



Intellectual Output 4 - Pilot Reports

NO SEPARATION, BUT INCLUSION | HUMANITAS

Erasmus+ Strategic Partnership Project “Diversity Capacities - Improving the Capacities of Adult Education Institutions to Successful Dealing with Diversity”

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Structural Change
Diversity policy is an ongoing process

Illustration 1

The Organisation

Humanitas is a national association that focuses on the departments of TWENTE. In the beginning of the project we found that the organisation has several migrants among its clients and is therefore moving from a monocultural to an intercultural service.

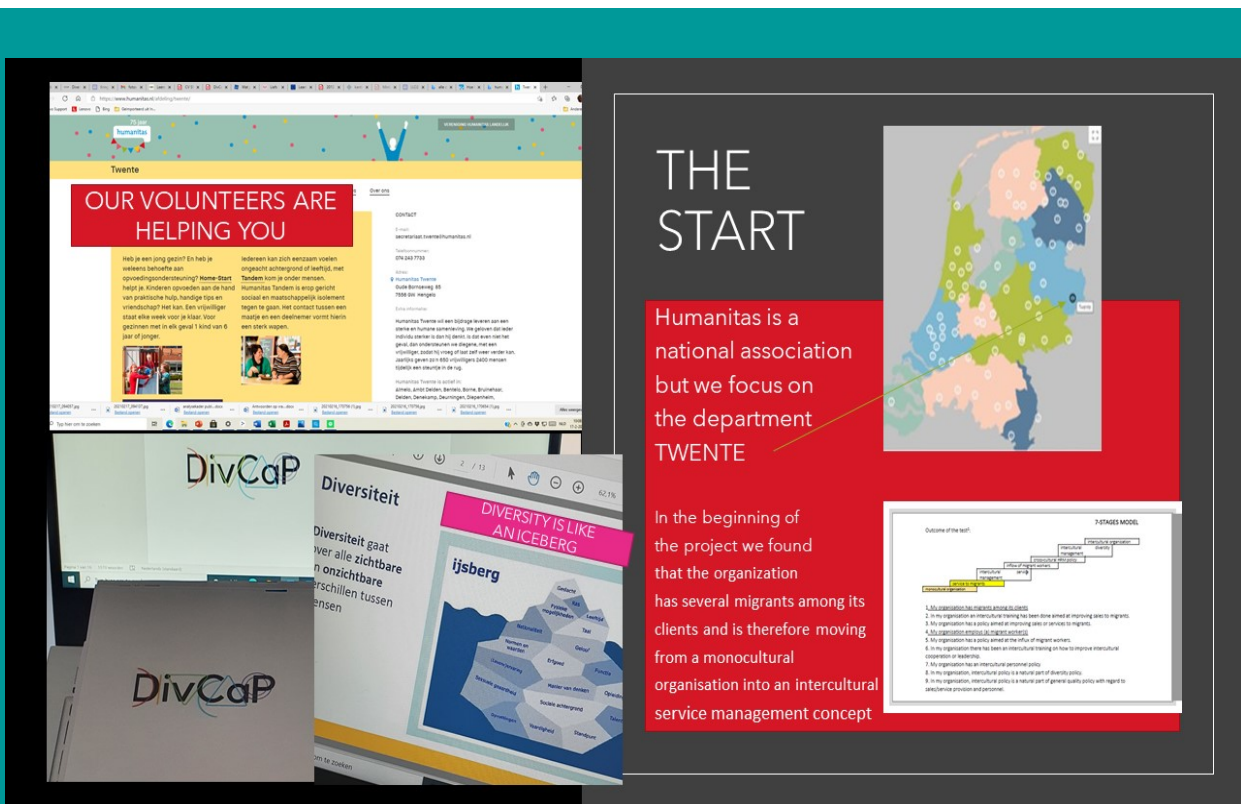


Illustration 2

1. Humanitas is a national volunteer organisation with an association structure

Humanitas is a membership association working with many volunteers and professional support managed by the director. She is accountable to the Executive Board. A council of (elected) members supervises the Executive Board.

Therefore, Humanitas can be seen as a volunteer organization in the sector of non-formal adult education. The national office and the national Executive Board are based in Amsterdam. Through its activities, Humanitas wants to contribute to a strong and human society (mission). Humanitas believes that each individual is stronger than he or she thinks.

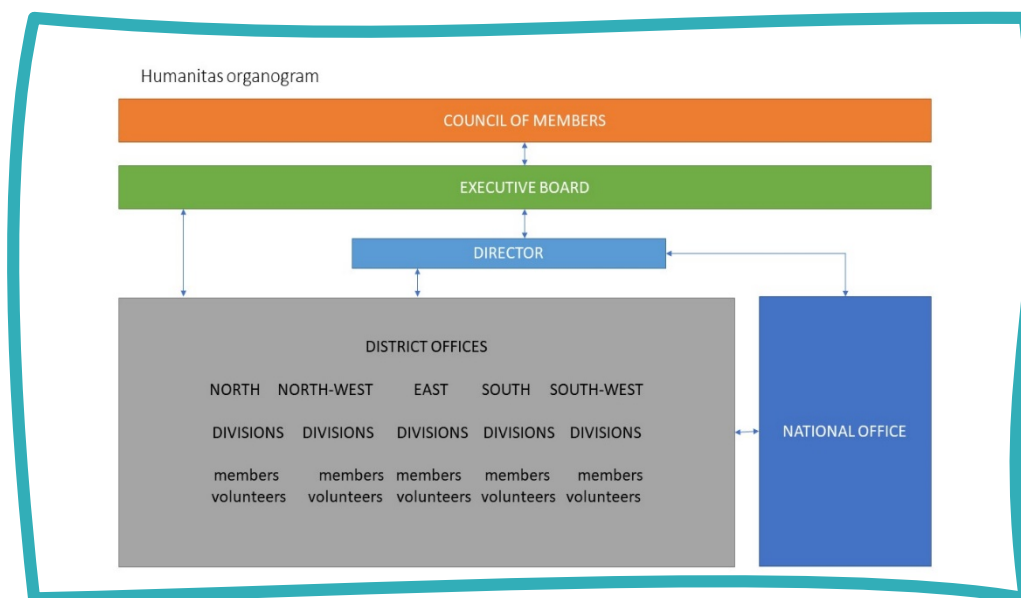


Illustration 3: Humanitas organigram © chart created by Jumbo Kiercq

The total number of participants in Humanitas projects and activities is 74,000 and is supported and carried out by over 19,000 volunteers. Humanitas has three types of volunteers:

1. operational volunteers with mentoring and counselling tasks
2. volunteers with coordinating tasks
3. volunteers with administrative and supportive tasks

The activities are organised by local branches throughout the country, in 12 provinces. The activities are divided into six themes:

1. making social contacts
2. dealing with mourning and loss
3. education and parenthood
4. having a good childhood
5. living during and after detention and
6. putting the administration in order, e.g. debt structuring.

Many of the employees at Humanitas are volunteers. There is a big difference in paid professional work and volunteer work. Not only in tasks and status, but also, in terms of remuneration.

At the moment, a new form of voluntary work is being considered with standard voluntary contracts and remuneration.

Humanitas Twente, which falls under the national association structure, is based in Hengelo in the province of Overijssel, the Eastern district. Humanitas Twente is one of the five divisions of this district alongside Deventer, Hardenberg Ommen, Raalte and Zwolle. The local divisions use various services of Humanitas facilities of the district East and the national office in Amsterdam. The services vary from education, training, subsidies, human resources and data systems. The divisions have their own administration and board.

Annually, 650 volunteers of Humanitas Twente support 2400 people who temporarily need a helping hand with regard to questions such as home administration (such as helping to keep a household book), family and parenting support. A good example of a project aimed at supporting people with a migrant background in actively participating in Dutch society is the Active Together project. Humanitas Twente receives financial support from municipalities, funds, businesses and sponsors.

In 2020, Humanitas Twente has initiated the issue of diversity and inclusion in the organisation, parallel to the development of the DivCap project. Both the national office (Amsterdam) and the Humanitas Twente department (Hengelo) are aware of the fact that competences of employees regarding diversity and inclusion should be strengthened.

A development process has been set up in which active core teams get to work to strengthen diversity and inclusion in the organisation at both the organisational and operational levels. Workshops have been organised to be an organisation where diversity and inclusion are self-evident.

The majority of the people (people seeking help) supported by Humanitas are people with a migrant background. The professionals and volunteers who work in this field are strengthened in their competence to empathise with other cultures and the way in which migrant groups should be reached and help provided. This is part of the issue of diversity and inclusion for the entire organisation.




2. Coping with diversity - key findings of the case study

2.1 Staff and Policy Diversity

The Humanitas organisation arose from charitable aims and focuses on social issues. Volunteer work plays here an important role and the work is often coordinated by paid professionals. Professionals and volunteers have different opinions about who should pick up developments in society and which signals to pay attention to. Issues such as diversity, migration and inclusion nowadays also receive a lot of attention. For example, the ratio of men to women for each project is quite unequal, both in the group of professionals and among volunteers. Women are generally in the majority. There is not active policy to involve more men. At Humanitas Twente, diversity and inclusion have not yet received sufficient attention in the area of staff policy. The composition of the staff is not diverse. The staff composition is not a reflection of a Dutch Twente society which is more diverse. Therefore, the workforce is not colourful. During the case study, part of the staff expressed the opinion that the organisation is on its way to becoming a diverse and inclusive organisation. In this respect, the team of staff and volunteers of the Active Together project is diverse. Service provision for people with a migrant background is part of the policy of the project. However, this depends on conscious choices to be made by the board and management.

2.2 Necessary Skills for professionals and Volunteers

Knowledge about (other) cultures and specific skills are necessary for professionals and volunteers to help people with a migrant background who ask for help from Humanitas Twente. This applies to both professionals and volunteers with a Dutch or non-Dutch cultural background. **The unfamiliarity with Dutch norms and values is mainly based on the individual as a person who has to take care of himself, shows responsibility and performs himself (I-culture) versus collective norms and values (We-culture) as they are found in many migrant communities.** The motto in migrant communities is 'caring for and with each other'.



The professionals with a Dutch background do not sufficiently meet the norm of 'working with people from a migrant background and diversity'. This also applies to the Dutch volunteers. Knowledge of diversity and other cultures is also lacking as a norm for volunteer work. This is also lacking in the educational level of the professionals. Many staff members in the organisation believe that diversity will bring more dynamics into the organisation and will also have positive impact into the teams that do the work.

2.3 Need for a conscious choice for inclusion

The general impression about diversity in the organisation is that a conscious positive choice for diversity and inclusion would enrich the organisation. Insufficient knowledge about diversity, migration and inclusion leads to unintended distance between people with different cultural backgrounds. Having this knowledge contributes to awareness, which in turn leads to good relationships with others to learn from them.

Despite the fact that in most projects there is a homogeneous group dominantly present, professionals also like to work with people with a diverse and migrant backgrounds. However, there is still insufficient attention for diversity at different levels of the organisation. As a result, the organisation remains stuck in the awkwardness of acting and unintentionally excludes people who could benefit from the services and products of Humanitas Twente. It is necessary to have more reflection on diversity policy in the organisation. This automatically leads to new insights and ideas in the existing organisational framework. A conscious choice for diversity policy contributes to a better match between services and the care which people really need. So, there is a gap when it comes to diversity and inclusion.



Questions like 'how do we increase the accessibility of migrants', 'how do we strengthen the skills of professionals and volunteers' are constantly discussed. The additional question is 'what is needed to bridge this gap?'

(Discussions during the piloting)

To bridge this gap, a start has been made with paying attention to the issue of diversity in recruitment and application procedures. When recruiting staff and in the preparation of the vacancy text or call for applicants, more attention should be paid to intercultural competences of applicants. The issue of diversity and inclusion has been put on the agenda at various levels throughout the organisation and has now gained support. A conscious choice was made to set up a diversity and inclusion development programme. This has been initiated by the Executive Board since November 2020.



3. The Change and Learning Process

3.1 Aims and Approaches

3.1.1 Piloting Objectives

The main goal of the DivCap pilot is to advise and support Humanitas as an organisation to become a diverse and inclusive organisation in the long run. An organisation where professionals and volunteers have sufficient knowledge and skills to consciously deal with issues of diversity, migration and inclusion.

3.1.2 Diversity on the Agenda

The call for specific knowledge and improvement of skills and competences leads to the need to train professionals and volunteers in the future in dealing with the issue of diversity and inclusion and applying it in their actions. The (national) board and management has become increasingly aware of this issue and there is now a conscious focus on improving the work of professionals and volunteers.



Diversity must be visible in all layers of the organisation and not only at the level of project implementation by, for example, volunteers. Therefore, a change and learning process has been initiated by the national Executive Board.

The general conclusion is that Humanitas as a voluntary organisation will increase its efforts to develop policies aimed at diversity and inclusion in the organisation. Partly due to active participation as a pilot in the DivCap project, the attention of the board, management, professionals and volunteers for diversity and inclusion has been put on the agenda. A positive development is that people are more aware of the need and that diversity is seen as an enrichment for the organisation. The board, management, staff and volunteers experience it as a challenge, an opportunity to immerse themselves in the issue and to improve their skills in this area for the benefit of the executive work.

3.1.3 The approach to change: Humanitas as a learning organization

The approach to change requires care and attention. Critical reflections from society on the organization are desirable. This automatically brings movement within the existing framework such as new insights and ideas. It also leads to communication about the organisation's current values and a critical look at the organisation's mission.

There are good preconditions for a change process:

- There is no denial and no anger, but acceptance of change among employees. People see new opportunities. There is no tension but positive energy on both sides.
- Humanitas Twente already employs some professionals and many volunteers with a migration background.
- The general opinion is that a consistent diversity policy should be developed, but there is a lack of sufficient knowledge to do so.



“What challenges do you expect during the implementation of the pilots?

- New management - extra time
- New middle management - with many assignments
- Financial concern / unforeseen urgent developments”

(Manager)

Further circumstances during the pilot: there is a fairly new board (80% new), there are financial concerns, as a result of which there is a reorganisation, there is a new interim manager and the measures in the framework of Covid-19 must be adhered to. This led to the fact that diversity as a theme was not immediately given the desired priority. The financial situation of the division was more important.

From asking a specialist to collective learning

A not unimportant factor is that at Humanitas Twente staff member with a migration background, who is actively involved in the DivCap project, is 'seen' as 'the' specialist. When questions are difficult to answer, this is passed on to this staff member - as far as questions from migrants are concerned - instead of seeing the Active Together method as a good example of practice that can also be applied in other parts of the organisation.

The pitfalls of such an approach can be superficial understanding, a laissez-faire attitude, suffocation and the avoidance of conflict. However, there is positive energy to want to change. Humanitas staff endorse this. Possibly, the initiated development process for change offers something to hold on to for everyone. Among other things, core teams are going to work on the issue.

A start was made with the so-called track book, an outline memorandum on the issue, supported by activities such as a diversity workshop for employees and volunteers. Promoting expertise / training in the field of interculturalisation provides inspiration and recognition for diversity and inclusion, and ultimately anchors it in the organisation.

It is important to create environments for collective learning and to create space for spontaneous evolution in order to stimulate people in the right way in a process of exchange in which people develop and create a motivating solution (the best 'fit'), which is a catalyst for new initiatives. It must be a pathway of interventions such as coaching, open systems planning, open space meetings, self-managing teams, assessment and rewarding, social gatherings, led by sense-making personal facilitators and external facilitators, in collaboration and supported by HRM experts and managers who coach people. The result is not aimless, but it is anticipated and finally, in the long run, outlined but not guaranteed, but it is assured by self-organisation, dialogue and healthy relationships.

3.2 Activities

Below we will describe the key activities implemented during the pilot period in more detail. First, we deal with the Active Together project. Furthermore, we pay attention to the improvement of communication materials and the intensification of the contact with migrant organisations. Finally, there is the Diversity Roadmap and a future workshop.

3.2.1 Active Together as an example for other projects

Humanitas Active Together offers support to people from 18 years of age with a migration background, both within and outside the EU, who can use extra support in actively participating in society.

What we do

The support provided by Active Together is used to increase people's qualities and capabilities. This is done in their own language if necessary. This usually involves people who depend on third parties for their existence due to a lack of

- knowledge and information about legislation and regulations
- insight into the organisation and functioning of the social system in the Netherlands
- skills such as social skills, language skills, self-reliance.

The value of our support

The volunteers who are deployed offer support in several areas of life through weekly home visits for one year;

- Self-sufficiency: Organizing mail. Making use of relevant facilities;
- Work: Familiarisation with the system of work and income and useful time activities that can improve the rhythm and structure of the participant's daily life, such as voluntary work;
- Living and socio-cultural-social: Exploring one's own street, neighbourhood, city and stimulating active participation in activities in one's own living environment. In addition, increasing the mobility of the participants;
- Care: lowering the threshold towards assistance and educational institutions, gaining insight into cultural differences, growing up and raising children between two cultures.

What we want to achieve

By providing support, participants become familiar with and/or actively participate in Dutch society.



3.2.2 The Active Together project shares knowledge

How to deal with diversity, people with a migration background and inclusion in a work organisation that should be diverse? Humanitas Twente staff find it positive that Active Together operates as a specific project within Humanitas Twente. It is an example for the other projects of Humanitas. There should be more connection between these projects when it comes to working with migrants.

Thanks to the professionals and volunteers of the Active Together project, more and more clients with a migration background are making use of the services and products of Humanitas Twente. This increases the reach of people with a migration background by Humanitas Twente. The knowledge and working methods in this project are therefore shared with professionals and volunteers of the regular projects that people with a migration background also use. One of the coordinators, who is also a board member of PiD, played an important role in this process.

He has extensive experience in intercultural work, intercultural training, courses, consultation and advice. He also has experience with management tasks, setting up and supervising projects and learning new fields of work. He is an enthusiastic, analytical, coaching, visionary, people-oriented and result-oriented adult educator. His tasks in the organization are:

- Operational management of the group project volunteers
- Conducting intakes
- Recruitment and selection of participants and volunteers
- Training and improving the expertise of volunteers
- Matching participants and volunteers
- Guarding the quality and the limits of volunteering
- Building and maintaining a network with relevant organisations
- Taking care of the publicity of the project
- Recording and reporting relevant information

Thanks to his internal position, his involvement as a PiD board member in the DivCap project and his professional competences and skills, he was and is able to interest and motivate others, to broaden their horizons and to create support within the organisation, locally, regionally and nationally: observing, recognising and valuing qualities, making connections between internal and external, realising set goals together with colleagues, thinking and acting strategically and policy-wise. This enabled him to develop the concept behind Active Together within Humanitas, simultaneously piloting the DivCap approach.

3.2.3 Information material in different languages and relationship management with migrant organisations

There is widespread communication with the public through social media, newspaper articles, flyers, etc. Despite these means, people with a migrant background are not yet sufficiently reached. This group is generally easier to reach through direct contacts, personal approaches and through their trusted networks. For example, in order to improve outreach to and communication with customers with a migration background, information materials about the organisation, its services and products have been translated into Turkish, Arabic, etc.

An interpretive telephone service is also used or training is provided to improve services to customers with a migrant background.



Awareness of the unwritten communication rules that apply in the collective cultures of migrants provides scope for establishing contacts, other than formal conversations and business approaches, which is common in the practice of Dutch professionals and volunteers.



Here, there is a case of first making an appointment and then inviting people for an interview.

The professionals and volunteers of the Active Together project maintain contact with these organisations at management level. In the past, only this project has held several information sessions in different languages at different organisations. For the coming period, this project is again planned to approach and have a dialogue with key figures and the boards of the migrant organisations.

In addition, there are plans to participate with a market stall in activities of migrant organisations when organising a public event and/or a festival. In this way the threshold is lowered for a conversation with visitors to inform them about the work and services of the organisation as a whole. Contacts with migrant organisations, information in own language, key persons and network-relationship management of migrant organisations are necessary.

3.2.4 The Diversity Roadmap: Core teams diversity development tracks

Humanitas Twente is aware of the necessity of diversity policy, inclusion and the work for and with people with a migrant background. A member of the Humanitas Executive Board is responsible for the diversity and inclusion portfolio and the so-called Core Teams Diversity Development Tracks. The best way to describe "developmental tracks" ("Ontwikkelsporen") in English is "different pathways into diversity". In the core teams Diversity Development Tracks, the theme Diversity & Inclusion at Humanitas was investigated and included in the recommendations to the Executive Board. With this, the Executive Board of Humanitas consciously shows that Humanitas has to become more inclusive and diverse in all layers of the organisation.



Diversity Development Tracks and core teams (diversity and inclusion)

DivCap's case study report has been included as a recommendation for the national board and the board of Humanitas Twente. This as part of the change process of the so-called track 'Diversity and inclusion'. In a White Paper and an accompanying long-term plan that was discussed on 27 November 2020, the subject is therefore included in the Council of Members. So, it has the attention and Humanitas is on the move for diversity and inclusion.

3.2.5 Future Workshop

For inspiration, a future workshop was held for the South West department including the diversity theme. Directors, managers, professionals and volunteers were not only asked questions about how they experience the future services and products of Humanitas, but also about the issue of diversity and how they think they can actively contribute to this.

“What are your strategies to overcome these difficulties?”

Staying in contact and conversation, continuing to explain necessity and benefits”

(Member of the Core Team Active Together)



Participants of the workshop were asked to answer some questions on post-it stickers, which were collected on a whiteboard. Here are some results.

These are answers of Humanitas staff expressed during the workshop
Question:

We are entering a new phase with Humanitas. What do you wish for Humanitas?

Answers

- reach a healthy 100 years of age
- many volunteers
- much more diversity
- stable subsidy
- development, nice funds, many volunteers
- calmness, wisdom, strategic approach
- decisiveness, diversity, stability
- future-proof, clear course, powerful association
- an inspiring Humanitas with active volunteers
- innovation, financial stability and support as many people as possible
- Inspiring, motivating, innovative



Question:

More diversity and inclusion are a spearhead in the long-term agenda. Where can we find core team members who meet these?

Answers:

- ask in the departments
- use networks
- via the volunteers
- approach organisations we work with about this
- why limit to core team members, also outside!
- religious centres such as mosque
- work together
- volunteers, participants
- approach people more actively
- make connection between administrative and executive volunteers
- create space within own organisation
- focus more outwardly and look for cooperation
- together we have a large and diverse network
- welcome for everyone, requires good personal reflection
- in any case, we can involve executive volunteers more
- ask participants to become active
- train participants to be volunteers
- act inclusive themselves



4. Analysis of the Changes & Learning process and Recommendations

In the following pages, the change and learning process is summarised and recommendations for further actions are made for different groups within the organisation.

A basis for change has been laid at Humanitas, focusing on competence development among the entire staff. Now, the focus is shifting on strengthening and increasing the range of services for migrants. This leads to a conscious human resources policy that does not consider diversity, migration and inclusive work as a matter of discussion. The board, management, staff and volunteers endorse this. However, the question is what the ideal design process could look like (plan of action) and what people themselves bring in and what their own experiences are.



Managing and coaching for diversity and inclusive work

In fact, all those involved are going to change something in the field of communication process and service provision in relation to migrants. This requires different skills and competences of staff members. The proposed change process to create support and commitment at board and management level has been achieved as a first step.

4.1 Support for the process on different levels of the organization

There is support for the change and learning process in the organisation. The question is whether the regional Humanitas Twente pilot project will eventually also be secured for the national Humanitas organisation. Recently, an internal Diversity and Inclusion Committee has been established at national level, of which the PiD's board member working as coordinator in Humanitas Twente is one of the committee members.

At the regional level, a conversation has taken place with the districts manager about the recommendations from the case study. A follow-up meeting has been planned to calmly discuss the possible activities to be undertaken within Humanitas Twente and to formulate concrete actions.

The national Diversity director has suggested to start on a small scale and to involve the regional manager and the consultant and to build this up slowly. The regional board has been approached to legitimise these activities.

After presentation of the DivCap case study, attention was paid to recommendation in this report. The board of Humanitas Twente is enthusiastic about the approach of this case study and will discuss what the role of the board in this may be. The regional manager ad interim believes that there is a legitimacy to this approach of important and relevant recommendations and has put these on the agenda of the management meetings.

Moreover, the district to which Humanitas Twente belongs, has answered our call for attention to diversity and forwarded the report also to the district management. Finally, the national office has formed a committee Inclusion & Diversity. The PiD employee working as staff member at Humanitas Twente is asked to participate in it.

Factors that it worked well were:

- ✓ *Relevant people were notified from the beginning and informed about the process and results achieved from the start to the end of the study,*
- ✓ *Theme diversity brought in at every opportunity as a focal point and named with emphasis on benefits, yield and dynamics that entails.*
- ✓ *Not imposing and demanding only emphasizing the opportunities and possibilities, discussions held*

(Members of the team Active Together)



4.2 Impact on the Staff and Volunteers

The new chair of the board has interviewed the staff member and was enthusiastic. The old board member who was interviewed is going to communicate with the new board member on how to deal with the case study report and recommendations and the manager ad interim is putting the recommendations forward into the organisation.

For staff and volunteers this means that they have to work together to bring in their own issues and that they have to be willing to improve their skills (training, courses, work sessions, sharing knowledge etc.). It is also indicated that it is important for administrative staff to have intercultural skills.

A two-track strategy has been developed and adopted:

Large-scale --> Nationwide - participation in committee on Inclusion and Diversity, informing the national board about the DivCap case study report about Humanitas Twente

Small scale --> Determine at the level of the Twente region which recommendations should be followed up and implement them within the organisation



“What we see as a challenge is that the board makes a statement about diversity policy and that the work organisation also works on this. That in the recruitment of personnel the color of the personnel file is explicitly looked at.”



(Humanitas volunteer)

More focus is needed on strengthening diversity competences of staff. The question if there is more market for diversity products and services of Humanitas needs to be explored more in-depth for Humanitas. Contact with networks of migrants outside Humanitas needs to be intensified.

Need for training and updating intercultural skills

For the educational process, it means a need to develop and implement specific staff training aimed at diversity and specific care (culture- and context-specific care programmes).

A need to develop and implement specific staff training aimed at diversity and specific care

Treatment and learning of intercultural methods in training and courses is necessary. The management is asked to create preconditions and facilities to make an internal change process possible that is supported by all. The first step by Humanitas has been taken with the example of a development track and working with core teams diversity and inclusion, organising workshops (knowledge exchange and sharing), processing results in outline memorandum and sustainability in staff policy/HRM policy (inclusive policy. By means of a diversity and inclusion workshop as a result of this pilot, a start has already been made on the development track in November 2020.

Linguistic knowledge and cultural differences in dialogues also require knowledge and intercultural skills of the professionals and volunteers. Language is an important issue.



Training in intercultural communication is crucial to support the change process

Therefore, training in intercultural communication is crucial to support the process of change. As mentioned above, intercultural policies aim to provide services to clients with a migrant background and/or intercultural training opportunities.



Apprenticeship Workshops

Opportunities must also be provided to create apprenticeship workshops: places where low-skilled people in education can gain experience, so that less educated people also have the chance to improve their competences. Focus on the level of secondary vocational education. Offer trainee posts and internships.

“What positive achievements and experiences do you expect?”

- *Multiple colleagues from diverse cultural backgrounds*
- *A number of workshops on intercultural work for professionals*
- *That volunteer pool of other projects than Active Together also has a diversity of ethnicity*
- *Within six months there will be an open day where people can talk/dream about what Humanitas Twente will look like in five years' time, based on the idea that we want to be an organisation that reflects society“*

4.3 Impact on the Learners



Make sure professionals have knowledge and understanding of multicultural aspects in dealing with different groups

For the clients of Humanitas, being learning participants, the change process means confidence and improvement of their own qualities. Services and help are not a one-way process, but a we-us process: a win-win situation. Learners from migrant backgrounds differ in many ways: cultural background, social and societal norms and values, language skills and knowledge, education, background, experienced socialisation, influences of different cultures in education and training.

This also determines the shape of the migrant learner's perspective. They act from that perspective and the general view is as follows:



- *Being treated equally*
- *Taking into account the pace and ability to learn, depending on the language level*
- *Environment is aware of differences in We and I cultures*
- *Feeling at home, being appreciated and not enforcing or imposing anything*

4.4 Impact on Board and Management

The board and management of Humanitas have been asked to create preconditions and facilities to make an internal change process possible. The national office has made a start with a change and learning process on diversity and inclusion. The process at the regional office (Twente/Hengelo) can be seen as a pilot for the national organisation and the other departments. While Professionals do not master the language of migrants and find it very difficult to empathise.

Products, services and staff should be much more migrant-oriented and diversity-oriented



Human Resource Management should develop guidelines for the recruitment of new staff and volunteers, including more consistent attention to intercultural competences



4.5 Specific Activities

Roll out of Active Together

Active Together is a good example that can be rolled out and used for knowledge development for other projects.



Expand Networking

Add internal networking by exchanging experiences of people working in the 5 project areas and Active Together



Investing in Networks

Investing in networks is strongly recommended to develop more structural contacts and co-operation with international women's centre, refugee work, asylum seekers centre etc.



A better balance in the composition of the project staff

How to establish contacts with migrant organisations on all levels besides management level: making contact with key persons and join working groups and committees.



4.6 Impact on Entire Organisation

The impact for the organisation will be an improved organisational culture and structure with regard to service provision to migrants and knowledge improvement by, for and with migrants. The development track initiated by Humanitas, however, also requires consistent management and coaching in order for the organisation to be a reflection of society in terms of staff composition, policies and services.

Due to this pilot, the Humanitas national office and the regional Humanitas Twente department have started the change and learning process on diversity, migration and inclusion. A plan of approach has been developed.

To support this plan of approach, which consists of components such as training courses and workshops for staff, intensive management and coaching is needed. This is a recommendation for the board and management to eventually become an organisation where diversity, migration is an integral part of the total organisation, the personnel policy.

*Intensive management
and coaching is needed*



“Roadmap for the future:

- In the short term, try to attract and keep more people with a migration background when recruiting new staff.
- Create a diversity policy for Humanitas Twente
- Give shape and content to the entire diversity policy within one year.”



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