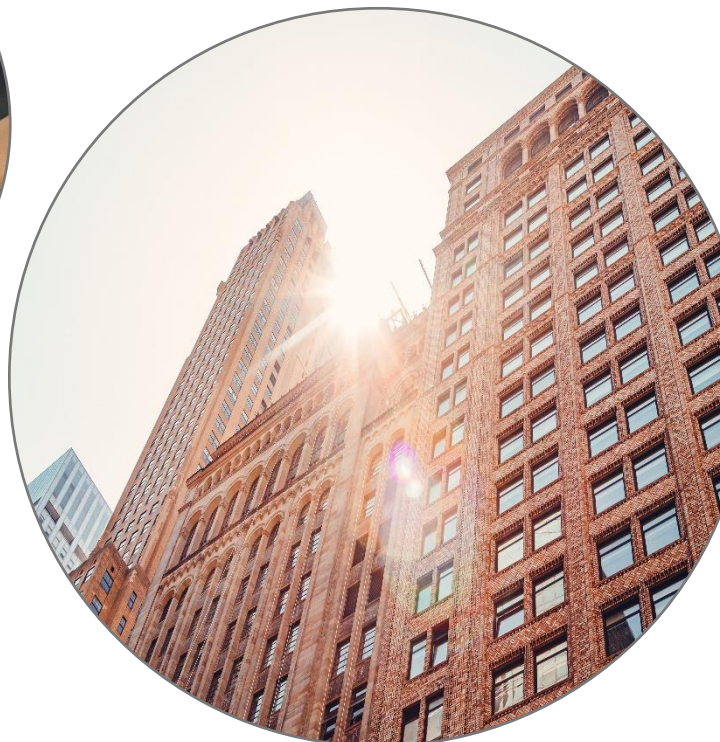# MANAGING ORGANISATIONAL DIVERSITY:

A CASE STUDY OF DIVERSITY AND INCLUSION POLICIES IN THE THREE MULTINATIONAL COMPANIES VESTAS, DANFOSS AND DANISH CROWN

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Culture, Communication, and Globalisation

Master's Thesis | Deadline: May 31st

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10. Semester | Master's Thesis

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Managing Organisational Diversity:
A Case Study of Diversity and Inclusion Policies in the three Multinational Companies Vestas, Danfoss and Danish Crown

CONFIDENTIAL		NON-CONFIDENTIAL	X

24 HOUR EXAM	SYNOPSIS	PORTFOLIO	PROJECT	THESIS
				X

EDUCATION	**Culture, Communication & Globalisation**	
SEMESTER	**10. Semester**	
NAME OF EXAM (in the curriculum)	**Master's Thesis**	
GROUP:	STUDENT NUMBER	SIGNATURE
STUDENT NAME Anna Brøgger Poulsen	**20211355**	*Anna Brøgger Poulsen*
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DEADLINE	**31th May 2023**	
TITEL	**Managing Organisational Diversity:** A Case Study of Diversity and Inclusion Policies in the three Multinational Companies Vestas, Danfoss and Danish Crown	
Maximum number of keystrokes of the paper, according to the study regulations	**336,000 keystrokes**	
Maximum number of keystrokes of the submitted assignment	**201,429 keystrokes**	
SUPERVISOR	**Anne Grethe Julius Pedersen**	

Abstract

Purpose | This study explores diversity & inclusion in connection to multinational companies and the complexities that follow it, to gain an understanding of an area that influences multinational companies today. More specifically, the purpose of the study is to understand how Danfoss, Danish Crown and Vestas manage diversity and inclusion in organisational documents and then based on qualitative content analysis analyse the broader implications of it.

Design/methodology/approach | The study is grounded in the ontological approach of interpretivism, and the epistemological assertion based on social constructionism as the knowledge we produce in this study can only be understood within the scope of our case companies. The research design is centred around the three case companies, Danfoss, Danish Crown and Vestas, which were the object of the investigation and exploration. Furthermore, it follows the deductive logic of inquiry as the data collection was guided by theory. In addition, the empirical foundation of the project is based on qualitative content analysis since the primary and only data collected were documents and website.

Findings | This project found that the three multinational companies make use of diversity management though the approaches of the companies are different. Danfoss, Danish Crown and Vestas share the same aim of diversifying their workforce, yet the specific diversity initiatives alter across the companies along with their alternating motivations and overarching goals. Danish Crown pursue diversity in order to 'mirror' the diversity across their consumers and customers. Danfoss seeks to enhance the well-being of their employees, which will strengthen the company overall. Lastly, Vesta approaches diversity in a holistic way, where they view diversity as inevitable, which enables the company to fully understand and harvest the benefits from it.

Value | The study aims at exploring diversity management approaches of the three specific companies Danfoss, Danish Crown, and Vestas, and discuss the implications of said approaches.

Keywords | Danfoss, Danish Crown, Vestas, interpretivism, social constructionism, D&I initiatives, diversity management,

Paper type | Master's Thesis, Aalborg University.

Table of Contents

1. Introduction

This thesis investigates understandings and practices of diversity management within three multinational companies: Danfoss, Danish Crown and Vestas. Diversity management is not a new phenomenon. Tracing the concept of diversity management back, it appeared after the so-called Affirmative Action had manifested itself as a way to make more room for ethnic and gender minorities. Affirmative Action originates from the USA and was introduced in the 1980's with the purpose of decreasing the substantial problem of racism; systematically denying the black minority the same opportunities as the majority (Köllen, 2021). Diversity management added another layer, as this concept sought to eliminate discrimination and inequality (Köllen, 2021). Since then, diversity management has become a well-studied phenomenon in many aspects and within academic traditions found in e.g., Journal of Diversity Management and The Handbook of Workplace Diversity. Today, diversity and inclusion play a substantial role in management and HR research. The reason for this is that in 1996, Thomas and Ely called for a paradigm shift within diversity management styles. They underlined that companies could become more efficient in terms of their diversity management styles, by focusing on benefits of race and gender in organisational settings rather than on fulfilling certain legislations and guidelines. They became some of the first scholars to do so (Thomas & Ely, 1996, 2020). Calling it the learning-and-effectiveness paradigm, these scholars optimistically published their research, expecting companies to adopt their approach and make way for a paradigmatic shift. However, this was not the case, and 24 years later, they wrote that "[…] organisations have largely failed to adopt a learning orientation toward diversity and are no closer to reaping its benefits" (Thomas & Ely, 2020, p. 117).

Many multinational companies strive for diversity and expect that diversity in itself will be beneficial. Nevertheless, to believe that there is a causality between increasing diversity and beneficial outcomes is a fallacy. Instead, companies tend to follow a 'measurable logic', where they set some specific percentages or numbers for increasing the representation of certain minority groups, as seen in for example the annual reports of the three case companies.

As mentioned in the beginning, diversity management came to be after the introduction of Affirmative Action, which could be considered an effort towards guiding companies in handling systematically oppressed groups. In more recent times, the United Nations Global Compact

functions as a non-binding pact for companies and businesses who seek to "[…] align strategies and operations with universal principles of human rights, labour, environment, and anti-corruption, and take actions that advance societal goals" (United Nations Global Compact, n.d.b). This statement is what representatives from companies are met with when they visit their website. In order to make their vision a reality, they "[...] drive business awareness and action in support of achieving the Sustainable Development Goals by 2030" (United Nations Global Compact, n.d.a). These sustainable development goals (SDGs) are 17 goals, worked out by the United Nations in collaboration with multiple countries, over a long period of time. These prescribe a specific vision for a responsible and progressive global world, "[for] achieving a better and more sustainable future" (United Nations, n.d.a), and it also "[...] provides a shared blueprint for peace and prosperity for people and the planet, now and into the future" (United Nations, n.d.b). The UN Global Compact works with 4 main areas: human rights, labour, environment and anti-corruption. In terms of our study, goal 10 reducing inequality is the most significant one. The UN Global Compact supports this goal by making an effort in the human rights area, pushing for a socially responsible labour market.

In addition to global goals, multinational companies are obliged to conform to the guidelines and/or legislations of the countries they are located and operate in. Nevertheless, often many guidelines and legislations for multinational companies have been set by the European Union (EU) or the United Nations. In Denmark, where our case companies originate, every company is bound by the *Act on Prohibition of Discrimination on the Labour Market 1996* which prohibits direct and indirect differential treatment due to "race, skin colour, religion or faith, political opinion, sexual orientation, age, disability or national, social or ethnic origin" (Retsinformation, 2017, ch. 1, sec. 1). Since the enactment of the law in 1996 it has been revised several times adding to the existing law. For instance, differential treatment in terms of age and disability was not in the original Act from 1996 but was first added later on and can be seen in the 2017 revision (Retsinformation, 2017).

Danish companies are also guided by Corporate Social responsibility (CSR) which is not an Act of legislation but rather a management concept enhanced by societal pressure. Since 2015 it has been voluntary for Danish companies whether or not they want to work with CSR. However, it is a legal requirement for the largest companies to be transparent about their work with CSR by reporting and accounting for the opt-out of working on CSR if chosen so, but only in the case that

they do not have a policy on the area (Erhvervsministeriet, n.d.). This shows that working with CSR becomes an active choice and the pressure increases for the companies who are not working on CSR since as a new thing it has become a requirement to deal with things such as environmental, social and employee related issues.

Beside these specific recommendations and guidelines, equality and equal opportunity pose as intrinsically valuable for organisations. Companies striving for equal opportunity for all their employees, including potential employees, are more attractive as a workplace which makes them more competitive in the job market. Thus, striving for equality and equal opportunity legitimises the need for a diversity and inclusion strategy. Yet, managing diversity is not a simple task, which companies have started to discover. This has become evident from an increasing number of job ads seeking diversity and inclusion specialists, from the diversity and inclusion courses offered by the social media and employment-focussed platform Linkedin, and from numerous diversity handbooks written for companies.

2. Problem formulation

Recognising the previously mentioned guidelines, legislations and expectations, we seek to explore diversity management within the three multinational companies: Danfoss, Danish Crown, and Vestas. We seek to explore the position that these companies find themselves in today and, more specifically, how they address and deal with challenges of diversity and inclusion. We assume that these guidelines and expectations give reason as to why companies focus more and more on diversity initiatives, which is why this study is also an exploration of the risk companies face in their pursuit of diversity management. The challenge lies in pursuing diversity as a goal rather than a management style where the companies risk pursuing diversity in an insufficient manner. We seek to uncover diversity initiatives and the implications of these within the three companies Danfoss, Danish Crown and Vestas which has led to the following problem formulation:

> *Based on organisational documents, how do Danfoss, Danish Crown and Vestas manage diversity and inclusion? What are the broader implications of their initiatives and approaches in terms of achieving advantages of diversity management?*

The cases were picked based on the same criteria (see section 5.3.1.) to enable a viable and rigorous research. The theoretical framework is grounded in academic literature about global diversity management, diversity paradigms and specific tools for diversity management. The data is compiled of annual reports, policies and other relevant documents, and the findings of these will be the object of a qualitative content analysis. Lastly, we will use the gained theoretical knowledge to discuss the findings and reflect it in terms of our problem formulation.

Our field of study is characterised by many different kinds of terminology such as diversity and inclusion i.e., D&I; diversity, equity, and inclusion i.e DEI; and diversity, equity, inclusion, and belonging i.e., DEIB. Thus, for clarification we have chosen to use diversity and inclusion as an umbrella term which covers the wide number of labels of DEI and DEIB. Nevertheless, in any part of the study where the scholars or the case companies make use of specific labels, diversity and inclusion will not replace those labels to maintain the authentic statements and meanings and keep it as close to the original as possible.

3. Literature review

The purpose of the literature review is to provide an overview of relevant research within the scope of our problem area and to provide meaningful insights in existing studies. Through a systematic review, we have minimised the possibility for bias, while at the same time explore the literature in regard to our topic. This chapter will also depict the definitions and perceptions of diversity, inclusion, equity and the concept of allyship, that has been previously studied.

3.1. Diversity

Diversity is a contemporary topic discussed widely within and across companies. The discussion can be argued to have intensified consistently with globalisation. A lot of research on globalisation emerged in the 1990's along with research on diversity and management (Gonzalez-Perez, 2013). Part of globalisation is the constant migration, the spreading of culture, the advancement of technology and interdependent economy which are processes that have all made the world a smaller place (Saxena, 2014). This is what McLuhan and Powers (1964) define as 'a global village', a term that has continued to be used in the discussion on globalisation. Globalisation has had implications on the diversity discussion, pointed out by several scholars such as Georgiadou

et al. (2019) and Riggs (2002). These scholars have argued that diversity has emerged consistently with globalisation and also argued that it has accelerated the world in terms of things such as communication, space and time, demanding a lot more from the international, cross border companies. As Riggs (2002) states: "[t]he contemporary problems generated by ethnic diversity are a complex result of modernity and globalization" (p. 36). Georgiadou et al. (2019) adds to the discussion by exclaiming the impact of ethnic minorities has had implications on the organisational setting. This addition invites companies to take up the issues of discrimination and exclusion.

Reviewing literature written on diversity, it is evident that diversity is a complex term. It appears in many kinds of situations; from everyday conversations to political discourses (Bender, 2022). It has become a part of the management discourse after it was solidified in the UN Global Compact guidelines. Besides being present here, Cambridge Dictionary also attempts to define diversity, where one of the definitions is "the condition or fact of being different or varied" (sect. 2) which reflects a very indeterminate definition of diversity. Taking into consideration the complexity of diversity, more specific and tangible definitions are expressed by several scholars who define diversity as a broad scope of dimensions (Cooper and Leong, 2008) of visible and nonvisible differences (Georgiadou et al., 2019) both non-physical, physical and genetic (Smith-Meyer, 2022) such as "race, gender, age, sexual orientation, socio-economic class, and disability, with additional considerations of religion, education, and family/marital status" (Tamtik & Guenter, 2019, p. 42). These more specific definitions are also what this study is guided by, especially in the context of gender and ethnic diversity.

Additionally, the way diversity is perceived and understood varies from one part of society to the next and can change over time (Bender, 2022). Harrison and Sin (2006) emphasise the importance of diversity researchers defining the type of diversity they examine in a definite manner, as they contend "diversity is meaningful only when it is more narrowly defined or dimensionalized" (p. 199). Hence, they argue that diversity "as a viable construct in research needs to be accompanied by some adjective or modifier" (p. 199) such as, e.g., cultural diversity, ethnic diversity, educational background diversity etc. Critically reflecting on research on diversity, it has become evident that scholars tend to study diversity in either a normative way such as Cooper and Leong (2008), Gardenswartz & Rowe (2008), Georgiadou et al., (2019), Smith-Meyer (2022), and Tamtik & Guenter (2019), viewing diversity in a standard of range, or like the scholars: Bender (2022), Ely & Thomas (1996), and Onyeador et al., (2021) who studies it as a discursive

practice. Approaching diversity normatively, scholars tend to view diversity as a goal rather than a means to a goal. On the other hand, diversity as a discursive practice acknowledges the power of language and views diversity as a means to a goal, for instance increasing organisational effectiveness.

Closely related to the prior mentioned definitions of diversity, Gardenswartz & Rowe (2008) specify diversity as unique variations of diverse elements that have an impact on how you approach working with others. This preposition is supported by Smith-Meyer (2022) who argues that the non-physical differences such as background, education, cultural traditions and religion determines the perception of what is seen as normal and what is seen as disruptive. Gardenswartz & Rowe (2008) organise this specification of diversity into a model of dimensions, also called the four layers of diversity model. The first dimension, the core and centre of the model, is personality which can be found infused in all the other three dimensions. The second dimension consists of internal traits such as race, age, gender, ability, and sexual orientation while the third dimension consists of the external traits like our educational background, cultural traditions, religion, and lifestyle (Gardenswartz & Rowe, 2008). The fourth and last dimension is the organisational dimension which consists of observations, experiences, and decisions such as one's chosen education, cultivated skills, career paths, and status in terms of work location (Gardenswartz & Rowe, 2008). Together these four dimensions form one's own diversity filter which makes each individual unique in terms of the many aspects of diversity that have been discussed so far.

Another way of grasping diversity is provided by the scholars Hebl & Avery (2013) who point out the importance of distinguishing between the two categories, surface-level diversity and deep-level diversity. This distinction adds to the ways of categorising diversity; surface-level diversity refers to the most immediate characteristics, such as gender, race and age whereas deep-level diversity refers to the characteristics that do not immediately emerge. Deep-level diversity are the characteristics that need time to show such as attitudes, personality, opinions, and values. Thus, according to Hebl & Avery (2013) it can be understood that the foundation of understanding diversity is the acknowledgment of the several dimensions, layers and levels that diversity encompasses.

Diversity can be viewed as happening in organisations and their internal culture. Cultural diversity is a crucial element to consider since culture to a large degree can clarify "the behavioural and institutional differences around the globe" (Bender, 2022, p. 7). Being unable to understand

the cultural differences of people based on their individual backgrounds, beliefs and attitudes increases the risk of failure and unsuccessful interactions in culturally diverse settings (Bender, 2022). This is especially important to consider since in an organisational setting it is possible for colleagues to share the same values, but have different ethnicities, or vice versa, share the same nationality but have opposite values, which shows that diversity can be either congruent or incongruent (Hebl & Avery, 2013).

3.1.1. Advantages of workforce diversity

Arguments for the positive effect of a diverse workforce have been laid out by numerous scholars such as Amaram (2007), Chaudhry (2023), Georgiadou et al. (2019) and Tamunomiebi & John-Eke (2020), resulting in many business and employment websites to adopt the positive attitudes towards a diverse workforce. The following three websites *forbes.com, indeed.com* and *intuit.com* help companies in their diversity journey. They exclaim some of the key advantages, describing them almost identically which is supported by the previously mentioned scholars. The advantages are greater creativity (Indeed, n.d.; Stahl, 2021; Tamunomiebi & John-Eke, 2020), innovation (Chaudhry, 2023; Intuit Blog Team, 2022; Stahl, 2021; Tamunomiebi & John-Eke, 2020), problem-solving (Chaudhry, 2023; Amaram, 2007; Indeed, n.d.; Stahl, 2021; Tamunomiebi & John-Eke, 2020), smarter and better decision-making (Chaudhry, 2023; Indeed, n.d.; Stahl, 2021; Tamunomiebi & John-Eke, 2020), reduce employee turnover (Georgiadou et al., 2019; Indeed, n.d.) and improve recruitment of talent (Amaram, 2007; Intuit Blog Team, 2022; Tamunomiebi & John-Eke, 2020). Additionally, the websites also highlight that diversity management can improve the organisation's image and reputation (Indeed, n.d.; Intuit Blog Team, 2022).

As indicated substantial research has been done on the advantages of diversity and several of the already mentioned scholars claim that diversity helps organisations understand different customer needs (Geogiadou et al., 2019), access new markets (Geogiadou et al., 2019) and develop new ideas (Chaudhry, 2023). Furthermore, a diverse workforce also brings different perspectives (Amaram, 2007), skills (Chaudhry, 2023; Tamunomiebi & John-Eke, 2020) and experiences (Chaudhry, 2023) to the table, which can help organisations to identify and solve new problems (Amaram, 2007), develop innovative solutions (Chaudhry, 2023) and create a more productive and efficient workplace (White, 1999; Tamunomiebi & John-Eke, 2020).

Additionally, Amaram (2007) mentions other advantages of a diverse workforce which can be connected to performance enhancement, such as being better at attracting and retaining top talent, being better suited to serve a diverse customer base, "possess[ing] more organizational flexibility, and [being] better able to adapt to changes" (p. 4). Thus, diversity is shown to be essential for global organisations in order to remain competitive and successful in the ever-changing competitive market. As established, there are many positive outcomes of a diverse workforce, which makes it a potentially great asset for organisations.

3.1.2. Challenges of workforce diversity

So far, this paper has depicted only the advantages of diversity in the workplace, yet diversity can also bring with it complications and challenges for the organisation. As Tamunomiebi & John-Eke (2020) acknowledges, despite being a source of competitive advantages "diversity can also be a cause of misunderstanding, suspicion and conflict in the workplace that can result in absenteeism, poor quality work, low morale and loss of competitiveness" (pp. 256-257). Besides the just mentioned challenges, another challenge is the fact that people are unconsciously biased (Oberai, & Anand, 2018), and can feel insecure and threatened when working with people who differ in things such as age, gender, or culture (Aghazadeh, 2004). This can lead to another challenge, namely conflict, as acknowledged by Tamunomiebi & John-Eke (2020).

When people do not see eye to eye and struggle with agreement in the course of action it creates tension which gives rise to conflict, negative dynamics and culture clashes at the workplace (Amaram, 2007). Inter-group conflict is especially a concern in many organisations with a culturally diverse workforce as the potential for conflict is much greater compared to a culturally homogeneous workforce (White, 1999). Aghazadeh (2004) claims that "[i]n regard to diversity, conflicts arise largely due to ignorance" (p. 527) as well as prejudice and a lack of acceptance. This is also why according to White (1999), diversity can lead to "negative dynamics such as ethnocentrism, stereotyping and culture clashes" (p. 478) which can enhance an imbalance of power structures in the organisation, systematically placing women and minorities in an even more disadvantaged work position. "The most common conflict comes from one feeling superior." (Aghazadeh, 2004, p. 527). This is why it is crucial for organisations to manage the conflict before it affects the organisation's performance and internal relations (White, 1999). Furthermore, if managed correctly it can lead to some of the previously stated advantages such as an increase in

creativity and productivity, hence, organisational performance. Amaram (2007), and Tamunomiebi and John-Eke (2020) both agree that another challenge of diversity is communication. When it comes to communication on serious issues, homogenous groups have shown to outperform culturally diverse groups as difficulties in communication can lead to a lower contribution to the group effort (Amaram, 2007).

For organisations and their internal structures, diversity management is also a question of time and money. It is costly to introduce training programs and conduct seminars and lectures on the promotion of diversity and the processes take time (Aghazadeh, 2004). There are benefits by doing so, however, from a critical perspective diversity management is a costly affair (Tamunomiebi & John-Eke, 2020). Another challenge that diversity can bring an organisation if not managed properly is reverse discrimination. It is a part of 'affirmative action', a term which is presented in a later section, "which offers more favorable treatment for members of (historically) disadvantaged groups" (Knight, 2017, p. 140). By striving to ensure fairness and equal opportunities for everyone in the organisation, some majorities can feel unfairly treated and feel overruled to a position they felt they were more qualified to get. This can lead to conflicts both in terms of the minorities and the organisational management and potentially enhance bias and discrimination (Aghazadeh, 2004). Not to forget discrimination, another challenge associated with workplace diversity which will be closely examined in the following section.

3.2. Discrimination

So far, it has been established that the topic of diversity has been widely discussed among scholars, who have different perspectives and perceptions. Many of the potential advantages of workforce diversity have been presented through arguments for the positive effect of having a diverse workforce. Furthermore, the potential challenges of workforce diversity have also been presented, creating awareness in terms of any obstacles that organisations may face in the pursuit of diversifying their workforce. Nevertheless, one challenge is yet to be further examined, namely discrimination, which is a major yet indirect topic that many global organisations focus on today. Thus, in the following sections, different elements of discrimination will be presented.

3.2.1. Affirmative Action

The awareness of discrimination was contested along with the 1964 civil rights amendment, prohibiting the discrimination of race, colour, religion or national origin. This is why some scholars argue that the topic on diversity materialised in two paths, one legislative and one ethical (Fullinwider, 2018). "Provisions of [the] civil rights act forbade discrimination on the basis of sex, as well as, race in hiring, promoting, and firing" (Office of the Assistant Secretary of Administration and Secretary, n. d., sec. 2), which was a huge step, to exclaim the civil rights of all humans, no matter sex or race. It was just the start of a long row of other legislations across the world, referred to as Affirmative Action, which Fullinwider (2018) defines as "[...] positive steps taken to increase the representation of women and minorities in areas of employment, education, and culture from which they have been historically excluded" (p. 1). Affirmative action is one aspect of the discussion on discrimination in a diverse workforce and it has become a well-discussed concept of anti-discrimination policy. The scholar, Lippert-Rasmussen (2020) acknowledges the definition given by Fullinwider (2018), but wants to extent it even further:

> A policy, an act, etc. amounts to affirmative action if, and only if, in a particular site of justice (i) the agent of the policy, etc. ultimately aims at reasonably increasing the representation of minorities in the relevant area or aims at reasonably addressing the disadvantages they suffer in the relevant area in at least some, but presumably not all, ways other than by boosting their representation, or (ii) the relevant policy, etc. will in fact, or is believed to, address a disadvantage of a certain minority group in the relevant area using certain means, e.g., quotas, that go beyond eliminating direct discrimination against the group but not beyond eliminating the relevant disadvantages. (Lippert-Rasmussen, 2020, p. 33)

With this extension, Lippert-Rasmussen, seeks to add a more reasonable layer to Fullinwider (2018). Furthermore, this new definition is more precise in terms of who the recipient is. In addition, Affirmative action policies can promote quotas. This means that in order to fulfil the demands of affirmative action, it can be necessary, for institutions, to predetermine and distribute the available seats equally. This especially happens at universities. (Lippert-Rasmussen, 2020). The following section seeks to connect discrimination with diversity.

3.2.2. Diversity and discrimination

Discrimination can be found in different shapes and sizes and be aimed at things such as gender, ability, race etc. (Tamunomiebi & John-Eke, 2020). Discrimination is nothing unusual for minority individuals who "face challenges everyday dealing with prejudice, discrimination, and stereotyping." (Aghazadeh, 2004, p. 522). The scholar Smith-Meyer (2022) has a clear perception of the difficulties that appear with a growing diverse global world. He also advocates for the case of the minority, and carry out an argument of discrimination:

> In a world where intolerance reigns and an evil eye glances towards those who dress or think differently from the mainstream majority, things can indeed turn defensive and ugly….. Such ideas require us to open our eyes to the many different perceptions of right and wrong in the world, and challenge us to leave the confines of prejudice and accepted truth to discover new opportunities and learning. (Smith-Meyer, 2022, p. 50)

Extending the wrongs of discrimination, Goff (2017) takes the biases of the discriminator into consideration, "[...]discriminatory treatment is intrinsically wrong only when it occurs because of the discriminator's 'biases', defined as incorrect judgments that other people have inferior moral worth" (Goff, 2017, p. 306). Once again, the moral worth of the discriminated individuals plays a big part in the wrongs of discrimination. As Rawls (1999) argues, it is intrinsically wrong to diminish the moral worth of someone, at any cost. This is based on the perception that all individuals are born equal. This is closely related to the policy of affirmative action and the concept of equal opportunity, which will be depicted in a later section (see section 3.2.1.).

According to Lippert-Rasmussen (2017) the concept of discrimination in diversity studies becomes interesting as it advocates the unjust treatment that can emerge with the growing diversity initiatives that is happening in organisational settings. As much as diversity results in positive outcomes, organisations struggle with consequences such as exclusion. To clarify and elaborate on this topic, this section explores the field of discrimination.

When it comes to the workplace "Discrimination is often in the forefront when individuals complain about being unjustly worse off than others, or about being unjustly treated" (Lippert-Rasmussen, 2017, p. 2). This statement is embedded in the traditions of social science, which is concerned with the behavioural patterns of individuals in a social context. Discrimination affects the individual in terms of the job requirements and social mobility of that particular individual. Social mobility is more commonly known within the aspects of equal opportunity, and it is defined

as "the vertical movement of individuals in 'social space' [...] in other words [...] movement from one social class to another" (Joslyn, 1927, pp. 130-131).

Defining discrimination is important for the understanding of why discrimination has a negative connotation. If discrimination, in a normative sense, means to treat individuals differently it does not impose a negative connotation in itself, rather there is no reason as to why this is worse than *not* being discriminated against. Lippert-Rasmussen (2017) makes a clear distinction between direct and indirect discrimination, where he points out that there has to be an ethically wrong intention in order for discrimination to have a negative connotation. Lippert-Rasmussen (2017) contents direct discrimination in the following example:

> the discriminator treated people - say, job applicants - differently, because he intended to exclude people on the basis of membership of a particular socially salient group, whose members he thought inferior in certain ways or to whom he was hostile. (p. 3)

Direct discrimination in this sense becomes an act that is intentional and also often an active act by the discriminator, and only the discriminator. Discrimination becomes problematic when it becomes structural and unintentional such as when minority groups continue to be systematically excluded from particular settings e.g., specific jobs. This form of discrimination is indirect discrimination, "[i]t does not involve any intentions to exclude, but does in fact exclude because of how rules, practices, institutions etc. have been designed in a context where they serve the needs and match the capacities of particular groups" (Lippert-Rasmussen, 2017, p. 3). The scholar Beeghly (2017) argues that the nature of the wrongful connotations of discrimination is "because - it is disrespectful" (p. 84). She then continues to elaborate on this concept and explains that disrespect can be divided into three conceptions: first, the mental-state conception, when an individual is prejudiced and examined to have a lesser moral worth than an equal; second, is the expressive conception in which disrespect becomes more public, to be demeaning; third, the deliberative concept, failing in making disrespect visible (Beeghly, 2017). More simply put by Knight (2017), the essence of wrongful discrimination is 1) the fact that being demeaning means treating an individual in a way that denies them their moral worth, 2) based on prejudice towards the discriminated individual, and 3) the harm that is conducted towards the discriminated individual. Knight (2017) concludes by summarising that in terms of wrongful discrimination at least one if not all three aspects: harm, disrespect and prejudice, are present.

Reflected in Knight's (2017) essence of wrongful discrimination, the individual plays out as a victim of wrongful discrimination, however, according to Tamunomiebi & John-Eke (2020) they can also be the actor. When it comes to diversity, the individual is guided by their own individual moral compass which affects how they view it. As individuals are different, so are their attitudes and approaches regarding diversity, some can be biased (Oberai & Anand, 2018), prejudiced (Tamunomiebi & John-Eke, 2020), or even discriminating (Lippert-Rasmussen, 2017) towards others while some can be the opposite, embracing and promoting people's individual differences (Smith-Meyer, 2022). However, why is it that people can be so different when it comes to understanding and approaching diversity? This depends upon individual perspectives and prejudices (Tamunomiebi & John-Eke, 2020) and can have to do with our individual understanding of ethical behaviour. The scholars Lippert-Rasmussen (2017) and Smith-Meyer (2022) have studied discrimination, and both have a tendency to look at the moral worth embedded within discrimination. The essence of discrimination becomes a matter of morality; the ethical behaviour of the individual (Lippert-Rasmussen, 2017). As Smith-Meyer states "[t]he individual's understanding of what constitutes ethical and expected behaviour is the product of many influences." (2022, p. 34) such as our backgrounds, upbringing, teachings, life experiences, opportunities to acquire knowledge based on more experiences and the socially constructed aspect of our beliefs and behaviours. Hence, throughout our lives many different influences are in a continuous competition when it comes to the formation and development of our ethical values (Smith-Meyer, 2022).

3.2.3. Inclusion and exclusion

"Employing somebody on the basis that their inclusion in a team will increase its overall efficiency is the single most normal and, pro tanto, justifiable rationale for an employment decision" (Hull, 2017, p. 413). Hull (2017) explains one of the most common reasons for employment, namely, finding the right fit for the team which has the highest probability to increase overall efficiency, in other words inclusion. Inclusion is studied by Daya (2014) who writes that inclusion is a practice that acknowledges and respects the unique differences of the individual, or as an employee. Tamtik & Guenter (2019) supports this perception and adds that inclusion is "the recognition and valuing of difference, and the ability to participate equitably in society." (pp. 42-43). In terms of differences, every individual is a member of multiple groups, and the combination of these

memberships are unique for each individual (Daya, 2014; Hogg, 2016). In their study on diversity and inclusion initiatives, Daya (2014) concluded that "respect, trust, organisational belonging, communication, acceptance, recognition and decision making were seen as relating highly to the individual's perception of inclusion" (p. 298). To further elaborate, the study showed that things such as recognition in terms of work performance and individual contribution, feeling appreciated by their managers, and the relation to team members and thus, sense of belonging among other things, can greatly influence an individual's sense of inclusion (Daya, 2014). Additionally, what could influence exclusion was "the old boys' club, personality/attitude, organisation policy, not being invited to social events and not having empowered decision making." (Daya, 2014 p. 298).

Exploring the social psychology of groups, and drawing on social identity theory, Hackett and Hogg (2014), make the following statement:

> The social psychology of groups, particularly that framed by social identity theory, has shown repeatedly that it is endemic to group life for people to accentuate and value similarity within groups and differences between groups and that the latter intergroup differentiation is accompanied by varying degrees of ethnocentrism and in-group favoritism. (Hackett & Hogg, 2014, p. 416)

They discovered a peculiar tendency, which they called the diversity paradox, where on one side society pushes for more and more diversity while on the other side people have a tendency to unintentionally seek homogeneity. Additionally, "[t]he paradox is that those who value diversity as a group attribute may strive to be with and live in communities of like-minded others, people who also value diversity." (Hackett & Hogg, 2014, p. 416). The reason for this is that people similar to us make us feel secure as opposed to those different from us who at times make us feel insecure and, in some cases even threatened, an assertion that is also supported by Smith-Meyer (2022). Thus, when it comes to collaborating with others, creative and conceptual inputs are welcomed when it comes from familiar people. However, when it comes from people we are unfamiliar with and whose inputs we do not expect, it can be seen as intimidating and disruptive, making successful interaction and collaboration much more difficult (Smith-Meyer, 2022). This draws parallels to Social Identity Theory (SIT) which concerns intergroup relations, and the formation of an in-group ('us') vs out-group ('them') perspective, among other things (Hogg, 2016). Additionally, Smith-Meyer (2022) argues that it is our natural tendency to search for and remember information that bolsters the opinions we have, and to disregard anything that does not

coincide with our views. This behaviour is commonly known as 'confirmation bias', which is our inclination to only accept and remember information that supports our pre-existing beliefs (Smith-Meyer, 2022).

Confirmation bias becomes especially problematic in the job market. Starting at a new job is not an easy adjustment, and comes with implications of uncertainty, especially if you belong to a minority group. Smith-Meyer (2022) exclaims that confirmation bias puts the minority at risk, because the majority might be oblivious towards the exclusion that is happening in the workplace. In order to avoid this, it might be helpful to 'fit in' while retaining one's natural self (Smith-Meyer, 2022). However, fitting in is not always a simple task since people are prone to be influenced by conscious and unconscious biases towards others who in any way are different from themselves (Oberai & Anand, 2018). This could be based on things such as ethnicity, gender, age, physical appearance and many others. Thus, as a coping mechanism, based on the instinct of fitting in and the fear of being excluded, some people resort to code-switching (Smith-Meyer, 2022). According to McCluney et al. (2019) code-switching involves "adjusting one's style of speech, appearance, behaviour, and expression in ways that will optimise the comfort of others in exchange for fair treatment, quality service, and employment opportunities." (para. 3). Hence, for some people code-switching becomes a way of life, to be able to comfortably work in multiple settings and to increase the chances of professional advancement (McCluney et al., 2019). Nevertheless, this often comes at a great psychological and social cost since code-switching can generate hostility from in-group members, downgrade one's status in in-groups, hinder performance, and reduce authentic self-expression (McCluney et al., 2019).

Miminoshvili & Černe (2022) contribute to the complexity of exclusion, by focusing on the negative impact of being excluded, not just in the workplace. They underline that, "[...] exclusion may trigger feelings of negative reciprocity and harmfully respond to the perceived exclusion by engaging in knowledge hiding behaviour." (Miminoshvili & Černe, 2022, p. 423). This has a great effect on the behaviour of the excluded group. They problematize that the deviant behavioural patterns, might result in a decreasing of knowledge, as the excluded group will not share their knowledge. Adding to the consequences of exclusion, some research has shown that people can behave more "[...] passively, be demotivated and disengaged [...] or show lower performance and productivity" (Miminoshvili & Černe, 2022, p. 424).

3.3. Equity and Equality

Besides the importance that is placed on diversity and inclusion, organisations are also increasingly focusing on the concept of equity. Chaudry (2023) states that:

> [t]he focus is generally on creating diversity. But it is possible that despite the best intentions, actions and affirmations of an organization, diversity may not translate to equity and/or inclusion. Therefore, it is vital for organizations to approach DEI in a scientific and systematic manner. (p. 6)

In short, she underlines the fact that diversity is not equivalent to inclusion and equity, and the terms should be understood as three separate things. Georgiadou et al. (2019) studies the concept of equity but writes that equity originates from equality. This is why the meaning of equity has to be connected to equality, a concept some organisations view as the most fair approach. Nevertheless, when it comes to organisational diversity, the question about equality might become superficial, as Georgiadou et al. (2019) have also pointed out. Like the sister terms, diversity and inclusion, equity is equally hard to define (Tamtik & Guenter, 2019). At times it is easier to approach the definition by considering the things that equality is not. Equality means to treat people the same ('sameness'), no matter the race, gender, class etc. Scholars like Georgiadou et al. (2019) follows a long line of equality traditions found in philosophy, originally worked out by Miller (1996) who views equality as four types: 1) ontological equality, 2) equality of condition, 3) equality of opportunity and 4) equality of outcome. These types all describe different variations that equality appears in, though, the equal opportunity is the most common descriptor within organisational diversity.

Equal opportunity is also recognized by Western (1985), who claims that equal opportunity should not be considered as the single and ideal state of affairs, but rather that this descriptor is incorrect: "Equal opportunity is the identity of opportunity that obtains among any two persons who fall within a common class of agents" (Western, 1985, p. 849). This leads Western (1985) to call the normative understanding of equal opportunity, a paradox. This study accepts the definition provided by Georgiadou et al. (2019) who relies on the liberal foundation of equality, that prescribes a universal applicable standard for all individuals, "[...] people should have access to and be assessed within the workplace as individuals, regardless of social category" (Georgiadou et al., 2019, p. 3).

Compared to equality that focuses on 'sameness', equity recognizes the differences in people. This means that resources are assigned and matched according to the differences. Equity is most often associated with the concept of fairness. Scholars such as Tamtik and Guenter (2019) view equity as a mechanism for recognizing systemic power and privilege in higher education.

3.4. Allyship

As it is going to be established throughout this section the principle of allyship can be a benefit for organisations who seek to enhance D&I as "[...] research has shown that allies can be powerful tools to help promote equity and inclusion" (Salter and Migliaccio, 2019, p. 132). Salter and Migliaccio (2019) highlight minorities as the most players in terms of achieving D&I. However, they are not on their own in these efforts. To make the changes necessary to reach the goals of D&I, the majority must participate in supporting and advocating for the minority groups. Thus, as Atcheson (2018), a multi award-winning Global Diversity & Inclusion leader and author, contends, what minorities need are allies which can become powerful tools in stimulating positive change. As Salter and Migliaccio (2019) argues based on research "allyship can be a diversity management tool to help reduce workplace discrimination" (p. 131) and "for promoting equity and inclusion" (p.132). This is why it is a great opportunity for organisations to develop ally training programs and promote ally culture as it can enhance the organisational environment in terms of diversity and inclusion (Salter & Migliaccio, 2019).

Allyship is not a very studied area in terms of the workplace. However, scholars have been discussing the idea of allyship for decades, though mostly focusing on things such as supporting minority communities and identity development (Salter & Migliaccio, 2019). However, despite a lack of research on allyship in terms of organisational settings, it has been studied thoroughly in other settings such as education, therapy, among others (Salter & Migliaccio, 2019). Yet, allyship is being discussed within organisations. As McNulty et al. (2018) argues this can especially be seen as organisations have Employee Resource Groups, known as ERGs, which often consists of specific minority groups as well as their allies.

What characterises an ally and what they do has been one of the more discussed perspectives on allyship by many scholars (e.g., Ashburn-Nardo, 2017; Salter & Migliaccio, 2019; Warren & Warren, 2023; Washington & Evans, 1991) who do not all agree on every aspect when it comes to definitions and behaviours. Nevertheless, despite scholars offering multiple different

ideas and suggestions, the understanding are never in conflict but instead add to each other in the framing of allyship and being an ally (Salter & Migliaccio, 2019). According to the scholar Ashburn-Nardo (2017) whose research is focused on allies within the LGBTQ+ communities, "[a]llies, generally speaking, are people who help and support people from another group and who unite with them for a common purpose." (p. 59). This definition is also applicable within an organisational setting, as allies are relevant in any situation that requires support from one group to another. Adding to Ashburn-Nardo's (2017) definition, Washington and Evans (1991) define an ally as "[a] person who is a member of the 'dominant' or 'majority' group who works to end oppression in his or her personal and professional life through support of, and as an advocate with and for, the oppressed population." (p. 195). Thus, it can be argued that motivation and determination are two very important elements of being an ally. Atcheson (2018) claims that a true ally advocates for others, include others in potentials for growth, accept venting as non-personal, and are aware of and understand inequalities and the impact of micro-aggessions. In terms of advocacy and allyship, Washington & Evans (1991) place importance on the involvement of acceptance which include "listening to [...][minorities] in a nonjudgmental way and valuing the unique qualities of each individual" (p. 198). Atcheson (2018) also states that a true ally believes in the experiences and hardships of minorities and "[m]ost importantly [they] listen, support, self-reflect & change" (sect. 4).

Salter and Migliaccio (2019) mentions several important things that allies must do in order to become genuine or true allies. First and foremost, allies must gain knowledge on the experiences that minorities go through, being able to distinguish between myths and facts. Furthermore, they must understand the reasons and mechanisms behind discrimination. Finally, they must be motivated, to feel that they personally should do something about the issues as well as bring awareness to them by successfully communicating them to others. Additionally, Ashburn-Nardo (2017) argues that when gender is concerned, male allies must "recognize gender disparities and the role that sexism plays in creating obstacles for women's success" (p. 59). Furthermore, the male allies must strive to reduce this inequality by advocating for awareness on the issue of sexism and act to reduce it (Ashburn-Nardo, 2017). To sum up the prior-mentioned characteristic of allies and their behaviour, Warren and Warren's (2023) working definition for exemplary allyship, based on their study on internal motivations for allyship, works well as it is useful in defining influence on allyship behaviours, means, target, and purpose: "exemplary allyship behaviors are [...]

internally motivated actions [...] that stem from one's virtues, values and personal strengths [...] and are deployed to support optimal functioning of underrepresented group members and [...] embrace underrepresented group members as one's own." (p. 786).

Becoming an ally is not a happening taking place from one day to the other, it is a process that takes time. As Washington & Evans (1991) states there are four basic levels of becoming an ally which are as followed: "awareness", "knowledge/education", "skills", and "action" (p. 200). First, the ally has to become aware of the differences and similarities between them and the minorities. Second, they must gain knowledge on the areas that differ from themselves such as for example sexual orientation, ethnicity, gender etc. as well as what those individuals experience. Third, the ally must develop skills in conveying the knowledge they have acquired through effective communication. Last and most important, the ally must take action which includes the sharing of what they have learned and take actions to end differential treatment, discrimination, oppression etc. (Washington & Evans, 1991). Similarly, Salter and Migliaccio (2019) argues that there are three broad categories of allyship behaviour: "knowledge and awareness, communication and confrontation, and action and advocacy." (p. 134). Without going into too much detail the categories are reflections of the four mentioned levels, and thus, agree on the fact that allyship is a process of multiple steps and not acquired overnight.

Several aspects of being an ally have now been mentioned and as indicated allies can have a great influence on the overall experience of the minority individuals in their workplace. Though, one great feature of allyship has yet to be mentioned. Some diversity management strategies only work coherently in specific settings and locations, making it difficult for organisations operating globally to find the right strategies. However, utilising allyship and allyship culture these concerns can be avoided as allyship is not restricted to one location or setting. It can exist everywhere, which makes it a very useful tool for organisations to use in managing diversity and inclusion. It does not matter what kind of exclusion, bias, or discrimination that is the most prominent in the organisation, allyship is not restricted to specific settings, and is instead helpful in different settings, making the promotion of ally culture important to implement into the organisation if the organisation seeks to improve their diversity management initiatives (Salter and Migliaccio, 2019).

It is important to acknowledge that being an ally is not always a positive experience, and there are instances where allies may face negative experiences for their support towards a minority community. According to Kutlaca et al. (2020) an ally risks societal backlash especially from

ingroup members which can lead to a greater detraction in the ally's relationship with their ingroup. Furthermore, they also risk experiencing backlash because they violate "prescriptive norms and stereotypes" (Kutlaca et al., 2020, sec. 6.2.3.) which can make some communities believe that the ally believes they are a minority themself, making some people feel uncomfortable (Salter and Migliaccio, 2019). Another negative aspect of being an ally is the fear of societal reprisal (Kutlaca et al., 2020) when confronting things such as discrimination, as this may lead others to view the ally in a negative way, making the ally hesitate in their confrontation as it could possibly lead to isolation or career problems (Sue, 2017). Furthermore, an ally can also experience 'imposter syndrome' where they feel inadequate and self-doubting in terms of their knowledge on minority issues despite possibly knowing much if not all about them (Rajesh, 2019).

Despite the possible negative aspects of being an ally, many individuals still willingly assume this role indicating that for many, the positive outcomes outweigh the drawbacks. Overall, as indicated, allyship is an asset for creating a workplace culture that is diverse, inclusive, and supportive of all employees. Moreover, by actively working to promote and support minority groups, allies can help to create a more equitable and just workplace.

3.5. Relevant studies

Researching the topic of diversity management should be approached very carefully. The reason for this is that it is a very well-studied topic, which means that the scope of the literature is very broad. Due to the amount of literature, it became evident, after reviewing, that most of the literature was not relevant for us. This section seeks to provide an overview of the studies that are similar to ours. The scope of these studies have one or more overlaps with our study. These overlaps are either found in the theory, methodology or findings and also selected by the year of publishing, where the newest was the most preferable.

Kamp and Hagedorn-Rasmussen (2004) conducted a study where they researched the implications of diversity management in a Danish context. They argue that it is important to consider the context and practice of which diversity management takes place. This is both in societal and organisational settings. The theoretical framework plays a great role in this research, where Kamp and Hagedorn-Rasmussen (2004) use Fairclough's critical discourse theory. This allowed them to study the implications and the effect of both societal and organisational settings, and the discourses embedded in these. They advocated for the discursive element of diversity

management, and they work out four different discourses that shape diversity management prior to selecting the case, 1) Using human capital – The Perfection of Meritocracy, 2) Using cultural capital – Adapting to the Globalized Market, 3) Learning and synergy – Organisations in Flux and 4) Social Justice – Ethics and Fairness. The selected company was the best suitable case for their study and could investigate the implications of the above-mentioned discourses within this company. To conclude the study, they point out the significant role that the rhetoric plays in the 'translation' of diversity management. The implications of discourses and language lead Kamp and Hagedorn-Rasmussen (2004) to exclaim that approaching diversity management through policy analysis is not enough. Their research support and prove the importance of discursive implication of diversity management. The end off by pointing at the role of unions in Denmark, "Unions may constitute a progressive actor group in countries with more tradition for unionization, pushing for a social justice approach" (Kamp & Hagedorn-Rasmussen, 2004, p. 550). Though Kamp and Hagedorn-Rasmussen highlight the fact that policy analysis is not sufficient in revealing the implications of diversity management, it does not change that this is the approach of many diversity management studies (e.g., Onyeador et al., 2021).

Another similar study is a study conducted in Canada by Tamtik and Guenter (2019), who studied how 15 Canadian universities defined diversity, equity, and inclusion based on a policy analysis of 50 strategic documents from the universities from 2011-2018. Furthermore, their study sought to identify the organisational strategies and approaches emerging from those documents and then analyse how the universities fostered equity, diversity and inclusion on campus, and consider their broader implications. Their main findings consist of six main categories that emerged from the data analysis: 1) definitions, 2) political commitment, 3) student recruitment, 4) programmatic supports, 5) research and scholarship, and 6) institutional climate. From these categories, these scholars found that universities with designated diversity and inclusion departments and offices, were able to be more proactive in terms of their initiatives. Additionally, Tamtik and Guenter (2019) could also deduct that universities utilise recruitment campaigns "[...]as mechanisms for achieving greater diversity on campus" (Tamtik & Guenter, 2019, p. 51). Though, despite the fact that universities introduce more initiatives and proactively work towards diversity, a need for more balance between increasing recruitment of students and the success of equity-seeking students, persists.

Tamtik & Guenter utilise a critical policy theory, and later make use of policy analysis, which enables them to review the power structures embedded in them, where it can be said that "[...] people in power are gradually starting to pay more attention to the voices of equity-seeking groups" (Tamtik & Guenter, 2019, p. 52). Additionally, it is also possible to conclude that policy documents are important tools of organisational and institutional change, and that policies influence action. Consequently, Tamtik and Guenter (2019) conclude that diversity, inclusion and equity continues to stay an ambiguous term, though universities actively work with and against systematic barriers. The overarching aim of the analysis was to add knowledge to this topic, and hopefully inspire other universities to pursue diversity and learn from the knowledge gained from their study.

Another interesting paper that is relevant to look at is Onyeador et al.'s (2021) article on increasing organisational diversity. They discuss how implicit bias training often seems like the default solution in terms of disparities in organisations, and how it usually does not yield the expected results as "implicit bias training can increase knowledge about implicit bias but does not seem to reliably reduce implicit bias itself." (Onyeador et al., 2021, p. 20). Thus, they argue that organisations have to move beyond implicit bias training in their diversity, equity and inclusion efforts to be able to address disparities and inequalities and increase organisational diversity. To do this, they argue that organisations should use training to educate employees on diversity, equity and inclusion, the challenges that arise, and the effort that is required. Furthermore, the organisation also has to prepare for defensive responses in terms of diversity, and foster an environment that values diversity, equity and inclusion.

Onyeador et al. (2021) suggest five structural interventions or recommendations that an organisation can follow and implement to address diversity, equity and inclusion within its organisation. These include the establishment of 1) organizational responsibility for diversity, equity, and inclusion goals; 2) organizational opportunities for high-quality intergroup contact; 3) organizational groups for underrepresented members; 4) organizational messaging that is welcoming and inclusive; and 5) processes that bypass interpersonal bias. The goal of these suggestions and recommendations are to create inclusive organisations where members can thrive. Yet, Onyeador et al. (2021) highlight how their article is just "the beginning of a journey of continuous improvements to foster the well-being and success of organizations and the diverse array of people within them" (p. 24).

The three presented papers all show interesting ways of studying and exploring the topic of diversity management. They highlight the complexity of the topic and the multiple ways of approaching and handling it. Our study adds to the line of these and explores more specifically diversity management in the context of three multinational Danish companies.

4. Theory

The theoretical lens we utilise in guiding the qualitative content analysis of our empirical data is the theory of global diversity management. The following section is used to examine the field of diversity management, how it can be used as a tool in organisations and why it is an important component for today's global organisations. To do this we present the concept of global diversity management by Özbilgin and Tatli (2008) as the base of the theoretical understanding. Furthermore, we acknowledge the three paradigms presented by Thomas and Ely (1996) and lastly, we draw on specific recommendations and tools provided by Onyeador et al. (2021).

4.1 Diversity management

In today's globalised world being able to manage diversity within one's organisation is key no matter if the organisation operates nationally, multi-nationally or internationally (Bairoh, 2008). Nonetheless, it is no easy task as the gathering of individuals from different cultural, national, and ethnic backgrounds requires varying approaches depending on the organisational, societal, global, and social goals. These various approaches include things such as diversity strategies and initiatives, all part of what is known as 'diversity management' (Bairoh, 2008).

4.2 Global diversity management

Dictated by the multinational nature of our cases, the companies Danfoss, Danish Crown, and Vestas, we are utilising the theoretical framework provided by Özbilgin and Tatli (2008). They acknowledge the traditions of diversity management but make the argument that a distinction between domestic diversity management and global diversity management needs to be made. This makes their theoretical framework appropriate for our cases.

It is emphasised that inequality and discrimination are not eliminated only through individual training and skills:

> […] national and domestic considerations of diversity management are insufficient to explain the challenges that face individuals, organizations and countries in terms of efforts to manage diversity in today's global context, we set out to explain the key global influences on the choice of mode in global diversity initiatives. (Özbilgin & Tatli, 2008, p. 17)

After establishing the argument that global diversity management is necessary to explore, they expand by adding that this distinction is presented across five levels: national, discursive, sectoral, organisational and individual.

> […] global diversity approaches are informed by the pressures both at domestic and international level. The international level pressures are the increased convergence of legal pressures to combat different forms of inequality; the regional influencers are those such as the case of the Social Charter of the European Union under the influence and the influence of incipient international campaigns and organizations. (Özbilgin & Tatli, 2008, p. 18)

It can be challenging to operate as a company in a global world with international pressures in the form of legal measurements. Especially, global diversity management where domestically operating companies might not have the skillset to work out sufficient strategies and policies that account for the domestic and global laws, guidelines and values. "This requires them to consider sophisticated approaches to policy-making, which recognize the tension between local requirements for diversity management and the need to standardize forms of globalization nor localization" (Özbilgin & Tatli, 2008, p. 442). Another challenge is the risk of mainstreaming diversity initiatives across all departments, not taking into consideration the different cultures of the countries.

Domestic diversity management does not have the same strategic implications as global diversity management. Özbilgin and Tatli (2008) argue that specifically due to economic, social and political differences it is not possible to directly transfer US diversity initiatives to European organisations. Adding the aspect of the growing heterogeneity across the world, the argument for global diversity management becomes even stronger as it increases competition in the job market. The pragmatics of the global diversity theory is measured on five different levels, where each has specific effects. In each of the national, discourse, sectoral, organisational and individual levels, it is possible to identify key issues which the companies can then work towards solving. First of all,

the national effects act as an important factor as global diversity management often plays out in a domestic setting, which is not preferable for organisations operating across borders. Özbilgin and Tatli (2008) assume that "[i]n a world of extensive cross-national variations in forms of workforce heterogeneity, regional influences become increasingly important if the density of regional alliances and networks between countries and organizations increases" (Özbilgin & Tatli, 2008, p. 23). As a multinational company, working with global diversity management, they need to pay attention to the national laws and guidelines, as it is not universal for all. The second effect, which is discourse, describes the challenges of the language. One of the main risks is assimilation which is discursively embedded. Assimilation of group-based differences is widely spread across the US, which is also referred to as the-melting-pot metaphor. This metaphor explains a homogenous society becoming more heterogeneous (Özbilgin & Tatli, 2008). Additionally, the discourse effects rely heavily on the fact that discourse is the practice of which global diversity management is enacted. The sectoral effects are the third level which affect the priorities of global diversity management. Aspects such as customer demands, stakeholder configuration, employer and supply relations and demand for labour all play a crucial role in shaping the global diversity management initiatives. This means that the sector that the company operates in, dictates which aspects should be attended to first (Özbilgin & Tatli, 2008).

The fourth effect, as Özbilgin and Tatli (2008) refers to all the individual effects, claims that diversity management has a great impact on the individuals that constitute the organisation. The opinions of employees will affect the decisions of management in terms of diversity initiatives and this will "[…] have an impact on the choice of method and design" (Özbilgin & Tatli, 2008, p. 35). Therefore, it is preferable for the organisation to ensure agreement across all areas in order to fully succeed. Özbilgin and Tatli (2008) wrote that: "[s]kills, competence and learning-based approaches naively assume that the inequalities that are inherent in work practices can be overcome and the benefits of diversity can be realized if individuals are trained to gain skills to value diversity" (p. 36). Therefore, management has to ensure the skills of employees and teach them to value diversity.

Lastly Özbilgin & Tatli (2008) account for the organisational effects of promoting and seeking diversity management initiatives. This organisational aspect "[…] suggests a clear link between positive organizational outcomes and effective management of diversity" (Özbilgin & Tatli, 2008, p. 25). More specifically, there is evidence that suggests that positive organisational

outcomes correlates with an efficient management of diversity, which will create a sustainable organisational culture, where potential conflict is prevented. Additionally, Özbilgin and Tatli (2008) acknowledge that it can be helpful for organisations to categorise diversity into behavioural and cognitive, and place these as an optimum, where cognitive diversity is the favourable one. Behavioural diversity describes the language barriers and cultural differences, whereas cognitive diversity is the tangible way that the members or employees handle and approach a specific task. Özbilgin and Tatli (2008) suggest that behavioural diversity in principle acts as a challenge and cognitive diversity as a strength. This assumption is not universal, and these types of diversity constitute both challenges and strengths, depending on the organisation and the composition of teams (Özbilgin & Tatli, 2008). Enhancing effectiveness is not an ensured result of diversity management. A consequence of diversity could be an organisational culture where attention to differences enhances the areas where the employees differ. This pitfall can occur through a promotion of differences that do not value the individual. This would put an organisation in a vulnerable position.

Another closely connected pitfall is that of seeking diversity management based on the wrong motivations. Özbilgin and Tatli (2008) carve out the problematics in the following:

> At the organisational level, diversity management suffers from individualisation of its definitions, with different organisations adopting diversity initiatives in a pick-and-mix fashion, selecting aspects of diversity, management of which is too ambiguous to monitor and review and which present the organisation in a positive light, such a valuing diversity of opinions and deselecting others the require capital investment or significant changes in their corporate practices, such as ethnic and gender diversity. (Özbilgin & Tatli, 2008, pp. 27-28).

This problem presents the potential of diversity management that enables organisations to direct their attention to the parts of diversity management that puts them in the most positive light. This claim describes that organisations can appear more diverse than in reality, and that the process and strategy of diversity is not clear. The organisations might describe an opaque, non-transparent, diversity strategy which poses a challenge to anyone who wants insight into their actual diversity strategy (Özbilgin & Tatli, 2008).

4.2.1. Multicultural organisations

It is important to consider the practice and frames of which diversity management plays out. Özbilgin and Tatli (2008), writes that "[…] diversity management approaches should be carefully crafted to identify country, sector and organization specific strategies that reflect the unique characteristics of the targeted context" (p. 29). Hence, both the sector, country and type of organisations has significant implications for the structure and strategy of managing diversity. Özbilgin and Tatli (2008) rely on the six-pronged model by Cox (1991) which outlines six priorities that need attention in order to become a multicultural organisation. They are as follows: 1) pluralism ; 2) full structural integration; 3) integration of informal networks; 4) cultural bias; 5) organisational identification; 6) intergroup conflict. These all constitute, in each their way, the issues and challenges that multicultural organisations face and need to address. The solution is going to vary, but according to Cox (1991) it is important to acknowledge that these issues are unavoidable.

One way to handle the issues of diversity is to establish specific departments or offices that deal with all diversity related issues. Despite a lot of organisations adding diversity and inclusion as an HR issue, evidence has shown that if the organisation is going to be fully invested in diversity, it is too big of a task for HR. Taking into account that this is not the only strong stance in order to achieve sufficient diversity management. What the establishment of specific departments do is to contribute by informing the top management about diversity initiatives. The diversity and inclusion department can give the top management directions on where to deploy resources, but they are not in charge as the decision still has to come directly from the top management (Özbilgin & Tatli, 2008). This stance is based on the presumption that all departments of an organisation need to negotiate their own area of expertise. As for diversity management directives, there are six key arguments that can be made "[…] as the way diversity officers can achieve buy-in from senior executives" (Özbilgin & Tatli, 2008, p. 32). These are as follows: 1) the resource argument; 2) the marketing argument; 3) flexibility argument; 4) creativity argument; 5) problem-solving argument; 6) cost-cutting benefits argument.

First, the resource argument is based on the fact that any discrimination, except for merit, will be insufficient for the organisation as it hinders the recruitment process. Second, the marketing argument refers to the potential in meeting the market demands as diversity management credits and legitimises the organisations. Third, the flexibility argument is based on the presumptions that

diversity makes the organisation more mobile and flexible. Fourth, creativity is an argument that highlights heterogeneity, as creativity is "[…] often individuals who are different to the mainstream" (Özbilgin & Tatli, 2008, p. 32). Fifth, the problem-solving argument highlights the problem-solving skills that can be gained through multiple perspectives provided by heterogeneity. Lastly, integrating heterogeneity might lead to cost benefits as ignorance of diversity and inclusion might lead to absenteeism since no employee wants to feel unappreciated and unfairly treated. These arguments are worked out in the context of the workplace to be used as substance when diversity initiatives need to be implemented. This workplace context is not a singular context in which they can be useful. These arguments can be made in multiple contexts with the purpose of implementing diversity initiatives.

Besides being beneficial for the organisation, diversity can also create issues, issues which Özbilgin & Tatli (2008) have split into three paradoxes that permeate diversity management. The first paradox is the *paradox of values* where the complexity of values becomes what is generally the approach of organisations. Multiple values can be in conflict with each other, and it is a challenge to streamline these. The second paradox is the *paradox of fit*, which reports the necessity of building relationship and strong connections between employees, where diversity management seeks to welcome new employees as well as "[…] outsiders and individuals with different attributes to the in-group members" (Özbilgin & Tatli, 2008, p. 28). Lastly, is *the paradox of categories* which implies that the socially constructed assumptions on gender and ethnicity fall apart in diversity management. The reason for this is that the gap between perceived differences and real differences vanish, and differences become both real and perceived. Hence, differences become legitimised in diversity management. In addition, the paradoxes pose crucial considerations in the sense-making of diversity initiatives and rationales for organisations.

Özbilgin and Tatli (2008) are not the only scholars who occupy themselves with the effects of diversity management. In order to add to the discussion, we are going to draw on Thomas and Ely (1996), as they also exclaim the effects of diversity management, yet view it as patterns solidified in paradigms.

4.3. Paradigms of Diversity Management

Thomas and Ely (1996) critically approached the assertion that organisations are only motivated by the fact that discrimination is wrong. This led them to investigate and discover a new paradigm

that added a new dimension to the pre-existing paradigms of managing diversity. These paradigms describe and prescribe organisational patterns of approaching diversity and inclusion initiatives and strategies. Thomas and Ely (1996) were motivated by and argued that "[…] diversity goes beyond increasing the number of different identity-group affiliations on the payroll to recognizing that such an effort is merely the first step in managing a diverse workforce for the organization's utmost benefit" (p. 80). What diversity goes beyond, and what is lacking in this assumption, is an emphasis on the varied perspectives and approaches that are brought by different identity groups.

What has driven diversity initiatives and also constitute the paradigms, are the two perspectives: 1) discrimination-and-fairness and 2) access-and-legitimacy. As mentioned in the introduction, the third paradigm that they added was the learning-and-effectiveness perspective (Thomas & Ely, 1996). The discrimination-and-fairness paradigm is based on the implications of the systematic oppression of minority groups. Minority groups have experienced exclusion in many, if not all, institutional areas, which have had severe consequences for equality and equal opportunity. The success of this paradigm is measured through the achievements of recruitment and retention. The organisation predetermines a set of measurable goals for the recruitment and retention and they are then carried out through implementation strategies. What characterises this paradigm is a specific leadership style that focuses on equal treatment. It is a top-down management style that enables an organisational culture that values fairness and where individual performance is rewarded. Focusing on removing discrimination and striving towards fairness is admirable, but it does come with some underlying assumptions that implies that we are all the same. This might nurture colour-blindness which means that the organisational culture is not affected by the diversification and instead employees are treated on the same terms in the workforce. As a result, individual knowledge is not valued, for example, the unique knowledge of a minority individual. Drawing on prior experience and based on cultural differences, diversity is not appreciated. If diversity is not valued or appreciated, organisations might end up in a situation where they deprive themselves from gaining new knowledge. Furthermore, conflicts on what defines fairness can also occur. As fairness is guided by individual morality, situations where the degree of fairness can be disagreed upon can appear (Thomas & Ely, 1996).

The access-and-legitimacy paradigm gives another perspective on managing diversity. It appeared after the discrimination-and-fairness paradigm was discovered to have several pitfalls, such as the mentioned issues of colour-blindness and also assimilation. First of all, the access-and-

legitimacy paradigm was based on the acknowledgement of a growing multicultural world where the adoption of a diverse workforce would mean getting access to knowledge that was not available before. At the same time, the new knowledge gained from minority groups legitimised the organisation. The clientele and world became more multicultural which meant that the customers and consumers also did. This paradigm is highly motivated by the market and the belonging clientele which could potentially make the organisation more competitive (Thomas & Ely, 1996). However, it does also have its limitations. The organisations are at risk in pursuing niche markets since during the act of pursuing these markets, the minority groups almost become a 'trophy', in a sense they become a symbol of knowledge and through this gives the organisation access to that specific market. This is a vulnerable situation to put the organisation in as an unexpected termination of said minority would leave the organisation without that knowledge. That minority would keep the knowledge to themselves and not share it with others as a consequence of being systematically oppressed.

What Thomas and Ely (1996) noticed, which led them to theorise a new paradigm, was that some companies that they studied would use the minority in the organisation as a real asset. They would gain a real substantial knowledge of the employees, and not just use them as 'trophies' nor ignore their differences. They named this paradigm the learning-and-effectiveness paradigm. Thomas and Ely (1996) do view this third paradigm as the one most beneficial paradigm of managing diversity. The reason for this lies in the appreciation of knowledge that the leaders and management can get from the minority groups. Organisations encourage explicit use of the minority groups' knowledge, and the sharing of this knowledge with everyone in the organisation. This is due to the fact that the management uses the experience of their employees to reshape the markets, strategies, products, mission and business practices (Thomas & Ely, 1996). As indicated earlier, Thomas and Ely (1996) adds this paradigm and argues that this should be the only paradigm to strive for, which is why they claim there is a need for a paradigm shift. More specifically they identify four components that constitute a successful organisation in terms of the learning-and-effectiveness paradigm. These are: 1) "They are making the mental connection" (Thomas & Ely, 1996, p. 88); 2) "They are legitimating open discussion" (Thomas & Ely, 1996, p. 89); 3) "The actively work against forms of dominance and subordination that inhibit full contribution" (Thomas & Ely, 1996, p. 89); and lastly, 4) "They are making sure that organizational trust stays intact" (Thomas & Ely, 1996, p. 90). The themes that these perspectives are based on is the

willingness to integrate, so much that it becomes a goal for the organisation to learn from their employees.

We apply the perspectives of these paradigms onto the cases of Vestas, Danfoss and Danish Crown. Despite the discrimination-and-fairness, access-and-legitimacy and learning-and-effectiveness paradigms being almost 30 years old, the point is to explore if they are still relevant. As Thomas and Ely (1996) point out, their goal is to:

> […] help business leaders see what their own approach to diversity currently is and how it may already have influenced their companies' diversity efforts. Managers can learn to assess whether they need to change their diversity initiatives and, if so, how to accomplish that change. (p. 81)

This statement is still relevant in today's organisations, as diversity management has continued to be a well-studied, yet confusing, topic for social scientists and in HR studies.

4.4. Tools of Diversity Management

Özbilgin and Tatli (2008) attempts to provide a theoretical framework of global diversity management by accounting for the many perspectives and research done on diversity management and other relevant studies. Since 2008, when their theoretical framework was published, more insights have been given on the topic. In order to add to and elaborate on Özbilgin and Tatli (2008), we draw on the points provided by Onyeador et al. (2021). This current study adds to the theory of diversity management and gives specific recommendations that act as tools for organisations with the intention of increasing diversity, through management. As this research is fairly new Onyeador et al. (2021) have more insight into modern organisations. Thomas and Ely (1996) identify the paradigms of managing diversity to be the reasoning of even pursuing diversity, whereas Onyeador et al. (2021) base their study on the assumption that diversity is necessary to pursue, establishing some specific recommendations. They argue that it is insufficient to pursue diversity through bias training and instead they give some specific policy insights for increasing organisational diversity. Onyeador et al. (2021) discovered that companies mostly use their resources to eliminate implicit bias. The reason for this is that these companies seek to eliminate racial discrimination by increasing diversity. They give the following three insights:

> Organizations should (a) use trainings to educate members of their organizations about bias and organizational efforts to address diversity, equity and inclusion; (b) prepare for, rather

than accommodate, defensive responses from majority group members; and (c) implement structures that foster organizational responsibility for diversity, equity, and inclusion. (Onyeador et al., 2021, p. 21)

Following these recommendations should move the organisation beyond implicit bias training and onto making specific interventions in their policies.

By using training to educate their members, Onyeador et al. (2021) focus on moving the attention from training and reconstructing it, so that it better fits them and their situation. This is what is referred to as the first insight. It is necessary for the companies to raise awareness of bias and educate the majority on inequality of the minority, because inequality is not a visible aspect for everyone. At the same time the understanding and definition of diversity varies depending on the type of group. The majority view the goals of diversity as being reached by a numerical representation whereas the minority views it differently. For them, diversity is only reached through both numerical representation and hierarchical representation; "[t]his approach can signal organizations' commitment to diversity, equity and inclusion and connect the diversity strategy to the organizations' broader goals" (Onyeador et al., 2021, p. 21).

The second insight gives the organisation an opportunity to make a sustainable choice. This insight nudges the organisation to prepare against defensive responses in the process of implementing diversity. Onyeador et al. (2021) argue that the approach before was to accommodate these responses without a specific solution. As organisations launch their diversity initiatives, they should be prepared for potential reactance and expect some defensive responses. Organisations can plan in advance to document how defensiveness is going to manifest and to respond to "[...] defensiveness by correcting misperceptions; linking diversity efforts to the organisation's mission, values, and goals, and providing incentives for reaching diversity targets" (Onyeador et al., 2021, p. 21). This, however, will not stop the reactance, but it will help the employees recognise the potential of diversity initiatives. Relying on the underlying logic that inequalities are deeply embedded within the structures of society, Onyeador et al. (2021) view organisations as a product thereof.

On this notion, they carve out the last insight of effectively designing a sufficient organisational structure to address diversity, equity and inclusion. They approach diversity, equity and inclusion more holistically. In order for diversity management to work more efficiently, they wrote that "[t]raining one person to think more positively about minorities cannot transform an

organization if there are institutional policies that still produce disparate outcomes" (Onyeador et al., 2021, p. 22). This insight takes a lot of work from the organisation which is why they give five recommendations and specific tools to establish and ensure success (Onyeador et al., 2021, pp. 21-23). In the following section each recommendation is depicted, providing a clear overview.

1. *Establish organisational responsibility for diversity, equity and inclusion*

This recommendation exclaims the importance of holding the responsible parts accountable for ensuring diversity, equity and inclusion. This is done through, what Onyeador et al. (2021) call accountability structures which involves improving the efficacy of diversity training, by monitoring the relationship between performance ratings and diversity-valuing works. This is because evidence has shown that when the majority engage in diversity-valuing works, their performance rating decreases, whereas when the minority engage in diversity-valuing works their performance ratings increase.

2. *Establish organisational opportunities for high-quality intergroup contact*

To establish strong possibility of intergroup contact means to improve intergroup attitudes. This contact enables the minority to teach the majority about inequality. This should not be understood in a literal sense but rather on a metaphorical level. The contact will reveal tendencies that happen because of inequality, "White employees were more likely to think highly of, feel closer to, and learn from coworkers of color, and as a result, White employees displayed more inclusive behaviors toward minority coworkers" (Onyeador et al., 2021, p. 22). They highlight that it is not the responsibility of the minority to teach the majority. The minority act only as a means to the greater goal which is eliminating inequality by informing the majority. The role of the organisation is to ensure a safe space and opportunities for these discussions to take place across organisations and evidently enable intergroup contact.

3. *Establish organisational groups for underrepresented members*

The minority, or underrepresented groups, as Onyeador et al. (2021) call it, experience more often than the well-represented group "[…] exhaustion, isolation, and marginalization" (p. 23). The organisations must avoid that the minority is viewed as 'complainers' since if they feel like 'complainers', it decreases the likelihood of them sharing their experience. The role of the organisation is to facilitate the success of the minority, and thus, one specific recommendation given is to introduce training with the purpose of teaching minorities to handle discrimination.

4. *Establish organisational messaging that is welcoming and inclusive*

The fourth recommendation is based on communications. Something as simple as using inclusive language has shown to increase diversity, equity and inclusion. However, language can be used as a tool to both weaken and strengthen diversity; it can undermine the minority, yet also be used in a positive way to advocate for them. It is important to alter the language and the general message depending on the situation and the receivers of the messages. The essence of this recommendation lies within the assumption that the values of the organisations are performed through the language. Therefore, organisations should be aware of this, in order to use it in their own favour: "Diversity messaging must be authentic, forthright, and specific to the organizational context" (Onyeador et al., 2021, p. 23). Thus, being aware of this increases the chance of succeeding in strengthening diversity.

> 5. *Establish processes that bypass interpersonal bias*

"Organizations that have historically, or structurally supported the existing societal hierarchy tend to attract individuals who believe in hierarchy and behave accordingly" (Onyeador et al., 2021, p. 23). This is because, as Onyeador et al. (2021) argue, interpersonal and structural bias are interrelated. This might result in nurturing less empathy for the minority.

> Organizations perceived as uninterested in diversity, equity and inclusion attract individuals who also devalue diversity, equity and inclusion, making change more difficult. Directly supporting diversity efforts and tying such efforts to the company ethos and mission is crucial for ensuring such efforts are received positively and can create future change. (Onyeador et al., 2021, p. 23)

If the organisation is viewed and can be put into the category of devaluing diversity, equity and inclusion, the organisation needs to accelerate their diversity initiatives even more, and make them very clear. One specific way of reaching this is explicitly insisting on blind interviews or resumés with no picture. This will strengthen their opportunities for attracting employees who also value diversity, equity and inclusion.

5. Methodology

In the following chapter the methodological considerations are presented. This includes logic of inquiry, a rigorous description of the research strategy, a description of the qualitative case study

and the data. Finally, a description of the chosen tool of analysis, qualitative content analysis, is also given.

5.1. Logic of inquiry

The logic of inquiry starts with our ontological reasoning for approaching the nature of reality. This study places itself within interpretivism which allows us to study our topic from a subjective point of view (Bryman, 2012). We study the ontology of diversity from the perspective of our cases, the multinational companies. The reality within these companies is viewed as subjective, meaning that we are given access to their perception of the reality, and not an objective version of their reality. More specifically, the study of diversity and inclusion, is an exploration of the subjective reality in each organisation. It gives us a unique insight into their own perception of their diversity and inclusion initiatives.

Our epistemological assertion is based on the assumptions embedded in social constructionism which means that we view the nature and structure of being to be socially constructed (Saunders et al., 2009). This asserts that the knowledge we produce in this study is only legitimate within the scope of our case companies. The reason for this is that our knowledge is only based on the reality of these respected companies. Each company constructs their reality and knowledge within their own organisational frames. Specifically, it is based on the acknowledgement that organisations are constituted by communication. This communication happens between and across the individuals, employees, and in this intersection, meaning is created. This does not exclude the legitimacy of knowledge outside of the frames of the company, rather it means that this study is valid within the scope of these specific companies.

5.2. Research strategy

This research study depends on the traditions of the qualitative research of social sciences. This decision was made prior to the research and after determining the topic of the study. Doing it in this order made it possible to get an orientation of the field and what to look for, before diving into the massive amount of literature on the topic (Bryman, 2012). We seek to reveal the social world and constructions of it, from a specific point of view, which is reflected in our problem

formulation. The qualitative research enables us to explore the nature of our chosen cases and gain an in-depth understanding of their social realities.

Guided by the multi-stage process, in order to conduct research as thoroughly as possible, we started off by clarifying our focus (Saunders, et al., 2009). Taking into consideration the formalities given by Aalborg University, we needed to find a good research topic with an international and/or an intercultural aspect. The whole process started off with a personal interest in the job market which initiated an examination of diversity in this connection. This revealed how there was a tendency for companies to utilise diversity to attract applicants when seeking new employees. Further examining this interest, we looked at various topics such as discrimination, retention and recruitment processes which led to the initial draft of the problem formulation. Nevertheless, like in much social research, the focus changed over time and ultimately, we followed our interest in diversity management and the strategies of companies. Based on prior knowledge about the UN global compact and SDGs, the problem area emerged. As mentioned in the introduction, the problem area sought to outline the pressure on companies from authorities in pursuing diversity management. This needed to be explored within relevant literature.

After the literature review, the natural step was to design the research, followed by "[…] collecting data, analysing data and writing up." (Saunders et al., 2009, p. 10). As with many studies, the process got a lot messier than it was supposed to. Instead of moving through the stages in an orderly fashion, we jumped between the steps and also revisited old steps. Nevertheless, the messiness of social studies is acknowledged by Saunders et al. (2009), who write that the reality of doing social research is not linear: "Each time you visit a stage you will need to reflect on the associated issues and refine your ideas" (p. 10).

The process depicted above illustrates a deductive approach to this study, as the observations led to a temporary problem formulation, resulting in an exploratory reading of the existing literature, enabling a modification of the problem formulation and finally letting the new knowledge be guided by a theoretical framework, derived from the exploration of the topic.

5.2.1. Literature search strategy

The field of human resource management, diversity, and inclusion literature is a very well researched and studied field. It supported our problem formulation as the quantity of the literature explored the same themes, and also questioned the abilities of organisations and diversity

management. Another dive into the literature revealed similar studies, though, they were conducted in other settings such as universities, yet, raising similar research questions. The new knowledge acquired from the existing literature allowed us to go back and update our problem formulation.

The process of the literature review was messy. As mentioned already, the literature on this topic was extensive, and taking into account the number of researchers, only two, and the time restriction on the project, it was not possible to comprehensively examine all the literature. Hence, to guide the literature in the best way possible it was necessary to work out some specific criteria for the search. These were inspired by Saunders et al. (2009) who gives the following criteria: 1) Language of publication, 2) Subject area, 3) Business sector, 4) Geographical area, 5) Publication period, 6) Literature type.

Our process started with a wide and open-ended search where we looked for academic articles on diversity, diversity management and inclusion. This initial search gave us the keywords and themes for a more specific search. This made it possible for us to look for academic studies that had analysed diversity through the process of organisational documents e.g., policies, annual reports, websites etc. This significantly narrowed the area of the literature search, but it also became evident that these studies relied on completely different definitions of diversity, inclusion and equity: definitions important for us to consider. We then decided to review literature on discrimination, allyship, equality and equal opportunity ourselves, in order to get a thorough understanding of diversity management and the implications that shapes this tradition. The advantages of this method of conducting a literature review have been exclaimed by Bryman (2012), as he writes that "[…] theory is latent or implicit in the literature" (p. 22). Thus, it has guided the choice of our theory as our theory emerged from the literature that was already written on the topic.

5.3. Framework and Case Study Design

We were inspired by a study conducted by Tamtik & Guenter (2019) that helped us to be as rigorous as possible in terms of our own research. They conducted a case study on diversity and inclusion in educational settings where they collected data through policy analysis from 15 Canadian universities. They approach the analysis through the lens of critical policy studies in education which resulted in a critical analysis of strategic papers. They could then conclude on the most predominant mechanism that universities have utilised for achieving greater diversity. The

goal of their paper was to understand how 15 Canadian research-intensive universities defined equity, diversity and inclusion in their policy documents and then analyse the equity, diversity and inclusion strategies emerging from those documents through critical policy analysis. The following key findings, organised into categories, emerged from the study: 1) Definitions of equity, diversity and inclusion; 2) political commitment; 3) student recruitment; 4) programmatic supports; 5) research and scholarship; and 6) institutional climate (Tamtik & Guenter, 2019). Many of which our study is inspired by. Although our study focuses on multicultural companies instead of universities, both studies make use of the elements that make up case study designs.

5.3.1. Case selection

Guided by our problem formulation we selected our cases from relevant criteria. Before digging into the specific criteria, it is worth noting that the cases were also selected from what Bryman (2012) calls "The representative or typical case" (P. 70). What he means by this is an exemplifying case where "[…] the objective is to capture the circumstances and conditions of an everyday or commonplace situation" (Bryman, 2012, p. 70). The case selection was guided by former studies that had researched similar problem areas in terms of diversity and inclusion. Our study adds to this string of studies, as these cases were selected on similar criteria.

First of all, we chose companies that had some kind of focus on diversity and inclusion. Then we turned our focus on companies of certain sizes as we found that it would increase the possibility of them having an actual diversity strategy. Considering both medium and large sized organisations, we also needed them to be both multinational and multicultural, with departments in and outside of Denmark. The reason for this was because of the literature and research done on the area prior to this study, where the majority of this was conducted in the USA. Therefore, doing a study of diversity and inclusion on Danish companies with international departments, would add to the existing research on diversity management. Lastly, each of the cases had to have relevant data accessible to us.

To ensure that we had enough data to analyse, we chose to focus on more than one company. Considering the time frame of the project and the resources available, we concluded that three companies would be sufficient in answering the problem formulation. Supported by Bryman (2012) our "[…] goal is to understand the selected case or cases in depth" (p. 12). This case study design is not a comparative case study, even though we have included three companies. This is

because the cases are not contrasting or opposites. Instead, the cases, as mentioned before, are representative of the same social phenomena.

In terms of selecting our specific company cases our initial search began on google, searching on words such as 'companies and diversity' (Trans. from Danish: '*virksomhed og diversitet*') 'diversity and inclusion in danish companies' (Trans. from Danish: '*diversitet og inklusion i danske virksomheder*') and 'large Danish companies' (Trans. from Danish: '*store danske virksomheder*'). The searches were conducted in Danish as this is our first language which resulted in the search engine providing us with the top results in Denmark, and therefore, it was also Danish companies that appeared first. From the initial google search, we had acquired enough information about some potential companies to go onto Linkedin, in order to gain more knowledge on the companies. On Linkedin, it is possible to get more thorough insight into each company as they can post relevant achievements and also specific focus or other updates. Information on company employees and management are also publicly available on Linkedin, and it is possible to access profiles of employees with specific roles. Evidently, we had access to a lot of information about many companies, leading us to select the three we needed.

5.3.2. Case descriptions

The chosen case companies were Danish Crown, Vestas and Danfoss.

Danish Crown A/S is a multinational company with headquarters in Denmark and its history dates back more than 130 years. It is one of the larger companies in the food producing industry, having approximately 26,000 employees and market presence in more than 130 countries. Furthermore, it also has production in several countries in Europe and in China (Danish Crown, n.d.).

Vestas A/S is a Danish multinational wind power company which was officially established in 1945 (Vestas, 2023b). It is one of the world's largest wind power companies with +164 GW of wind turbines installed in 88 countries. Furthermore, it has more than 40 years of experience in wind energy and approximately 29,000 employees. Vestas' vision is to become the global leader in sustainable energy solutions since the global world revolves around the development and deployment of sustainable energy solutions (Vestas, 2023c).

Danfoss A/S is a Danish multinational company which was founded in 1933 and it deals with energy efficient technologies. It has 97 factories situated in more than 20 countries, makes

sales in more than 100 countries, and has 42,000 employees spread out worldwide. Danfoss is the leading technology partner for its customers who want to decarbonize through energy efficiency, machine productivity, low emissions, and electrification. Danfoss' goal is to eventually become its customers' preferred partner in decarbonization and become carbon-neutral in its global operations by 2030 (Danfoss, n.d.).

5.4. Data collection

The data was carefully selected in order to be able to answer the problem formulation and therefore, the data had to live up to certain criteria as well. Keeping the type of analysis and theoretical groundwork in mind the data collection began.

All our data on the three organisations were acquired online and saved in case the information changed. This is because on internet sources such as websites the author(s) has the authority to update or change information. Furthermore, it should be noted that our data is publicly accessible and not difficult to acquire. From the beginning we knew that we wanted to find all relevant data that concerned diversity and inclusion in the organisations which initially was just the annual reports and D&I policies. However, after examining the websites of the organisations and researching a bit more we found additional relevant data consisting of web pages from the organisations' websites, reports and policies accessible on the websites.

Initially, the data we gathered were the same type of documents. The annual reports are all the same type of document, following the same structure. It is a legal requirement for limited liability companies, entrepreneurship companies and corporations in Denmark to release annual reports. The companies post the reports to a publicly available portal, either their own website, or on a secondary website or both. As it is mandatory, there are also several criteria that the reports need to fulfil. They need to contain all information about the company's social responsibility, economy, ethical considerations and environmental impact [translations from Danish to English] (Erhvervsstyrelsen, 2022). Naturally, these annual reports are the first place to look for information about specific concerns or interests of the respected company.

The second set of data collected was specific policies regarding D&I, including equity. A D&I policy would give a lot of insight into the thought process and considerations made in terms of the particular strategy and/or implementation of D&I. We found that Vestas and Danish Crown

had recently published D&I policies, whereas Danfoss had a similar document published, but did not refer to this as a policy but rather just a short document describing their relation to D&I.

To ensure that we had all the relevant information about D&I of each company, we searched the words 'diversity', 'inclusion' and 'equity' and the name of the company on both the website and google. This last search ensured that we had all the publicly available documents on the companies. This search gave more results and provided us with more documents which we could use as data. All three companies mentioned diversity on their own websites, either as a separate tap or as a part of a description of their internal cultures. These websites function as communication tools for them to reach consumers and/or customers, and genuinely curious citizens. The websites are also the main communication channel for potential future employees. The company is able to communicate their values and goals besides other relevant information such as specific initiatives or beneficial programs. For instance, Danish Crown use a significant amount of resources to describe the satisfaction of the employees in production. Moreover, Danfoss and Vestas both had two sustainability reports and policies posted. In these D&I was mentioned several times.

After reviewing the data more closely, it became evident that the annual reports were going to constitute the biggest set of data, carrying most of the analysis. However, the policies were important data for the analysis, as these gave the most detailed descriptions of diversity and inclusion. The other types of data were mostly used in supporting and reflecting the points made in the reports and policies.

We acknowledge and base our analysis on the fact that the data, written by the companies themselves, authentically reflect each of their social realities. As Bryman (2012) also exclaims, we are able to use the data of the companies as "[…] windows onto social and organizational realities" (p. 554). Our data was collected with the purpose of gaining knowledge on the companies' immediate relationship with D&I. The narrative of D&I in each company is only told by themselves. Our study wants to explore the self-perception of these companies and compare them with the actual results that they have calculated and published in their annual reports.

Table 1: Overview of data[1]:

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[1] Vestas' DEIB Policy is classified as 'Confidential', however, we have contacted a person from Vestas concerning this, who has assured us that we can use it, as the 'Confidential' marking was a default setting, and not meant to be on it.

Organisations	Documents	Pages	Letter of indication
Danfoss	Annual Report 2022	4, 9, 45-47, 56, 65, 127	A
	Diversity, Equity, and Inclusion (website 21.03.2023)	Website - sections	B
	Danfoss announces new Global Employee Resource Groups (ERGs) and Regional Inclusion Councils (website 19.04.2023)	Website - sections	C
	Sustainability related policies 2021	1,4	D
Danish Crown	Annual Report 2021/2022	29, 30, 33, 37	A
	Diversity and Inclusion Policy 2021	2-3	B
	Equal opportunities and good jobs for everyone (website 19.04.2023)	Website - sections	C
Vestas	Annual Report 2022	30, 32, 47, 54, 66	A
	Diversity & Inclusion Policy 2022	3-4	B
	Diversity, Equity, Inclusion, & Belonging Policy 2022	3-6	C
	Diversity and Inclusion (website 21.03.2023)	Website - sections	D
	Sustainability report 2022	47, 50-52, 74	E
	Vestas' approach to diversity and inclusion 2020 (website 19.04.2023)	Website - questions	F

5.5. Qualitative content analysis

Based on the data gathered from the companies, we found that qualitative content analysis would fit this study the best in order to answer the problem formulation. In order to conduct a qualitative content analysis, we made sure that the documents were all viable for analysis. Some of the data fell into the category of policies which meant that we contemplated if we should conduct a policy analysis. The benefits of doing this would be to gain a clear picture of the purpose of the respected

policy as policies often have a specific way of communicating. Ultimately, we chose qualitative content analysis as all our data fits into the category of viable data in this type of analysis.

Content analysis is a research technique used for analysis of printed or visual documents and texts (Bryman, 2012). This was the best tool for us with the data that we had collected. As content analysis dictates, we started off by coding the data. This was done manually by examining the data very closely, looking for anything that was related to our predetermined categories. We were trying to understand the underlying themes that the documents dictate. It also allows us to include outside factors such as social and historical context (Bryman, 2012). The aim of content analysis is to quantify content in terms of predetermined categories and in a systematic and replicable manner. It is a very flexible method that can be applied to a variety of different media. In a sense, it is not a research method in that it is an approach to the analysis of documents and texts rather than a means of generating data. However, it is usually treated as a research method because of its distinctive approach to analysis (Bryman, 2012).

Our analysis process began with a rough definition of potential research questions, then a hypothetical explanation of the problem formulation, continued with the data collection, and then examined the cases (Bryman, 2012). Our data collection followed the deductive approach, because the theory was developed prior to the data collection. The most prominent theme, D&I, was determined prior to the data collection while the other research questions and categories emerged from the data itself. It is important to note that the categories are very clearly defined, though the data shows that the categories overlap and interconnect within the reports, policies and other relevant documents of the companies. The categories were worked out in an attempt to objectify the data in order to analyse the otherwise raw data.

The deductive approach guided the process which meant that we could outline some rough research questions. These questions were inspired by the initial readings on the topic, and also the study done by Tamtik & Guenter (2019). Thus, based on the theory on diversity management, data, and relevant frameworks from other studies, we proceeded to work out a set of research questions. One of our main foci was to ensure that the questions could be answered from the data we had chosen to collect. Any questions on how the employees perceived diversity management, were not within the scope of our problem area. We did not have access to any data describing the organisational culture or the internal impact from the employees' perspective. In Table 2 below, we have organised the research question that piloted the categories for the coding.

Table 2: Overview of analytical questions

Question 1	How does the data define diversity, equity and inclusion?
Question 2	What are the Diversity and Inclusion initiatives within the data?
Question 3	Are the strategic goals clearly stated?
Question 4	What impact will the data have on the organisation's culture?
Question 5	How does the data address gender, racial and other forms of discrimination?
Question 6	How does the data help promote an inclusive workplace environment?
Question 7	How does the data address topics of equity and fairness within the organisation?
Question 8	How does the data address ethnic, gender, and national diversity?

These were the questions that guided the analysis, though initially four more were present, however, they were either able to merge with another question or overlapped with one and thus, removed as they did not contribute in any relevant way. Below are the categories which can be understood as an operationalisation of the questions to use for the analysis. This allowed us to code our documents, to look for specific places where the codes were explicitly mentioned, and also dive into the text and interpret on the sections where the codes were not explicitly mentioned but implied instead.

Table 3: Overview of content categories

Category 1	Definition of diversity, equity and inclusion
Category 2	Diversity and Inclusion initiatives
Category 3	Main reason, strategic goals and expected outcomes
Category 4	Impact on the organisation's culture
Category 5	Mentioning of bias or gender, racial and other forms of discrimination
Category 6	Promotion of inclusion
Category 7	Mentioning of equity and fairness
Category 8	Mentioning of ethnic, gender and other kinds of diversity
Category 9	Other relevant points

After having created the content categories, it was decided as part of the hermeneutic process to split Category 3 into three additional subcategories: Category 3.1: Main reason, Category 3.2: Strategic goals, and Category 3.3: Expected outcomes. This was done since the coding of Category 3 elements in the relevant documents yielded an extensive amount of useful data which seem better served in 3 individual subcategories.

Table 4: Overview of content subcategories

Category 3.1	Main reason
Category 3.2	Strategic goals
Category 3.3	Expected outcomes

5.6. Credibility

This section seeks to uncover every error and pitfall that could compromise the credibility of the study. Through transparency, we depict the assertions that could affect the research process. First of all, the reliability of the study.

5.6.1. Reliability

"Reliability refers to the extent to which your data collection techniques or analysis procedures will yield consistent findings" (Saunders et al., 2009, p. 156). As we used public data, we could avoid any subject or participant error, as we can assume that the information given in the documents have been approved by top management. In terms of subject and participant bias, it is different. As the documents were presumably approved by top management, there will inevitably be some bias from the top management. The narrative on diversity management is provided by the management and not the employees. We did not seek to uncover the reality of diversity from the perspectives of employees because whenever the documents underline the success of D&I strategies, it is a success measured by the top management. It does not imply whether the employees share this opinion.

In terms of observer error, this study was conducted by two researchers from two different academic traditions. Evidently, we worked interdisciplinary, one with a bachelor's degree in English from Aarhus University and one with a bachelor's degree in Applied Philosophy from Aalborg University. Due to these differences in academic background, it was expected that we read and approached the data and the research very differently in general. Additionally, due to the time frame, the coding of the categories in the documents was not all worked on in collaboration but instead divided between the two of us, risking the loss of some of the meaning as we might interpret the documents differently. We tried to account for this pitfall, by updating each other on the progress of the analysis and we both made sure to examine all the documents even though the both of us did not analyse them all.

5.6.2. Validity

We want to address validity to account for the integrity of our results and findings. As Bryman (2012) wrote, "[v]alidity is concerned with the integrity of the conclusions that are generated from a piece of the research" (p. 47). First of all, we turn to the validity of our choice of data. We chose to collect data that were publicly available documents through the website of each company. This means that the data have been through an internal process of the company where they examine the information of each document, to make sure that they are suitable for public access. If this was not the case, they would classify the document as confidential and not make it publicly available. Though, we as researchers do not have access to or knowledge on how the companies chose and

discard information for the public. Additionally, the annual reports are worked out based on specific criteria that need to be included in these kinds of reports. The criteria for annual reports are worked out with the purpose of inducing transparency of companies, which is an advantage for our study. Nevertheless, there could still be some information that the companies do not wish to disclose. We noted in Table 1 that one of the documents was classified as 'confidential' by Vestas, yet this document was accessed through their website. After contacting Vestas to ensure that we were allowed to use it, they told us that anything we had access to through their website could be used. They then continued to explain that the 'confidential' mark is a default setting in the programs they use for writing up company documents.

The general validity is concerned with history, testing, morality, maturation and ambiguity about causal direction (Saunders, et al., 2009). In terms of history, our research used annual reports from 2022, in order to explore the most current approaches to diversity management. Furthermore, we relied purely on the information provided through public documents which meant that we did not need to access the companies internally. This puts more pressure on us, as researchers, to stay as true to the information given in the documents as possible. Staying true to the documents made it easier for us to gather information and use them as our data, but the downside was that we could not contact the companies with any uncertainties. Thus, we approach the documents as if they tell the entire truth about their diversity approaches.

5.6.3. Generalisability

Whether our findings are applicable to other studies is a question to account for especially because we conducted a qualitative case study on three multinational companies Danfoss, Danish Crown and Vestas. First of all, we did not choose these companies with the purpose of generalising the findings. We knew that it would not be possible to work out a theory that is applicable to all settings. Instead, we used these companies to gain more knowledge and explore diversity management and set up for this study to be tested in other settings such as universities or other institutions where the same diversity guidelines and legislations apply.

6. Findings

In the following section, the findings and analysis of each content category is presented, setting up the three companies for comparison and discussion. The content categories are presented individually under their own headings in chronological order starting from Category 1 and ending with Category 9.

Category 1: Definition of diversity, equity and inclusion

In terms of diversity and its definition and framing, the three organisations have very different approaches. Despite the focus that lies on diversity, as seen based on the relevant documents, Danfoss do not specify how diversity is defined within the company or where their focus lies. Instead, they state that "[t]he diversity of our employees drives high-performance, accelerates innovation, enables creative solutions, and optimizes agility in an evolving world" (Danfoss, B, sec. 1). This perspective focuses on how diversity is an asset or profitable rather than elaborating how diversity and the uniqueness of it is defined in the company. By not clearly defining diversity and inclusion, Danfoss allow for individual interpretation to rule the organisation. Turning to Danish Crown, who state in their D&I policy that they "embraces and encourages diversity in its broadest terms, including and not limited to age, gender, sexual orientation, ethnicity, nationality, culture, religion, physical ability, education, and skills" (Danish Crown, B, p. 2). Here Danish Crown do give examples as to how diversity is defined in their organisation, yet it can be argued that this is a vague definition, placing the focus on various kinds of diversity. Nevertheless, Danish Crown do specify the definition in their annual report by enhancing a more clear focus that they "address diversity on a broad front but have a particularly strong focus on nationality and gender" (Danish Crown A, p. 33). This makes it much more specific as to what kind of diversity they focus on, which adds more value to the vague framing in the policy.

In contrast to Danish Crown, Vestas view diversity as "a fact – we recognise that everyone of us brings their unique self and skills to the table which is why we want our workforce to be societally representative" (Vestas, C, p. 3) and also "[w]e understand diversity in the broadest sense possible to capture people's different identities, backgrounds, and lived experiences" (Vestas, C, p. 3). Despite mentioning 'diversity in the broadest sense', Vestas acknowledge that a broad definition and understanding of diversity is necessary as they strive for the recognition of

all differences. They encapsulate diversity as the uniqueness among people, then explain how the uniqueness can be an asset for the organisation, and do not disregard any diverse element to ensure that no new perspectives are lost. In their D&I policy, Vestas highlight what makes diversity an asset and "define a diverse workforce that due to its composition of different social identities provide the company with differences in experience, perspective, opinions and solutions" (Vestas, B, p. 3) and that "[d]iversity is found in any social identity, such as gender, age, culture, ethnicity, physical abilities, political and religious beliefs, sexual orientation, and other attributes." (Vestas, B, p. 3). These excerpts from the policy highlight Vestas' commitment to creating a diverse and inclusive workforce. The policy acknowledges that diversity goes beyond just visible characteristics like gender, age, and ethnicity and rather view the social identity of their employees as the asset they seek to gain knowledge from. Furthermore, the way diversity is framed, acknowledges the potential positive effects that differences in 'experience, perspective, opinions and solutions' can bring. This is also recognised by Anne Engemann, Head of Global Reward and Diversity and Inclusion at Vestas who comments in a talk with Lisa Ekstrand, Senior Director and Head of Sustainability at Vestas, that "[d]iversity is bringing differences of thought, experience, and identity to the table" (Vestas, F, qn. 3).

Both Danfoss and Vestas put weight on the word 'fair' when it comes to equity, and both companies share similar thoughts on the definition of it. Danfoss state that equity means "treating everyone fairly and in so doing, we will enhance our focus on promoting fairness and addressing possible barriers in processes and practices related to recruitment, retention, and representation at Danfoss." (Danfoss, B, sec. 2). Danfoss' statement indicates great engagement in erasing unfairness at the workplace and encouraging equality, through their focus on equity. Supporting this perception Vestas state "[e]quity is a process – we want to break down the barriers that may have prevented some people from receiving fair treatment and equal opportunities in the past" (Vestas, C, p. 3). Just like Danfoss, Vestas want to eliminate the barriers of unfairness and moreover also want to ensure that everyone is given equal opportunities when it comes to things such as recruitment and promotion (Vestas, D, sec. 4). On the other hand, Danish Crown do not explicitly address the concept of equity. However, they do follow the same thoughts as Danfoss and Vestas by stating that "[a]ll employees are entitled to fair and equal treatment" (Danish Crown, B, p. 2) which is their attempt to avoid discrimination across their employees. Thus, despite not

addressing equity directly, they do advocate fairness and equality when it comes to their employees.

Finally, in terms of inclusion Vestas have a clear definition and are very specific in framing inclusion in their companies. For instance, Vestas state that "[i]nclusion is a behaviour – we want everyone to feel that they are included, and that they feel understood and heard – regardless of their background." (Vestas, C, p. 3) and where everyone's "input is valued." (Vestas, F, qn. 3). Both the definition of inclusion, to feel understood and heard, and the indirect message, no one should feel excluded, is clearly conveyed. Additionally, Vestas have added an extra element to their DEI focus, namely that of 'belongingness' which is more than just feeling included. Vestas believe that, "[b]elonging is the freedom to be your true self – we want everyone to feel like they belong to the one winning team at Vestas and that they are valued for who they truly are." (Vestas, C, p. 3). Here Vestas recognise that simply being included in a diverse workforce is not enough; individuals must also feel a sense of belonging and be able to be their true selves. By following this approach, Vestas takes responsibility for their employees, and value them as part of the success of the company.

In contrast to Vestas, neither Danish Crown and Danfoss address definitions of inclusion nor how inclusion is framed in the companies. Danish Crown only state how they value inclusion and seek to enhance their "inclusive environment" (Danish Crown, A, p. 33), failing to address how to reach this goal. Similarly, Danfoss state how they "aspire to foster an inspiring and inclusive workplace that unleashes the full potential of our people" (Danfoss, B, sec. 1). This highlights how they strive for an inclusive workplace, but they also fail to specify what 'an inclusive workplace' entails. Furthermore, failing to define inclusion might result in unnecessary confusion amongst the employees. Thus, it can be said that the focus on definitions of diversity, inclusion and equity is valued very differently between the companies. Vestas spend the most resources on definitions and clarifications of their understanding of each term as they return to these definitions throughout all their documents. Danfoss and Danish Crown also use the terms diversity and inclusion but are not as clear on their individual understandings. All the three approaches have significant implications in terms of efficient diversity management, which will be reflected upon in the discussion.

Category 2: Diversity and Inclusion initiatives

In the relevant documents, all three companies present many different initiatives and implementations to foster a diverse and inclusive environment. In terms of D&I, Danfoss are elaborating on their strategy which is made clear when they in their diversity, equity, and inclusion document state that "To achieve our strategic objectives and accelerate our ambition[...] [i]n 2023, we will broaden our focus from Diversity & Inclusion to Diversity, Equity, and Inclusion (DEI)" (Danfoss, B, sec. 2). Adding an extra element to the dimensions of managing diversity, indicates a greater focus on a diverse workplace that is both more equitable or 'fair' and inclusive. Furthermore, the explicit addition of the equity dimension here also indicates that Danfoss aims at addressing inequalities that may exist within the company. One of Danfoss' major D&I initiatives is the implementation of Employee Resource Groups (ERGs) as stated in their annual report:

> A significant milestone on our D&I roadmap was the introduction of our global Employee Resource Groups (ERGs), which provide employees with an outlet to help shape the organizational culture and create an environment of belonging through communities of shared identity, experience, and interests, as well as providing resources that empower leaders and teams to foster inclusion. (Danfoss, A, p. 46).

Danfoss argue for the implementation of ERGs by acknowledging the benefits of them. Besides being an outlet for employees to shape the organisational culture, the goal was to ensure that they could feel a sense of belonging through the groups. Danfoss then proceeded to explain the specifics on how these are going to be sponsored, "Each Global ERG is sponsored by a member of the Group Executive Team and a business or functional leader." (Danfoss, A, p. 46), where they point at the top management or functional leader, which shows that Danfoss view the ERGs as a responsibility of the management. This suggests that Danfoss are committed to ensuring that these ERGs have the support and resources they need in order to be successful. Danfoss also makes a distinction between local ERGs and global ERGs, "The global ERGs serve as an umbrella for the local ERGs in the organization. This structure empowers local sites to implement groups that represent their colleagues' demographics and common interests and experiences" (Danfoss, A, p. 46). This excerpt showcases Danfoss' commitment to their diverse employees by creating communities within the company where employees with shared identities, experiences, and interests can come together to shape the organisational culture and create a sense of belonging. By providing employees with a platform to share their perspectives and experiences, Danfoss create

a more inclusive workplace culture where the hope is that everyone feels valued and respected. In addition to the excerpt, Danfoss also comment on the positive effects of ERGs by stating that "Employee Resource Groups [...] accelerate career development opportunities and identify systemic barriers that hinder career mobility." (Danfoss, A, p. 46) and that by creating an environment of belonging they "[r]etain diverse talent" (Danfoss, B, sec. 2).

Besides the ERGs, Danfoss have also, "[...]implemented Regional Inclusion Councils to represent global perspectives across all Danfoss regions and provide equitable solutions by identifying and eliminating systemic barriers" (Danfoss, A, p. 46). More specifically the plans for the Regional Inclusion Councils are as follows, "They meet monthly to discuss what is being actioned, assess how it's working, and provide advice on next steps in expanding the company's D&I posture" (Danfoss, A, p. 46). This implementation is also mentioned in a news article from Danfoss' webpage (Danfoss, C) and it highlights another important step on Danfoss' D&I journey. The councils ensure that all global perspectives are considered in their diversity and inclusion efforts while keeping the best equitable practice. Furthermore, the councils also play the advisor role as it guides Danfoss on expanding the company's D&I approach. The meetings held regularly on a monthly basis also indicate that Danfoss are committed to ongoing evaluation and improvement of their diversity and inclusion efforts. Thus, the establishment of the councils demonstrates Danfoss' commitment to promoting a global perspective and addressing systemic barriers within the organisation, important areas when it comes to D&I.

Besides the implementation of their ERGs and Regional Inclusion Councils, Danfoss have embedded D&I in several of their organisational processes, "We will continue to embed Diversity & Inclusion across the employee experience, including how we recruit, develop, and engage our employees. (Danfoss, A, p. 46). In connection to that Danfoss explain how they have already taken action in several of these areas, "We're already making focused efforts to strengthen and diversify our succession pipelines, enhance our leadership through common leadership principles, and innovate our talent practices and employer brand. (Danfoss, A, p. 46). Here, Danfoss have identified multiple areas which they want to strengthen in order to achieve D&I. This shows commitment in terms of transforming plans into action.

Similar to Danfoss, one of the areas that Danish Crown have implemented diversity efforts is in the recruitment process, where they write that "Diversity and Inclusion are already integrated in our recruitment processes. For all leadership positions there must be diversity in top three (final

candidates)" (Danish Crown, B, p. 3) and "[w]e are also aware of the wording in our job adds ensuring that we attract diversely. Tools are being implemented to support these efforts" (Danish Crown, B, p. 3). These excerpts show action when it comes to dealing with the issues of homogeneous hiring and it also shows transparency in terms of Danish Crown's approach to these issues. Showing that they take action can be an attempt to enhance their credibility. However, when Danish Crown state they are 'implementing tools to support these efforts', it leaves it up for interpretation by the reader, as they do not give any examples or clarify what it entails. Another implementation strategy that Danish Crown mention is that of taking extra responsibility in terms of inclusion, "[f]or our hourly paid employees, we want to take an extra responsibility offering people on the edge of the labour market permanent jobs." (Danish Crown, B, p. 3). This is supported by Danish Crown then stating that, "[w]e already do this in parts of our organisation by integrating refugees and different nationalities as well as people with long term unemployment and veterans." (Danish Crown, B, p. 3). This clarifies who 'people on the edge' can be which backs up Danish Crowns' commitment in taking action. Furthermore, it also adds to a positive image of Danish Crown as they support vulnerable groups of people and people who might have difficulties in life by giving them a job instead of, for instance, money which is not a viable solution in the long run for such people.

Danish Crown have also implemented a global rotation for their internal employees, supporting their wishes of having a global workforce. They state that "[w]e will further accelerate initiatives that support the creation of a global workforce, strengthening the foundation for rotating internal employees globally and attracting and hiring new ones." (Danish Crown, B, p. 3). Hence, another part of this implementation is to make itself seem attractive for potential new employees by displaying how their global flow of employees gives a sort of freedom to the individual in terms of their work location. As a part of this Danish Crown also comments:

> [w]e want to actively flow more managers and employees across the company. Improving the awareness of global opportunities, by creating a transparent internal job market, is one of the ways we want to encourage a flow of people across the company. (Danish Crown, B, p. 3)

Just like the previous excerpt, this also promotes global mobility and moreover, they place focus on the importance of having a transparent internal job market where the aim is to create a flow of people across the company. This is a key strategy for promoting mobility and encouraging

employees to explore new opportunities within and across the company. Danish Crown frames the need for global opportunities as attractive for their employees, yet, without explaining how it benefits them. The excerpt only states the benefits for the company, Danish Crown, as a whole.

Being able to successfully communicate is also a part of Danish Crown's diversity initiative: "[w]e will further strengthen our English skills across the group to accelerate best practice sharing and to lay the foundation for more international employees." (Danish Crown, B, p. 3). Here Danish Crown makes the claim of 'further strengthening organisational English skills' and mentions what effects it will have on the organisation and their employees. Danish Crown strive for an environment of inclusion which is not possible if their employees do not speak the same language.

Most of the initiatives and implementations mentioned so far by both Danfoss and Danish Crown can be viewed as their attempt at strengthening their culture in terms of D&I and likewise Vestas have also implemented several initiatives to strengthen its culture in 2022:

> These included increased attraction efforts, the gathering of employee feedback, and investments in people development. We also launched a new employee ambassador programme, expanded our diversity, equity, inclusion, and belonging agenda, and maintained focus on inclusive leadership as the backbone of our organisation. (Vestas, A, p. 30).

The excerpt tells how Vestas are investing in employee development which can help to ensure that their employees have the skills and knowledge they need to succeed in their roles and contribute to the company's success. Furthermore, by gathering employee feedback Vestas can identify areas for improvement and make changes to address any concerns or issues that are impacting the workforce. It also displays that Vestas value the opinions of their employees which can encourage employees to speak their mind and also open up for discussion across the company. As mentioned in both the excerpt and the previous section (Category 1) Vestas have expanded their diversity, equity, and inclusion focus, adding belonging to the agenda. This is an important step for Vestas, as it both helps promote a more diverse and inclusive workplace where everyone feels a sense of belonging, and it shows an acknowledgement of the potential to improve. Another implementation that gets mentioned in the excerpt is the launch of a new employee ambassador programme which is another initiative that can help strengthen the culture at Vestas as employee ambassadors can help to promote the company's values and vision both internally and externally. Finally, in the

excerpt Vestas promote inclusive leadership, an essential element of building a strong culture which can ensure that their leaders are setting the 'right' tone for the company as they are the 'backbone' of the company. This acknowledges the power of the leaders.

Staying on the track of inclusive leadership, in both their annual report; the diversity, equity, inclusion, & belonging policy; and the sustainability report, Vestas bring to attention the focus they have on inclusive leadership and its importance to their DEIB goals. To implement a truly inclusive culture, Vestas state that inclusion needs to be implemented from the top. They write that "we need to enable all our people managers to role-model inclusive leadership and allyship." (Vestas, E, p. 51). Here, Vestas highlight the role that leadership plays in terms of inclusion but also indicate how being an ally is just as important. They believe that "inclusive leadership is fundamental to creating a healthy organisation where people thrive and goals are reached." (Vestas, A, p. 32). Here it can be argued that Vestas are connecting part of their success rate with how well their inclusive leadership is. Additionally, because of this and also to bring attention to DEIB awareness Vestas "began to roll-out Inclusive Leadership training for all our people managers in 2022." (Vestas, C, p. 5). This included promoting the act of being inclusive and also "providing our people managers with tools, knowledge, and skills to lead their teams in the most fruitful way." (Vestas, A, p. 32). In addition, Vestas have implemented an annual "diversity awareness-raising focus" (Vestas, A, p. 32; Vestas, C, p. 4) to show its "[...] commitment to diversity in all its different facets" (Vestas, A, p. 32), enabling it "[...] to address specific inequalities and known problem areas" (Vestas, A, p.32).

Vestas' Executive Vice President of People & Culture Kerstin Knapp mentioned in Vestas' annual report some of the implementations that Vestas have done in the journey of becoming an employer of choice in the sustainable energy industry:

> Our ability to attract, develop, and retain talent is more relevant than ever. In 2022, we continued our journey towards becoming an employer of choice in the sustainable energy industry. We reinforced our employer brand, for example by launching an employee ambassador programme. In relation to our diversity, equity, inclusion, and belonging agenda, we increased the share of women in leadership positions. We plan to expand the agenda in 2023 with another dimension, making sure every colleague can fulfil their potential. We also remained focused on building a stronger talent pipeline to futureproof the organisation." (Vestas, A, p. 66)

The excerpt outlines one of six strategic priorities and projects that Vestas set in 2022, highlighting the importance of organisations' ability to attract, develop, and retain talent in today's global market. Furthermore, the excerpt displays how their employee ambassador programme, mentioned previously, has reinforced their employer brand and how Vestas have taken action in terms of gender inequalities in leadership positions which enhances a positive image of an attentive company. Additionally, Knapp also brings attention to Vestas' plan on expanding their DEIB agenda with an additional dimension which indicates that Vestas are not completely satisfied with what the DEIB dimensions bring or at least that they are still lacking on some points, linking the potential new dimension with an individual employee potential. Similar to Danfoss, Vestas also place focus on strengthening its talent pipeline, however, Vestas put a lot more pressure on it being a crucial part of the future of their company.

As indicated, Vestas focus on gender inequalities in leadership positions, however, they also concentrate on the general gender inequalities that are present across the whole company. Vestas state that they are aware that "[c]urrently there is a gender imbalance in our workforce" (Vestas, D, sec. 3), however, they are "working to change this with the Vestas Sustainability Strategy and the Global Talent Management Strategy" (Vestas, D, sec. 3), showing efforts in the contemporary struggle of the imbalanced workforce in a male-dominated field. In addition to that, Vestas are also "proud to support the Global Ambassadors for Women in Wind, championing diversity, inclusivity and sustainability around the World." (Vestas, D, sec. 5). This is an external program that strives to represent the voice of women working in the wind energy industry on a global scale and which contributes to accelerating greater gender diversity in the wind sector (Global Wind Energy Council, n.d.). This makes Vestas appear as a great supporter of the diversification of workforces.

Besides the just-mentioned support of 'Women in Wind' Vestas also mention many of their external partnerships in its sustainability report:

> As part of our ambition to become an employer of choice and the most inclusive workplace within the renewable energy sector, we have initiated consulting support and several strategic industry partnerships. Globally, we have engaged in the Mærsk Gender Career Equity Network (a cross-industry network to advance gender equity), and locally, we have engaged with Green Power Denmark's Diversity Taskforce. We have also continued our partnership with Above & Beyond's Diversity Council, a strategic alliance of global,

Nordic-based companies, which seeks to promote diversity and inclusion around the world. [...] we also participated in the Lead the Future role model campaign that seeks to attract more women into STEM. Similarly, we have monthly consultations with BSR to stay up to date with the latest DEIB developments around the world. (Vestas, E, p. 52)

The external partnerships and initiatives mentioned demonstrates Vestas' commitment to becoming an inclusive workplace within the renewable energy sector at both a global and local level. Vestas' involvement in the external partnerships aligns with their commitment to diversity and inclusion efforts worldwide since the objective with the external partnerships in short are to: advance gender equity and contribute to gender diversity within the STEM industry, address diversity-related challenges within Denmark, promote D&I on a global scale, and to be committed in remaining informed and aligned with DEIB best practices. By getting involved in many different initiatives and external partnerships Vestas show their commitment to D&I. These initiatives strengthen Vestas and can accelerate their goals of D&I in global areas.

To develop the best practice of diversity, Vestas mention in their sustainability report how they has created a Global DEIB team that"[...] connects DEIB representatives and agents across our regions to exchange cross-regional knowledge, share best practices, support one another in DEIB initiatives, and discuss regional challenges and how to address them" (Vestas, E, p. 51). This makes the sharing of the best practice much easier as Vestas are able to cross reference valuable knowledge across the whole organisation and use it where it can increase effectiveness. This Global DEIB team is an overall positive implementation, benefitting Vestas' goals on D&I. In the excerpt, Vestas are also transparent about the amount of people being part of the team and how it continues to see a steady growth in the number of team members, "The team was Launched in August 2022, currently comprises 45 members and is steadily growing" (Vestas, E, p. 51). However, in their diversity, equity, inclusion, & belonging policy, Vestas state almost the same as the excerpt, but that "we initiated a Global DEIB Team in 2023." (Vestas, C, p. 5) which contradicts the launching year stated in the sustainability report, leaving wonder of a possible miscommunication between the responsible people for the sustainability report and responsible people for the DEIB policy.

Category 3: Main reason, strategic goals and expected outcomes

This category is divided into three subcategories, showing our findings in terms of their main reason for implementing and striving for a diverse workforce, what their specific goals are and lastly what they expect the outcomes are going to be.

Category 3.1: Main reason

All the respective companies give several reasons for why they strive for a diverse workforce. They all mention 'innovation' as a part of their motivation. Vestas state that they, "[…] believe that a diverse team is fundamental to creating innovative and forward thinking solutions, enabling us to accelerate towards a brighter future." (Vestas, A, p. 32). This statement shows their interest in new solutions which they view as a fundamental attribute of a diverse workforce. In Danfoss, innovation is defined in a broader manner. "We are taking critical steps towards promoting Diversity & Inclusion, as we are strong believers that diverse teams lead to more innovation and drive strong employee engagement." (Danfoss, A, p. 4). Besides innovation, they view D&I as an important factor in employee engagement. Danish Crown also acknowledge the advantages of diversity in terms of the workplace and being an employer, and state that "[diversity] ensures alignment with customers and customers' expectations and make us more innovative, productive, and even more attractive as a workplace and employer" (Danish Crown, B, p. 2). In this excerpt it is clear that Danish Crown also recognise the role of the customers and customers' expectations, and view diversity as an asset in meeting these expectations. They further highlight this point in their annual report by stating that diversity leads to more creativity and productivity which makes them generally more attractive as a workplace, "[w]e believe that the diversity existing in our workforce makes us a more creative, productive and attractive workplace." (Danish Crown, A, p. 29). Both excerpts seem unclear, as they do not elaborate on the specifics in terms of how they want to continue the process and ensure productivity and creativity. They simply state their trust in diversity, which from this excerpt, equals productivity and creativity.

Furthermore, Danish Crown state the following as part of the reasoning for new strategies presented by their HR team, "[w]ith the competition for talented employees intensifying in all areas, the need to retain employees and enhance their skills is becoming increasingly urgent" (Danish Crown, A, p. 33). This excerpt does not only apply to the D&I strategy, but it covers all their employee strategies such as employer branding and the aim of retaining employees.

Danfoss view a diverse workforce that "[…] ensures better discussions, decisions, and outcomes." (Danfoss, A, p. 56), which carries an intrinsic value for them as an organisation. This aligns with the prior mentioned reason, where they underline the importance of employee engagement as these discussions happen among the employees. Their reasoning for D&I often accommodate the needs of their employees. They even call them their 'foundation': "Danfoss' foundation is our high-performing, diverse teams. We strongly believe that taking care of our people and our working environment, where everyone feels engaged, respected, and excited about their work, is essential for Danfoss' growth journey." (Danfoss, B, sec. 1). The diverse teams, and employees play a fundamental and essential role within the company, and this is supported by the next excerpt, "[w]e value an environment where people can unleash their full potential, so we can welcome the best people on board to lead the green transition. We strive to make people feel like they belong." (Danfoss, A, p. 45). Thus, Danfoss see diversity as a tool in terms of increasing the belonging amongst their employees.

Similarly, Vestas view their employees as both the reason for diversity but also as the solution, "Vestas strives to create and sustain an environment that actively embraces diversity and inclusion by recognising that all individuals bring a diverse set of experiences and perspectives to the table for approaching and solving problems" (Vestas, B, p. 3). They continue their argument in their annual report and claim that their employees are their most vital resource:

> We believe our people are the most vital resource to succeed on our journey to become the global leader in sustainable energy solutions. Without their passion, talent, and dedication, we would not be able to provide the solutions to accelerate the energy transition. Therefore, we continue to invest in our people to create and sustain a culture in which we win together, as one team. (Vestas, A, p. 30)

Here Vestas acknowledge the importance of the skills and motivation of the individual, and the crucial role they play in the acceleration of the energy transition. Their focus on their employees is deeply embedded in their D&I strategies: "At Vestas we recognise that DEIB is the cultural foundation that enables everyone to unleash their full potential." (Vestas, C, p. 3). Hence, they strive to create a culture that is inclusive, so that their employees can unleash their full potential:

> Only by enabling the success of our employees can we succeed as a company. We want to create an attractive and inclusive workplace, where our employees feel valued and supported throughout their employment. It is a continuous journey, and

we are aiming to constantly improve our processes across the employment lifecycle

to allow our employees to reach their full potential. (Vestas, E, p. 47)

The potential of their employees is unlocked through an ongoing process, where Vestas seek to improve across the employment lifecycle. They view the success of their employees as a success across the entire company.

Category 3.2: Strategic goals

Closely related to the main reasons for implementing and striving for a diverse workforce, are the companies' strategic goals. There will be some overlap regarding the main reasons and expected outcomes, as the companies do not always clearly distinguish between reason, goals and outcomes.

All three companies have outlined clear goals for either their top management, leadership or their board. Vestas are led by a qualified board, which they seek to diversify, "Vestas strives towards an adequate diversity in terms of qualifications and competencies among the members of the Board of Directors." (Vestas, B, p. 3). They view the competences of diversity as a necessity in all parts of their company and organisational culture. In addition, Danfoss also want to increase diversity amongst the leaders in the leadership, "Danfoss is committed to increase the gender diversity in senior leadership positions." (Danfoss, A, p. 127). This seems more like an opinion of a goal, than an actual strategic goal which is grounded in the fact that this excerpt is a statement taken from the Management's review in the annual report. Similar to Vestas and Danfoss, Danish Crown also describe diversity goals within their leadership. As they grow globally, they "[…] believe that diversity in leadership supports sustainable solutions and show there are attractive career opportunities for all" (Danish Crown, B, p. 2). In terms of specific measurable goals, they present estimated percentages for year 2025 and 2030, showing a predicted increase of women in the company (Appendix 1).

Danish Crown also acknowledge that the D&I initiatives are processes that happen in the entire company, "Danish Crown aims at integrating Diversity and Inclusion in our core people processes" (Danish Crown, B, p. 2). They recognise that they need to follow up on this assertion, in order to reach their targets: "We intend to define and regularly follow up on clear targets for these efforts" (Danish Crown, A, p. 33).

Vestas have set their goals accounting for Danish legislation, more specifically working on gender inequality. "In line with Danish legislation, we set a target in 2017 for equal gender

distribution among the members of the Board of Directors of Vestas Wind Systems A/S (the Board) elected by the general meeting." (Vestas, C, p. 4). Furthermore, Vestas also informs about how this goal has proceeded, "As of 2022, the Board reached its goal of equal gender distribution. The continued commitment to equal gender distribution is in line with new Danish legislation […]" (Vestas, C, p. 4). They also acknowledge this proposition in their annual report, and state that "In 2022, we continued to focus on gender balance as a strategic priority. We increased the female representation in our employee stories, published both internally and externally" (Vestas, A, p. 32). This excerpt shows their attention to diversity internally and how it is viewed externally, and they also highlight how the journey they are on and the resources they have to put into it, takes work in order to succeed, "The diversity and inclusion journey is a continuous one and we strive to become better every single day." (Vestas, A, p. 47). Vestas acknowledge that it is not an easy task, which they strive to become better at.

As the companies Danfoss and Vestas operate in the field of science, technology and engineering, they both pursue the principles of women in STEM. Women in STEM seeks to increase the representation of women in these specific fields, including mathematics, as women have historically been underrepresented. This adds to the line of strategic goals that they want to reach which highlights their focus on specifically women. In connection to this Vestas:

> […] aims at increasing the number of females in STEM positions, and have defined an ambition of having 17 percent in these roles corresponding – on average – to the number of females pursuing this line of education in our primary locations. (Vestas, B, p. 3)

In line with the statement made by Vestas, Danfoss state that "[o]ur Diversity, Equity, and Inclusion (DE&I) priorities include increasing the representation of women and supporting their career development at all levels" (Danfoss, B, sec. 5), which shows their approach and specific goals in terms of women in STEM.

Category 3.3: Expected outcomes

Vestas describe clear expectations for the outcomes of their D&I initiatives, and what they can achieve as a company, and state that "We aim for diversity in our total workforce, but, Vestas does not compromise on qualifications and will continue to employ the most qualified candidate regardless of social identity." (Vestas, B, p. 3). This goal that they want to pursue is possible because they firmly believe in the benefits of diversity, "We believe that a diverse workforce will

improve teamwork and collaboration, ensure a focus on innovation and creativity, foster organisational responsiveness and agility, and for maintaining a high-performance organisation." (Vestas, B, p. 3). D&I will permeate the company, and potentially enable them to reach their goals. More specific, the aim is that "[d]iversity and inclusion must be a natural element of any job ad posted on behalf of any Vestas organisation, outlining our approach and policy." (Vestas, B, p. 4).

Danfoss seek to "[c]ontinuously improve diversity through recruitment, retention, and representation" (Danfoss, A, p. 46). They clearly define what each element is going to entail in terms of diversity where they view outcomes of these elements as "[…] ensuring sustainable, long-term impact through a comprehensive Diversity & Inclusion roadmap and key performance indicators that look across the employee experience" (Danfoss, A, p. 46). Danfoss clarify on the focus area of recruitment, where they strive to "[r]ecruit diverse talent by continuously improving our attraction, selection, and hiring practices" (Danfoss, A, p. 46). Furthermore, Danfoss define the process of retention in connection with an environment of belonging, "Retain diverse talent by creating an environment of belonging through communities of shared identity, experience, and interests, as well as providing resources that empower leaders and teams to foster inclusion" (Danfoss, A, p. 46). Lastly, Danfoss define the focus area of representation which they view as a practice and write their aim is to: "Increase diverse representation by optimizing our talent-management practices and digital platforms and accelerating development through impactful learning experiences, including training and mentoring." (Danfoss, A, p. 46). These focus areas should provide the company with a sustainable and long-term impact as they mentioned before. The overarching aim is as follows:

> Our aim is to have high performing, diverse teams in place who feel valued and respected, all across the globe. We have made significant progress on our people agenda, but there is still a lot to do. Diversity & Inclusion is now one of the three step-change initiatives in our ESG ambition. (Danfoss, A, p. 9).

This excerpt depicts their ambition to foster an inclusive environment that is composed of engaged teams with diverse backgrounds who feel valued and respected.

Moving on from Danfoss and turning to Danish Crown and the outcomes of their D&I initiatives, it is first necessary to look at one of the initial statements they give in their D&I policy, "In Danish Crown we recognise that employees with multiple backgrounds bring a diverse perspective and different experience and thereby form the best foundation for creating a

sustainable future for food" (Danish Crown, B, p. 2). This shows that they view D&I initiatives as the tools and means for pursuing their main purpose of the company which is to ensure a sustainable future for food.

Category 4 - Impact on organisational culture

It can be argued the three organisations are quite different in their approach in terms of focusing on the organisational culture. Danfoss show multiple times that they have taken the impact on organisational culture into account when working on their D&I initiatives, and state that: "[w]e strongly believe that taking care of our people and our working environment – where everyone feels engaged, respected, and included – is essential for Danfoss' growth journey" (Danfoss, B, sec. 1). Not only is the working environment important, Danfoss calls it 'essential' for their growth journey as a company. By nurturing values such as engagement, respect and inclusion it is possible to reach the full potential of their D&I initiatives. "[W]e aspire to foster an inspiring and inclusive workplace that unleashes the full potential of our people and empowers them to thrive in a purpose-driven career" (Danfoss, B, sec. 1). The term purpose-driven career is a buzzword Danfoss uses multiple times, both in their annual report, policy and on their website. Additionally, they strive to create and manage values for their employees that provide a feeling of belonging. The aim is to create communities, where their employees can gather and interact with people they share similarities with such as experiences, identities and interests.

> Danfoss ERGs provide employees with an outlet to help shape the organizational culture and create an environment of belonging through communities of shared identity, experience, and interests, as well as providing resources that empower leaders and teams to foster inclusion. (Danfoss, B, sec. 3)

These ERGs were also mentioned in Category 2 in terms of fostering D&I initiatives, yet, these groups have also had a great impact on organisational culture. Danfoss seek to strengthen their internal culture through mentoring, "[w]e're committed to mentoring because we know it boosts employee engagement, strengthens Danfoss' culture, and increases retention of high-potential employees." (Danfoss, B, sec. 5). The implementation of mentoring does not only strengthen their culture, but as they describe there are several outcomes of it such as an increase in employee engagement and retention of skilled and highly valued employees.

Looking at Danish Crown, they have different considerations of their organisational culture, though, the strengthening of organisational culture is an unavoidable aspect of the overall D&I strategy. They state "We want to mirror our customers' and consumers' diversity, thus enabling us to understand and embrace their values and follow market trends. This means that we actively work to retain and grow a culture that embraces diversity and inclusion" (Danish Crown, B, p. 2). In order to mirror the diversity of their customers and consumers, they find it necessary to increase diversity in their own organisational culture. It is indicated that this does not happen by itself and instead is a process that they 'actively' work on, to retain and grow into the preferred culture. These efforts of their work are described in the following, "Our efforts to establish a more inclusive and diverse workplace are also intended to create value through their positive spill-over effects on our business, innovation, recruiting, motivation and retention" (Danish Crown, A, p. 33). By calling it 'spill-over effects' Danish Crown indicate that the most important and primary goal of their D&I strategy is to mirror their customers and consumers diversity, where the positive impact of the organisational culture comes second. Danish Crown view the impact of the workplace engagement as a task for the management. "Helping our managers create a workplace which employees find attractive is another important task" (Danish Crown, A, p. 33).

Another important influence on the organisational culture mentioned by Danish Crown is the enforcement of their whistleblower scheme:

> Danish Crown's whistleblower scheme represents a safe channel for all employees of the group to report suspected criminal or unethical conduct, including matters concerning bribery and corruption, food safety and quality issues, discrimination and other issues that may cause Danish Crown to incur a financial loss, damage our reputation or have other negative impacts for our business and/ or the persons involved. (Danish Crown, A, p. 30)

Danish Crown provide a space for employees to anonymously file complaints, if any events occur that are not visible for the management and leaders. Even though the whistleblower scheme is made for the employees, it will still have a positive effect on the stakeholders' views, "We must listen to and learn from each other to be able to take our stakeholders' views into consideration when we formulate our opinions and make decisions." (Danish Crown, A, p. 29). Danish Crown view the whistleblower scheme as necessary in order to prevent violations of D&I and encouraged all to use it: "Employees and external stakeholders are therefore encouraged to report to either

management or through our whistleblower system if any violations to this policy occur" (Danish Crown, B, p. 3).

At Vestas, they communicate the effects of D&I on the organisational culture as a part of their employer branding, "Vestas will make a Diversity value proposition and use this as part of our Employer Branding – to enforce, communicate, and share our inclusive culture and work environment." (Vestas, B, p. 4). For Vestas it is an important value for the company to have a sense of inclusivity as it could potentially have a positive impact on the organisational culture. Vestas state that, "[w]e aim to create a true culture of inclusion where all our colleagues feel a sense of belonging, are able to be their true selves, and can reach their full potential" (Vestas, E, p. 51). Here, Vestas indicate the need for an environment that embraces and includes all and highlight how they aim to pursue this. Furthermore, they acknowledge the uniqueness of each employee and how this is an important part of each employee's own success in the company. Additionally, Vestas view an inclusive organisational culture as a tool to ensure DEIB, and see this as an area where they need to actively work to ensure that their goals are reached:

> To truly ensure DEIB at Vestas, we need to embrace a culture of mutual growth, respect, and acceptance where DEIB becomes a living, breathing thing in every corner of the business. Rolling out inclusive leadership training for all our people managers and establishing a Global DEIB team is some of our first steps to move us one step closer to achieving this goal. (Vestas, E, p. 52)

Category 5: Mentioning of bias or gender, racial and other forms of discrimination

In terms of Danfoss, nowhere in their annual report, their diversity, equity, and inclusion webpage, and other relevant documents are the words discrimination and bias mentioned. This could be because Danfoss does not feel a need to place focus on discrimination and bias any longer which could indicate an internal progress of a decrease in discrimination and bias in the company. Otherwise, it could be due to a growing need for putting energy on other areas such as the employee engagement and belonging of the diverse teams and the ERGs. Nevertheless, you can not address the subject of managing a diverse workforce without addressing the issues that follow it. Thus, in one way it can seem like Danfoss are in control of discrimination and bias in their company but,

on the other hand, it can seem like they view it as a given that eliminating it is what they strive for in their D&I strategy.

In contrast, both Danish Crown and Vestas do address the issues of discrimination and bias that persists in many organisations. Danish Crown make it clear that they "[...]tolerates no form of discrimination." (Danish Crown, B, p. 2) and highlight that "[a]ll employees are entitled to fair and equal treatment" (Danish Crown, B, p. 2), utilising the concept of equity in the fight against discrimination and bias. Additionally, in its annual report they also inform about how they have implemented a data ethics policy so that no employee can be judged based on personal bias and discrimination: "[t]o ensure correctness, transparency, justice and the required level of security in our use of data and to prevent bias and discrimination, in 2021/22 Danish Crown established a data ethics policy with pertaining principles." (Danish Crown, A, p. 37). This shows considerable commitment from Danish Crown's side in dealing with some of the issues that follow a diverse workforce, and this puts the company in a good light from an outside perspective. In addition, it indicates that Danish Crown know that it resonates well with their stakeholders.

Vestas is even more expressive when it comes to dealing with issues of discrimination and bias. In the majority of relevant Vestas documents (B, C, D, F), Vestas confront the issues of discrimination and bias. They strongly convey how they "firmly believe that everyone has the right to work in an inclusive work environment that is free from harassment and discrimination of any kind. We celebrate our employees' diversity and do not tolerate harassment and discrimination of any kind." (Vestas, D, sec. 4). By reduplicating that no harassment and discrimination of any kind belong in Vestas, Vestas emphasise the importance they place on the issues which increases their credibility and can enhance their relations with their stakeholders. Additionally, Vestas also state that "[h]arassment and discrimination are not in line with Vestas' DEIB values and are therefore not tolerated at Vestas" (Vestas, C, p. 6) and that they "encourage all employees to report any observed or experienced discriminatory behaviour or harassment to our whistle-blower platform, EthicsLine" (Vestas, C, p. 6) which is also mentioned and formulated in almost the same way in their D&I policy (Vestas, B, p. 4). Hence, with the cooperation of every employee in the organisation, Vestas provide their employees with a means of 'fighting' against those who persist in discriminatory behaviour and other misconduct. By utilising EthicsLine, hosted on a secure, external website, Vestas ensure a safe environment for their employees to speak up safely and anonymously, without fear of retaliation (Vestas, 2023a). This implementation shows great

commitment when it comes to the welfare of their employees which enhances Vestas' reliability in terms of both internal and external stakeholders.

Besides the EthicsLine implementation, Vestas have also done other implementations when it comes to bias in recruitment and hiring processes: "[b]oth recruiters and hiring managers must be trained in unconscious bias to minimize biased decisions and recommendations of candidates." (Vestas, B, p. 4) and furthermore, "[i]n 2020, we invested in software capable of scanning text to identify biased terminology - provided by Develop Diverse." (Vestas, D, sec. 4) which is in use today. The tool is implemented to ensure "[...] that all our communication is inclusive and does not enforce biases about different social identities. This is part of ensuring more diversity in applicants and thereby increasing the diversity in our talent pipeline." (Vestas, D, sec. 4). Additionally, Vestas have also taken action in terms of harassment and discrimination by developing an e-learning campaign set to be completed by all their employees throughout the coming years:

> To proactively ensure an inclusive and fair workplace, we launched an Anti-harassment and Anti-discrimination e-learning campaign in late 2021. As of May 2022, 19,145 employees (66% of our total workforce) have completed this e-learning training. It is our goal to ensure that 100% of our employees take this e-learning training over the coming years. (Vestas, D, sec. 4)

While many organisations gloss over the fact that harassment and discrimination is a prevalent element in today's global workforce, Vestas do not ignore it and make sure that awareness about the issues is ensured through an e-learning campaign. This shows engagement in terms of limiting and preventing instances of harassment and discrimination, making the workplace a more inclusive and equitable place to be.

Category 6: Promotion of inclusion

All three companies promote an inclusive environment in their companies. According to Danfoss their "employee experience is rooted in an inclusive culture" (Danfoss, B, sec. 1) and adding to this, they point out how they ensure both diversity and inclusion is embedded in their purpose and strategic priorities:

> [e]ach Global ERG is sponsored by two executives, including a member of the Group Executive Team (GET) and a business or functional leader, ensuring D&I is embedded in

Danfoss's purpose and strategic priorities and fostering stronger inclusivity across the employee experience. (Danfoss, C, p. 1).

These statements imply that Danfoss, as a company, place a strong emphasis on creating an inclusive workplace culture that is reflected in their values and strategic priorities. Moreover, Danfoss also imply that inclusion in the employee experience is closely tied to their success which makes them prioritise D&I in their purpose and strategies. On the other hand, Danish Crown focus more on employer branding than employee experience as they have:

a diverse and inclusive employer value proposition – Better food. Brighter future. We use this as part of our employer branding to further accelerate our already inclusive culture and thereby create a brighter future for both Danish Crown and our people – all people. (Danish Crown, B, p. 3)

Thus, Danish Crown make the notion of them already possessing an inclusive culture clear and connect diversity and inclusiveness with both their own and their employees' success and 'a brighter future'. Additionally, they also indicate that inclusiveness is not only part of making internal success in the company, but also part of making the future brighter for people outside of the company. This seems quite connected to the D&I initiative that Danish Crown mentioned in Category 2, where the focus was placed on taking extra responsibility in terms of inclusion. Similar to Vestas' approach to inclusive leadership mentioned in Category 2, Danish Crown also introduce an inclusive strategy from top-down as the strategy is "anchored with senior management" (Danish Crown, A, p. 33). This top-down approach indicates that inclusive practices are supported and endorsed at the highest level of the company. Following that, Danish Crown state how "[...]the efforts to create an even more inclusive environment offering equal development and career opportunities for all, irrespective of background, will be rolled out across the business." (Danish Crown, A, p. 33). As implied, these strategies aim to create a more inclusive environment that supports equality when it comes to development and career opportunities for all their employees, regardless of their individual backgrounds. Furthermore, Danish Crown's commitment to an inclusive strategy demonstrate their dedication to fostering an inclusive environment and providing equal opportunities for all employees.

Similar to Danish Crown's approach to inclusion and individual backgrounds, Vestas also "want to ensure an inclusive work culture where everyone thrives because of – rather than in spite of – their differences." (Vestas, A, p. 32). As highlighted Vestas' emphasis is on creating an

environment where everyone can thrive, specifically because of their differences rather than despite them. This indicates that Vestas recognize and value the unique contributions and perspectives that individuals from diverse backgrounds bring to the workplace. This mindset is also apparent in Vestas' diversity, equity, inclusion, & belonging policy where they state that they want to ensure that every employee thrives and develops in the workplace, "No matter the employees age or seniority, whether they are employed as a graduate, manager, senior employee, vice president or any other title, Vestas will provide the conditions for the individual to thrive and continuously develop competences." (Vestas, C, p. 4). This is further emphasised as it is almost identically repeated in their D&I policy (Vestas, B, p. 4), implying that it is of great importance for Vestas to ensure that all individuals thrive. In terms of this, it seems like Vestas are not just placing importance on it based on obligations and societal responsibility, but actually enjoy working on including everyone and making them thrive. This is understood as Anne Engemann, Head of Global Reward and Diversity and Inclusion at Vestas states, "We are thrilled to continue working towards being the most inclusive workplace within the renewable energy industry." (Vestas, E, p. 52). Here she makes it sound like, making Vestas the most inclusive workplace in the renewable energy industry, is an exciting journey.

Category 7: Mentioning of fairness and equity

This category is interesting to examine as the companies do not use 'equity' in the same way. Danish Crown describe aspects of their D&I initiatives that can relate to equity, but they do not mention the term directly. On the contrary, based on the relevant documents it can be argued that they value equal opportunity and fair treatment. "We reward and promote based on merit and achievements by objectively assessing the performance, experience, and qualifications of the person, against the requirements of the position, thereby creating an equal opportunity compensation policy" (Danish Crown, B, p. 3). In this excerpt they highlight that their main approach and aim is to value the qualifications of an employee and not their visible attributes such as ethnicity and gender. In their diversity and inclusion policy, they add to this and exclaim that "All employees are entitled to fair and equal treatment" (Danish Crown, B, p. 2). On Danish Crown's website they have dedicated an entire page for their equal opportunity initiatives, and highlight that they do in fact seek to create value such as skills development for their employees. "Through our different jobs and strong focus on social integration, apprenticeships, and skills

development, we seek to create value for the individual, for Danish Crown, and for society in general" (Danish Crown, C, sec. 2). This excerpt depicts how Danish Crown are aware of their social responsibility, by supporting and "[...]integrating vulnerable groups" (Danish Crown, C, sec. 1).

Danfoss also acknowledge their role in terms of fair treatment of their employees. They want to "provide a working environment where people are treated fairly and can be successful in their life journey" (Danfoss, D, p. 4). They view their role as , "[…] to ensure a cost-effective recruitment process where all candidates are treated professionally and equally" (Danfoss, D, p. 4). Hence, as displayed Danfoss want to ensure fair treatment, highlighting that their recruitment process needs to be fair, but also cost-effective, which will benefit the company overall. Though fairness seems valuable in itself, Danfoss also pursue fairness and equality as a part of the overall organisational effectiveness. Nonetheless, the process is not easy; they have to deal with systemic barriers, and therefore they want to pursue "[...]global perspectives across all Danfoss regions to provide equitable solutions by identifying and eliminating systemic barriers" (Danfoss, C, sec. 1). This also happens through the awareness of equity, where they "[...] are intentionally integrating equity into our employee experience." (Danfoss, B, sec. 2). Danfoss also want to do a follow-up on equity across the company, by "[…] conducting an equity analysis, which uses quantitative and qualitative data to identify and mitigate potential barriers for women and underrepresented communities within the employee experience." (Danfoss, A, p. 65).

At Vestas they view equity as an important element of their DEIB process, where it is just as valued as diversity, inclusion and belonging.

> To truly embed DEIB in our core people processes and ensure that everyone receives the same fair treatment and equal opportunities, we need to continuously assess and adjust our employee life cycle. This includes but is not limited to mitigating bias in recruitment processes and people reviews. (Vestas, C, p. 5)

Vestas acknowledges that regular assessments of their core people processes are necessary in order to reach their goals regarding equality amongst their employees, and they wish to continuously adjust their employee life cycle. Another way of ensuring equality is done through specific initiatives such as equal pay and equal parental benefits, which are implemented in order to eliminate any discrimination and disadvantages. Vestas state that they "[…] seeks to ensure that all employees are treated all equal e.g. in connection to parental benefits and equal pay, and that

we aim at having career planning targeted expectations of different age groups." (Vestas, B, p. 4). Eliminating any age discrimination is not the only aspect of which they want to create equality, they seek this across all social identities:

> Another important aspect of diversity and inclusion is to ensure equal access to opportunity regardless of social identity. That means building a workplace that embraces all perspectives, spanning a broad spectrum of social identities, such as genders, ethnic backgrounds, nationalities, sexual orientations, religions or ages. (Vestas, F, qn. 3)

The excerpt highlights how Vestas find the inclusive environment that embraces all people and their perspectives no matter their background an important part of their D&I strategy.

Category 8: Mentioning of ethnic, gender and other kinds of diversity

One dimension of diversity that all three organisations have placed focus on and which they all find an important part of their diversity and inclusion efforts is gender diversity. For instance, Danfoss mention how they focus on the gender imbalance in many of their processes, "[w]e focus on women representation in total workforce and in management, women hiring ratio, and salaried attrition by gender, which we seek to stay within a 2.5% margin of men" (Danfoss, A, p. 65). The excerpt specifically mentions how Danfoss focus on addressing the gender imbalance in various of their processes such as recruitment, hiring, salary analysis, and workforce representation. This indicates that Danfoss is both keeping track of and taking steps towards addressing gender imbalances within their organisation.

As mentioned in Category 1, Danish Crown also address the topic of gender diversity, as they embrace and encourage such diversity, and also "have a particularly strong focus on nationality and gender" (Danish Crown A, p. 33). This is reflected in a table on gender diversity on boards and in management in their annual report (Danish Crown, A, p. 33) which showcases determined, yet estimated, targets for their development in increasing the representation of women in boards and management. The targets illustrate a future Danish Crown that has taken important steps towards a more diverse workforce.

Vestas are making it clear that focussing all their energy on gender is not going to create the diverse culture they seek, "[w]e are aware that gender is only one dimension of diversity, and that creating a diverse culture requires a broader agenda." (Vestas, A, p. 32). They address the

issue of viewing gender diversity as the solution for creating a diverse culture, when in fact, they believe that it requires a much broader agenda. Nevertheless, they do focus on it a lot as they, like both Danfoss and Danish Crown, are "committed to working towards increasing the share of the underrepresented gender in executive and managerial positions" (Vestas, B, p. 3), which is also mentioned in their diversity, equity, inclusion, & belonging policy (Vestas, C, p. 3). Their goal is to "increase the number of female managers at all levels long-term." (Vestas, B, p. 3). Hence, like Danish Crown they have the prospect of creating a more gender balanced workforce, starting from the top. In terms of Vestas goals, they set a "gender distribution target of 37.5/62.5 percent to be reached no later than 2022, among the board members elected by the AGM" (Vestas, A, p. 54). This shows how Vestas are committed to their efforts in promoting gender diversity within their board composition.

Besides their focus on gender distribution in executive and managerial positions, Vestas have also put their attention to gender composition in the recruitment process. This can be reflected in both Danish Crown and Danfoss as they both addressed similar things such as diversity in recruitment processes and fairness and barriers in recruitment in Category 2. Vestas address how, "[...] gender composition is among others emphasised in the recruitment process, both for internal as well as external hires, as an important selection criterion to set the right team and fill positions with the best-suited candidates." (Vestas, B, p. 4). The excerpt places emphasis on the importance of diversity such as gender in the recruitment process and indicates how it is a significant selection criterion regardless of whether they are promoting from within the company or hiring externally. This is further emphasised when Vestas state: "We expect one third of candidates shortlisted for any position to be the underrepresented gender, and that a diverse pool of candidates is represented in general." (Vestas, B, p. 4).

Another dimension of diversity that Vestas and Danfoss address is that of generational diversity. Vestas do not hold back on the feelings they have in terms of being an intergenerational company, stating: "We are proud to be an intergenerational company." (Vestas, D, sec. 3). They also indicate how they do not disregard generational differences and instead value them: "New, fresh insights are key to keep us driving forward as a company, while we also value those who come with extensive industry expertise and a long professional career." (Vestas, D, sec. 3). Vestas address how each of their employees bring different generational perspectives and competences,

be this decades of knowledge or a fresh and new perspective, and all of it is part of keeping the company going.

Danfoss also address generational diversity, but this is in connection with the previously mentioned ERGs. Specifically, the global ERGs include focusing on employees of "all ethnicities/nationalities" (Danfoss, A, p. 47; Danfoss, C, sec. 2), "all gender identities (i.e., women, men, non-binary)" (Danfoss, A, p. 47; Danfoss, C, sec. 2), "mental and/or physical disabilities" (Danfoss, A, p. 47; Danfoss, C, sec. 2), "all age groups" (Danfoss, A, p. 47; Danfoss, C, sec. 2), "the LGBTQ+ community" (Danfoss, A, p. 47; Danfoss, C, sec. 2) and allies of all the groups. As displayed, the ERGs focus on a wide range of diversity dimensions which indicate that Danfoss as a workplace embraces all employees, regardless of their backgrounds or identities. Moreover, by addressing many different aspects of diversity, Vestas, through their ERGs, seek to enhance an inclusive and supportive environment for their diverse employees. This also indicates that Vestas place value on the uniqueness of the perspectives that individuals from diverse groups bring. Additionally, in the excerpt Danfoss show support to not only diverse groups but their allies as well, which displays solicitude when it comes to aiding people that advocate for underrepresented groups. All in all, the ERGs reflect Danfoss' ambition to take a leading position on D&I.

Danish Crown, Danfoss, and Vestas all three also address another dimension of diversity, namely that of national and ethnic diversity. Danfoss mostly do this in connection to their ERGs where they as previously mentioned support "all ethnicities/nationalities" (Danfoss, A, p. 47; Danfoss, C, p. 2) and their allies. Besides that, Danfoss do not mention much about national and ethnic diversity in their documents. As mentioned before in terms of gender diversity, Danish Crown "have a particularly strong focus on nationality and gender" (Danish Crown A, p. 33). They consider themselves as already consisting of many different ethnic groups; "Danish Crown is very much a multiethnic group already – not least when it comes to our production facilities." (Danish Crown, A, p. 33). They mention how especially in their production facilities, they are very multiethnic, and also mention in their D&I policy, that their workforce consists of, among others, "refugees and different nationalities." (Danish Crown, B, p. 3). Thus, Danish Crown are actively hiring individuals with diverse backgrounds such as nationality and express a willingness in terms of creating opportunities and providing support for underrepresented groups. This shows how Danish Crown do in fact value especially the national and ethnic dimensions of diversity.

Vestas are likewise involved in and focused on national and ethnic diversity, as "Vestas is dedicated to working towards a balanced ethnic composition at all layers of the organisation to represent the societies we operate in and work with" (Vestas, C, p. 4). This indicates that Vestas place importance on creating a workforce that represents different nationalities and ethnic backgrounds; what Vestas see as "a flexible and mobile workforce." (Vestas, B, p. 3). Furthermore, the mentioning of having different nationalities and ethnicities represented throughout the company indicates Vestas' commitment to ensuring representation and equal opportunities for all individuals. Additionally, as a show of this dedication towards a balanced nationality composition, the company, in 2020, "was home to over 100 nationalities." (Vestas, D, sec. 3) and in 2022, after the Annual General Meeting "four nationalities were represented in the Board" (Vestas, A, p. 54). These statements signify the diverse and multicultural composition of Vestas' workforce and indicate that their workforce consists of a rich blend of cultures, languages, and perspectives as the employees are from various countries and backgrounds. Vestas also show this dedication by "introducing ethnicity as an additional diversity focus area in 2023" (Vestas, E, p. 50). Nonetheless:

> Unlike gender, we cannot set global targets for ethnicity due to the European General Data Protection Regulations (GDPR). However, we will use nationality as a proxy to track our global progress while encouraging our regions to set their own regional targets where it is legally permissible to record our employees' ethnicity (e.g., in the USA). (Vestas, C, p. 4; Vestas, E, p. 50).

In the excerpt Vestas make it clear that they will have ethnicity as a focus in 2023. Yet, the excerpt mentions the challenges they face in setting global targets for ethnicity due to GDPR, as ethnicity can not be tracked and monitored globally, as opposed to gender. Nevertheless, although Vestas cannot establish global targets for ethnicity, they aim to track progress through nationality as an indirect indicator and encourage regional targets for ethnicity where legally permissible. It demonstrates Vestas responsiveness to legal requirements and their proactive approach to finding alternative methods such as using nationality as a proxy. Furthermore, they will also "focus on ethnicity in our awareness-raising campaigns and initiatives throughout 2023" (Vestas, C, p. 4). This excerpt highlights how Vestas view ethnic diversity as important and it shows their commitment in addressing it within their workforce.

As another display of their focus on ethnicity Vestas has also "recently entered partnership with The Professional Women of Colour (ProWoc) Network, a non-profit organisation that offers career and personal development opportunities for women of colour seeking to increase their visibility and impact in Denmark." (Vestas, E, p. 50). By forming a partnership with the ProWoc Network, Vestas showcase their commitment to promote ethnic diversity and inclusion. It also displays how Vestas acknowledge the importance of representation and providing support, resources and opportunities for the professional growth of women of colour. Additionally, this partnership also indicates that Vestas pay attention to issues concerning the visibility of women of colour and their impact on the company, specifically in Denmark.

Category 9 - Other relevant points

One point that is important to mention is that despite all three organisations mentioning their individual goals and strategies in terms of diversity and inclusion, only Vestas has an actual DEIB mission statement. The mission statement is mentioned in three of the relevant documents on Vestas, though two of them are exactly the same while the third one differs very slightly and makes an additional point. The mission statement is found to be exactly the same in Vestas' diversity, equity, inclusion, & belonging policy and in their sustainability report, where in both it is clearly isolated from the rest of the text, being placed in respectively a light blue and dark blue box. The mission statement is as follows:

> At Vestas, we believe that a diverse and inclusive workforce is vital for accelerating the green energy transition globally. We know that our differences make us stronger, more innovative, and better equipped to address the challenges of the future. Therefore, we are committed to making sure that all potential, future, and current Vestas employees are guaranteed equal opportunities and fair treatment regardless of their background. Everyone must feel safe, valued, and a sense of belonging, and know that their voice will be heard. This journey has only just begun - together, we will keep moving forward and become sustainable in everything we do. (Vestas, C, p. 3; Vestas, E, p. 52)

The mission statement displays Vestas' commitment to diversity, inclusion, equal opportunities, fair treatment, and a sense of belonging for all employees. Furthermore, it is indicated that Vestas recognizes the importance of a diverse workforce and acknowledge that the differences among individuals contribute to a stronger and more innovative company. Vestas also display their

commitment in ensuring that no employee experiences any form of discrimination and bias and instead get equal opportunities and fair treatment, creating an environment of inclusion and opportunities to develop professionally. Moreover, the statement reflects Vestas' dedication in fostering a culture that promotes mental health and inclusivity, allowing employees to freely express themselves and contribute to Vestas' goals. This indicates that Vestas value employee input and ideas and recognise the importance of involving diverse perspectives in decision-making processes. Vestas acknowledge that their DEIB mission is an ongoing process which they have just started. Nevertheless, they indicate a commitment to continuously improve and evolve their practices in everything they do in terms of sustainability.

Now having looked at the two similar mission statements, the third one that differs will be examined. The mission statement on Vestas' diversity and inclusion webpage differs slightly in that it uses the words 'social identity' instead of 'background', does not mention 'fair treatment' and furthermore, adds that:

> Our aim is to become 'The safest, most inclusive, and socially responsible workplace in the energy industry'. While our D&I efforts are driven out of our People & Culture organisation, we believe that everyone can contribute to making Vestas a more diverse and inclusive workplace. (Vestas, D, sec. 2)

Furthermore, as opposed to the two identical DEIB mission statements, this one is called "Our Diversity & Inclusion mission statement" (Vestas, D, sec. 2). Hence, it focuses only on D&I, and not equity and belonging, and therefore it makes sense that the words 'fair treatment' is not used as it connects with the DEIB term equity. Why it uses 'social identity' instead of 'background' might have to do with the fact that the term 'social identity' refers to one's self-categorisation in relation to other people, be this fellow group members or outsiders. This means that the focus is more on self-categorisation than the actual experiences, cultures, skills, and opinions one has based on one's background. The additional two sentences in the diversity and inclusion mission statement display Vestas' commitment to prioritising the well-being and safety of their employees. Furthermore, the sentences also emphasise that it is not only Vestas' People & Culture that drives D&I efforts, but that everyone can contribute in creating a more diverse and inclusive workplace. Thus, it can be argued that they recognise the collective responsibility of all employees to foster an inclusive culture in the organisation.

7. Discussion

This chapter seeks to theoretically review the findings from the prior chapter. The findings enable a discussion that is based on the theory of Global Diversity Management by Özbilgin & Tatli (2008), Diversity paradigms by Thomas & Ely (1996) and lastly, discussing the messiness of managing diversity in a global world which includes discussion on Onyeador et al.'s (2021) tools for Diversity Management. The aim is not to review the specific approaches and initiatives to diversity, but rather discuss the implications of said approaches and initiatives, in order to gain a deeper understanding of managing diversity in a globalised world.

7.1 Diversity paradigms

Using knowledge on the diversity management paradigms, this section is going to review and examine if the companies "[…] reap the real and full benefits of a diverse workforce" (Thomas & Ely, 1996, p. 79). Discussing the implications of the paradigms and the three companies allow us to get an insight of the goals and aims of their D&I initiatives.

First and foremost, the three paradigms, the learning-and-effectiveness, the discrimination-and-fairness and the access-and-legitimacy, are presented by Thomas & Ely (1996) with a clear preference for the learning-and-effectiveness paradigm. We do not seek to review whether one paradigm is better than another, instead we seek to gain insight into the underlying purpose of Danfoss', Danish Crown's, and Vestas' D&I initiatives.

The findings show that Danfoss pursue diversity for the sake of their employees as the focus in both their policy and annual report revolve around the well-being of their employees. As presented in the findings, they view an environment of belonging as a tool that enhances the well-being of its employees which is why they have several initiatives aimed at fostering belonging. They argue that an environment of belonging enables their employees to unleash their full potential, which will benefit the company overall, and as they describe, it will be an essential part of the growth of the company. However, Danfoss do not clearly state what the definition of belonging is, but what they do instead is outlining their three main focus areas where they want to become more effective. These are: recruitment, retention and representation, as mentioned in the findings chapter. Danfoss want to ensure that they attract new employees who contribute with the right values, make sure that they provide an environment that makes their employees stay, and

make the employees feel they are represented and not 'one of the few'. Danfoss strongly believe that their employees are crucial for the company, and therefore find it important to support them and ensure an environment that is inclusive and enables their employees to thrive. This explains why Danfoss pursue a work environment where fair treatment and equality is valued. If discrimination takes place in the company, it would show that Danfoss failed in creating an inclusive environment. All these different propositions mentioned so far are all attributes of the discrimination-and-fairness paradigm. As established, the aim of Danfoss' diversity management initiatives have been to support their employees which is clear since they place their employees as the centre of these diversity initiatives. Nevertheless, following the argument by Thomas and Ely (1996), Danfoss fail at harvesting the real benefits of diversity; they are not sufficient in learning from their employees. This is grounded in the fact that in all the relevant documents, Danfoss do not mention or indicate whether or not they appreciate the knowledge that their employees possess.

As previously mentioned, Danfoss pay a lot of attention to the concept of belonging and the development of their employees. Thus, they strive for creating a workplace that value fairness in order to avoid discrimination which counteracts the environment of belonging since discriminating against individuals leads to oppression. Fairness becomes a value of the leadership style that is practised by the management. Yet, fairness is a vague value in the sense that each leader and manager interprets its character in their own way. Striving for fair treatment of the employees poses a risk for management to become colorblind (Thomas and Ely, 1996), which is a pitfall of the discrimination-and-fairness paradigm. Instead of learning and appreciating the diverse knowledge that each minority upholds, Danfoss stay oblivious of the potential of a diverse workforce.

Furthermore, they seek to enhance diversity across their management and employees, which will provide them with a set of benefits such as "[…] accelerate innovation, enable creative solutions, and optimize agility" (Danfoss, A, p. 46). Agility means being able to move quickly, which is important for Danfoss because they operate across the world, a major part of being a multinational company. Thus, it can be discussed that the benefits mentioned in the statement will contribute in the strengthening of the position of Danfoss in terms of being more competitive in the job market as well as their ability to agilely work with their customers and consumers. These initiatives mentioned so far depict Danfoss' dedication and commitment to diversity management, and they pursue this to enable the best possible outcome for them.

Danfoss view the process of diversity as a managerial responsibility, which has resulted in multiple initiatives such as their ERGs that provide the employees with 'safe spaces'. These groups are a great initiative, but also pose the risk of highlighting differences. This is because Danfoss has categorised the groups in terms of dimensions of diversity such as ethnicity, gender and sexual orientation that characterises the minority groups of their workforce. It can be argued that these ERG groups label the minority groups as 'outsiders', where each group almost become 'tokens' of diversity, placing each individual in one or several closed off groups. The minority individuals of the groups become exclusive, and they create the illusion of an 'us' and 'them'. Especially, the management is excluded from any knowledge that is produced within the group. Danfoss risk alienating the minorities even further, which will result in more exclusion rather than inclusion. Evidently, the ERGs show that the employees are compelled to support themselves, leaving the management of the particular group to the individuals of the group. Ultimately, Danfoss has all the best intentions of creating an environment of belonging, and show they value fairness and equality, but they need to be attentive of their specific initiatives, and make sure that they do reach the right goals and fulfil their intentions.

While Danfoss is placed within the discrimination-and-fairness paradigm, Danish Crown pursue different goals, which places them the closest to the access-and-legitimacy paradigm. One of the first sentences in their D&I policy is, "We want to mirror our customers' and consumers' diversity, thus enabling us to understand and embrace their values and follow market trends" (Danish Crown, B, p. 2). This statement clearly describes that their purpose of diversifying their employees is to legitimise them as a company, because in this way they can reflect the demands and needs of their consumers and customers. Danish Crown acknowledge that they are a company in a fast-moving and global world, and if they want to keep up, they need a diverse culture and workforce, as it can make the company stronger in a competitive market. Furthermore, based on the mentioned statement, Danish Crown view diversity as a necessity for them as a company and for their products, food. Danish Crown see the potential of diversity as being beneficial for the company as the diversification of their employees can be used as a tool to reach an overarching aim of reflecting the market. This approach makes Danish Crown vulnerable, and they risk failing in a sustainable diversity strategy. By only pursuing the market, their employees become 'tokens' of diversity, in order to legitimise the company in terms of their customers and consumers. Furthermore, Danish Crown enhances the cultural differences of their employees and management,

as each minority group is viewed as a key component in accessing the world of their consumers and customers. Concurrently with their need to access more markets their customers and consumers become increasingly diverse, where Danish Crown seek to reflect this by diversifying their workforce. Evidently, Danish Crown continues to stay competitive, however, in the process they do not take responsibility for the well-being of their employees. Nevertheless, in terms of the well-being of their employees they clearly state that discrimination of any kind is not tolerated. Yet, they do not provide any tool for their employees to avoid this and instead place the responsibility on the employees: "All our employees have a responsibility to treat others with dignity, fairness, respectfulness and honesty and Danish Crown tolerates no form of discrimination. All employees are entitled to fair and equal treatment" (Danish Crown, B, p. 2). It seems as if Danish Crown view the elimination of discrimination as a task for the employees and evidently, as stated, the responsibility lies on the employees and not the management. This approach is not going to nurture fairness and equality as organisational values, rather Danish Crown create a distance between themselves and their employees. The statement is written in the imperative format, commanding the employees to act a certain way which makes Danish Crown seem demeaning towards their employees. Evidently, as stated, they move the responsibility away from the management and onto the employees, seemingly avoiding their own responsibility. Instead, Danish Crown view their responsibility to consist of securing the hourly paid employees, by providing them with permanent jobs, which is their contribution to become more socially responsible.

Similarly, to Danfoss, Danish Crown fail at gaining knowledge from their minority groups, and rather leave them to themselves. In contrast, Vestas depict a more holistic approach to diversity in the following statement:

> Vestas strives to create and sustain an environment that actively embraces diversity and inclusion by recognising that all individuals bring a diverse set of experiences and perspectives to the table for approaching and solving problems. Only by acknowledging and harvesting from different perspectives, will Vestas gain competitive advantage and leverage the effect of diversity for business success. Lack of diversity represents a loss of talent. (Vestas, B, p. 3).

This statement not only represents the approaches from the learning-and-effectiveness paradigm, but it also describes the advantages that Vestas seek to harvest from it. Vestas view the knowledge

they can gain from their diverse workforce as a key advantage, which will strengthen the entire company and ensure business success. The knowledge that Vestas can access through a diverse workforce almost becomes a privilege which nurtures the talents and abilities for them to utilise as a company. Additionally, Vestas show that diversity is an asset for the company if it is approached correctly.

Similar to Danfoss and Danish Crown, Vestas also view diversity as part of their core people processes such as recruitment and employer branding. What makes Vestas different from the other two companies is their attention to precaution. Vestas want to make their employees and management more diverse in terms of the composition of social identities, where they acknowledge they have to be cautious. The reason for this is that Vestas only seek to make significant changes in the areas where it is relevant and possible.

The purpose of examining Danfoss, Danish Crown and Vestas considerations of diversity in terms of the three paradigms by Thomas and Ely (1996) was to get an insight into their underlying assumptions that each company builds their diversity strategy on. Though, it is crucial to note that these paradigms do not mutually exclude each other. A company can place themselves in one or more of the paradigms, the pitfall, though, is that it is going to make it harder for them to make a clear strategy. For multinational companies of this significant size, such as our case companies, it is important that they pay attention to their own motivation of increasing diversity, which will affect the outcome and benefits.

7.2. **Global diversity management**

The paradigms have clarified the challenges and advantages that each company faces. Now, the theory on global diversity management can add to the discussions of the findings. Drawing on the prevalent literature on global diversity management it can be said that in the cases of Vestas, Danfoss and Danish Crown, diversity and diversity management have not become any less ambiguous. Global diversity management outlines several concepts that need to be considered by companies that operate globally.

First of all, global companies need to consider *the national effect* despite the fact that they operate across borders. The reason for this is that multinational companies might be more prone to adhere to legislation of their country of origin. In the findings, it became evident that Vestas follow and account for the Danish legislation and guidelines. More specifically, their

gender goals are set in terms of the Danish legislation (Vestas, E, p. 50). On the contrary, there is no mention of Danish legislation within the annual reports of both Danfoss and Danish Crown. Nonetheless, Danfoss and Danish Crown also originate from Denmark, therefore it can be assumed that they have to account for the Danish legislation, though it is not explicitly mentioned.

As global diversity management dictates, there is also an element of discourse embedded within the practice, which should also be accounted for in the companies' D&I initiatives. This is as mentioned *the discourse effect*. Global diversity management is not only implemented through actions and initiatives, but also through discourse. Companies need to be aware of the language and the discourse the language constitutes. Discourse can regenerate and maintain homogeneity which is a disadvantage for the practice of diversity management. Though, the awareness of the discursive elements are addressed differently. Danish Crown explain that they are focused on the wording of their job ads as they want to ensure that they "attract diversely" (Danish Crown, B, p. 3). They continue to work on tools for the process and seek to become more sufficient in this area. Nonetheless, Danish Crown do not address whether the attention to the language is something they focus on in terms of their internal organisational culture. If they only focus on using inclusive language in the job ads, and not ensure that the internal language is inclusive, the new employees might feel excluded once they are onboarded. In contrast, Vestas do address a focus on the internal communication across and between their employees and management. On their website (Vestas, D, sec. 4) they mention how they are reviewing their language in terms of job advertisements, ensuring that they do not enforce biases and instead ensures inclusive communication. This shows that Vestas pay attention to a discourse that strengthens inclusive language. Besides directly addressing inclusive language on their website, Vestas also indirectly address it in relation to their mentioning of inclusive leadership training (Vestas, C, p. 5) and unconscious bias training (Vestas, B, p. 4). They believe that all managers should go through inclusive leadership training and unconscious bias training which can be argued to include the prospect of enhancing the use of inclusive language in the company, among other things. In contrast, Danfoss do not address inclusive language anywhere in any of their documents which indicates that they do not account for discursive elements that constitute values that they perceive as beneficial. Nonetheless, they do mention in an article about their ERGs (Danfoss, D), how executive team sponsoring is "[...]fostering stronger inclusivity across the employee experience." (Danfoss, D, p. 1). One way to ensure inclusivity is through language which is not something Danfoss mentioned that they

make use of. Though, they do acknowledge that inclusivity is something that is part of the employee experience.

The organisational effect is also an important aspect of global diversity management. This effect can be examined through the findings section 3.1. Main Reason, which depicts all the reasons each company has given for pursuing and striving for diversity, among these descriptions of organisational factors that have pushed them in the direction of diversity management. Both Danfoss and Vestas strive for diversity based on some kind of organisational motivational factor. For instance, Vestas believe that diversity will make the company more competitive and ensure business success and also "[…] foster organisational responsiveness" (Vestas, B, p. 1). Vestas also add that diversity will improve their employee conditions which is another important focus that strengthens the company. The approach of Danfoss is similar, as they view diversity as a way for them to grow as a company. Danfoss have as previously mentioned implemented employee resource groups, which will strengthen the organisational culture and create the sense of belonging. All three companies view diversity as a tool to increase the creativity of their employees (Danfoss, B, sec. 2; Danish Crown, A, p. 29; Vestas, B, p. 3) and to become more innovative (Danfoss, B, sec. 2; Danish Crown, B, p. 2; Vestas, B, p. 3) which is viewed as an essential aspect of organisational growth. Additionally, Danish Crown also explicitly want to become more attractive as a workplace, and views diversity as a tool to do so (Danish Crown, B, p. 2).

Another part of the organisational effect is the companies' attention to inclusion. It is a term that is important for all three companies as reflected in their individual diversity policies, which are either called a diversity & inclusion policy (Danish Crown, B; Vestas, B) or a diversity, equity & inclusion policy (Danfoss, B). The explicit use of the term as part of the title of the policy set the expectations of the readers, employees and stakeholders, in terms of how important the companies perceive inclusion to be. In their D&I policy, Danfoss elaborate on what inclusion means to them as a company and address how they want an inclusive workplace, where everyone is valued, as this is the ethically right thing to strive for. This aligns with Danfoss' main paradigmatic approach which is the discrimination-and-fairness paradigm, where it can be argued that inclusion is an organisational value. Similarly, in terms of inclusiveness, Vestas "[...] aims at creating equal access to opportunity regardless of social identity" (Vestas, B, p. 3), which adds to the narrative of diversity within Vestas. They do not view inclusion as a value, but rather a goal that will improve equality, evidently strengthening the effectiveness of Vestas. In contrast to

Danfoss and Vestas, Danish Crown fail to further address inclusion and inclusiveness in their policy. Thus, the only time that inclusion is mentioned is in the context of the policy title, which makes it seem like they only use 'inclusion' as a buzzword, without any further considerations.

For the three companies, it can be helpful to identify what kind of diversity they seek to enhance. As mentioned in the literature review, the definition of diversity is very broad, and has to do with a lot of different physical and non-physical attributes, which is also the general understanding of diversity across the three companies. Danfoss, Danish Crown, and Vestas each describe their own definition of diversity. More specifically, Danish Crown and Vestas share a similar perception of diversity, as they both define it as, but not limited to, age, gender, sexual orientation, ethnicity, nationality, culture, religion, physical ability, education, and skills (Danish Crown, B, p. 2; Vestas, B, p. 3). Vestas also add that diversity can be political beliefs but use the broader term of any 'social identity' and 'background' throughout their policies and reports. Danfoss is the only one of the three companies that do not specify how they view diversity, but instead describe the kinds of diversity they focus on, which is gender and nationality.

Drawing on the theory of global diversity management, where a distinction between cognitive and behavioural diversity is made, enables a discussion on the implications of the definition of diversity provided by each company and the effects it has on the general diversity management. Global diversity management dictates that cognitive diversity is more beneficial for the organisation than behavioural diversity. It can be argued that all three companies view diversity as behavioural diversity, as it concerns the differences in language and culture. Cognitive diversity poses more of a 'strength' than behavioural diversity, as cognitive diversity provides the company with different approaches and ways of handling challenges that they face. These two kinds of diversity are not mutually exclusive, but for companies it allows for them to focus on the kind of diversity that gives them the best outcome. Behavioural diversity can pose a challenge because it means that the companies are expected to act as a common ground for the different cultures and languages. This is something that Danish Crown face, as they accommodate employees with different cultures and languages from especially vulnerable backgrounds such as migrants and refugees. Danish Crown address these challenges by upskilling the employees with language classes and courses in Danish, Math and IT. (Danish Crown, C, sec. 3). In order to reach the advantages of cognitive diversity, companies have to create a common ground, where all their employees have the same terms and skills for approaching a task. For Danish Crown this means

that they have to overcome these differences before they are able to harvest the benefits of cognitive diversity.

In comparison, Vestas and Danfoss do not face the same challenges as Danish Crown regarding language differences and skill levels, or at least they do not address this. This means that Vestas and Danfoss are able to utilise the benefits of cognitive diversity almost immediately. This is also visible within Vestas as they strive to treat all the employees on the same terms and ensure equality. Vestas also invite the best talents and best-suited candidates through their updated recruitment process. In addition, Danfoss also accommodates employees with different backgrounds, and similar to Vestas, their recruitment process allows them to hire based on skills and merit. This means that Danfoss know from the beginning if the potential employee fits inside the company, and whether they speak their universal language. Furthermore, Danfoss' commitment to creating an environment of belonging show that they seek to create a common ground for their employees, which pose a solution for the potential difference in culture.

Companies need to accommodate the sector they operate in which will strengthen their approach to global diversity management. This is also called *the sectoral effect*, where the assumption is that the sector will affect the methods and initiatives of the company. As mentioned, Danfoss and Vestas are technological companies, with employees from higher education backgrounds. In comparison, Danish Crown facilitate more diversely in terms of production workers. Nevertheless, all three companies either explicitly or implicitly account for their sector which is shown through their motivation to stay competitive. Danish Crown is more explicit in the sense that they seek to 'mirror' their consumers and customers, which show their attention to and awareness of the market they operate in. Danfoss and Vestas do not explicitly address the sector they work in, but they do mention that they want to stay competitive, which must be in terms of companies in the same fields as them.

Accounting for stakeholders, employer and supply relations is important for global companies, especially Danish Crown, Danfoss and Vestas. Yet, Danish Crown is the only one of the three that address the importance of the stakeholders and the perspectives they have: "We must listen to and learn from each other to be able to take our stakeholders' views into consideration when we formulate our opinions and make decisions." (Danish Crown, A, p. 29). This enables Danish Crown to be flexible in the sector they operate in as stakeholders are something they value. The stakeholders have a great influence on the opinions and decisions that are made internally in

Danish Crown. Ultimately, supply relations and other sectoral effects are not addressed in either of the three companies in terms of their diversity initiatives.

The last concept that companies need to consider is *the individual effect*. This effect is concerned with all considerations made in terms of the individual employees in the organisation. Danfoss is the company that focus the most on the individual, striving for an environment of belonging in order to ensure the well-being of their employees. With their employees as the main focus of their D&I initiatives, Danfoss have developed specific methods which show that their employees are their central focus. As mentioned, they have several initiatives that put the employees first, for instance, their ERGs. Vestas also focus on the individual but approach it in a different way compared to Danfoss. They view the individual as an essential part of the company, and as the way to achieve diversity. Evidently, it can be said that the approach by Vestas and the approach by Danfoss emerge on different terms in regard to diversity management, though, both companies value the individual.

7.4. The messiness of managing diversity in a global world

Pursuing diversity management in a global world has shown to be a messy 'process' for companies. This is for instance, reflected in the three companies, Danfoss, Danish Crown and Vestas.

Global diversity management theory seeks to gather aspects of managing diversity in a global world as a multinational company. Özbilgin and Tatli (2008) review and utilise studies by several different scholars in order to cover every aspect of global diversity management. All these aspects can be viewed as either advantages or challenges, as it describes all the aspects that companies need to account for in order to sufficiently pursue diversity. As a company, it can be hard to navigate this theory, as it is not very explicitly conveyed how to review and enhance their own diversity management. This is where the recommendations provided by Onyeador et al. (2021) adds to the theory. As they have explored many studies by other scholars, they have discovered exactly where companies can enhance and become more sufficient in order to reach their diversity goals. More specifically, their theoretical contribution is five recommendations to establish and ensure success in addressing diversity, equity and inclusion in the company. As mentioned, they are to: *establish organisational responsibility for diversity, equity and inclusion*; *establish organisational opportunities for high-quality intergroup contact; establish organisational groups for underrepresented members; establish organisational messaging that is*

welcoming and inclusive; and *establish processes that bypass interpersonal bias.* (Onyeador et al., 2021) All of these recommendations will provide the companies with the best possible opportunity for reaching their goals, as they will address diversity, equity and inclusion. In the light of our three companies, Danfoss, Danish Crown and Vestas, it can be said that they all succeed in establishing at least one or more of the recommendations, but none of the companies can pride themselves with reaching them all.

Vestas show across their reports and policies that they have established a strong messaging. This is not only in their job ads, but also in terms of the language used in their reports and policies that reflects the inclusiveness they strive for. Vestas also holds management and leadership accountable for their D&I initiatives, as they follow the guidelines provided by the UN Global Compact "[…] we commit to continuously demonstrate ethical leadership and good governance, invest in addressing systematic inequalities, ensure accountability and transparency, promote equality as well as respect human rights." (Vestas, E, p. 74). Danish Crown have also established strong messaging. They pursue diversity through recruitment as their main tool where they seek to attract the 'right' people with the 'right' messaging as reflected in their job ads. Lastly, turning to Danfoss, both the foundation for intergroup contact and groups for underrepresented members have been established, as reflected in their ERGs.

The diversity paradigms by Thomas and Ely (1996) were worked out with the intention of categorising the approaches of companies with diversity on their agenda. This showed the three mentioned paradigms, *discrimination-and-fairness, access-and-legitimacy and effectiveness-and-learning*. It became clear in the findings, that the three companies, Danfoss, Danish Crown and Vestas are no different, as they represent one of the paradigms each. Yet, the paradigms outline three very stringent approaches, but this is not the case in the companies. It was argued that Danfoss could be placed within the scope of the *discrimination-and-fairness* paradigm, but they also show signs of the two other paradigms. The same goes for Vestas who was initially placed within the *effectiveness-and-learning* paradigm, yet also showing signs of the two other paradigms. These assertions indicate that the paradigms can be too stringent as our study has shown that companies are not restricted to one paradigm. When Thomas and Ely (1996) introduced the paradigms, they argued that they wanted to dissolve the argument of the business case, as motivation for diversity. The business case is an argument that is based on company profits, in this

case, how profitable diversity is for the company. On the contrary, Thomas and Ely (1996) argue that what needs to be pursued is learning from the knowledge that minority groups possess.

Onyeador et al. (2021) argue that implicit bias training has been a solution for companies to ensure diversity, but that this solution is not sufficient anymore, which is why they give new recommendations. These make the diversity management more sustainable for companies as specific policy alterations influence action. Looking at Danfoss, Danish Crown and Vestas who all pursue diversity in different kinds of ways, still face challenges. Particularly, Danish Crown and Danfoss can be said to face challenges in their D&I initiatives. For instance, Danfoss depict their D&I initiatives across various documents, as mentioned before, which appear messy for the reader. This might reflect an internal messiness of diversity initiatives. Danfoss' overall D&I strategy and initiatives seem less transparent as some of the information can only be found on their website, while other information is part of their sustainability related policies. Danfoss do have a chapter in their annual report which addresses their D&I aim, strategy and initiatives. This does not necessarily have a negative impact on Danfoss' internal diversity management, but rather it makes it less transparent for the outsider who seeks to get an insight into the diversity within Danfoss. This is a point made by Özbilgin and Tatli (2008), where an unclear diversity strategy might mean that the organisation has had a 'pick-and-mix' approach, which could imply that the company has had a hard time streamlining the diversity initiatives. As dictated by global diversity management theory, it can be helpful to establish specific departments that handle all the things related to diversity and inclusion. The theory also provides a set of arguments that can be made, in order to establish the departments. These arguments highlight the advantages of diversity for the company such as enhancing good image (marketing argument), enhancing creativity and greater problem-solving skills. Thus, it can be argued that establishing the specific departments can support the company in their D&I journey.

Another messiness in managing diversity is the confusion of the use of the term inclusion, diversity, equity and belonging, which seems to be used very differently across Danfoss, Danish Crown and Vestas. Compared to Danfoss and Danish Crown, Vestas provides the most information in regard to D&I in their annual report. These pages describe their diversity, equity, inclusion and belonging initiatives, and the reasoning for choosing to proceed with a specific plan and strategy for increasing diversity through inclusion, equity and belonging. The overall impression of Vestas' approach to their D&I initiatives are very detailed. Vestas are also very specific in the way they

use the terms, and they even argue that they want to add a fifth element: "In relation to our diversity, equity, inclusion, and belonging agenda [...]. We plan to expand the agenda in 2023 with another dimension, making sure every colleague can fulfil their potential." (Vestas, A, p. 66). Adding to their D&I agenda is not something only Vestas has done and thought about doing, Danfoss are also implementing a new element to their agenda, namely equity. In 2023, they are adding equity into their roadmap of D&I, thus, making it a DEI roadmap. This showcases their commitment to fairness as they define equity as entailing fair treatment. Despite the different stages of development in terms of D&I agendas, both Vestas and Danfoss display how they are active in their process towards diversity management. Adding an extra element, equity in the case of Danfoss and possibly an element of employee potential of sorts in the case of Vestas, seem like great initiatives. However, this might not only be associated with positive effects. If Vestas adds a fifth element to their diversity, equity, inclusion & belonging agenda while Danfoss is adding equity to their D&I agenda, challenges such as confusion among the employees might appear which need to be addressed and handled.

The messiness of diversity is also expressed in the companies' different approaches to achieve and manage diversity. The three companies are motivated by different aspects of diversity, which has meant that they each have identified their own goals, initiatives and motivations. Danfoss and Vestas are both technological companies with employees from engineering backgrounds. Their motivation for diversifying is very similar as both companies strive for unleashing the potential of their employees, since this has intrinsic value for the entire company. As Danfoss have already mentioned, "[…] "We value an environment where people can unleash their full potential, so we can welcome the best people on board to lead the green transition. We strive to make people feel like they belong." (Danfoss, A, p. 45). Similarly, Vestas also describe how they value their employees, calling them 'our people':

> We believe our people are the most vital resource to succeed on our journey to become the global leader in sustainable energy solutions [...]Therefore, we continue to invest in our people to create and sustain a culture in which we win together, as one team. (Vestas, A, p. 30)

Vestas want to exclaim that they are all in this together. "[…] we win together, as one team" (Vestas, A, p. 30) is a statement that shows Vestas' dedication in making sure that every employee feels like a part of the team. Furthermore, it indicates a goal of reaching a certain devotion to their

employees, fostering an environment of belonging and inclusion. In connection to this, it can be argued that Vestas perceive their employees as part of their D&I process, and not as challenges. Compared to Danfoss and Vestas, Danish Crown operate in another sector, which means that they have identified a different set of values than the two other companies. Danish Crown is very explicit in their motivation to reflect and 'mirror' their consumers and customers, which has a great impact on their motivation to maintain and enhance D&I initiatives. Hence, as shown, based on the findings, we were able to establish the different motivations, initiatives and goals of the companies, and able to identify the main differences of their D&I approaches.

8. Conclusion

In the introduction it was mentioned that companies are subject to multiple guidelines and legislations when it comes to both diversity and corporate social responsibility. The annual reports and policies that were examined during this study, show that Danfoss, Danish Crown and Vestas all pursue diversity and inclusion. These companies depict three different approaches to managing diversity. It has also shown that they do not only seek to manage diversity but also strive to increase the representation of minority groups. Evidently, it can be said that diversity management within these three companies is on their agenda and is something they all focus on and actively work towards.

From this study it is not possible to identify a set of universal goals and advantages of diversity management. The reason for this, might be that the term diversity continues to stay an ambiguous term, which means that Danfoss, Danish Crown and Vestas need to define, for themselves, what diversity means and entails. Therefore, it became clear that diversity does indeed differ across the companies, which was expected. Different understandings and definitions of diversity, has a great effect on what focus areas each company wants to pursue and views as important.

When it comes to the implications of the achievement of D&I, each company has seemingly succeeded. However, from a closer look and examination, they all experience challenges, especially Danfoss and Danish Crown. Yet, if their success is measured in the short-term, and whether their initiatives are implemented, they all succeed. Nevertheless, it is not possible to predict whether they have made sustainable solutions regarding diversity or not. What

can be said, is that these three companies have worked out three very different strategies and initiatives. Nonetheless, the broader implications of the D&I initiatives do overlap in the companies. Especially a focus area such as recruitment, is given a lot of attention by all of them as they see it as an essential part of their D&I initiatives. The recruitment process is a crucial aspect of the general organisational process as it is the gateway into the company workforce. Thus, it is not unexpected that it is a focus area mentioned by all three companies.

The broader implications of D&I in each of the three companies, have shown that they pursue diversity with completely different aims. This assertion was identified from the knowledge on the three paradigms by Thomas & Ely (1996). Each of the three companies can be placed in each their diversity paradigm, which was deducted from the values and goals described in their reports and policies. Danfoss value fair treatment, equal opportunity and seek to eliminate discrimination which permeates their D&I policy, which is also the general understanding of the diversity within Danfoss. They see their employees as a goal of diversity, as diversity will increase the well-being of them (the employees). On the other hand, Danish Crown view diversity as an important element in staying a competitive company in the global market, where it becomes necessary for them to reflect this inside the company. Thus, the values embedded in diversity within Danish Crown are completely different, as they pursue a diverse workforce in order to reach the greater goal of matching the job market, they operate in. This could indicate that on their way to success they do value the minority groups but might neglect the needs of them in the process. Lastly, Vestas, as mentioned earlier, approaches diversity more holistically. They view diversity as necessary for the companies, but the implications of diversity will benefit both the company and their employees. This show a Vestas who values every aspect of a diverse workforce, while also experiencing effective outcomes as a company.

To conclude, this study showed that diversity management is still evolving and therefore, it makes sense to continuously study the approaches of diversity management across companies.

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