May WP Conference break-out
 - Enabling company-wide LGBTIQ+ inclusion for operational and office staff
- Brainstorming to gather information and best practices
 - 2023 August Membership exchange with Toyota Manufacturing UK
 - 2023 September Visit Eaton Hengelo
 - 2024 May Visit Avery Dennison Oegstgeest
 - 2024 October Visit Tata Steel IJmuiden
 - 2025 April Visit ASML Veldhoven
 - 2025 June WP Conference Amsterdam
 - 2026 January Visit Saxion Enschede
 - 2026 May Visit Royal FrieslandCampina Amersfoort



2025: Operational staff breakout



Een Inclusieve Cultuur Bouwen Van Strategie tot Werkvloer

Een brug slaan tussen inclusieve cultuur strategie, LHBTIQ+ inclusie en operationele uitmuntendheid via lokale kampioenen, inclusieve communicatie en toegankelijke tools.



1 Bouw een netwerk van ambassadeurs op de werkvloer

- Start een LHBTIQ+ ambassadeursnetwerk en promoot actief hun zichtbaarheid en toegankelijkheid binnen de organisatie.
- Communiceer in lokale talen
- Pas de strategie aan op lokale behoeften
- Vertegenwoordig netwerken via LHBTIQ+ ambassadeurs op locatie

Waarom is dit belangrijk?

- Bereik niet-digitale en niet-Engels-sprekende medewerkers
- Bouwt vertrouwen, representatie en psychologische veiligheid
- Brengt inclusieve acties direct op de werkvloer
- Versterkt samenwerking door bruggen te slaan

2 Strategische Integratie

- Betrek operationeel personeel bij besluitvorming over inclusie
- Veranker inclusie in kernprocessen (zoals onboarding en veiligheidsgesprekken)
- Wijs LHBTIQ+ bewuste vertrouwenspersonen aan op elke locatie
- Reserveer budget voor lokale ambassadeurs en leiders
- Train leiders en teamleden op de werkvloer in inclusieve communicatie, leiderschap en bewustzijn van vooroordelen

"Stimuleer inclusieve gesprekken elke dag, niet alleen tijdens speciale evenementen."



3 Praktisch implementatieplan

- Integreer inclusie-updates in teamvergaderingen en veiligheidsbesprekingen
- Gebruik geprinte posters in meerdere talen
- Deel persoonlijke verhalen
- Gebruik schermen op locatie om opgenomen inclusie-evenementen en berichten te tonen
- Stimuleer een psychologisch veilige omgeving voor LHBTIQ+ mensen

4 Tips & Tricks

- Gebruik schermen in pauzeruimtes, kantines en controlekamers
- Plaats QR-codes bij openbare terminals voor gemakkelijke toegang
- Maak communicatie via privé-mobiel mogelijk

Versterk de lokale stem & stimuleer inclusieve gesprekken. Elke shift. Elke locatie.

Neem contact met ons op via tech@workplacepride.org voor vragen, ideeën, feedback of ondersteuning.



Building an Inclusive Culture From Strategy to Shopfloor

Creating a bridge between inclusive culture strategy, LHBTIQ+ inclusion, and operational excellence through local champions, inclusive communication, and accessible tools.



1 Build the site champion network on the shopfloor

- Launch an LHBTIQ+ ambassador network and actively promote their visibility and accessibility across the organisation.
- Communicate in local languages
- Adapt strategy to local needs
- Represent networks through on-site LHBTIQ+ ambassadors

Why it Matters?

- Reaches non-digital and non-English-speaking workers
- Builds trust, representation, and psychological safety
- Delivers inclusive actions directly in the workplace
- Strengthens collaboration by bridging gaps

2 Strategic Integration

- Involve operational staff in inclusion decision-making
- Embed inclusion in core processes (e.g. onboarding, safety talks)
- Appoint LHBTIQ+ aware trust persons at each location
- Allocate budget for local champions and ambassadors
- Train shopfloor leaders and team members on inclusive communication, leadership, and bias awareness

"Foster inclusive conversations every day, not just during designated events."



3 Practical Implementation Plan

- Integrate inclusion updates into team meetings and safety standups
- Use printed visuals in multiple languages
- Share impactful personal stories
- Use on-site screens to share recorded inclusion events and messages
- Foster a psychologically safe environment for LHBTIQ+ voices

4 Tips & Tricks

- Use screens in breakrooms, canteens, and control rooms
- Place QR codes near public terminals for easy access
- Enable communication via private mobile devices

Empower Local Voices. Foster inclusive conversations. Every Shift. Every Site.

Connect with us at tech@workplacepride.org with questions, ideas, feedback or request for support.



2026: Middle Management

- Today we will focus on how middle managers translate LGBTIQ+ inclusion from policy into daily practice on the frontline.
- Building on 2025 insights, we will use an example to show how managers shape team culture, respond to real situations, and foster psychological safety through practical, inclusive leadership.
- We start with an example how your organization can put this into practice.





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Diversity & Inclusion – Middle Management

Effective leadership that appreciates and uses differences to create impact

Agenda

- A message from our Executive Board Member
- Our DE&I strategy and goals
- What does this means for our day-to-day?
- Your role as a team leader
- From policy to practical actions
- Workplace communciation

Image placeholder

A message from our ET Member

Video or talking point placeholder

Our DE&I strategy and goals

- Our DE&I strategy covers the following:
 - Main objectives
 - Main areas
- These are the specific goals and objectives we have set on DE&I
 - Target 1
 - Target 2
 - Etc.



Meaning and relevance of diversity & inclusion in day-to-day work

Essence of diversity and inclusion

Diversity means employing people with various characteristics (e.g. racial, ethnic, socioeconomic, and cultural backgrounds; as well as various lifestyles, experience and interests) and a balanced representation of gender, age, race, socio-economic status, religion and political perspectives.

Inclusion refers to our daily behaviours and social norms that ensure people feel welcome. It unlocks the power of diversity through mindsets, skillsets, practices, structures and policies.

Teams perform better if there is a culture where everyone feels respected and included. A safe and respectful workplace endorses cooperation, quality and consistency.

Psychological Safety

The above relates to psychological safety. A psychologically safe work environment encourages openness and ensures everyone is able to contribute without being afraid of being judged.

Impact on Safety and Productivity

Inclusive teams make fewer mistakes and incidents, this leads to higher safety and increased productivity.



Your role as a team leader

DE&I as leadership capability

DE&I is an integral part of leadership that contributes to success and engagement in the workplace.

- *When creating a new team, think consciously on who to invite for an interview – not only the people you know, or that are similar to you.*
- *In performance conversations, check in on how someone is doing and feeling, besides just a check-in on results and performance. Again, make sure you inquire instead of assume people go through the same things as you*

Be the bridge between policy and practice

Managers and team leaders translate our DE&I policy and objectives to concrete actions in the workplace.

- *Use global/country-specific DE&I initiatives and connect specific employees where relevant. Examples could be the Employee Resource Groups, mentoring programmes or learning offerings (find more info on our DE&I academy). Start the conversation with employees proactively on what support they would need or role they would like to play.*
- *Have a look at the policy and reflect how you can take concrete actions in your team. E.g. “I will ensure our toolbox meetings are also easy to understand for employees with lower local language proficiency (e.g. via pictograms)”.*

Psychological Safety and role modelling

As team manager you are responsible for creating a psychologically safe environment and to intervene if there is undesired behaviors.

- *If someone makes jokes about a colleague’s background or lifestyle, respond immediately – even if it was “just a joke”. As manager you create the norm, you are a role model for your team.*
- *Actively flag if you see transgressive/inappropriate behavior through the proper channels ([more info on our process and policy here](#)), instead of waiting to see if the employee will take action or not.*

Culture of respect and cooperation

Actively have conversations with employees and actively include them to create an inclusive working environment.

- *In a meeting, explicitly invite the silent colleague to share their opinion: “Fatima, you have been working on that line for a long time – what are your insights?”*
- *Make DE&I a standard topic during shift transfers. E.g. once a month shortly check-in and discuss if everyone feels safe to be themselves and if signals are present to the contrary.*



From policy to practical actions (1/2)*

Concrete annual goals

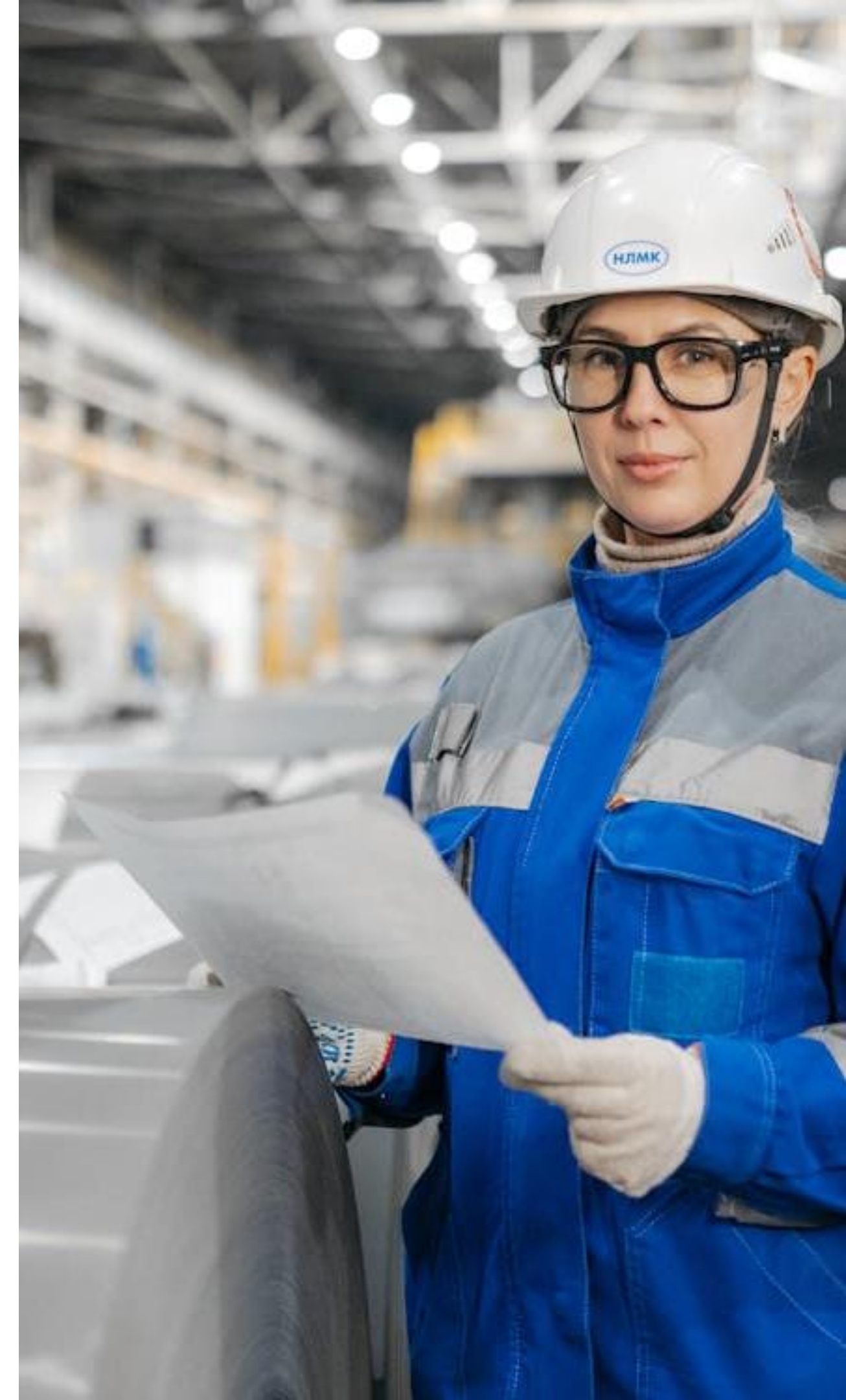
Annual goals focus on practical improvement like shift-transfer, language barriers and how we interact with each other in the workplace. Ensure these are in place and updated (yearly) Some examples:

- *Shift transfer: Agree to have every shift leader do a short check-in if everyone understood the instructions – not only by asking “all clear?” but by having a colleague summarize.*
- *Language barriers: Make a standard transfer form with pictograms and easy language, so colleagues with limited local language proficiency can work independently as well.*
- *Behavioral norms: Create, as a team, three behavioral rules that are important to you – e.g. “we don’t interrupt each other” or “we don’t speak about others if they’re not there”.*

Inappropriate behavior

Managers and employees jointly have a responsibility to tackle inappropriate/transgressive behavior and to flag this via the official channels when relevant.

- *Discuss in a teammeeting an anonymous example of inappropriate behavior (not who, but what happened) en ask the team how they would have responded. This helps to normalize this subject as a topic of discussion.*
- *Clarify to your team: you expect signals to be flagged to you, and you promise to treat it confidentially. Make this explicit (and truly act that way too) – people only flag things if they know what will happen after flagging.*



From policy to practical actions (2/2)*

Integration in existing structures

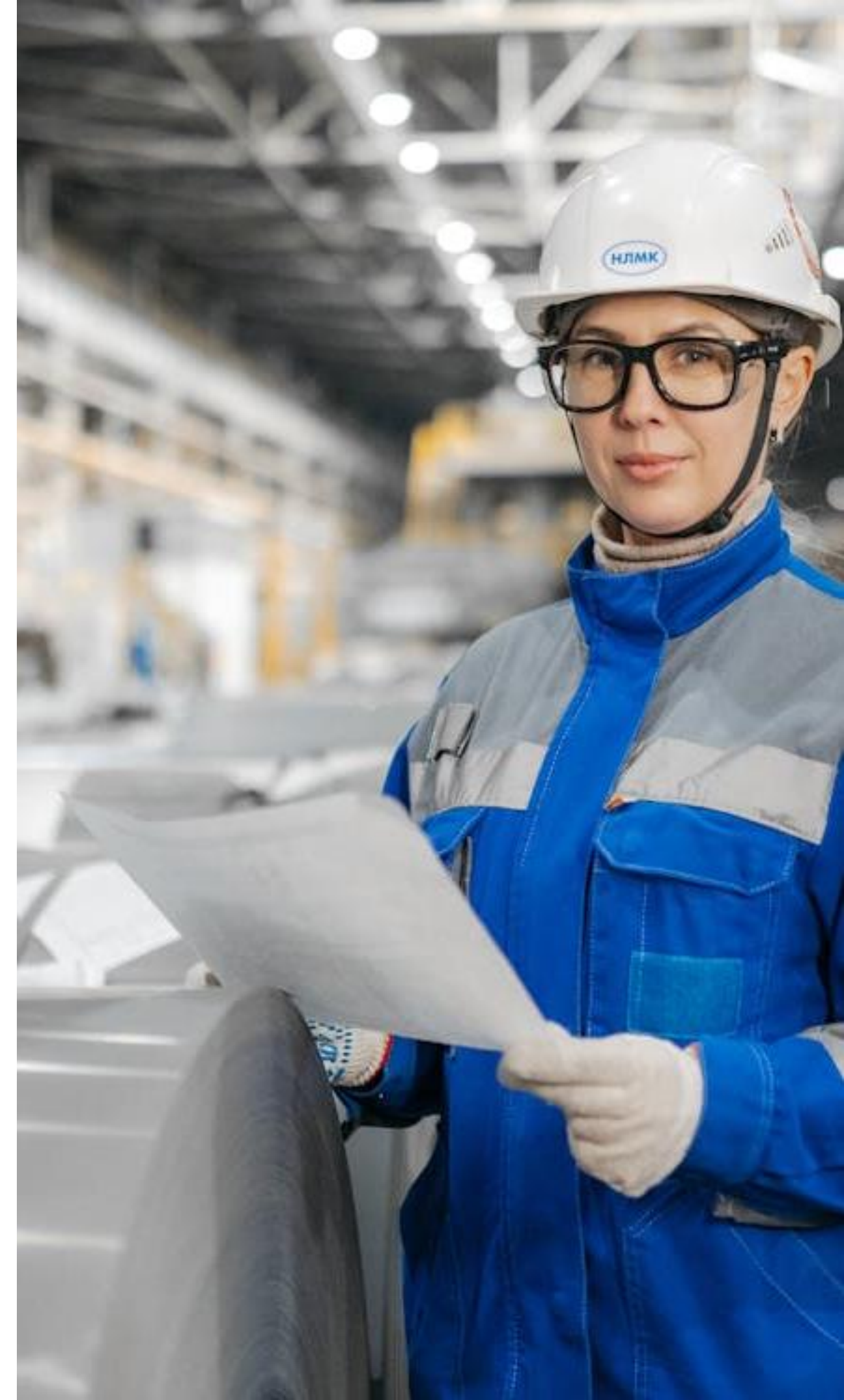
DE&I becomes most effective by making it a part of daily activities and processes. This could be done via e.g. safety rounds, quality checks or toolbox meetings.

- *Safety round: Add 1 question to the standard checklist: “Have there been situations where anybody didn’t feel heard or safe?”*
- *Toolbox meeting: Once every quarter plan a toolbox specifically around cooperation and behavioral norms – it should be just as normal as a toolbox around safety equipment.*
- *Shift transfer: Make DE&I a standard topic at the bottom of the form, e.g. “Any special details around cooperation or behavior?”*
- Make DE&I a standard agenda topic in (work)meetings and shift transfers.

Support

Ensure practical support from ERGs or the Social Sustainability team when creating a inclusive workplace culture.

- *Invite a representative of an internal network (e.g. The LGBTQIA+ resource group or the Women circles) to join your team meeting for 15 minutes to explain what they are doing and how they could be used to support.*
- *If a colleague or teammember reaches out to you to flag inappropriate behavior, know where to go. Use our Whistleblower Procedure or local trust representatives.*



Effective workplace communication

Accessible communication channels

Use physical tools like information boards, posters and pictograms to make DE&I communication accessible for anyone.

- Put a physical poster near the cafeteria and changing rooms with the 3 most important DE&I behavioral rules of your team – little text, recognizable & easy to digest pictures.
- Make a simple A5 card with pictograms for the most common workinstructions, so colleagues with lower language proficiency can also work independently.
- Use the physical noticeboard to share successes, e.g. a teampicture of a team that achieved success, with a short explanation in multiple languages .

Role modelling

Organise supporting communication with personal stories from leadership and other relevant role models.

- Ask a colleague with a diverse profile to share what inclusion meant to them in their day-to-day during a toolbox meeting – not as a big speech, but as sharing a short and personal story.
- Share your own examples as team leader: When did you experience a situation where you (unintentionally) missed someone or their viewpoint? What did you do? What would you do differently and what did you learn? Vulnerability is infectious.
- Every few months, take the time to put an employee or team in the spotlight on Viva Engage (our internal social media). Don't just highlight high-performers, but also showcase people who contribute to good cooperation.

Practical angle

Communicate in a practical and consistent way, avoid being pushy and connect to the realistic day-to-day workplace.

- Connect DE&I messagings to something concrete from the day-to-day. Don't say “we need to be more inclusive”, instead say “we notice not everyone understands the shift transfer – that's why from now on this is how we do it instead”.
- Don't make DE&I a big separate team, connect it to what's already ongoing in the team: perhaps a conflict, a new colleague who started, a safety incident. This ensures it doesn't feel like a mandatory thing, but as a natural part of work.





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Now: Imagine being Zoë

“Hi, I am Zoë, a production supervisor working the night shift in our factory. I lead a team of 12 operators, including Caroline, who joined my team about a year ago. Caroline is a strong performer—reliable, focused, and respected for her technical skills.

Since her transition, I have tried to make sure she feels included and treated like everyone else on the team. I have noticed that some team members occasionally make jokes about LGBTIQ+ topics. These comments are often framed as humor and not directed at anyone specifically, but I can sense they may create discomfort. I am not always sure when to intervene—sometimes I worry about escalating something that seems informal or being perceived as overreacting.

I want to create a safe and respectful work environment. But don’t know if Caroline feels comfortable coming to me if something is wrong. We don’t often talk about personal topics, and I don’t want to make assumptions or put her in an uncomfortable position.

As a supervisor, I feel responsible—but I also feel that I’m navigating this mostly on my own. I would benefit from clearer guidance, practical tools, and visible support from leadership to handle these situations confidently and consistently.”



Workshop

If you were part of middle management, which actions or initiatives would you take in your organization to support Zoë in handling this situation?

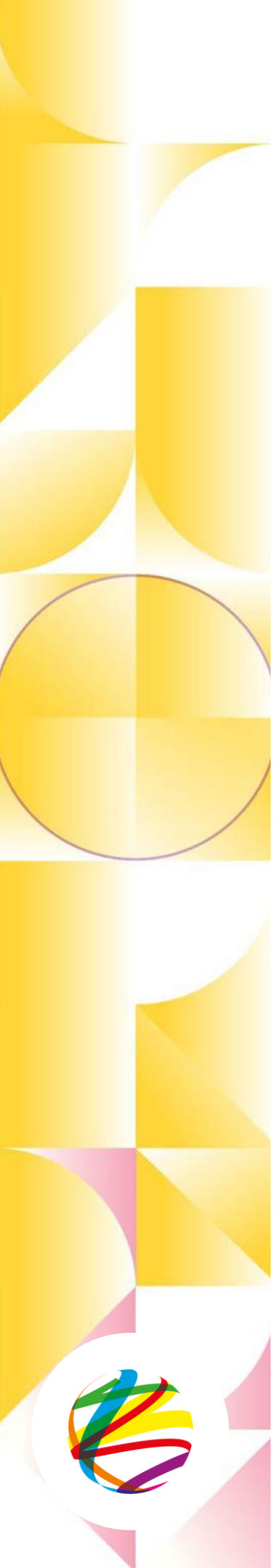
- Split up in 6 teams
- Facilitators
 1. Ed → Nederlands
 2. Kim → English
 3. Marco → Nederlands
 4. Martijn → English
 5. Mutlu → English
 6. Renan → English
- Assign 1 person to share the feedback with the broader audience



Feedback

- Share with the audience the main findings of your group
 - 2 minutes per group
 - Random order for presenting
- Focus on feedback to main statement: *If you were part of middle management, which actions or initiatives would you take in your organization to support Zoë in handling this situation?*





What's next?

What's next: Strategic Management Practical Tools



IDENTIFY • STRATEGIC PARTNERSHIP

Active Executive Sponsorship

Reverse Mentoring & Shadowing Days to bridge the gap

PRIORITIZE • DATA-DRIVEN ACTION

DEI Heatmaps & Communication Protocols

Tackle shift-level microaggressions with localized systems

IMPLEMENT • DAILY INTEGRATION

Operational Excellence & Mobile Audits

'Speak Up' tools via QR codes accessible in the lunchroom

Connecting psychological safety to operational focus and risk reduction. —Driving real change on the shop floor!

Closure

- Thank you for attending
- Stay tuned for more updates via Workplace Pride, we are planning to release these workshops as learning and development module early 2027.
- More info & questions: tech@workplacepride.org



Special thanks to!

- Atlas Quelch (Toyota)
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