

A close-up photograph of a hand holding a glowing, translucent blue cube. The background is a dark blue gradient with a faint pattern of white binary code (0s and 1s).

Linking Diverse Team Composition to Company Strategy in an Evolving Environment



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- Inclusion & Diversity Manager
- MT HR member – collaboration across all HR functions



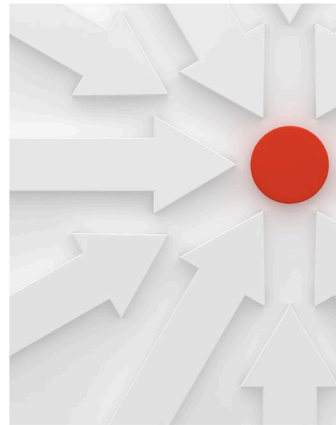


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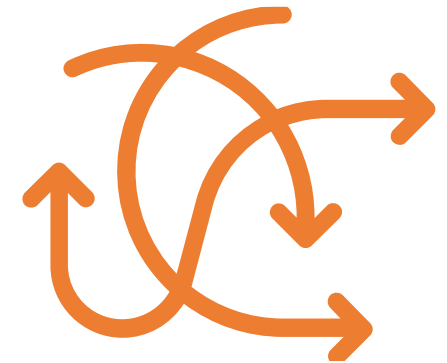
PEOPLE
ANALYTICS
2025



**Diverse Team
Composition**

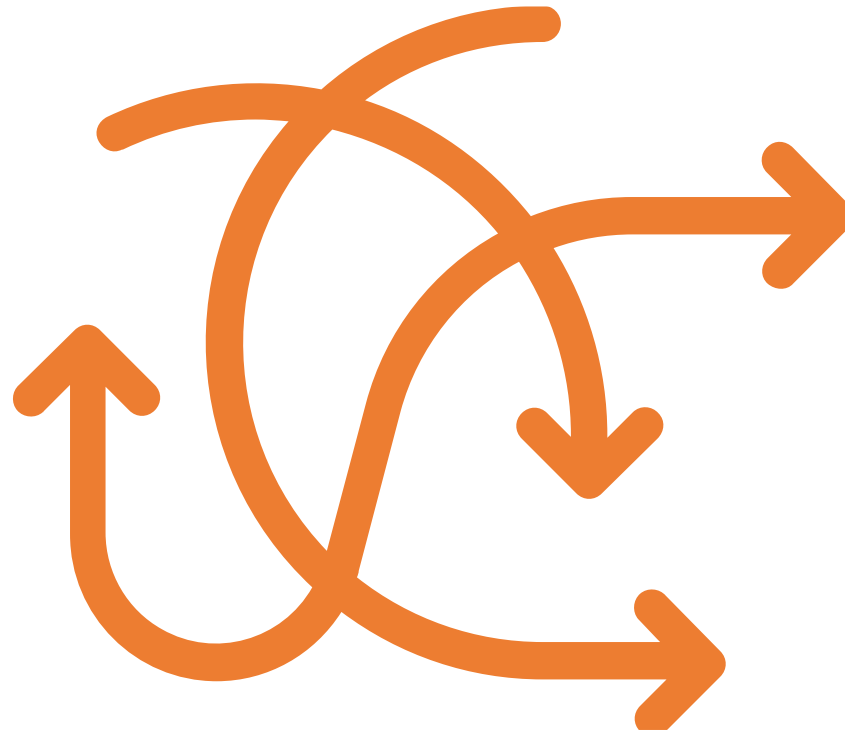


Company Strategy



Evolving Environment

Starting with the Evolving Environment



Advance of new technologies.....Explosion of AI.....Election of Trump

Externally we see commitment to DEI faltering for companies with an interest in the US

Goldman Sachs (HQ in US), weeks after axing a diversity requirement for companies it takes public, dropped a section about "diversity and inclusion" from an annual filing - to "reflect developments in the law in the U.S.," - [Source](#)

Deloitte (HQ in London) told U.S. employees working with government clients to remove pronouns from their email signatures and said it would roll back its DEI goals and cease issuing diversity reports—but the firm's UK branch told its staff diversity "remains a priority" and it would stand by its diversity goals - [Source](#)

Citigroup (HQ in US) are renaming its "Diversity, Equity and Inclusion and Talent Management" team to "Talent Management and Engagement," and it will end its diversity hiring goals - [Source](#)

Accenture (HQ in Ireland) said it would no longer use diversity targets in hiring and promoting, citing the Trump administration's push for private companies to roll back DEI goals, the company's CEO said in a memo to staff - [Source](#)

BlackRock (HQ in US) cut references to DEI in its latest annual report, three years after the company's CEO Larry Fink said the company "must embed DEI into everything we do" - [Source](#)

UBS (HQ in Switzerland) scrapped references to establishing women in management roles and hiring employees from ethnic minority backgrounds from its 2024 annual report, instead focusing on meritocracy - [Source](#)

With American embassies asking European companies to put an end to their diversity policies (targets)



The screenshot shows the top of a news article on the website de Volkskrant. The header includes the site's name, navigation links for Columns, Opinion, Cartoons, Podcasts, and Culture & Media, and buttons for Log in and Abonneren. The main headline reads: 'Trumps anti-diversiteitsbeleid bereikt Europa: Nederlandse bedrijven bereiden zich voor op druk uit de VS'. Below the headline, it says 'NOS Nieuws • Maandag 31 maart, 20:16'. The sub-headline is: 'Nederlandse bedrijven bereiden zich voor op diversiteitsverbod Trump'.

de Volkskrant

Columns Opinie Cartoons Podcasts Cultuur & Media

NIEUWS

Trumps anti-diversiteitsbeleid bereikt Europa: Nederlandse bedrijven bereiden zich voor op druk uit de VS

NOS Nieuws • Maandag 31 maart, 20:16

Nederlandse bedrijven bereiden zich voor op diversiteitsverbod Trump

[Trumps anti-diversiteitsbeleid bereikt Europa: Nederlandse bedrijven bereiden zich voor op druk uit de VS | de Volkskrant](#)

[Nederlandse bedrijven bereiden zich voor op diversiteitsverbod Trump](#)

While a number of large Dutch companies maintain their commitment to DEI...

Nederlandse bedrijven willen niet stoppen met diversiteitsbeleid, ondanks druk Amerikaanse president Donald Trump

03-04-2025 15:32 | Geld en werk | Auteur: Diederik de Groot

...subtle adjustments are already being made to the language used

Midden in diversiteitsperikelen vanuit de VS past Philips webpagina over inclusie aan

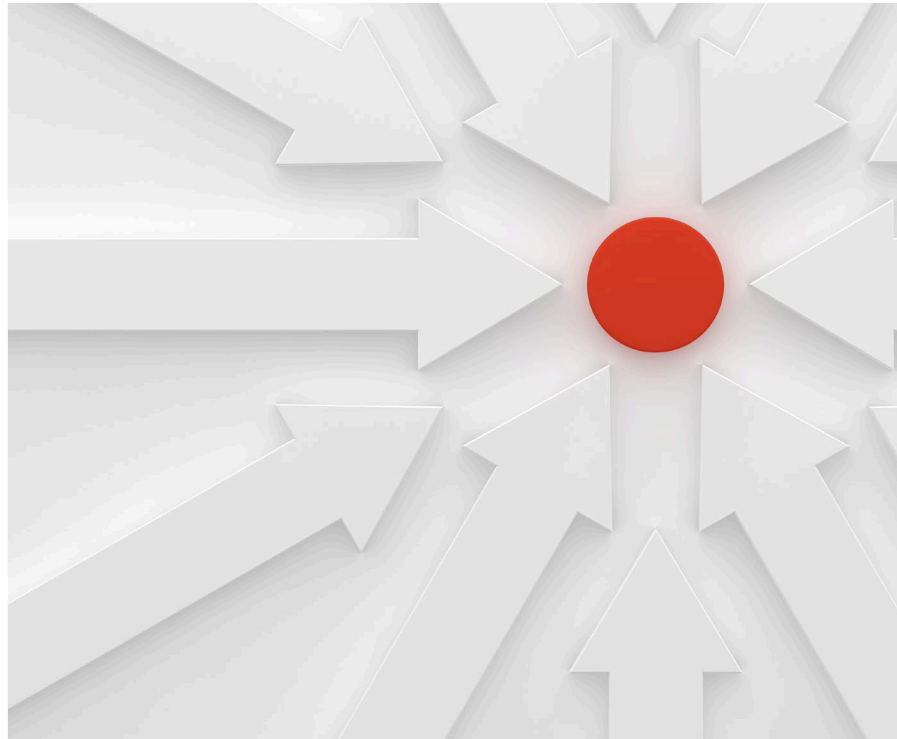
EINDHOVEN - Philips heeft een aantal grote wijzigingen doorgevoerd in de pagina over diversiteit en inclusie op de website van het wereldwijde concern. Enkele foto's zijn verwijderd en teksten aangepast. De timing is opvallend: vorige week verhoogde de Trump-regering in de Verenigde Staten de druk op bij Europese bedrijven om hun diversiteitsbeleid af te schaffen.

Amanda Bulthuis - Oerlemans 10-04-25, 06:00 Laatste update: 10-04-25, 07:28

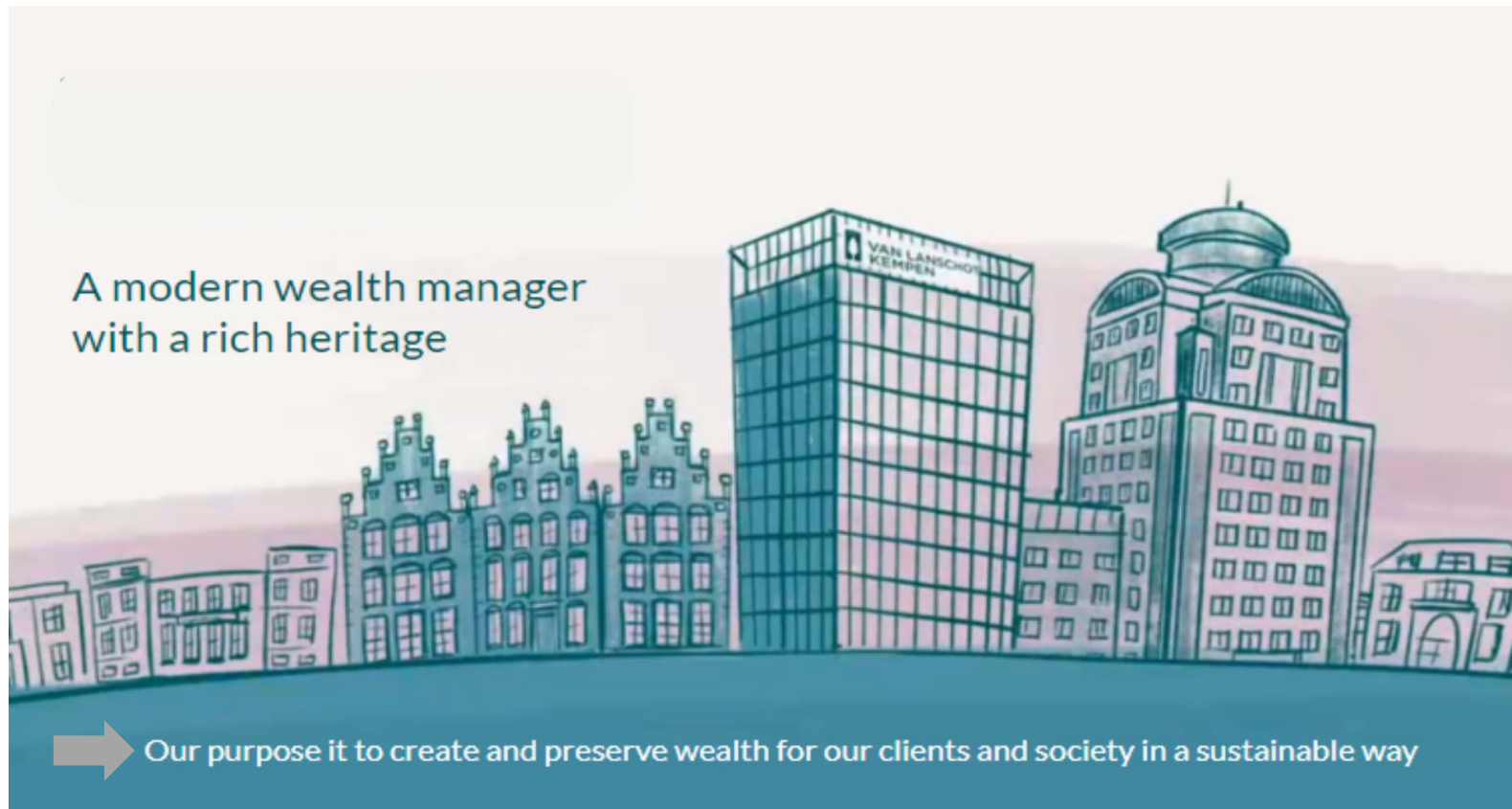
Bron: ED



To remain competitive companies need to adapt their strategy to an evolving environment



How about Van Lanschot Kempen?



- The oldest independent financial institution in the Netherlands (1737).
- Active in the Netherlands, Belgium, Switzerland and the UK. Presence in France, Germany, Nordics and US.
- Clients: from entrepreneurs, to fiduciary, families, charities and other financial institutes.

As part of our purpose to preserve and create wealth for our clients and for society in a sustainable way, we take a longterm view.

As clients look to sell their businesses or transfer wealth to their children, what will their future needs look like? How can we maintain our strong relationships from generation to generation? **We look to diversify our client base to reflect the many facets of our society**, for example by targeting next-generation clients and start- and scale-up entrepreneurs, offering financing solutions and network potential. This requires us to continuously look at our offering and our employee base.



Linking Company Strategy to Diverse Team Composition

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Leveraging external trends & regulation to sharpen focus



A tight labour market



Gender quota laws

Ingroeiquotum en streefcijfers

- The law 'A more balanced ratio of seats between men and women on the boards and supervisory boards of large public and private companies' came into force on 1 Jan 2022.
- The aim of the law is to make the ratio between the number of men and women at the top of large companies more balanced.
- Large public and private companies are required to:
 - (i) ensure that at least 1/3 of the supervisory board consists of women,
 - (ii) formulate appropriate and ambitious target figures (“streefcijfers”) for the ratio between men and women in the management board and the “subtop” (senior management) *and*
 - (iii) prepare a plan to achieve these target figures for the management board and subtop.
- Companies have to report in their annual report and to the SER about the progress with regard to the realisation of the target figures.

A good starting point for setting KPIs on team composition

Gender balance on
Supervisory Board



Gender balance on
Management Board



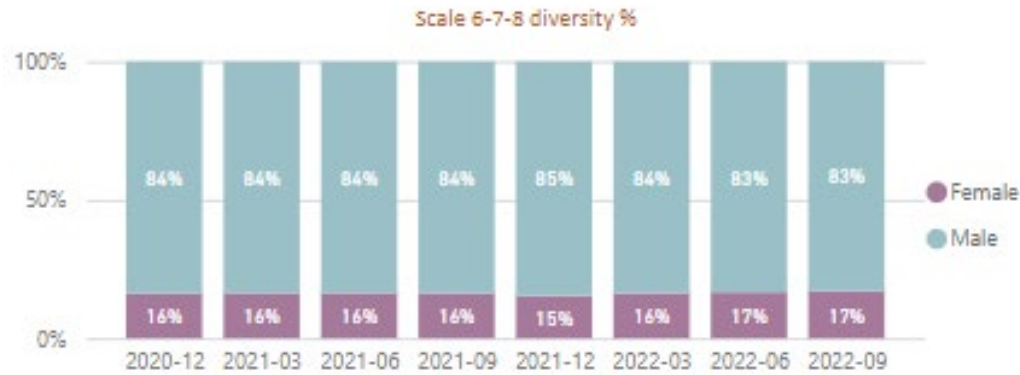
Gender balance among
senior staff*



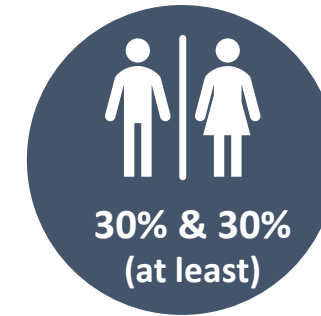
*Senior staff refers to employees in the three levels immediately below the Management Board.

Aiming to increase overall female representation in senior staff

Gender balance in senior staff levels



Gender balance among senior staff*



*Senior staff refers to employees in the three levels immediately below the Management Board.

Supported by additional KPIs on inflow, throughflow & outflow

Inflow

Female inflow on
entry level
50%

Female inflow senior
staff
50%

Female hires
50%

Throughflow

Female % of
throughflow
**≥ Headcount
women**

Outflow

Female outflow (of
total voluntary
outflow)
**≤ Headcount
women**

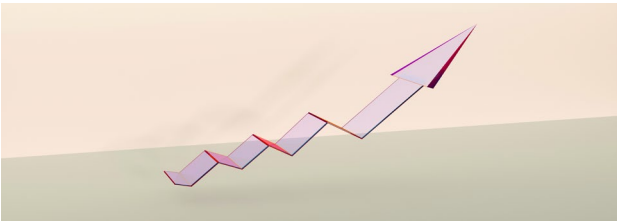


Leveraging predictive analytics to set a realistic growth path

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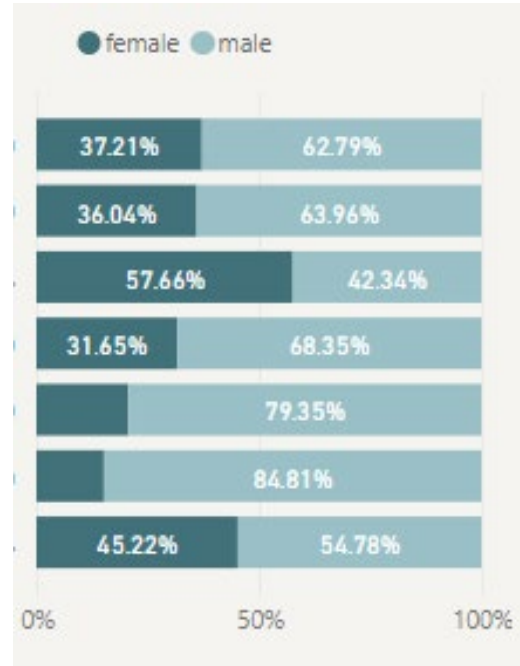
KPIs	Targets		Performance in 2024	Performance in 2023
6. Gender balance among senior staff	>30% female and >30% male by 2029; progress in line with our growth path of 2% per year (2024 target: 21%)		21.1%	19.0%



*Senior staff refers to employees in the three levels immediately below the Management Board.

Taking a bottom-up data-driven approach across business units

Gender balance overall across business units (example)



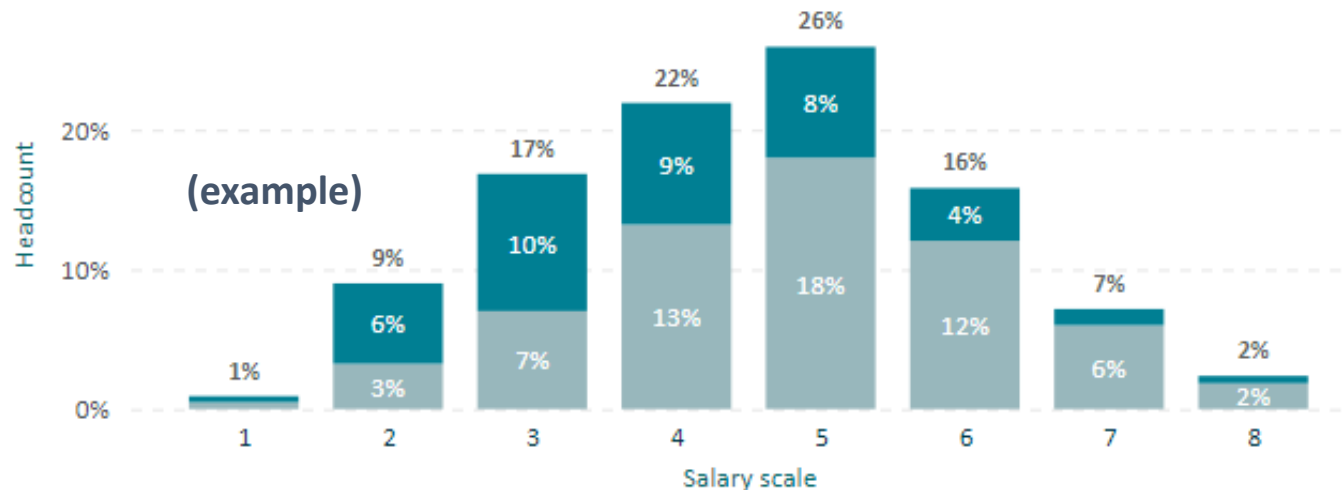
*More female candidates in these pools.

Taking into consideration:

- For which positions is it easier to increase female representation?
- Within which teams could positions be filled with more junior profiles*?
- For which business units could we open up to English-speaking candidates*?

With the aim to increase the overall diversity of the team composition.

Using reporting dashboards to engage the business in the process



Asking the business to consider what the optimal team composition looks like in terms of:

- Gender
- Seniority level
- Age
- Experience
- Tenure
- Skillset
- etc

Note that the role of the HR expertises is crucial to the successful implementation of this approach.

Emphasising the strong business case

Diversity and Inclusion Build High-Performance Teams



- Broader range of candidates to hire from in a tight labor market
- More balanced decision-making due to a broader range of perspectives considered
- Higher employee engagement supporting employee retention
- Higher revenue due to increased innovation

= higher performance

And contributing to the bottom-line

Cost/income
ratio ↓

C/I ratio
67-70%



- If overall team composition is adapted to be more heavily weighted to junior to medior profiles this will inevitably result in reduced operating costs for a business unit and the company

= increased cost efficiency



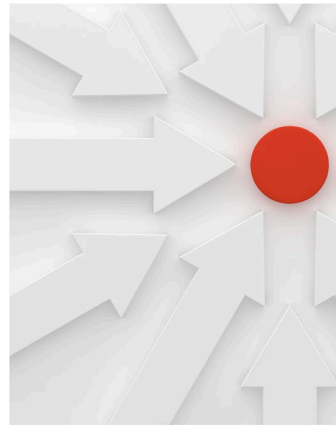
Continuing to monitor internal & external developments

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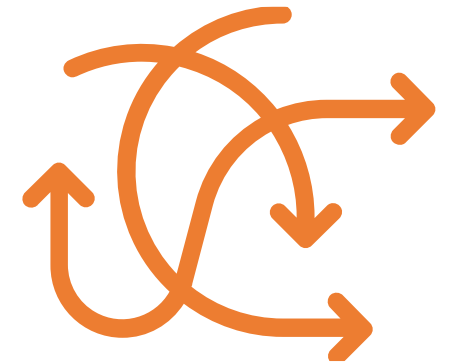
Because it's an ongoing journey...



**Diverse Team
Composition**



Company Strategy



Evolving Environment

Questions?

