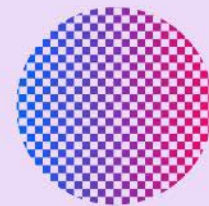
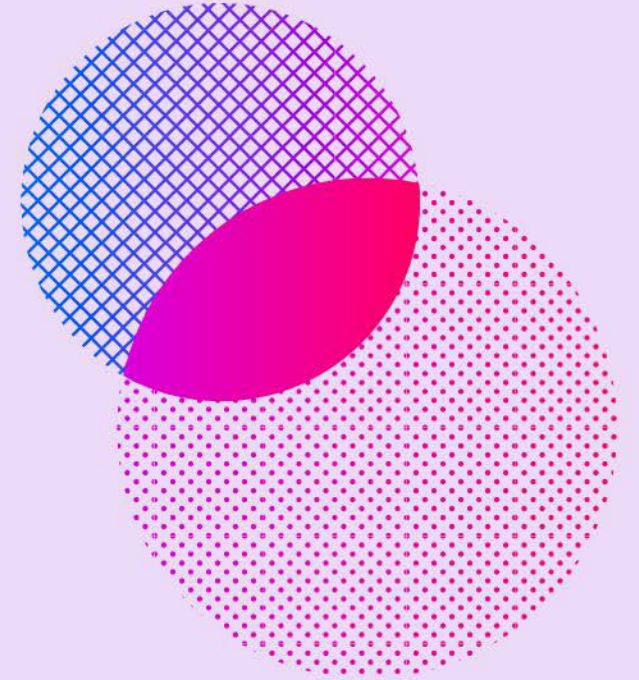




Inclusive representation

GEO's Representation Analysis



Introduction

Discrimination against the LGBTQ+ community is a persistent reality—one that is both well-documented and deeply concerning. Recent research shows that LGBTQ+ individuals experience higher rates of discrimination than the general population, with many reporting discomfort in the workplace and a lack of representation in senior roles. These facts underscore the urgent need for action. As organizations, we have a collective responsibility to acknowledge these inequities and actively work to remedy them.

Paygaps are a tangible manifestation of such inequity. They exist not only for women and people with a migration background or disability, but also for LGBTQ+ employees. Yet, paygaps affecting the LGBTQ+ community are often overlooked or insufficiently addressed. Recognizing and understanding these disparities is the first step toward creating a more inclusive and equitable work environment. It is essential that we do not turn a blind eye to these issues, but instead confront them with transparency and resolve.

This document provides an overview of the paygap analysis that the GEO Foundation, in partnership with Kantar, proposes to undertake. Our initiative is designed to deliver actionable insights into compensation practices, benchmarked nationally and tailored to your organization. By participating, your company will not only gain a clear understanding of its own pay structures, but also contribute to a broader movement for transparency and fairness in the Dutch labor market.

Together, we can shape future policy, foster an inclusive work culture, and set a new standard for equal pay. We invite you to join us in this groundbreaking initiative—because remedying discrimination and closing paygaps is not just the right thing to do, it is also a business imperative for organizations that value diversity, equity, and long-term success.

Content

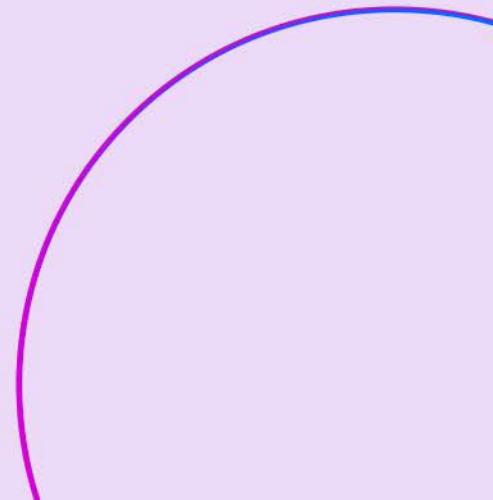
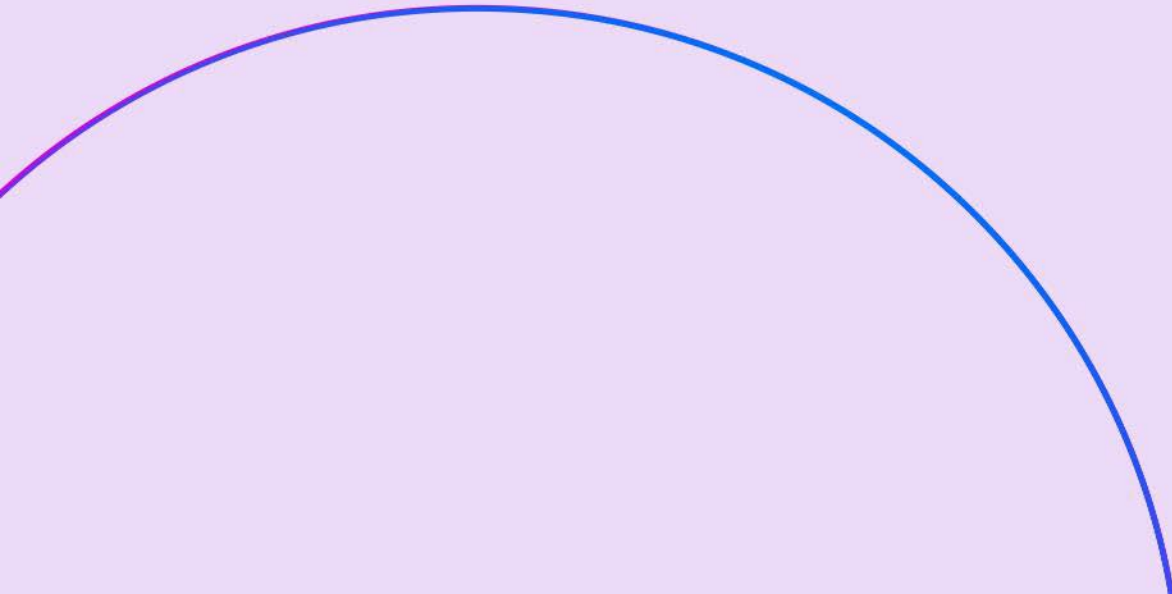
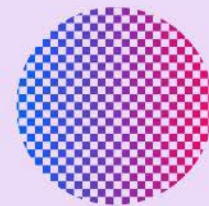
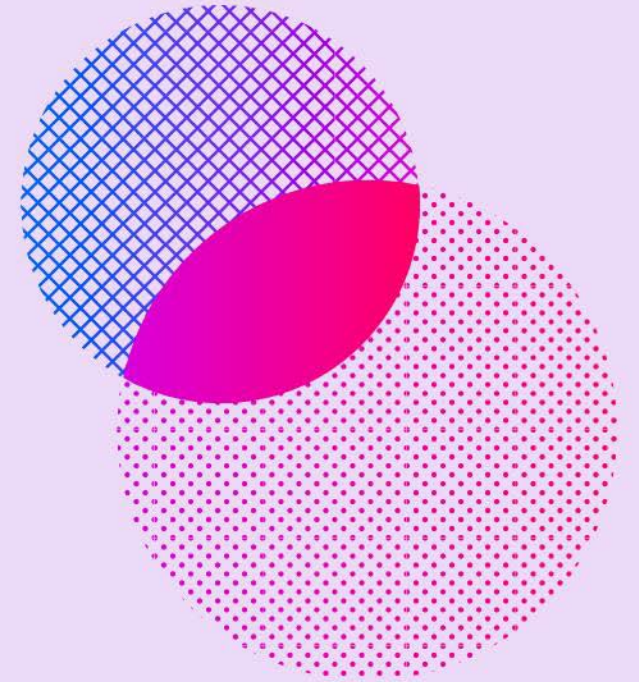
- 01 Why inclusion matters
 - 02 GEO's LGBTQ+ Pay Gap Analysis
 - 03 Timelines & Investment
 - 04 About Kantar
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GEO Foundation

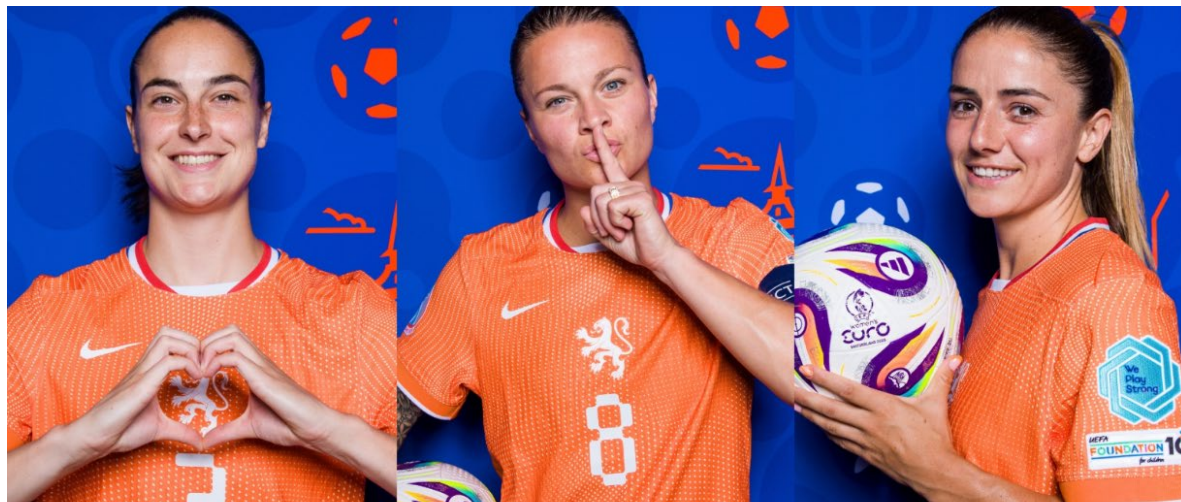
REPRESENTATION

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1 Why inclusion matters



Nederland heeft een levendige LGBTQ+ gemeenschap maar druk neemt toe



Opnieuw uiterst verontrustende stijging lhbt+ discriminatie

COCA

24 APRIL 2025 NIEUWS VEILIGHEID WELZIJN

Het is bijzonder slecht gesteld met lhbtq+-rechten in Nederland. Ook in Europa raakt ons land steeds verder achterop, getuige de nieuwste editie van de Rainbow Map. En dat terwijl Amsterdam en het Nederlandse bedrijfsleven nog steeds de roze sier blijven maken.

AUTEUR
MOUNIR SAMUEL



NOS Nieuws • Vrijdag 1 augustus, 19:03

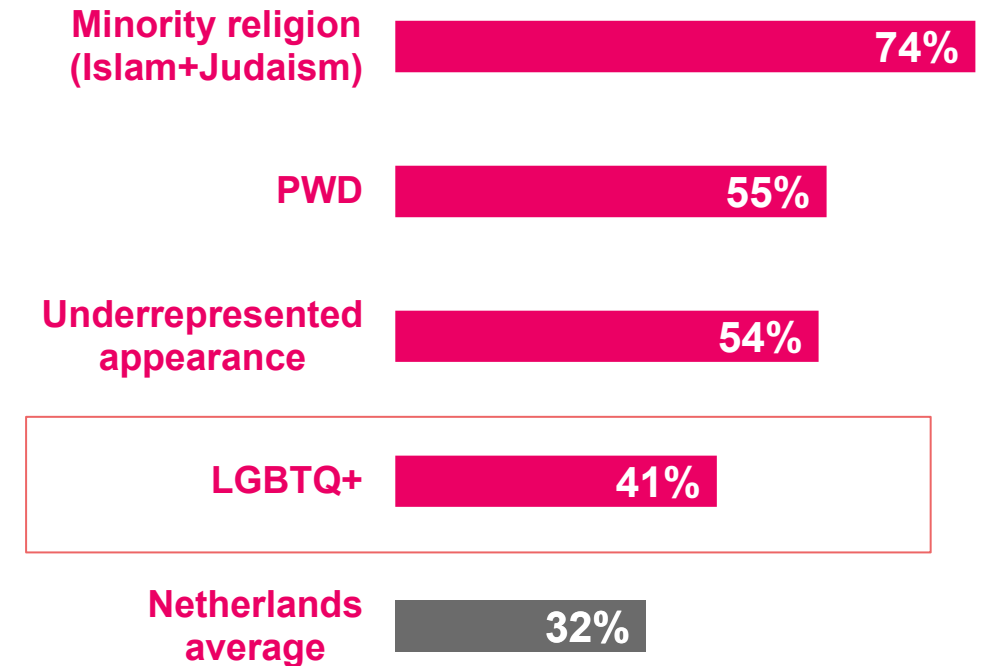
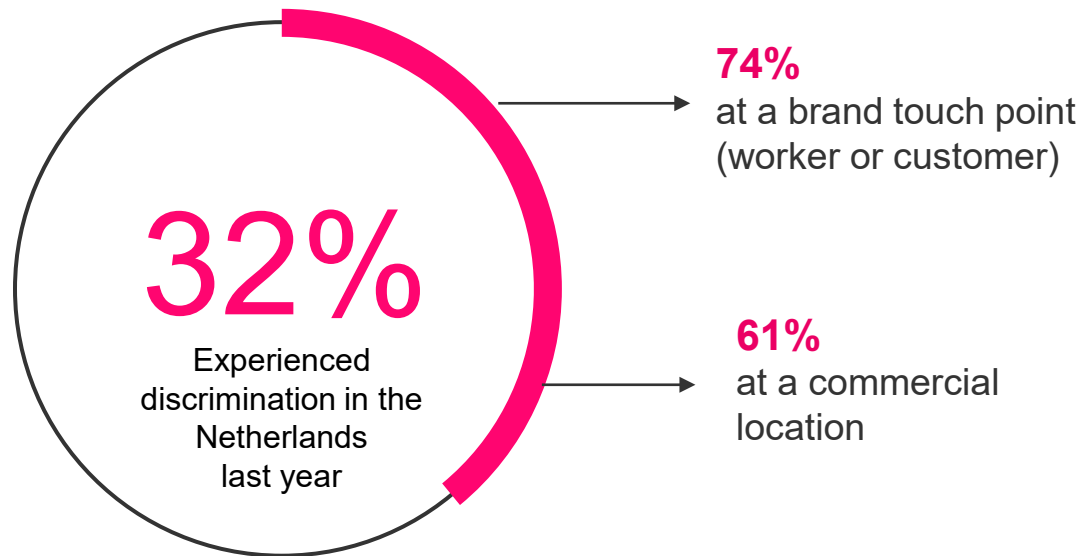
Discriminatie van lhbt'ers neemt toe, ze worden voorzigtiger én strijdbarder

RTL Nieuwspanel

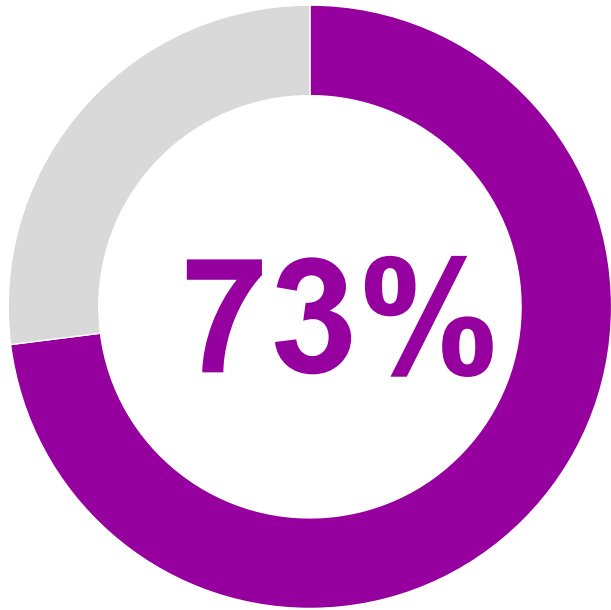
Lhbt'ers steeds vaker slachtoffer van geweld: uitgescholden, bespuugd, gepest en geslagen

Door Sander Nieuwkerk • 2 augustus 2025 • Aangepast: 2 augustus 2025

A third of the population experienced discrimination in the past year; for LGBTQ+ individuals, this number is even higher.



And while efforts for Inclusion are being recognized in Dutch workplaces...



of employees in The Netherlands agree their company recognizes and appreciates diversity of skills, experiences, background and ways of working

...there is still a need for stronger inclusion initiatives and cultural change in Dutch workplaces to ensure every employee feels respected, secure, and valued

26%

of people in The Netherlands say they have felt undervalued compared to colleagues of equal competence

17%

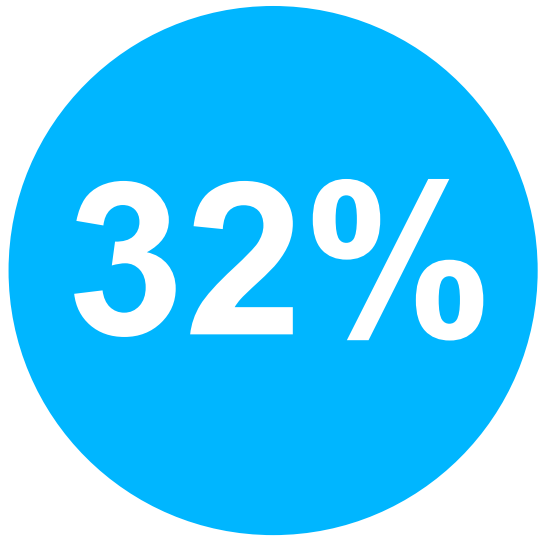
of people in The Netherlands say they have been made to feel uncomfortable in their company due to who they are

10%

of people in The Netherlands have been personally discriminated or have observed discrimination at their company based on their sexual orientation

Employee expectations are shifting, and more is needed to meet the new standard

A third of employees in The Netherlands agree that their company should do more to drive change.



“ I would like to see more diversity in c-suite positions. Its not enough to have diversity at entry or junior level. That’s not true inclusion, and companies need to address this. Employees notice this ”

“ I would like to see closer monitoring of inclusion and diversity with more opportunities to discuss and debate our performance. ”

DEI policies are in place – but do you have the data to know exactly where you stand on your DEI initiatives?

PHILIPS
The power of together



Unique people
Powerful together

Our Diversity, Equity and Inclusion roadmap (“DE&I Pillars”) and guiding principles

ASML
Many backgrounds, one purpose

ed **Iedereen een plek.**
Maak er werk van.

ING
Diversiteit, inclusie en erbij horen
Samen maken we het verschil

HEINEKEN

- 1 We accelerate I&D by starting with courageous leadership.
- 2 We all contribute to fostering an inclusive environment.
- 3 We create equal opportunity in the moments that matter.



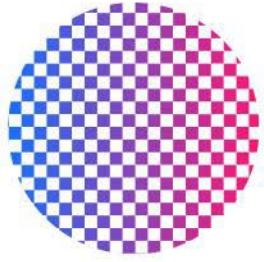
We want to see a society where everyone is treated equally.

Rabobank
Being yourself works



We want everyone to feel welcome and accepted.

KANTAR
Een inclusieve en diverse werkplek
Wij zoeken en ontwikkelen een mix van getalenteerde mensen en creëren een inclusieve cultuur waarin iedereen kan slagen.



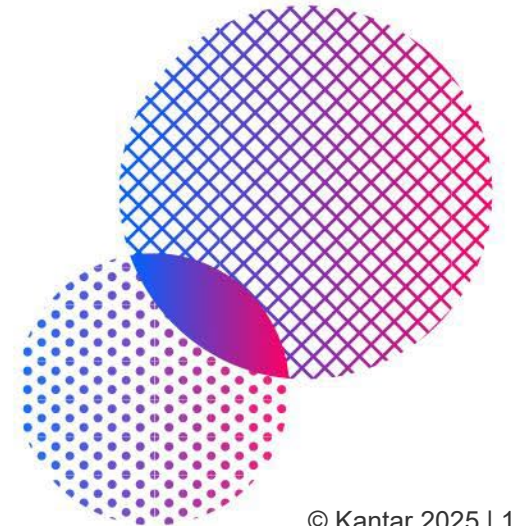
Paygaps are a reality

Among women

Among LGBTQ+ employees

Among people with a migration background

Among people with a disability



In addition to workplace discrimination, PwC UK uncovered a pay gap affecting their LGBTQ+ employees

15.7%

Median pay gap for LGBTQ+ employees (including partners)

(PwC 2024 Diversity Pay Report, UK)

18.3%

Median pay gap for LGBTQ+ employees (excluding partners)

(PwC 2024 Diversity Pay Report, UK)

“When change, disruption and uncertainty seem to be a constant, experience tells us that the inequalities that exist in our society become exacerbated.”

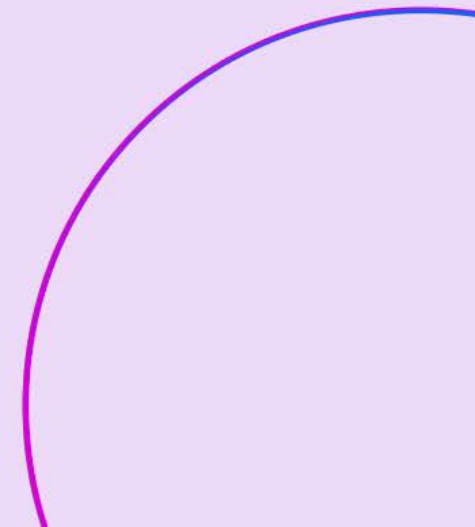
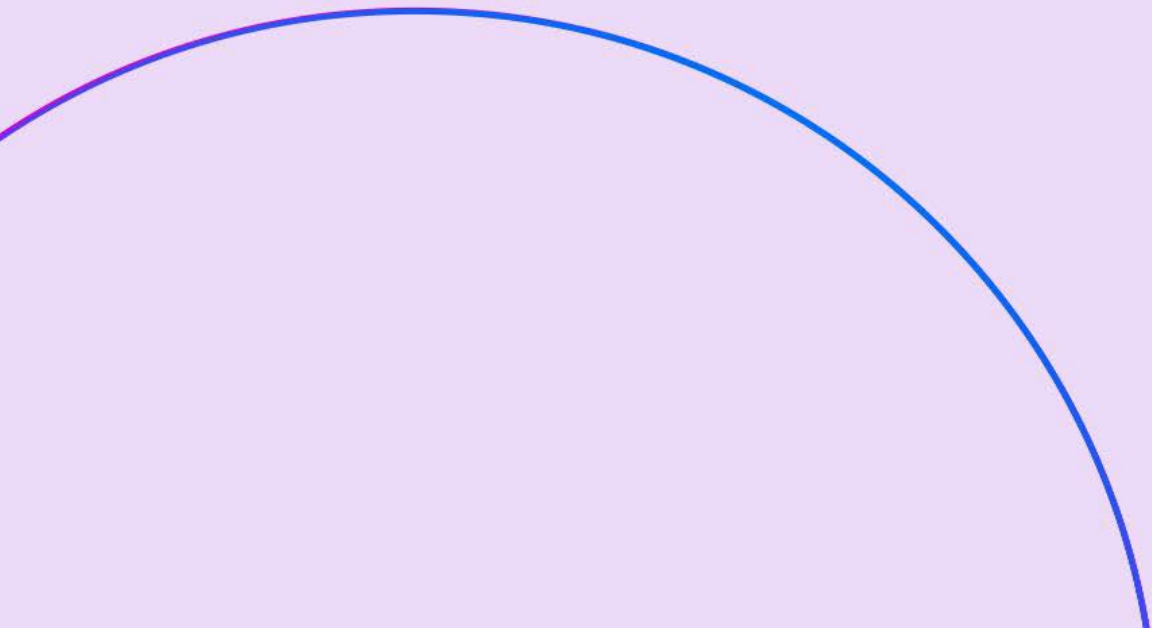
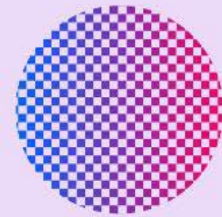
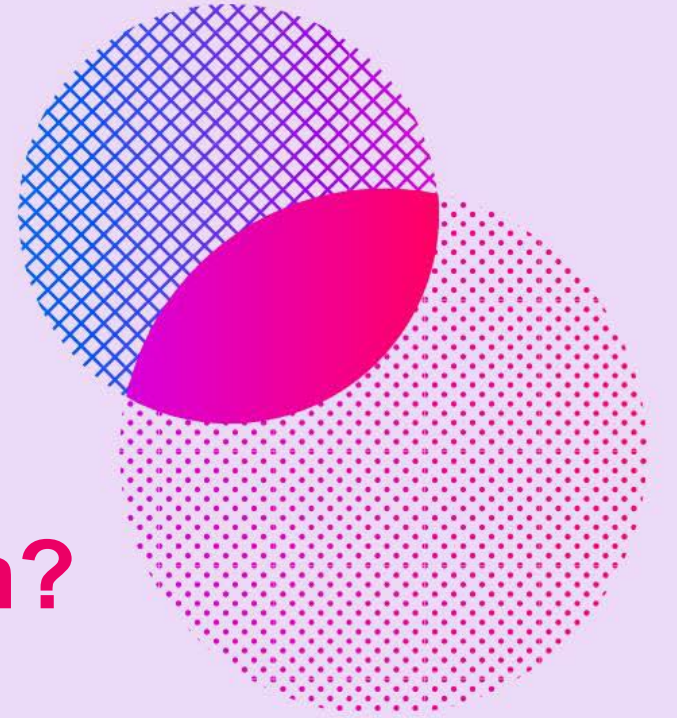
PwC 2024 Diversity Pay Report



No data no conversation

Data prompts action

Is there a paygap in your organisation?



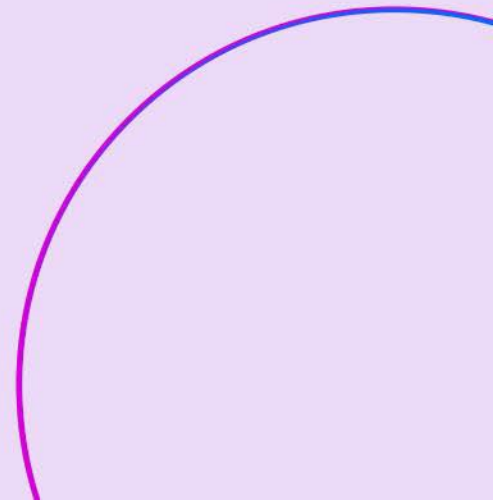
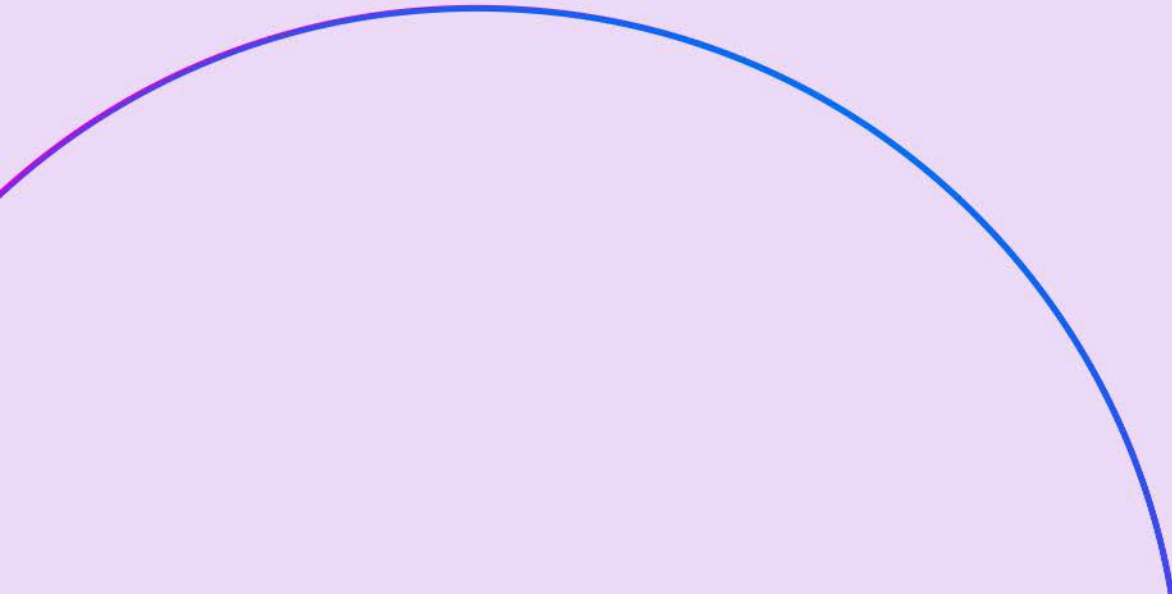
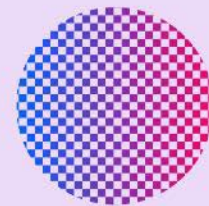
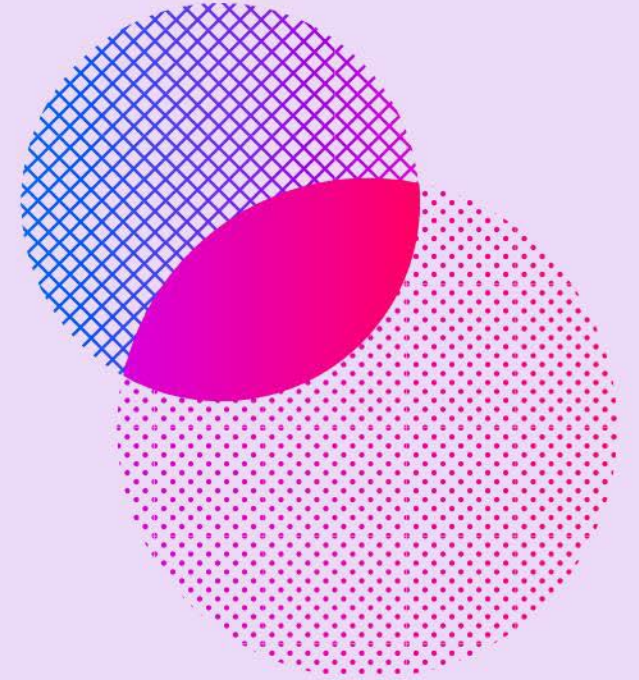
GEO Foundation

REPRESENTATION

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GEO Representation Analysis



LGBTQ+ Representation Analysis

Groundbreaking initiative
by the GEO Foundation
aimed at strengthening
LGBTQ+ inclusion and
equality in Dutch
organizations.

Contribute to a national benchmark

Shape future policy

Increase transparency

Promote an inclusive work culture

Lead the way by looking beyond the gender pay
gap

What the Representation Analysis yields for you

Custom insight into your organization

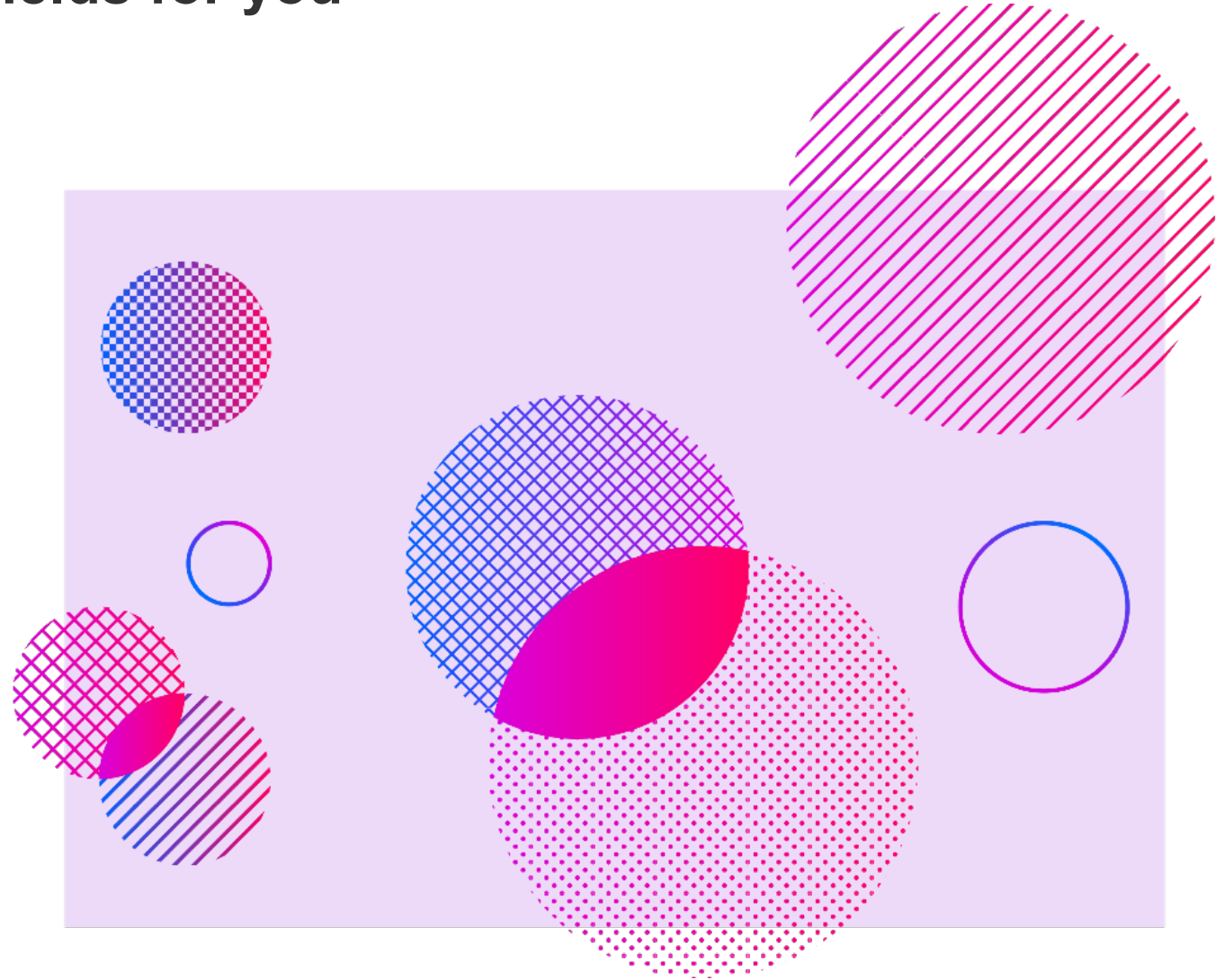
Comparison with peers

A solid story on DEI

GDPR compliant

Practical tools

Reputation and ESG advantage



How does the Representation Analysis survey work?

Maximum privacy for your employees

- Kantar sends an open invitation link that you can send to your employees.
- It is up to your employee which information they choose to provide.
- Data is collected on Kantar servers.
- Absolute anonymity is guaranteed – we only ask what is required for the pay gap analysis.
- GDPR-compliant.

A questionnaire that takes sensitivities into account

- Standardised and validated.
- Using best practice questions from Kantar’s DEI practice.
- Formulated to provoke openness and make respondents feel seen and understood.
- All sensitive information collected via the questionnaire, no need to deliver any employee information to Kantar.

Complete peace of mind – Kantar takes care of everything

- From data collection to reporting, everything is fully handled by Kantar.
- Ready-to-use communication materials and tips to inform and engage employees will be shared with you.

Clear and actionable insights in a company bespoke report

- With insights specifically about your company and business.
- By early June 2026, a national report will also be available, serving as a benchmark
 - No data in this report can be tied back to individual companies.

Questionnaire topics

Introduction – focus on privacy

Employee information:

- Company employed at
- Position / Department
- Job level
- Number of years employed (at company)
- Contract type / part-time vs full-time
- Salary (excluding bonus & company car)

Socio-demo data:

- Gender*
- Trans, sexual orientation*
- Age
- Nationality & ethnic group & religion*
- Education

Work Environment Perception

- Perception of equal treatment
- Perception in/of work environment
- Perception of company culture
- Experience of discrimination

What is your current level?

CEO/Chair

Other Executive Management

Other Senior Management

Middle Manager

Junior Manager

Executive

Trainee / Junior Executive

Apprentice

Intern

Other

Prefer not to say

What best describes your gender?

Woman

Man

Non-binary

I use another term (please specify)

Prefer not to say

Back Next

0% 100%

Do you have any physical or mental health condition lasting or expected to last 12 months or more that reduces or affects your ability to carry out day to day activities?

Yes No I don't know Prefer not to say

My company attracts a workforce that represents the diversity of my community.

Strongly disagree Disagree Neither agree or disagree Agree Strongly agree Prefer not to say

I have faced obstacles in my career progression in this company which I believe are due to who I am (e.g. my gender, ethnicity, LGBTQ status, social mobility, health, religion, age etc).

Most employees in my company feel comfortable being themselves.

Yes, I'm happy to continue

By selecting "Yes, I'm happy to continue", you agree to us collecting your answers to the survey, in this instance related to ethnic background, disability, and sexual orientation. That is:

- o we collect all answers anonymously,
- o we will analyse diversity data in an aggregated manner,
- o your responses will be stored securely, and
- o we will never try to identify any respondent

Are you trans?

Yes No Unsure Prefer not to say

How would you describe your sexual orientation?

Bi Gay / Lesbian Heterosexual / Straight I use another term (please specify) Prefer not to say

The following statements will allow us to gauge how you feel in your current role within your company. How strongly do you disagree or agree with these statements?

I feel like I belong at my company.

Strongly disagree Disagree Neither agree or disagree Agree Strongly agree

Do you believe that your company treats everyone equally regardless of:

Sexual orientation

Yes No Prefer not to say Don't know

Have you personally experienced or observed any kind of negative behaviour or discrimination toward others in your current company in the following area?

I have experienced negative behaviour or discrimination based on my: Gender

I have observed negative behaviour or discrimination towards others based on: Gender

I have not experienced or observed negative behaviour or discrimination based on: Gender

Don't know

Prefer not to say

Have you personally experienced or observed any kind of negative behaviour or discrimination toward others in your current company in the following area?

I have experienced negative behaviour or discrimination based on my: Sexual orientation

I have observed negative behaviour or discrimination towards others based on: Sexual orientation

I have not experienced or observed negative behaviour or discrimination based on: Sexual orientation

Don't know

Prefer not to say

Do you believe that your company is actively taking steps to be more inclusive?

Yes

Yes, but they need to do more

No, they need to do more

No, but the current status is fine

Don't know

Prefer not to say

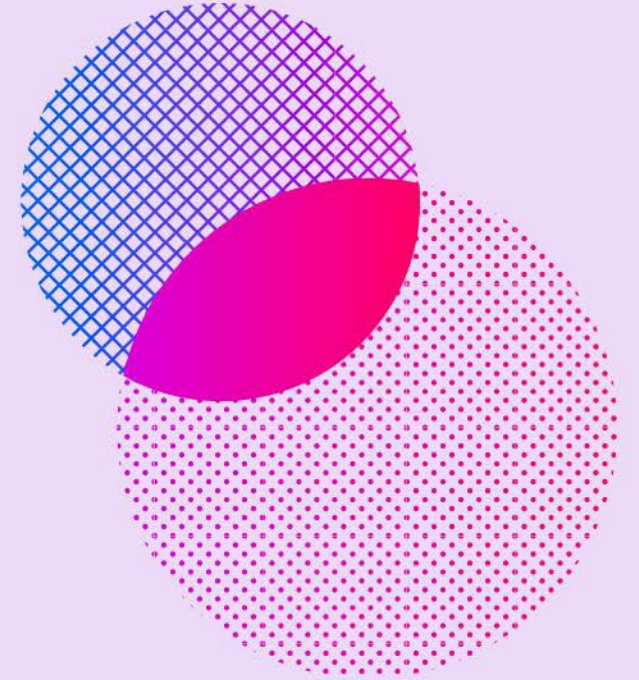
GEO Foundation

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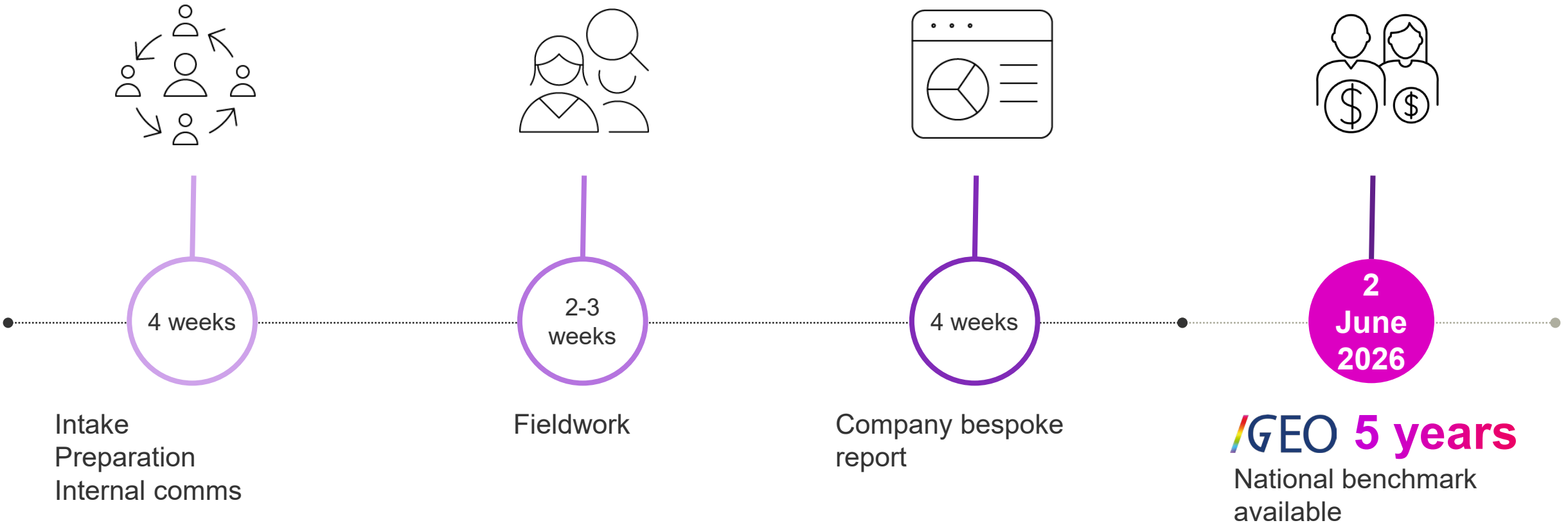
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Timelines & Investment



Timelines

Timelines to be determined in collaboration ensuring a good fit for you and your employees



Commit now!



**BUDGET:
8.750 EURO**

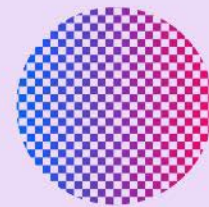
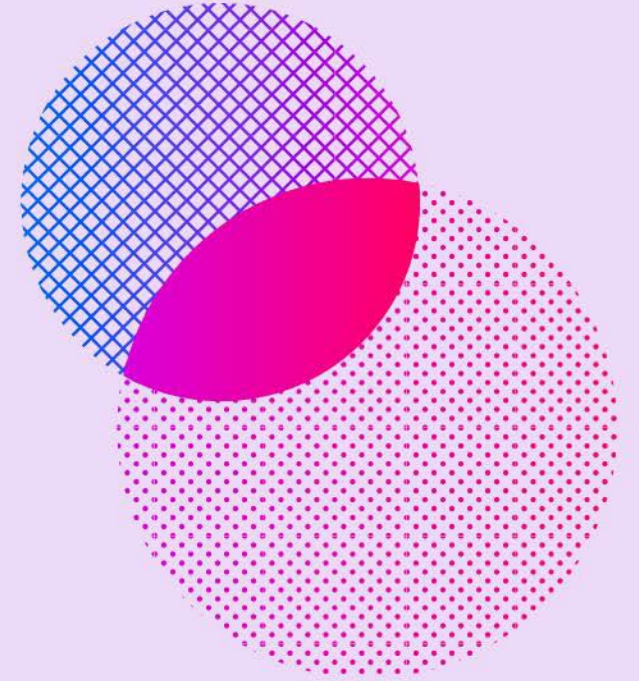
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PAYGAP

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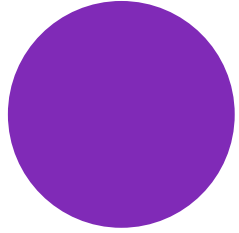
About Kantar



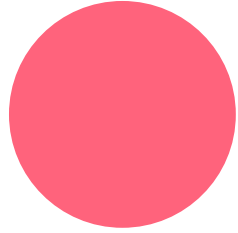
Kantar already enables brands and businesses to understand consumers and is home to some of the world's leading research, data and insights expertise in over a hundred countries worldwide.



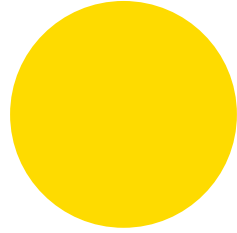
Why Kantar?



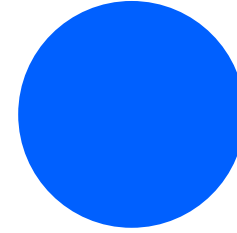
We live and breathe what keeps clients awake at night. Working in partnership to unlock growth for their brands and employees.



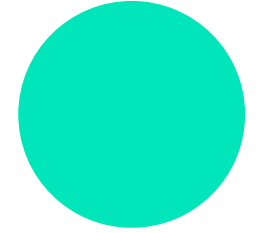
We have industry-leading expertise. Our dedicated, passionate experts continue to lead the industry, challenging and pushing the boundaries with their thought leadership and client work.



We have an ecosystem of owned assets and expertise to drive sustained growth via Inclusion within Insights, Marketing and Metrics.



We provide global strategic coherence with local nuance. We ensure client brands and employees learn from the local culture and switch on to growth.



We don't just say it, we live it. Inclusion and diversity is a business imperative that sits at the core of everything we do. It drives our work with clients and our own Kantar journey.

How we've measured inclusion for our clients before

Self ID Global Initiative



Challenge

Our client identified that the representation for disability needed to increase in the workplace. They had an ambition to reach 5% representation for disability by 2024 and needed to collect diversity data on its workforce. They launched a self ID campaign, however response rates across markets were low



Insight

Our client was able to understand the profile of their workforce across markets. With our behaviour science framework, our client was able to understand the barriers and enablers to self ID for disabled employees, which in turn shaped the initiatives needed to reach their 5% representation target.

Measuring Inclusion



Challenge

The focus on diversity metrics has led our client to spend millions on DEI initiatives, yet silos and feelings of alienation continued to exist as progress in diversity stalled. Our client made a commitment to ensuring their industry is reflective of communities they serve by driving inclusion from the ground up



Insight

Our client was able to capture the main themes causing large and long standing issues for inclusion in their industry. This provided our client with clarity on each of the characteristics and systemically worked to create a compendium of guidance making our client leaders in Inclusion.

Benchmark Data



Challenge

A client looking to grow their Inclusion journey, was interested in understanding the employee experience of inclusion in India for disabled employees. With limited resources to launch a full scale project, they were eager to gather DEI insights in India, which will help to shape their action plans .



Insight

Using our benchmark data, our client was able to capture the company sense of belonging, absence of discrimination and presence of negative behaviour in India. This insight was also used as a metric to benchmark internal DEI initiatives .

Questions?



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