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List of abbreviations

BoP: BoP

CSR: Corporate Social Responsibility

HRM: Human Resource Management

Management summary

The aim of this research is to investigate how Western organizations can apply inclusivity within their business operations. First, an exhaustive literature review is conducted to review all existing theories around topics of inclusivity and how organizations currently apply inclusivity within their business operations. Secondly, empirical data is collected through 10 semi-structured-in-depth interviews. The interview questions for the interviews were developed through theory out of the literature review. Out of the results of this research, a framework is developed with the most essential topics and criteria which Western organizations have to apply to become more inclusive. The most essential topics are: Involving minorities in society, coping with the social and institutional context, determining stakeholders, innovation, key resources and activities, collaboration, and participation, change of value capture and creation and a change of value proposition. For future research, it is recommended to test the framework among Western organizations to check if it's applicable in practice in the Western world.

1. Introduction

Increasingly more organizations are focusing on Corporate Social Responsibility (CSR). The attention to social topics in society is fostering this process. Organizations that are interested in CSR are organizations that are interested in societal expectations and those organizations aim to change their behaviour to adapt to those societal expectations (Beal, 2013). An essential topic of CSR is sustainability and due to this, demand for sustainability increased. According to Dembek et al., (2018), there is a shift from the use of conventional business to more sustainable business. The focus of conventional business is on customers and profits only, without taking non-economic factors and the diversity of stakeholders into account (Dembek et al., 2018; Teece, 2010). Organizations trying to foster their sustainable business focus on a broader perspective. According to Bergmans (2006), it is possible to divide this 'broader perspective' into three layers while implementing sustainable business within organizations: people, planet, and profit. It is important to find a perfect balance between those three layers. The 'people' driver is about the social well-being of society, the 'planet' driver is about the ecological quality of the environment and the 'profit' driver is about the economic prosperity of the whole society and the organization (Bergmans, 2006).

One topic of sustainable business is inclusivity, which belongs to the 'people' driver. Schoneveld (2020) defined inclusive business as changing the inequality in the business environment to an emerging business without inequality, which can help an organization to use its expertise and resources more efficient and effective to reach its goals. Besides this, corporate profit and social goals both can be complementary, so the development of society as a whole is critical. Markets, organizations, or governments try to tackle the social-economic problems and include for instance low-income groups in their businesses (Likoko and Kini, 2017).

Because of the growing attention for inclusivity, different studies around inclusivity are conducted. Studies are conducted on different continents and the focus in those studies is often on different focus areas. Due to this, there are many different perspectives and subjects around inclusivity, and it is not clear which subjects organizations have to focus on. For instance, Yunus et al. (2010) embedded inclusivity in their definition of social business. Social business is different from a conventional business, because, according to Yunus et al. (2010), "*social businesses recruit social-profit-oriented shareholders and specify social profit objectives clearly and early*". In addition, Sinkovics et al. (2021) stated that social business "*aims to achieve social goals by generating tangible and intangible social value and increasing the relational and mutual interactions among market participants*". By

combining market value with the social mission of the organization, organizations can develop their ‘social value proposition’, which will lead to an increase of the circumstances for people, planet and profit (Sinkovics et al., 2021). However, as stated, inclusivity is embedded in social business and social business is much broader than only inclusivity, because social business has focus on people, planet and profit.

Another example of focus on inclusivity is that third world countries do focus mainly on involving people who are living in the BoP. In this specific target group, there is a lack of resources and because of poverty, the well-being of the population is undermined (Bittencourt Marconatto et al., 2016). For those people, the most important needs of life, in general, are missing (health, education, energy, financial services, and sanitation). The target group of people who are living in the BoP is huge in third-world countries. The focus on inclusivity in third-world countries was helping to view poverty as a social issue instead of ‘another market segment that the firm does not want to serve’ (Dembek et al., 2018). This change of focus of organizations in third world countries was also a change of inequality in the business environment to an emerging business without inequality that possibly help an organization to use their expertise and resources more efficient and effective to reach their goals (Schoneveld, 2020).

A more western focus on inclusivity is that “in inclusive organizations and societies, people of all identities and many styles can be fully themselves while also contributing to the larger collective, as valued and full members” (Shore et al., 2018). Increasingly more organizations in the Western world demand focus on sustainability, in which profit is not the only goal anymore. One of the essential topics in which the focus is changing is that organizations want to focus on more society-focused goals, in which organizations try to involve a broader scope of people. Furthermore, due to the increase of differences between people in society, demand for inclusivity within organizations is also a must to stay future-proof. As stated earlier, a lot of research around essential topics of inclusivity is conducted. However, because of the broad scope, different perspectives, and different geographical focus areas, it is not clear for western organizations how they can apply inclusivity in their business successfully. A clear approach will possibly help to implement inclusivity within the organizations’ processes and way of working more accessible. Concluding, the main purpose of this paper is to provide an overview of essential subjects for inclusivity for organizations in the western world and how to apply those subjects in the organization to implement more inclusivity in the organization.

1.2 Practical contribution

As described in the introduction above, organizations want to renew their business into a more sustainable, future focuses business, in which their goals are more focused on society focused goals, to ensure that a broader scope of people will have advantages (Schoneveld, 2020). Furthermore, the demand for inclusivity is increasing because of the increase of differences in society. Searching for solutions to involve inclusivity is a must to stay future-proof. Thus, the practical contribution of this research is to help organizations to apply more inclusivity and to investigate how this will probably positively impact society. This will help organizations to involve more stakeholders in the organization's goals and output. Finally, this will foster the position of all layers in society and will foster the societal output of organizations in the Western world. Overall, this will lead to an increase in inclusive business in the Western world, which will hopefully lead to better circumstances for everybody in society. Involving people of different layers of society in the business strategy of the organization will also help to improve the CSR targets of the organization.

1.3 Theoretical contribution

The theoretical contribution of this research is to check which theory of 'how to apply inclusivity within organizations' already exist. Furthermore, those findings are assessed through qualitative research to test if the findings are also applicable to organizations in the Western world. A combination of the theory and the outcomes of the qualitative study will lead to a summary of the most important subjects around inclusivity which organizations in the Western world have to apply to become more inclusive, which can be seen as a theoretical contribution to the growth of academic knowledge. Nowadays, there is no specific overview of the most critical subjects about how to apply inclusivity within organizations. the main purpose of this paper is to provide an overview of essential subjects for inclusivity for organizations in the western world and how to apply those subjects in the organization to implement more inclusivity in the organization. To be able to conduct research, the following research question is formulated and some sub questions to further elaborate on the research question are developed.

“How do organizations apply inclusiveness in their business operations in the Western world?”

1. What are the most important topics around inclusivity according to the theory?
2. Which subjects are important to focus on for the organization internally?
3. Which subjects are important to focus on for the organization externally?

2. Theoretical framework

To understand the main concepts of this research better, in this chapter a literature review about the main concepts is conducted. Especially, the theory will answer sub question one: *“What are the most important topics around inclusivity according to the theory?”*. An analysis of the already existing theory of inclusivity will help to find the most important theoretical concepts of inclusivity. Besides this, the background of inclusivity (CSR) is explained.

2.1 Corporate Social Responsibility (CSR)

Inclusivity is strongly related to the ‘people’ driver of the CSR theory of Bergmans (2006). The ‘people’ driver is focusing on the well-being of society, which is also important in inclusive business. Due to this, inclusivity should be part of the CSR strategy of organizations.

Furthermore, according to Fisk (2010), the people driver is focused on societal issues. One of the societal issues is that there are still many people living in the BoP. Fisk (2010) stated that people at the BoP (even in Western countries) do have dreams and seek a better life. A wealthier life for people in the BoP will finally lead to new markets for organizations because Fisk (2010) estimated the total market of people in the BoP at 5 trillion USD. Taking this into account, improving the ‘people’ driver will help to improve the well-being of society and can help to increase business opportunities for organizations. Involving people living in the BoP is a subject which is important for inclusivity.

Besides involving the BoP, improvements of the business model into a more social business model are also a part of inclusivity. Concluding, inclusiveness can be part of the CSR strategy of organizations and nowadays, many Western organizations want to improve their CSR strategy. Thus, the focus of this research will be on companies who are interested in CSR, operating in the following industries: financial services, business services, other services, wholesale, retail and automotive industries and those companies must have at least 50 employees. In the methodology, the scope of this research will be explained further.

2.2 Essential topics inclusivity

To find the most important topics around inclusivity in the theory, it is important to check the already existing literature to explain inclusivity in depth. This chapter investigates two concepts: the definition of inclusive business and an overview of the theory about the most important subjects around inclusivity for organizations.

2.2.1 Definition of inclusivity in businesses

Since 1990, a few articles on inclusive businesses are published. However, since 2005, the number of articles has increased. Nowadays, it is possible to find more than 2350 papers about inclusive businesses, described by practitioners and scholars on Google Scholar (Likoko & Kini, 2017). Likoko and Kini (2017) tried to combine the core of all those articles to come up with a definition of inclusive businesses. Inclusive businesses, markets, organizations, or governments try to tackle social-economic problems and include all different groups of society in their business (e.g., low-income groups, students, etc.). Important subjects to become more inclusive are that organizations must be innovative, effective, credible, and adaptable. Furthermore, organizations must make healthy and affordable products and provide services for all layers of society. Besides this, organizations must create employment possibilities and focus on financial and ecological sustainability to ensure that the organization become more future prove oriented (Likoko & Kini, 2017). Furthermore, Schoneveld (2020) defined inclusivity in business as changing the inequality in society and business to an emerging society and business environment without inequality, which can help organizations use their expertise and resources more efficient and effective to reach their goals. Elaborate on this, corporate profit and social goals both can be complementary, so focusing on development of society as a whole is important and essential to sustain inclusivity for the longer-term (Schoneveld, 2020). Teodósio & Comini (2012) summarized inclusivity in business as the process of generating a sustainable, decent income and enough opportunities for groups with low er no job market mobility. Wach (2012) added that organizations who aim to apply inclusivity within their organization, want to be profitable without public funding (for inclusivity) and are focusing on long-term goals. In addition, Shore et al. (2018), stated that an inclusive organization and/or society involves people of all identities who can be fully themselves while they also contribute to the larger collective, as valued as full members.

Prahalad (2004) has written a paper about the potential profit organizations could gain out of direct interaction with people who came out of different groups in society (e.g., poor people). Besides this, Prahalad (2004) argued that interaction with those people, which will establish through the inclusive business approach, will also lead to an improved public image, which will bring benefits to an organization. In addition, it can also significantly increase wealth for the whole society. Furthermore, listening to the consumer needs of people in different groups in society will lead to an increase in profit, most of the time due to indirect results, for instance, because it is possible to lower operational risks and improve the

reputation of the organization (Prahalad, 2002). For instance, there are several examples of pioneers who are serving people in the BoP with special products (one of the groups who are not always served in society), which are developed for people in the BoP, which finally lead to an increase in profitability (Martin & Osberg, 2007). For this research, the definition of Likoko and Kini (2017) will be used, in which organizations, markets or governments try to tackle social-economic problems and include all different groups of the society in their business. In the following chapters, an analysis of the theory of the most important subjects around inclusivity is described.

2.2.2 Analysis of essential subjects of inclusivity

The main purpose of this paper is to provide an overview of essential subjects for inclusivity for organizations in the western world and how to apply those subjects in the organization to implement more inclusivity in the organization.

As described in the introduction, a lot of research is conducted around inclusive subjects, but the focus of the already existing research is broad (different perspectives, different geographical areas, etc.). However, the main goal of this paper is to research the most essential subjects of inclusivity for organizations in the Western world and how to apply those subjects in the organization to implement more inclusivity in the business operations of the organization. To become to an answer and to achieve this goal, first, it is essential to check the already existing literature around inclusivity and consolidate the most essential literature into a broad overview of the most essential subjects around inclusivity for organizations. The whole overview of all essential topics which organizations can apply to become more inclusive is given in appendix 1. In table 1, a consolidation of all important subjects of inclusivity (described in appendix 1) is displayed.

Table 1:

Essential elements inclusivity

<i>Element</i>	<i>Description</i>	<i>Source</i>
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<i>Change of value proposition</i>	<ul style="list-style-type: none"> - Drivers, barriers and how the market will operate in the future - Economic viability of the business (based on cost structure and revenue streams) 	(Rohrbeck et al., 2013; Mlecnick et al., 2019; Schoneveld, 2020;
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	<ul style="list-style-type: none"> - Transparency <p>Value constellation:</p> <ul style="list-style-type: none"> - Internal value chain - External value chain (e.g., helping local inhabitants to get fresh water). - A value proposition building block with solutions to create value for income-constraint groups and how this can help to lead to possible competitive value. - Determine the power and relationships how financial, material and human resources are allocated and lay within a value chain 	Pereire et al., 2016; Yunus et al., 2010; Gereffi, 1994)
<i>Change of value creation</i>	<ul style="list-style-type: none"> - Value creation & delivery building block, with involvement of theory of change. In this building block, value creation and monitoring of value creation are described, with recognition of uncertain circumstances. 	(Ciulli and Kolk, 2019; Schoneveld, 2020)
<i>Change of value capture</i>	<ul style="list-style-type: none"> - Value capture building block. Develop value for the organization and the stakeholders. Furthermore, development of captured value into investments. 	(Ciulli and Kolk, 2019; Schoneveld, 2020)
<i>Collaboration/participation</i>	<ul style="list-style-type: none"> - Collaboration between multiple organizations/participation of different organizations, who are sharing insights, skills, and assets with participants. - Collaboration between local NGOs (non-governmental organizations) and MNEs (multi-national enterprises) - Selection of complementary partners, learn from one another and spread best practices. 	(Rohrbeck et al., 2013; Pereira et al., 2016; Ciulli and Kolk, 2019; Danse et al., 2020; Bittencourt Marconatto et al., 2016; Yunus et al., 2010)
<i>Key resources</i>	<ul style="list-style-type: none"> - Description of key resources, keeping the need for affordable quality of products/services in mind. - Affordable quality of products/services for everybody 	(Mlecnick et al., 2019; Danse et al. (2020)
<i>Innovation</i>	<ul style="list-style-type: none"> - Systemic innovation development, and action research - How to innovate the business for incumbents: through value proposition, customer interface, business infrastructure, entire 	(Rohrbeck et al., 2013; Brennan and Tennant, 2018; Ciulli and Kolk, 2019; Schoneveld,

	<p>sharing business model, internal development, partnership or acquisition</p> <ul style="list-style-type: none"> - Adjustment of the product to target market 	<p>2020; Golja & Požega, 2012, P. 22)</p>
<i>Stakeholders</i>	<ul style="list-style-type: none"> - Stakeholder value impact - Stakeholder risks and stakeholder trust - Description of value networks of stakeholders - Description of the already existing incumbents and target groups possible new entrants - Description of opportunities/benefit and threats of incumbents for start-ups. - Inclusive value chain development through - Address power imbalances and deliver social benefits to unpowered groups, like equitable pricing arrangements, certification, providing credit arrangements and provide access to premium market segments - Equity ownership for producer groups, increases their economic value. 	<p>(Dreyer et al., 2017; Mlecnick et al., 2019; Ausrød et al., 2017; Ciulli and Kolk, 2019; Rohrbeck et al., 2013; Paiho et al., 2015; Bittencourt Marconatto et al., 2016; Schoneveld, 2020; Golja & Požega, 2012, P. 22; Doherty & Kittipany-Ngam, 2021)</p>
<i>Intermediaries</i>	<ul style="list-style-type: none"> - Identification of intermediaries (like banks, hardware stores, etc.) and governments (overcome cultural and institutional gaps) - Description of roles and responsibilities of intermediaries (creation of more insights in contribution to inclusive innovation processes, efficiency, and effectiveness). 	<p>(Mlecnick et al., 2019; Ausrød et al., 2017; Bittencourt Marconatto et al., 2016; Danse et al., 2020; Golja & Požega, 2012, P. 22)</p>
<i>Socio-economic and institutional context</i>	<ul style="list-style-type: none"> - Socio-economic (e.g., local context) and institutional context direct and indirect effects - Description of how to adapt to and shape the local context (business eco-system), it depends on the context - Identification and integration of ‘fringe stakeholders’ (groups with e.g., social exclusion, informal status or lack of political power. Groups with weak influence, particularly over firms ‘decisions’) - Social interactions 	<p>(Dreyer et al., 2017; Ausrød et al., 2017; Bittencourt Marconatto et al., 2016; Golja & Požega, 2012, P. 22; Brennan and Tennant, 2018; (Danse et al., 2020; Wadin et al., 2017; Rohrbeck et al., 2013; Pereira et al.,</p>

	<ul style="list-style-type: none"> - Description of Interaction between the business model and business ecosystem is key - Focus on interdependence and commonality of interest and culture - Definition of the ‘social mission’ of the business - Address power imbalances and deliver social benefits to unpowered groups, like equitable pricing arrangements, certification, providing credit arrangements and provide access to premium market segments - Empowerment of activities, like working on food security, gender equality, education, and environmental programs. - Address power imbalances and deliver social benefits to, like equitable pricing arrangements, certification, providing credit arrangements and provide access to premium market segments 	2016; Yunus et al., 2010; Doherty & Kittipany-Ngam, 2021)
<i>Customers</i>	<ul style="list-style-type: none"> - Target group (customer segments) - Customer values, confidence, and channels - Specific segmentation will help to grow the business - Description of how the organization will try to keep individuals in mind 	(Mlecnick et al., 2019; Ausrød et al., 2017; Bittencourt Marconatto et al., 2016; Yunus et al., 2010); Schoneveld, 2020; (Wells et al., 2020)
<i>Inner organization</i>	<ul style="list-style-type: none"> - Description of one contact point and sender of invoices 	(Mlecnick et al., 2019)
<i>Key activities</i>	<ul style="list-style-type: none"> - Explanation of key activities - Re-organization of conflicting assets 	(Mlecnick et al., 2019; Wadin et al., 2017)
<i>Implementation</i>	<ul style="list-style-type: none"> - After implementing business model; Description of action plans with joint learning plan - Continuous experimentation, even after implementing the strategic plan 	(Mlecnick et al., 2019; Yunus et al., 2010; Ciulli and Kolk, 2019)
<i>Minorities in society</i>	<ul style="list-style-type: none"> - Native pull capabilities: companies are built around given BoP conditions 	(Ausrød et al., 2017)

<i>Sustainability</i>	- Native push capabilities: some lifestyle changes for consumer markets to thrive and grow. (e.g., change of habits)→only possible after the pull capabilities	
	- Sustainable value of the model	(Brennan and Tennant, 2018; Ciulli and Kolk, 2019; Danse et al., 2020; Wadin et al., 2017)
	- Explanation of social, environmental, and economic sustainability	
	- Already existing sustainable plans incumbents	
	- Exploration and description of different intentions around sustainability of already existing incumbents and new entrants	
- Description of how to take the opportunity to make a sustainable transformation for the whole industry		

Concluding, out of the exhaustive literature review about essential subjects of inclusivity, a summary is displayed in table 1. However, it is necessary to state that much information is found in the literature about inclusive business modelling. A lot of literature about inclusivity for organizations is about the development of inclusive business models and in that literature, a lot of interesting subjects for organizations are described. According to the theory, organizations that want to become more inclusive have to apply/change the following subjects to become more inclusive: value proposition, value creation, value capture, collaboration/participation, key resources, innovation, stakeholders, intermediaries, socio-economic and institutional context, customers, inner organization, key activities, implementation, minorities in society and sustainability. It is possible to conclude that there is overlap between subjects which are important for conventional organizations that don't change. That's a logical conclusion because those subjects are essential to establish business in general.

According to Massa et al. (2017), an organization with a conventional focus highlight the importance of value creation and capture by focusing on the supply side, while the importance of the demand side is also interesting. Overlap with the inclusive subjects is the value creation and capture elements, but a difference is a focus on one side in conventional business (supply side) instead of focus on both sides in inclusive business (supply as well as demand side).

As defined above, there is some overlap with conventional business, but there are also some new subjects which are important for inclusive business. However, sometimes the

interpretation between the comparing subjects differs between conventional and inclusive business. For instance, Osterwalder & Pigneur implement comparing subjects in their advice about how organizations have to interpret their business (e.g., value proposition), but their interpretation differs. Osterwalder & Pigneur defined their focus on a value proposition as the focus on *“Organize information about what customers want in a simple way that makes the patterns of value creation easily visible and equip your team with a shared language to overcome ‘blah blah blah,’ conduct more strategic conversations”* (Osterwalder & Pigneur, 2010, p.8). Comparing this with the outcome of table 1, there is a comparison: focus on cost structure and revenue streams and the internal and external value chain, but there are also some differences: describe the value proposition building block about solutions to create value for income0constraint groups and how this can lead to possible competitive value (Rohrbeck et al., 2013; Schoneveld, 2020).

Concluding, some of the subjects of inclusive business are comparable with conventional business, but how organizations interpret those subjects differs between conventional business and inclusive business. Furthermore, inclusive business has some additional essential subjects which are not common in conventional business. Especially those subjects are important to distinguish inclusive business from conventional business.

2.2.3 Triple layer business model Joyce and Paquin (2016)

Besides the important subjects in table 1, Joyce and Paquin (2016) developed the triple layer business model (TLBM). This business model is a further development of the Canvas business model of Osterwalder and Pigneur (2010). There is much overlap between the subjects in table 1 and the TLBM of Joyce and Paquin. In this chapter, the overlap between the subjects of table 1 and the layers of the TLBM is going to be described. First, it is important to understand the main goal of each layer of the TLBM.

The first layer, the economic layer, is comparable with the conventional business model of Osterwalder and Pigneur (2010). The focus is on ‘profit first’ or economic value orientation and it does not display sustainable, long-term solutions. However, it is important to include this layer because of the economical drivers which are helpful to search for profitability. The following key subjects are described: partners, activities, resources, value proposition, customer relationship, channels, customer segments, costs and revenues. The second layer is the environmental life cycle layer. In this layer, the lifecycle perspective on environmental impact will be displayed. Products or services’ environmental impact will be measured across all stages of their life. Environmental impacts of products/services will be

viewed during different stages of the lifecycle perspective, distinguished into functional value, materials, production, supplies and outsourcing, distribution, use phase, end-of-life, environmental impacts, and environmental benefits. The third and last layer of the TLBM of Joyce & Paquin (2016) is the social stakeholder layer. This layer is developed through the stakeholder management of an organization. The main goal is to balance the interests of an organization's stakeholders instead of trying to reach maximum results for the organization. The definition of stakeholders, according to Joyce & Paquin (2016) is groups of people, organizations or governments who try to influence or who are influenced through the actions that the organization has undertaken. Components of this layer: social value, employee, governance, communities, societal culture, the scale of outreach, end-users, social impacts, and social benefits. In conclusion, it is possible to state that this layer is especially applicable for inclusive businesses and is helpful to improve the impact of inclusive business on an organization and society, because of the focus on social value, societal culture, end-users, social impacts, and social benefits. According to Likoko & Kini (2017), inclusive businesses must make healthy and affordable products and services for low-income groups, it must create increasingly more employment and it focusses on financial and ecological sustainability to ensure a future-proof business. Increasingly more employment, ecological sustainability and healthy and affordable products do improve the benefits, value, impact, and culture of society (subjects of the social stakeholder layer). Furthermore, Joyce & Paquin (2016) stated that optimization of the subjects in the third layer will benefit the whole society.

2.2.4 Overlap between subjects of inclusive business and the TBLM of Joyce & Paquin

As stated in the previous chapter, much information about essential subjects for inclusive business is found in theory around inclusive business modelling. Because of this, it is important to state that there is much overlap between the different subjects and the interpretation of those subjects of the triple-layer business model of Joyce & Paquin. The model of Joyce and Paquin exists out of three layers: the economic layer (prosperity for society as a whole), the environmental lifecycle layer (ecological environment) and the social stakeholder layer (social focus). To distinguish the essential subjects of table 1, the subjects are divided over the three layers of Joyce and Paquin to determine in which direction organizations can use the subjects. This is shown in table 2.

Table 2:

Three layers of Joyce & Paquin

1. Economic layer	2. Environmental life cycle layer	3. Social stakeholder layer
<ul style="list-style-type: none">- Change of value proposition- Change of value capture- Key resources- Innovation- Customers- Inner organization- Key activities- Implementation	<ul style="list-style-type: none">- Change of value creation- Innovation- Implementation- Sustainability	<ul style="list-style-type: none">- Change of value proposition- Collaboration/participation- Innovation- Stakeholders- Intermediaries- Socio-economic and institutional context- Customers- Implementation- BoP

In table 2, an overview of the essential subjects for inclusive business is compared with the three layers business model of Joyce and Paquin. The social stakeholder subjects are especially applicable for inclusive business because they will help to improve the impact of inclusive business on an organizational and societal level (Joyce & Paquin, 2016).

Furthermore, organizations must take the environmental life cycle and economic layer into account because those layers add important, necessary additions which will help to improve the whole process of the organization (economic, environmental, and societal).

It is essential to address some key points in Tables 1 and 2. Key to the value proposition is to determine the power and relationships about how financial, material, and human resources are allocated and how within the value chain and how organizations must change this to become more socially involved. Furthermore, it is necessary to determine the role of the stakeholders because the role of stakeholders will change when organizations become more inclusive. Kelly et al. (2015) stated that the change in the traditional buyer-supplier relationship can be helpful to strengthen the relationship between minorities in society and buyers/suppliers, where small activities must help to reach the common business goals of both groups. First, to strengthen this relationship between minorities and

buyers/suppliers, organizations must address power imbalances in the society in which they are operating. After this, they can deliver social benefits to unpowered groups (e.g. equitable pricing arrangements, certification, providing credit arrangements and provide access to premium market segments) (Doherty & Kittipany-Ngam, 2021). Golja & Požega, (2012, P. 22)) did confirm this and argue that organizations adjust products/services to the target market to provide minorities (people who have difficulties because of power imbalances) in society with more useful materials to improve their lifestyle. Besides this, Doherty & Kittipany-Ngam (2021) argued that organizations can deliver for instance equity ownership for employees (producers), which will foster economic value in total.

The final key subject which is going to be elaborated on is the key point around improvements in the socio-economic and institutional context. As stated, organizations have to address power imbalances to determine which groups they can serve better to create better circumstances for those groups. Activities which can help to improve circumstances for society could be that organizations improve food security, gender equality, education, and environmental programs. Those activities are examples of activities which can help organizations to apply more social welfare for society as a whole and thus apply inclusivity in their business.

2.3 Important criteria for inclusive business

Different research described interesting criteria to assess the inclusiveness of organizations. Likoko and Kini (2017) stated that the main criteria to develop a strong inclusive business are that the business has to be innovative, effective, credible, and adaptable. Furthermore, organizations must assess if they are making healthy and affordable products and services for all groups in society and the organization must try to increase employment opportunities for everybody in society. In addition, Likoko and Kini (2017) stated that an organization has to focus on financial and ecological sustainability to ensure future-proof business. Organizations can assess their current way of working and for instance the elements of inclusive business of this research through the criteria below to check how they are doing on inclusivity level at that moment in time.

Going further in-depth into the criteria, the first criterion innovation is important, because this can help to create more opportunities to remove economic, social, ecological, and geographical barriers, which can help to create opportunities for all layers of society (Likoko & Kini, 2017). The second criterion, effectiveness, is essential because effective inclusive organizations will strongly foster market-driven and community-based business.

Moreover, effectiveness needs fast communication and operationalization (Volkoff et al., 2008). Continuing this, organizations must collaborate and expand relationships with community stakeholders to be as effective as possible. Collaboration and expanding relationships with community stakeholders are key to succeeding the 'effective' criterion and this will help to increase circumstances for the minorities in society in an effective manner. The third criterion, credibility, is essential to create long-term financial sustainability. To ensure long-term financial sustainability, it is important to find a viable economical balance between capital investors and risk aversion. It is essential to guarantee the sustainability of the business for capital investors, so they recognize the risk-aversion in the business. Furthermore, capital investors must be aware of the need of integrating businesses, consumers and civil society as drivers of inclusive business (Likoko and Kini, 2017). The criterion of credibility is important to check if inclusive business is established and it is possible to check this through risk aversion and the potential for capital investors in the future.

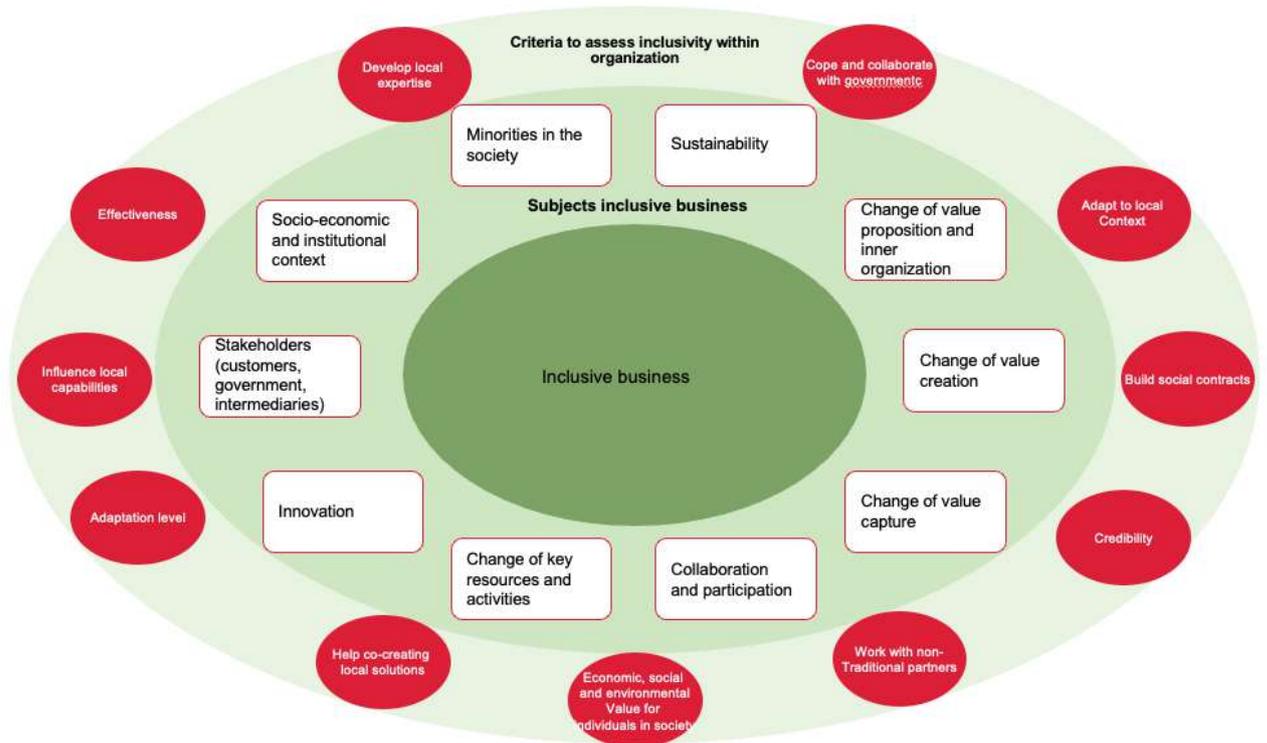
The last criterion is adaptability. An organization that wants to become more inclusive must be adaptable to the circumstances the organization is operating in. Often, organizations that are willing to operate more inclusive are dealing with many stakeholders (from SMEs as well as multinational companies). According to Bonnell & Veglio (2011), there is no 'one-size-fits-all' approach. Organizations must have the ability to be adaptable to the markets they target and integrate them into their business to meet the real needs of the stakeholders. To become adaptable to the specific target market or stakeholder, it is important to figure out the key priority needs/areas of the market/stakeholder (Bonnell & Veglio, 2011). This is an important criterion during the implementation of more inclusiveness within an organization. Besides the criteria of Likoko & Kini, Wiefferink (2021) stated that organizations must adapt to local conditions and must prove that they aim to achieve economic, social, and environmental value for individuals in society to ensure inclusive business within their organization. This is overlapping with the criteria about adaptability and credibility. Furthermore, Wiefferink (2021) stated that the development of native capabilities is very important and this can be stimulated through (1) working with non-traditional partners, (2) helping with co-creating local solutions), (3) developing local expertise, (4) coping with government, and (5) building social contracts. Those five dimensions are useful to check how inclusive an organization currently is and on which subjects an organization can develop to become more inclusive.

Finally, London (2009) stated that it is possible to divide inclusivity into three dimensions. Managers who are working in inclusive business must find a more holistic, learning-oriented approach to assess the performance of the business on factors which are about the well-being of society and the environment. Organizations that implemented a lot of inclusive subjects in their business have described the factors about the well-being of society and the environment. The Base of the Pyramid Impact Assessment Framework of London (2009) is a helpful tool to assess if a business has enough 'inclusive impact'. The three dimensions of this framework are that an organization can assess their inclusive impact through: their economic situation (e.g., gains/losses in income), their influence on local capabilities (e.g., skills development, healthcare, which can help the individuals and communities to develop), and the relationships with stakeholders (e.g., possible partnerships and networks with minority communities to get those communities involved in the business). The outcome of those three dimensions will lead to a conclusion about how big the impact is of the initiatives of the organization locally (London, 2009). There is much overlap between the five dimensions of Wiefferink and the criteria of Likoko and Kini.

In table three, the main subjects to influence the inclusivity of organizations are described. Furthermore, in the outer layer, the criteria to influence, assess or improve those subjects are displayed. In figure 1, in the inner layer the main subjects of inclusive business are displayed. Organizations must implement those subjects within their business operations and employees have to be aware of the importance of those subjects. The other layer of figure 1 displays different criteria which can help organizations to assess the subjects in the inner layer. Furthermore, the criteria in the outer layer gave somehow a guidance for organizations of business operations which can support organizations to become more inclusive. An important sidenote to this figure is that the business context in which an organization operate determines the interpretation of the subjects and criteria.

Figure 1:

Overview of important subjects and criteria for inclusive organizations that wants to become inclusive



3. Methodology

An in-depth literature review is conducted on the existing literature of essential subjects of inclusivity for organizations. The scope of this research is focused on organizations in the Western world and how they can apply inclusivity within their business. To check if the results of the literature are applicable to organizations in the Western world, qualitative research will be used. The main goal of qualitative research is to understand what the importance is for people (Silverman, 2020). The main goal to conduct qualitative research instead of quantitative research is to understand the human experience, and getting access to the contents of people's heads and qualitative research is applicable when the research has a more 'empathetic' approach (Silverman, 2020). Understanding the human experience and getting access to the contents of human heads will help in this case to check if the outcomes of the literature review are applicable for people who are working at organizations in the Western world. This will help to investigate how people think about the subject of inclusiveness, how employees think organizations have to implement inclusiveness and which specific subjects are applicable for inclusive business. Qualitative research can lead to new, useful information which can be added to the outcomes of the literature review to find a broad conclusion around the topic of inclusivity.

3.1 Research sample

Regarding the qualitative research method of this study, the sampling method for this study will be 'purposeful sampling'. This sampling method is based on an in-depth study of information-rich cases. Furthermore, the focus is on both practical and theoretical considerations (Emmel, 2013). To reach those information-rich cases with purposeful sampling it is important to select the right informants (Suri, 2011).

The respondents of this study are selected through the following criteria: the interviewed organizations are Western organizations that are already interested in CSR or implemented CSR in their strategy. According to Beal (2013), organizations that are interested in CSR are organizations that are interested in societal expectations and those companies try to change their behaviour to adapt to those societal expectations. For this research, a selection is made of mid-corporate and corporate organizations in the Western world with at least 50 employees (preferably more). The assumption is that organizations with at least 50 employees are also applicable to smaller organizations and smaller organizations are not always applicable to organizations with more than 50 employees. To create a smaller scope of this research, a selective group is selected. According to Graydon

(2019), it is possible to divide the Western economy into different industries. To create a smaller scope for this research, it is important to divide the industries into for-profit organizations and non-profit organizations. At this moment, another researcher is conducting research on inclusivity opportunities in non-profit organizations. Thus, the focus of this research is going to be on for-profit organizations. The criteria above (industry, size, and focus) will be used to select the companies for the qualitative research. This is a method of purposeful sampling and will be used. In table 3, an overview of the interviewed respondents is given.

Table 3:

Overview interviewed respondents

#	Function	Industry	Target market
1	CEO	Marketing	Netherlands
2	Sustainable purchasing manager	Transport, logistics and storage	International
3	Manager Corporate Social Responsibility	Warehousing	International
4	Job coach and reintegration supervisor	Cleaning services	Netherlands
5	Sustainable purchasing manager	Transport, logistics and storage	International
6	Communication manager	Machine production	International
7	People business partner	Transport production	International
8	Head of communications and public relations	International trade and developments	International
9	Health safety environment manager	ICT-services and consultancy	International
10	CFO	Production	International

3.2 Data collection

A method of qualitative research which will be used in this research is the form of semi-structured-in-depth interviews. This method will help to find information on complex and

sometimes sensitive problems, opinions, and perceptions of respondents (Barribal & While, 1994). In a semi-structured in-depth interview, the researcher has a conversation with one respondent at a time. The asked questions are open-ended or closed questions and are almost always followed up by 'how' or 'why' questions. Interview questions for the semi-structured in-depth interviews are developed through the theory out of the theoretical framework to check if the theory is correct compared to the needs of the organizations. This way of interviewing can help to reach more background information around certain topics, while the asked questions are sort of direction of the interview (Adam, 2015). Verhoeven (2014) also argued that in-depth interviews will help to receive new and unknown information which a researcher will not receive when they are conducting quantitative research because quantitative research is more about statistical outcomes and techniques. According to Adam (2015), a practical sidenote of semi-structured in-depth interviews is that it is important to maximize the length of the interview to a length of one hour because otherwise the interviewer or respondent will lose concentration. Furthermore, to reach a broad overview of different opinions of different organizations in different industries, it is essential to conduct at least ten interviews. According to Weller et al. (2018), for qualitative interviews, the sample size determination is primarily based on 'finding the point where little new information is obtained'. In other words: thematic saturation.

In this research, the aim is to find additional insights, perceptions, and opinions of the respondents about the most important subjects around inclusiveness. Furthermore, the already existing knowledge around inclusivity is going to be discussed with the respondents. It is important to prepare questions, based on the already existing theory. Moreover, it is essential to give the interview a consistent and systematic structure and guide the interview through identified themes which are determined beforehand (Qu & Dumay, 2011). The interview questions are developed through the theory of chapter two and the developed model in table 3.

The final interview transcript will exist of two main parts. The first part is about the introduction of the topic inclusiveness in the Western world and the main goal of this research. Furthermore, in the first part, the respondent must agree to the audio-recording of the interview (appendix 2). In the second part, the interview will start, and the respondent must answer questions around the topic of inclusiveness. Further, in the second part, the respondent must answer questions about his/her opinion and perceptions around inclusive business for organizations. In appendix 3, the interview questions are described. Approximately, the interview took no longer than 45 minutes. Longer will affect the results

because of the concentration level of the interviewer and the respondent (Adam, 2015). The transcriptions are saved in a separate document, which can be viewed on demand.

3.3 Analyses

Finally, the data of the qualitative research must be analysed. This will be done through a transcription of the interviews. A full transcription of the interviews will help to keep the outcome of the interviews as original as possible (Verhoeven, 2014). The transcription will be transcribed by Microsoft Teams, a program which can transcribe recordings into text. The use of Microsoft Teams will help to save time. It is essential to check each transcription and delete failures from the transcription. After transcribing the interviews, the researcher will start with open coding. Open coding is a process in which the researcher highlights essential parts in the text and creates 'codes' to label the essential parts in the text. If some parts in the text were similar, it is possible to give those parts the same code. Open coding helps to find and compare similar parts in the data. After open coding, the process of axial coding starts. In this section, codes are consolidated into categories (e.g., recognized elements or new elements of inclusive business). Axial coding will be done in the program Atlas.ti. In the latest phase, selective coding, sub-categories will be connected.

The data from the interviews will be compared with the theory in chapter 2. The importance of the subjects of the conceptual model in chapter 2.3.2 will be compared with the outcomes of the interviews. Every element will be highlighted during the interview and in the analysis of the interviews, it is necessary to describe if the interviewee has already given some attention to the element or not. Furthermore, it is important to compare the outcomes of the different interviews to check if there is overlap between the interviewees. Besides that, the interviewees will have to answer questions about their opinion what they think of the impact of some subjects. This outcome is going to be compared with the theory and the importance of some subjects according to the theory. Finally, the information from the interviews will lead to an overview of the most important subjects for inclusive business according to the theory and the interviews. Maybe, the interviews will lead to some more detailed information or new information.

4. Results

In this chapter, the results of the outcomes of the interviews are going to be discussed. The reliability of the results will be substantiated by means of quotations. In total, the results are based on 10 interviews. The number behind the quotation in appendix 5 highlights the interview the quotation comes from. A broad overview of all important quotations and outcomes of the interviews is displayed in appendix 5. The results are divided into the following sub-chapters: unpowered groups, social context, collaboration/participation, intermediaries/government, stakeholders/end-users, internal organization, strategy, and external organization.

4.1 Unpowered groups

To increase the accessibility of reaching and involving people who are living in 'unpowered groups' (people who have fewer possibilities to become involved in society, for instance, because of poverty issues, educational differences, people who are living in areas where gender differences exist, etc.), it is suggested to communicate actively with the outside world that the organization tries to become or already is a socially responsible organization and tell the outside world that the organization seeks to collaborate. This will increase the chance that people in unpowered groups come to the organization (*"By making it known that you are a socially responsible company and that you seek cooperation in this. Tell them what you stand for, and they will come to you (4)"*). Furthermore, offering 'product as a service' instead of selling products can help to make it more accessible for organizations who are offering products to people who are living in unpowered groups. Another opportunity is that organizations start a new production line to offer more accessible products for people who are living in low-income groups. Finally, many organizations demand a subsidy from the government to be able to offer more accessible products and services (*"the products of services we provide to people with a lower status are often paid by subsidies of the government" (1)*). Moreover, according to the theory, accessibility for unpowered groups can increase when organizations try to improve the empowerment of activities, like working on food activities, gender equality, education, and environmental programs.

Challenges of organizations to reach more people in the unpowered groups are that organizations currently only offer products B2B and offering products in the mid-and high segment (*"I think that's a challenge to be able to communicate to people who are living in an unpowered group because we don't reach directly those group" (1)*), serve people out of another region, because of huge regional differences (*"here in the Eastern part of the*

Netherlands the differences are smaller than in big cities like Rotterdam and Amsterdam”(6)).

Advantages of reaching people out of unpowered groups are that it will decrease poverty, which can lead to an increase in purchasing power of society. Furthermore, an organization can distinguish itself from competitors (*“I think that once again my company can distinguish itself from competitors by being inclusive” (2)*). Besides this, employing people who are living in unpowered groups can help to solve labour market shortages (*“it surely ensures enough occupancy and it solves labour market shortages.” (1)*).

The target group of people who are living in low-income areas are people who are living in debt and people who are living in low-income/third-world countries. Furthermore, the focus can be on under-educated people, people without education, people who are living in areas with gender equality differences, etc. (*“People that are in-depth and we try to connect the people that are in-depth with the people that can help them”(1)*, *“Our foundation is operating in India to help people for education”(10)*, *To what extent can we co-invest in Kenya to make it more accessible for this customer?”(6)*).

4.2 Social context

A lot of organizations do actively try to give something back to the community, often through charity. Some organizations established their own foundations, other organizations collaborate with foundations and other organizations donate to foundations. Important subjects are donating goods, money or services, joining and organizing events, offering education possibilities, establishing an own foundation, collaborating to offer knowledge and resources for foundations, and helping countries who are in need. (Examples: *“Last week they shipped goods to Ukraine with their materials” (2)*, *“We clean at a place where people are when they have cancer” (4)*, *“we offer children from parents who are working in the quarry for our education from a high level, so they have better possibilities for the future” (10)*). Besides this, providing a community for people to talk with each other about problems can help to foster the power of individuals (*“we gave them a platform to interact with each other, share experiences in house to live with a disabled child. A community to interact with each other about their home situation.” (1)*).

In the context of inclusivity, some organizations argue that they are inclusive because they offer job opportunities for society, no matter which backgrounds new employees have. Furthermore, employment somehow ensures security, well-being, and prosperity. Besides this, the social value of re-integration of people with a distance to the labour market is that it

brings opportunities for people with a distance to the labour market and it will help to solve labour market shortages. (*“the value of society is that we let people with a distance from the labour market do this so that they can get ready from some reintegration into the labour market.”* (10)).

Besides the subjects above, increasing inclusivity of an organization can foster the power of the region. Three different focus areas are essential to increase the region: investment in the region, participation with the region and proclaiming and sharing with the region. Organizations invest in different ways in the region, they invest and employ people out of the region to let the region flourish, they share resources and materials with smaller organizations out of the region so small organizations can also grow, and they purchase products, if possible, out of the region and from local. If possible, they purchase products at local parties with disabled people/people with a distance to the labour market. Furthermore, organizations have to look after the less fortunate in the region and do something in return, e.g., sponsoring of regional projects, sports clubs and/or events to involve the community and again, give something back to the community. Moreover, sharing knowledge with schools, and universities and sharing experiences with primary schools can help to increase the development of scholars. All those possibilities contribute to fostering social cohesion and prevent the region from for instance polarization. Besides this, it can help to prevent the community of crime, drug abuse and vandalism, thereby reducing poverty and help to motivate people to go to work (*examples: “We have bought a metal printer and we make half of the capacity available to small metal companies in the region.”* (6), *“We have always said that we also want to do our best for the less fortunate in our region, and we have established a fund for this, a regional charity foundation that also organizes activities for people in the region who are less fortunate.”* (8), *“Example is that we are sponsoring on a local level and currently check how we can involve more people with the development of our organization”* (9)).

The second important subject to foster the power of the region is participation. Participation in social projects in the region is important for the empowerment of the region. (*“for example, we participate in g-soccer”* (4), *“especially in the area of, for example, sports events, with which there are certainly cooperation’s, and the schools in the area, with which there is also active cooperation.”* (7)). The last subject, which is important to flourish the region, is ‘proclaim and share’. To increase the attention for inclusivity, it is important to involve the community, and tell the community what you currently doing around inclusivity to motivate the community. Showing current projects to the world can help to make subjects

around inclusivity more urgent. CSR certificates can help to increase the credibility of the organization. Especially the generation of today demands for inclusive organizations, so promotion of the inclusive strategy will probably help to include more employees (*“involve ourselves in the community, and that we have done such projects, we proclaim that, so we hope we can motivate other organizations to do the same.”* (4), *“Young people expect that organizations are green and inclusive, that’s important for them, so for the continuity, we have to proclaim this”* (9)).

4.3 Collaboration/participation

Collaboration and participation are key subjects to increasing the inclusivity of organizations. Advantages are that it can foster the continuity and stability of the organization because it ensures repeatedly business. Furthermore, collaboration/participation fosters job opportunities, for instance, because a network of different organizations can share vacancies and employees (*“Cooperation is to see that when someone drops out who can’t walk but can cycle, that they can be deployed to a colleague where there is more cycling work”* (4)). Besides this, alliances can increase social impact. Key to establish a long-term relationship is to constantly foster the relationship. Become partners instead of competitors (*“it’s not about our clients, if we talk about inclusivity, the human or social aspect of the organization is important and we see them as partners instead of competitors”* (3)). A long-term relationship will also help to decrease risks and increase the collaborative sense for a definitive target, which is inclusivity.

Organizations collaborate because network possibilities increase and organizations get the possibility to share resources and knowledge. Organizations can discuss things with each other and share knowledge, new developments and seminars. Furthermore, they can share employees, solve shortages and share space with each other. Through collaboration, organizations can foster their power and don’t have to find all information by themselves, because a lot of information around inclusivity is already available because of collaboration. Brainstorms and discussing interesting things are key for a long-term collaboration, ‘alone you are faster, together you come further’ (*“Collaborate and think about new ideas, alone you become bigger, together you will reach more, for instance with brainstorm sessions”* (10)). Besides sharing knowledge and resources, collaboration is also helpful to make mutual agreements about salary, health, safety, vacation days and pension agreements, which increase often the situation for employees.

4.3.1 Intermediaries/government

A sub-category of collaboration is intermediaries and the government. Collaboration with those stakeholders is important to reach more opportunities to increase the CSR of the organization. First of all, collaboration with intermediaries can help to receive and share knowledge. Think about discussing opportunities around inclusivity and receiving tips from the government about realistic, reachable targets and important subjects around inclusivity. Furthermore, collaboration with municipality can help to develop innovative systems (“I have attended many meetings around the country on cooperation with governments. During these meetings, we talked a lot about this matter and how to do it even better.” (4), *“We also work together with the municipality, and we stimulate together employees with an application to actively walk, employees earn coins for this and the same amount of coins is given to a disadvantaged area in the city. Right now, we try to develop this idea with our municipality to increase the base of organizations involved with this application”* (10)).

Besides the possibility to receive knowledge about the development of an inclusive organization from the government, it is also possible to demand subsidies from the government (*“I can apply for a subsidy for it”* (5)), for instance for the involvement of people with a distance to the labour market. Continuing this, collaboration with the government for reintegration tracks for people with a distance to the labour market is recommended. Helping people to re-integrate into normal life is often based on collaboration between government and organizations. Government and benefit agencies offer employees with a distance to the labour market to organizations and support organizations during the integration (*“Mostly, they offer them to us, so often, we don’t search by ourselves, but we do have our networks, like integration bureau and municipality.”* (4)). (*“We received from the municipality people with a distance to the labour market and benefit agencies also contribute to this.”* (8)). The last subject why organizations do co-operate with governments or intermediaries is because banks/governments urge organizations to become corporate socially responsible before they are willing to start a cooperation with an organization.

4.4 Stakeholders

It is also possible to set some requirements for stakeholders of the organization and to expand the target group of stakeholders. If an organization is working together with suppliers and if suppliers are also dependent of the organization, it is possible to settle a certain code of conduct for suppliers. A subject of this code of conduct can be that the organization must have CSR ambitions on all three CSR topics (people, planet and profit). For instance, a

supplier must employ a certain percentage of people with a distance to the labour market or the supplier must conduct activities which are focused on improvements of social well-being. (*"A good example is, we have been looking for a ceramic supplier, of course, we select on quality and colour, but also very clear on the CSR ambitions of the supplier."* (10), *"We have a certain quality code of conduct which we expect from our suppliers that they will follow if it comes to the three p's, also to our temp agencies."* (3)). When organizations try to expand their customer base, they must try to adapt to the needs of customers. Because of all differences between people in society and the increasing demand in society, it is necessary to be flexible and adaptable to the needs of customers. (*"We tend to adapt strongly to customers"* (6), *"Society is changing, this has an impact on people, but also on what people expect from companies."* (9)).

A challenge in reaching more customers is that many companies do not offer direct products to the end customer. Those organizations sell their products often B2B and have difficulties with increasing inclusivity among end customers. Investing and innovating in new technologies is helpful to reach people in the lower layers of society. Technologies can help to make products/services more accessible for different sorts of customers. Furthermore, technologies can help to offer cheaper products and/or services. (*"We made a kind of cockpit here internally and the mechanics with glasses on instructed the people locally in Kenya and they were able to put a complete line into operation themselves, in this way you make it very accessible and that was very interesting and fun to see."* (6)). Besides this, organizations that want to serve people in the lower layers often must cope with other continents. Adapting to the needs of other continents is necessary for organizations when they want to offer products or services to people who are living on other continents. Thoroughly analysis of the basic needs in other continents will help to determine the expectations of customers in other continents (*"What are the possibilities, challenges are that the climate is different and they are eating other bread."* (6)). Furthermore, as mentioned in chapter 4.2, purchasing locally, preferably at stores that are already offering jobs to people with a distance to the labour market, will help to increase the inclusivity of the organization (*"for instance, we purchase our Christmas presents of our organization at regional farms where people with a distance to the labour market work."* (4)).

4.5 Internal organization – Human Resource Management (HRM)

According to the interviewees, to increase inclusivity, HRM is important. A lot of changes in HRM can help to improve the inclusivity of the organization. In this chapter, the main elements of HRM which will help to create more inclusive organizations are described.

4.5.1 Job description

To become an inclusive organization, often it is necessary to change traditional job descriptions of the organization. The roles of employees change because of the fast-changing world and changing environment of organizations. Furthermore, it is necessary to change job profiles to allow more room for diversity. Nowadays, organizations don't focus anymore on gender differences, racial backgrounds or financial differences when they select new employees. The main reason why an organization's selective approach isn't relevant anymore is because of the shortages on the labour market. Organizations recruit increasingly more employees from foreign countries for instance. (*"The roles within the organization change. Some roles get more specific, some roles are new, some roles become more general. And therefore, they let employees grow."* (2), *"The environment in your company changes, your role will also change."* (2), *"Yes, job descriptions changed over time, employees must positively try to adapt to the new situation"*(10)).

4.5.2 Education

Education can also help to improve the inclusivity of the organization. This is possible in different ways. First, it is possible to educate already existing employees with training about inclusivity, so they understand the importance of inclusivity. Furthermore, it is possible to provide intern training to leaders to educate them on how they can involve different backgrounds and cultures in their team and how they have to cope with those different cultures and backgrounds (*"There are indeed many opportunities here within the academy and I think that people can develop very well in certain positions."* (7); *"When you bring in other cultures, you need different soft skills and a certain outlook, which requires training, We offer an internal training program to guide our managers in this respect."* (6)).

Secondly, education supports organizations to employ more people with a distance to the labour market. Training and courses support retraining people with a distance to the labour market, this will help to gain a spot in the labour market for people with a distance to the labour, for instance through teaching them the language and sharing network with them. (*"People who were sitting on the couch at home, hopelessly at the time, followed an internal*

course with us. They then started building cars.” (8) “Help them to gain a spot in the labour market and help them to give your network and learn the language” (1)).

Thirdly, education can contribute to creating more opportunities for refugees in the labour market. Organizations stated that it is important to assess refugees on their skills and experiences, not on their diplomas because this does not make sense due to the differences between different continents. Give people with residence permits a chance and employ them. Once organizations employed refugees, they can support them by offering education so they can learn the language and integrate into the organization. Some organizations already hire job coaches in the native language of the refugees, so they have a better introduction to the company they work for. Besides this, it is necessary to train the recruitment company to recruit for talent instead of background and ensure that there is no discrimination within the organization. (*“When someone applies for a job, they are assessed on papers, with status holders or people who come from another country it is easier to hire people on experience and assess, what is a comparable level in terms of functioning.”*(6), *“We use an in-house employment agency and we also get them to focus more and more on migrant workers, not so much on low incomes.”* (7))

Finally, offering opportunities for students from different directions and levels will help organizations to become more inclusive because this will lead to opportunities for different layers in society / This can differentiate from internships to traineeships. Collaboration with education instances will help to make collective agreements and increase the quality of the services your organization can provide to scholars. (*“We also have a student program, and from that, people start in various functions for a couple of months or years so they can taste.”* (3) *“We have a collaboration with the MBO school in Zwolle to involve logistics students and then we educate students to engineer for instance.”*(5) *“We work together with all levels, from universities to practical schools.”*(8)).

4.5.3 People with a distance to the labour market

To increase inclusivity and diversity of the organization, it is essential to involve people from different layers and backgrounds. To increase this, it is important to employ people with a distance to the labour market, in which it is essential to oversee them as a big group. It is not necessary to focus on one specific group, like low-income groups, but to focus on all people who have difficulties finding a job. (*“See it more as people who normally would have difficulty finding a job, everybody is part of the big family, no matter what race, background, gender, orientation, or religion.”* (3)) *“We offer job coaches to this target group so that they*

can adapt quickly. Due to the shortage on the labour market, we can now use anyone who can work.” (4)).

To create more opportunities for people with a distance to the labour market, the phenomena ‘job carving’ is essential. In this case, organizations adapt work spaces for certain employees to create job opportunities for those employees. Often, organizations implement job carving to help employees re-integrate. Innovation and technology are important developments which support job carving because it is helping to make it easier. (*“And of course, we also do job carving, where do we have to adapt to certain employees, what can they do, what can't they do. When they can do something extra, we add something extra to the package of tasks.”(4) Innovation can contribute to adjustments in production technology, so that some problems can be solved.” (10)).*

Challenges in recruiting employees with a distance to the labour market are differences in laws and regulations. First, there are many differences between countries, secondly, companies have to encounter countries’ legal and regulatory barriers. It is recommended to discuss the different laws and regulations with governments, because the change of laws and regulations will help to make inclusiveness more accessible, especially for smaller organizations. (*“How about legislation, because the laws are different in different countries. In the UK it is for example necessary to have a statement against Modern slavery, in the Netherlands and Belgium, it’s not mandatory.” (3), “Others have to deal with that as well, any company that wants to do inclusive business encounters the hurdles of regulation. That is especially a bump for a start-up company that wants to become inclusive.” (4)).*

Opportunities of involving people with a distance to the labour market are that it will help to solve shortages on the labour market. Due to education and innovation, people with a distance to the labour market become able to conduct normal activities. (*“The job market is becoming scarcer, the aim is to get people in this target group (distance to labour market) moving. “(4)/In the future you have to educate people with a distance to the labour market to give them a change and solve labour market shortages. (5)”*).

4.5.4. Recruitment of new employees

The job of recruitment organizations/departments within organizations is constantly changing because of the fast-changing world and demand. Inclusivity can help to solve recruitment problems (shortages on the labour market) and because of that, respondents defined different important subjects around recruitment within organizations.

First of all, recruitment departments have to expand their scope and recruit people from outside the Netherlands to solve the problems of job market shortages (*“our recruitment bureau recruit nowadays also people out of Spain.”* (6)). Besides this, implementing a more diverse recruiting strategy will foster inclusivity. The demand for organizations to recruit the best people in the right spot, no matter which background or disabilities those people have, is increasing. Do not distinguish between race, income, age, and gender, but recruit for every position in the organization on a diverse workforce. Talent is more important than differences in background and this changing focus will support solving shortages in the labour market. (*“Our recruitment organization tries to recruit more inclusive, for instance through involving more woman in our organization.”*(6), *“One example for HR is that we don’t make any difference in race, income orientation, whatever, everybody is welcome at our organization”* (3), *“Give everyone a spot on the labour market, because the labour market is really tight right now, people have a hard time to find a job and that’s strange”* (1)).

Secondly, inclusivity improves the image of the organization. Recruitment is an important subject of changing the inclusivity of the organization and influences the image of the organization. To involve different backgrounds (e.g., gender) in the organization, it is important to remove prejudices about certain jobs. Because of prejudices, certain people will not apply to jobs, while jobs are changing over time through for instance innovations. Recruitment agencies must try to remove those prejudices.

Thirdly, recruitment is an important part of increasing gender diversity in organizations and gender diversity is a topic of increase in an inclusive organization. It is essential to break open the tradition that certain jobs are only for men and actively start recruiting women for those jobs to break stigmas. An approach can be to add women to the supervisory board and let the head of the company steer by women. Proclaim this during leadership days as well so potential new woman employees do understand that the organization is interested to employ them and understand the job opportunities of those organizations. Because of innovation and digitalization, the demand for more women can increase, because work becomes less heavy and innovation and digitalization demand other competencies. Again, look at quality and talent when recruiting new employees instead of looking at gender. (*“Our traditional jobs are for men, but my company is very enthusiastic about women working on those jobs, in that case, employing women is possible and there is a lot of terrain to win.”* (2); *“There is, for example, a change in our board, we add a woman to the board, previously there where only men’s in the board.”* (6), *We can see that the shift to a more equal distribution of women and men in our company is changing because of digitalization and innovation.* “(8)).

4.5.5. Employee health

The final important element of increasing inclusivity in the Human Resource Department is to increase the focus on employee health. The first topic is employee satisfaction. Make sure employees are happy at their work by creating a safe and healthy work environment, e.g., offer and innovate vital solutions to keep employees healthy. Furthermore, monitoring the well-being of employees through surveys to check the current situation and how to improve for the future. Besides this, adaptations to implement a more inclusive strategy will help to make people feel more solidarity with each other, and people feel proud of the organization and involved in the organization. (*"People do want to work for us and we try to create a safe and healthy work environment, basically make it a great place to work."* (3), *"We added an innovative drink-system, employees can only choose for fruit drinks, who are healthy and stimulate the vitality of employees."* (10)). Moreover, stimulation of personal growth is also important to let people challenge themselves to keep them motivated. (*"We want people challenge themselves so they can grow in their position."* (2)). Helping employees solve their physical and mental health problems is also essential. Support during processes when they are ill and put effort to keep them on board (*"We have a HR officer and if our employees have problems with their treatment at hospitals or whatever, they will help to accelerate those treatments to keep employees on board."* (2)). Finally, support of employees around different 'life' subjects will help to keep worries away from employees. Support employees with money worries of any kind, offer programs tailored to the needs of employees, often in collaboration with other instances (*"We have rolled out a program internally with colleagues who have money worries, which is one in five of us. The employees are provided with an appropriate answer according to the needs of the employee."* (8)).

4.6 Strategy

To increase inclusiveness of the organization, organizations sometimes must change their organization strategy. This is divided into the organization's culture, general strategy, innovation, and CSR.

4.6.1. Organization culture

To increase inclusiveness of the organization, it is necessary to improve and adapt to the organizational culture. Communication of culture to employees is key in this case. Employees must be the ambassadors of the inclusive organizational culture. Workshops can help to

explain the organization's culture to employees, furthermore, starting the dialogue with employees and occasionally organising sessions for all staff at all levels of the company to talk about the inclusive DNA of the company. One of the key subjects is that organizations don't distinguish between people with a distance to the labour market and people without a distance to the labour market. (*"We involve staff in the organization, no matter what level they work at. We do this once every 6 to 8 weeks during a breakfast session. One of the topics during this session is CSR, where we tell where we stand with the foundation and involve the staff in what we stand for and what we are doing. These sessions contribute to the whole story from our DNA in the company and that it is carried out by all our employees."* (10): "if someone with a distance to the labour market is walking into our organization, nobody is looking weird, we strongly believe in working to capacity." (4)). Going further on communication, implementing a more inclusive strategy has also a massive impact on behaviour and culture. Management must recognize this problem and try to implement an inclusive mindset among employees. This should be noted on the strategic agenda. (*"We would like to become more inclusive, that is a very good aim, but I often see that the impact of this on attitudes and behaviour is not sufficiently recognized because, for example, you have to make a profit for the shareholders and inclusivity is an indirect cost."* (6)).

Besides communication and impact, sometimes organizations must change their culture somehow. First, the focus of organizations has to become more internationally, because of cultural backgrounds and languages. An internationally focused culture can easily adapt and adjust to cultural differences and offer a warm welcome for everybody within an organization. (*"It brings a lot of adaptability for us; we have to make sure we have all the instructions in English and we don't always have that yet."* (7)) "We must be able to adapt and to adjust to cultural differences because of the 56 different nationalities within our organization. It is important that we can grow and that everybody feel welcome within our company" (3)). Other changes could be that organizations have to change their core values to become more inclusive and active communication of those core values is essential to create empathy among employees. Overall, it is important to integrate the CSR strategy with the overall strategy and implement this new strategy among all different layers within the organization. (*"Breaking down that culture a bit to include woman on work a on the workplace, they have to do that, I think yes"* (2); *Invest in core values and the way how to give each other space and communicate with each other to adapt to the culture."* (6), *We thought a lot about it, and we actually have two types of policy, the CSR policy and our general policy, which we integrated together in 2010 into what we have now. We involved the*

employees more and more over time and the CSR policy became more and more of a general policy and the image that goes with it." (10)).

Learning from other cultures is also key when the organization wants to become more inclusive. For example, the involvement of more different backgrounds in the organization can lead to more creativity in the organization. People from other continents/layers/gender can bring new creative ideas. Critical point is to find the balance between using creativity of other cultures and monitoring the own culture of the organization.

Organizations that already are inclusive do have a company culture which is geared to collaborating together, all stakeholders and collaboration partners involved, and looking after each other. In this case, equal chances for everybody (no matter which race, gender, background or whether they are disabled or nationality they have) are key and everybody within the organization feels connected. Continuing, propagate in DNA that society must give everyone who is entitled to work the opportunity to do so because this will help to change the vision among employees. Important is to involve the region in the business, for instance by working with local suppliers and sponsoring local initiatives, because this will help to become part of the community. To ensure equal chances for everybody, it is also important to involve employees from different layers in the decision-making of the organization, defining together the same picture for the future and adding essential inclusiveness topics of employees in the strategy. It is essential to implement in the strategy that input from employees is allowed around social topics and that the organization is socially involved. As a result of adding employees to the decision-making, the organization has to operate also bottom up. Implementation of culture top-down (from the highest layers to the boards below) and implementation bottom-up is essential to get all employees involved. To reach this, it is important to start the dialogue with employees to seize opportunities there. Furthermore, as stated earlier, adaptation to the environment is critical and it is also essential to describe the exact focus of the organization on change in the environment and how they cope in this case with inclusivity. An inclusive organization is also interested in the health and happiness of employees, and they are willing to improve the soft skills of the employees within the organization. (*"Inclusivity means for us in an equal chance for every employee, no matter what race, gender, background or whether they are disabled or nationality."* (3), *"The people behind the organization should be our main focus. Our people are our biggest asset, most important thing is to make sure that people feel appreciated, wanted and having a happy great place to work for."* (3), *"The vision and support for the power of our inclusive organization"* (4). *"More the soft-skills, which you can see at our organization"* (5), *"it's*

important to involve all layers of society in the organization because everybody will deliver an important effort.” (8), “Yes, gender and women’s in the end, we must reach everybody for the digital transformation. It’s an important topic for me, we all live in this world and we all have an important support to this world, and everybody needs equal chances and a lifeworthy life.” (9), “For me, customers are also stakeholders, collaboration and stakeholders are the most important.” (10)).

Challenges of implementing inclusiveness in the organization culture can be that organizations grow too fast, so the focus on inclusivity will be lost. In this case, organizations will have more focus on economic growth, which will lead to a decrease in focus on CSR. Besides this, implementing inclusiveness in the organization’s culture will also cost effort, money and time and organizations must stimulate it for the long term. It is essential to make clear that inclusivity is urgent to solve problems in the labour market and to solve complaints about effort, costs and time. Another challenge is that organizations can’t do everything at the same time when organizations want to become sustainable, so they must choose. (*Growing less fast, because then the focus shifts a little, and if you are going to grow even more, then it is even more difficult to keep focus on it” (4). “short-term focus on economic consequences and the challenge to keep perspective for the longer-term because it cost money, effort, and time. Make things specific will help to solve this” (6) “Make urgent that there is shortage on the labour market and that we have to put effort in inclusivity to make the difference” (6), “If you want to become sustainable, you can’t handle everything at the same time.” (7)).*

4.6.2. Strategy – general

There is some overlap with the culture, but respondents did also describe some possible adjustments for the general strategy to increase inclusiveness. In the last phase of this chapter, the general implications of CSR will be described. As mentioned before, it is important to implement in the strategy that organizations must focus on equality and that they do have to involve different backgrounds. However, some respondents did highlight the importance of how organizations do have to implement different genders in their organization. Mentioning how to deal with gender equality in the strategy and how the organization must ensure this, for instance through the same rewards, same chances for both to reach the top, etc. (*“Giving women an equal chance in the organization compared to men, woman, man and everything in between is equal to us is stated in our strategy” (9), “Inclusivity for us is gender equality, equal chances to reach the top and equal rewards for men and woman.” (9)).*

Furthermore, almost every respondent highlights the importance of environmental sustainability. Reduce Co2 in collaboration with other organizations to improve local sustainability and collaborate to reduce the environmental impact. A border to increase sustainability overall of the organization is that organizations must keep an eye on the term greenwashing. Organizations that are 'greenwashing' are organizations that argue that they are sustainable and social involved, but in practice, they don't do very much. Organizations do have to try to decrease greenwashing and increase their 'real' social impact. They must discuss this in their strategy and how they can ensure this. (*"In collaboration with external customers, we have reduced our Co2 2 times. And because of this we are level 5 certified on the CSR prestation ladder."* (9), *"we have a collaboration with the government, organizations, and inhabitants to decrease our impact on the area of sustainability., "Many companies do sustainability initiatives for form's sake. They throw nice terms online and profile themselves, but I think that's a kind of greenwashing, but that happens on social too, so that's then social washing. "(5)).*

Finally, respondents argue that inclusivity can help to increase the general image of the organization. Transparency and fairness about inclusivity in communication and strategy will bring exclusivity to the organization and will help to decrease greenwashing. Besides this, international operations will help to expand brand recognition and a distinctive character because inclusivity will help to distinguish organizations from competitors. (*"That's inclusive, transparent, open and fair will help that customers stay longer, we still earn money, unless we are inclusive, and that is what helps us to make us an exclusive organization"* (4), *"Because we are internationally active because of inclusivity, it can help us to strengthen our relation with customers all over the world, this can help to foster our market potential."*(6), *"Because our focus on security, we try as an organization to distinguish our level and make an important contribution."* (9)).

In the past, CSR was a second strategy of organizations, besides the general strategy. However, nowadays, CSR is increasingly important, and many organizations implement it in their core strategy. It is important to put the same amount of effort into all three p's and if those three p's are in balance, organizations are in a state of sustainability. Communication around this balance among employees is important to make them aware of sustainability in the organization. (*"we want to deliver a sustainable organization to the generation and that's why we focus on all three topics, which will help to reach continuity."* (8), *"We committed ourselves to sustainable development goals, innovation, inclusivity, and infrastructure. Those goals are central in the decisions of our organization."* (9). *"Our vision is focused on*

sustainability, it is locked in our purpose and DNA, with focus on commitment, partnerships and, of course, high quality.” (10)).

Inclusivity is part of the people driver of inclusivity. According to the respondents, the development of people stands with the well-being of society and the profitability of the organization. Implementing this mindset in the strategy is key to ensure growth for the organization. Furthermore, organizations must focus on the layers that they are not serving at the moment and must try to check how they can reach those layers. Core values, implemented in the strategy, of the people layer, can be no hunger, responsible consumption and production, affordable and sustainable energy, good health and well-being and partnership. Besides this, reaching people with a distance to the labour market, focusing on the vitality of employees and adjusting machines and workspace to employees are also essential for inclusive improvements within organizations. (*“We committed ourselves to the following core values: No hunger, responsible consumption and production, payable and sustainable energy, industry, innovation and infrastructure, health and well-being and partnerships to reach our goals.” (6), “We will be the employer with focus on good health and well-being. “ (9), I think different subjects we deal with when we talk about the people aspect, such as attract people with a distance to the labour market, because of the tightness of the labour market.” (7), “If we talk about people, we spent a lot of money on a lifting aid, dust extraction and other protective equipment. We also consider the vitality of our employees to be very important. We also have ‘walking garden’ besides our company, which is stimulating employees to walk, and which is supporting the biodiversity of the environment.” (10),).*

4.6.3 Strategy – Innovation

Besides general strategy adaptations, innovation can also bring extra opportunities to reach more inclusivity. Different subjects around innovation are helpful to create more inclusivity. First, social robotization and digitalization are two important innovations which can help to involve more people within organizations. People with a distance to the labour market can be supported through robotization. Besides that, robotization solves shortages on the labour market and can help to equal the differences between men/women in organizations more, because shift to well-educated employees instead of practical employees who must do heavy work with materials is increasing. Furthermore, innovation through robotization can help to decrease the language burden between people from different international backgrounds. For instance, systems with artificial intelligence which adapt to the language of the user can adapt to the spoken language of different people. Another opportunity of digitalization is to

innovate products to make them more accessible for people from different backgrounds, which can help to unburden people. (*"That is one reason why robotization is used because you can work more efficiently, you need more people, but in our case, for example, someone who is distant from the labour market, we put a robot next to him so that he can do his job. (4), "We now have sensors that can track the life cycle of our products, which allows us to advise people from a distance and makes it easier for people to carry out maintenance, which takes care of people." (6).*)

Secondly, innovation can help to find other marketing strategies which can help to make a good analysis of data and find a solution to reach people in all layers of society. For instance, rewarding people for sharing data, so people want to share their data. Furthermore, innovation can help to make marketing accessible, for instance for low-income groups, because technology (machine learning) is going to understand over time how they can try to reach those people. (*"We search for other solutions to optimize our marketing automation. Final way to collect our data and to make a good analysis of our data. I think that's a big change right now, and of course we need to try to find another way to gain data for our end customer because the third-party cookies are slowly drifting away and we need other marketing strategies to get data from our end customer and questions like: what is ethical and how can you collect the data on an ethical way from the end customer. Rewarding customers for data could be a solution for instance." (1), "We made a kind of cockpit here internally and the mechanics with glasses on instructed the people locally in Kenya and they were able to put a complete line into operation themselves, in this way you make it very accessible and that was very interesting and fun to see." (6).*)

Thirdly, innovation will help to secure the internet for everybody in society. Organizations do invest in projects to secure everybody's online environment and organizations start to focus on this, because they want to ensure safety and prevent themselves from cybercrime. (*"Safe internet environment, we try to innovate and develop a secure environment for everybody who want to make use of the digital society." (9) "subjects to determine someone's digital strategy and central in this is security." (9)*)

Fourth, innovation is the solution to reduce resources and improve sustainability, because innovation will help to use fewer resources, which is better for the whole society. Innovation can help to reduce Co2, improve the circularity of systems in cooperation with customers, will make it possible to use other energy sources and will help to make sustainability available for all layers of society because innovation helps to make sustainability solutions cheaper. (*"How you deal with resources, materials and working*

methods contribute to inclusiveness. You break down the world a bit less and I find that quite inclusive."(4), *"also reducing Co2"* (2), *"we are looking together with our clients how we can make our machines more energy-neutral or circular"*(6), *"We are busy with searching for alternative energy sources together with our clients"*).

Finally, innovation demands specialization within organizations. More specialized employees are necessary to understand systems which are used for innovation. This will bring new opportunities because it is possible to recruit specialized employees in third-world countries. Furthermore, the target group for new employees will change because innovation demands other competencies, and some organizations already employ people with certain specific competencies in third world countries. In Europe, there is a lack of specialized employees, while in third world countries, there are enough specialized, available employees. (*"Because of the innovation I just mentioned, you may need other people with other specific knowledge."*(7), *"I think that it can change, you can search for other competencies and other knowledge."* (7))

4.7 Merge outcomes theoretical framework with outcomes qualitative research

The results of this research are based on an exhaustive literature review and qualitative research among people in the target group. There is much overlap between the findings of the literature review and the qualitative research. In the table below, a summary of the main findings are displayed. A broader overview is displayed in appendix 6.

Table 4:

Results qualitative research and literature review

ELEMENT	SUBJECTS
INVOLVE UNPOWERED GROUPS	To involve unpowered groups, it is essential to develop local expertise, develop the scale of outreach, employ people in BoP, and improve accessibility through communication, collaboration, 'product as a service' and subsidy. The main challenges are: organizations offer mainly products B2B, organizations offer mid-and high segment products and huge regional differences. The advantages of involving those people are: decrease poverty, increase equality, competitive advantage, and solving labour market shortages.

IMPROVE SOCIAL IMPACT	Improve social impact with (co) creating local solutions (social impact, culture, value, and benefits. It is possible to contribute to this through charity or offering employment opportunities. Furthermore, invest, participate, and proclaim inclusivity within the region to improve social impact.
COLLABORATE AND PARTICIPATE	Collaboration and participation will lead to continuity, stability and repeatedly business. Furthermore, it can foster job opportunities and increases social impact. Besides this, it brings network possibilities (e.g. sharing resources and knowledge) and leads to mutual agreements between different organizations. It is essential to foster long-term relationships to reduce risk and increase collaborative sense for the definitive target.
INVOLVE INTERMEDIARIES/GOVERNMENT	The involvement of intermediaries and the government will help to share knowledge, receive subsidiaries, cope with the increasing demand for CSR, and improve reintegration projects.
STAKEHOLDERS/END-USERS	Improve/change relationship with stakeholders/end-users. Create a code of conduct with suppliers, adapt to needs of customers and offer affordable products/services for everybody. Furthermore, expansion of the target group can help to reach more customers within different groups. Challenges with stakeholders/end-users can be that there is no contact with end-customer.
HUMAN RESOURCE MANAGEMENT – GENERAL	Change of job description is critical for organizations to become more inclusive. (for example because of change of roles and changing environment).
HUMAN RESOURCE MANAGEMENT - EDUCATION	Educate employees about subjects around inclusivity and diversity. Educate new employees with a distance to labour market, refugees and students and teach them the language and skills they need to work for the organization.
HUMAN RESOURCE MANAGEMENT – INVOLVE PEOPLE WITH DISTANCE TO LABOUR MARKET	Expand recruitment target group and involve people with distance to labour market, focus on all people having difficulties finding a job will help to solve labour market shortages. Involve job carving within organization and adapt workspace to employees. Challenges around this topic are laws and regulations because of legal barriers.
HUMAN RESOURCE MANAGEMENT – RECRUITMENT	Expand recruitment target group and employ international candidates, become more diverse in recruitment strategy because of change in social demand among potential employees. Remove prejudices around certain jobs (image of

	<p>organization) and change job descriptions. Image determines why people wants to work with organizations. Furthermore, increase gender diversity of organization and break open with tradition that certain jobs are for example only for man. Focus on quality and talent instead of gender during recruitment process.</p>
RECRUITMENT – HEALTH	<p>Measure employee satisfaction, stimulate personal growth, figure out physical/mental health problems and support employees with solving their problems.</p>
STRATEGY – ORGANIZATION CULTURE	<p>A change in organization culture can also be helpful to improve inclusivity within organization’s business operations. A change of core values and integration of CSR in general strategy will lead to change of the organization culture. Examples of change of culture are: involve region, involve employees in decision making, equal chance for every employee, more focus on collaboration, etc. Communication of culture throughout the whole organization is essential will lead to a higher impact on inclusivity. It is critical to implement the adapted culture bottom up as top down.</p>
STRATEGY – GENERAL	<p>Describe in strategy how to deal with gender equality, how to deal with sustainability (Co2 impact), how to prevent the organization from greenwashing, how to communicate the inclusive strategy internally and externally, describe the focus on the people driver (development of people to improve social wellbeing and profitability of organization).</p>
STRATEGY – INNOVATION	<p>Improve the innovation strategy to become more inclusive. Innovation of social robotization and digitalization, marketing, and security are essential to become more inclusive within the business operations. It is essential to determine the innovation direction beforehand. Furthermore, innovation can be helpful to reduce resources and improve sustainability. Besides this, specialization of employees is essential to become more innovative.</p>

5. Discussion

The main aim of this study was to investigate how organizations can apply inclusiveness in their business operations in the Western world. This is investigated through literature and qualitative research.

5.1 Practical implications

The results of this research are useable for practical use. The elements of the research are helpful to create awareness for inclusivity and will help organizations to understand how they can change their business to become more inclusive. Due to the information of the respondents, an in-depth explanation of each element is described. Practical examples, tips and tricks were described to give organizations support during their implementation of inclusive business.

Furthermore, in the outcomes of the research, some best practices were given. Those best practices described what inclusive business can deliver for organizations. This practical information can help to convince organizations to change their mindset and become more inclusive because it all starts with the organization's culture.

5.2 Comparison theory and qualitative research

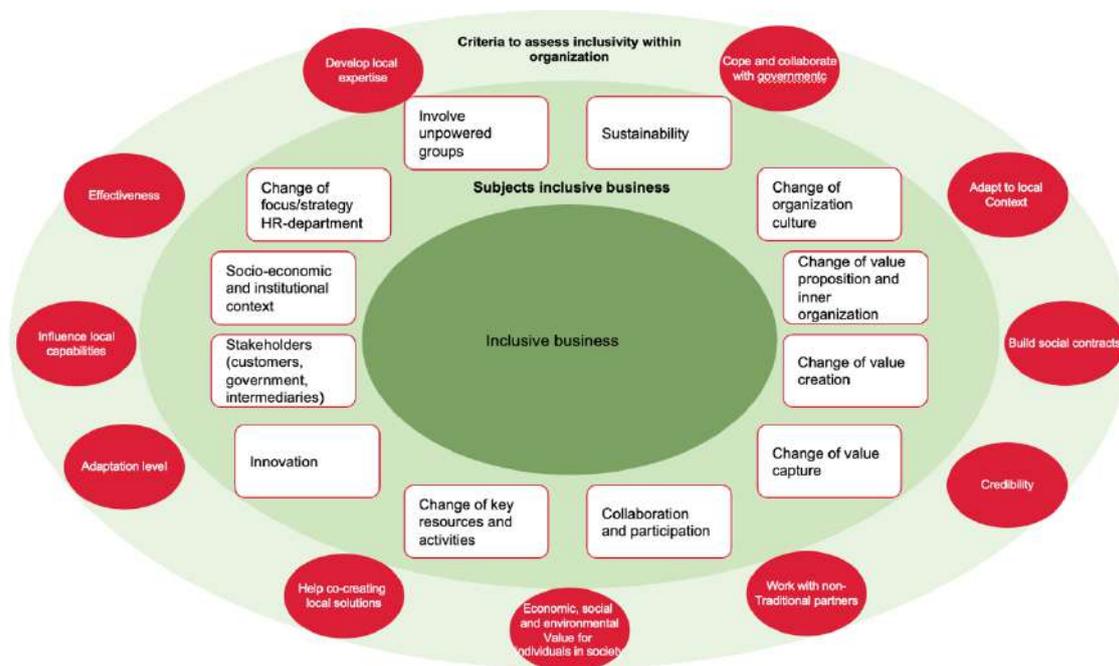
Figure 2 displays a new version of figure 1 according to the results of this research described in table 4. As discussed in unit 2.3, according to the theory there are some helpful criteria to assess the inclusivity of the organization. However, in the interviews, the focus was on the subjects which are essential for organizations to apply inclusivity within the business operations. Due to this focus, there was barely any focus on the criteria of unit 2.3 in the interviews. As a result, the outer layer of figure 1 did not change, but many interviewees mentioned some of the criteria of the outer layer, so that's somehow a confirmation that the criteria are applicable to assess organizations' inclusivity of organizations through the criteria to check how they currently behave. Moreover, some additional information for the inner layer is obtained from the interviews. According to the interviews, a change in the HR-department strategy and focus on a change in the organizational culture is essential for organizations to reach more inclusivity within their business operations.

Overall, there is much overlap between the theory and the information out of the interviews. The main reason for this is that the focus of the qualitative research was to check if the theory in figure 1 was comparable to how organizations think they must apply

inclusiveness in their business operations. The interview questions were further elaborated on the subjects found in the theory. The main difference between the outcome of the interviews and the outcome of the theory is that respondents of the interviews focused a lot on HR. The main reason for this can be that they had another definition of inclusivity than the definition of inclusivity in this paper. A part of their definition was more focused on diversity than on inclusivity compared to the definition of the theory.

Figure 2

Definitive overview of important subjects and criteria for inclusive organizations that wants to become inclusive



5.3 Relationship between subjects

Out of the results of this study, an overview of essential subjects for organizations about how they can apply more inclusivity in their business operations is given. However, it is also possible to check if there is a relation between some subjects. For instance, is one subject dependent on another subject or does one subject change when another subject changed? It is possible to state that there are many relationships between different subjects. Because of this, figure 1 is displayed in a circle. All those subjects together will increase inclusivity within the business operations of organizations. For example, the involvement of unpowered groups within organizations will change the focus/strategy of the HR department. The HR

department must change the job descriptions and make sure that there is available work for those people. Another example of a relationship in figure 1 is that innovation possibly leads to a change in key resources and activities. Robotization for instance can change the production process within organizations. Concluding, some subjects within figure 2 do have a certain relationship with each other.

5.4 Limitations

Considering the outcomes of this research, the results of this research are similar to the outcomes of other research papers. It is possible to state that the outcomes of this research were closely equal to the outcomes of the research of Joyce & Paquin (2016). Furthermore, many subjects of the qualitative research have some overlap with different sources in the literature review and figure 1. The focus of the qualitative research was to check if the opinion of organizations about how organizations think they must apply inclusiveness in their business operations was comparable to figure 1. However, after comparing the results of the literature review and the qualitative study, the results are not tested. In other words, it is not tested in practice if the results are representative for the scope of these results or if topics are missing in the results.

It is critical to assess if the outcomes are MECE. According to (Lee & Chen, 2018), MECE stands for mutually exclusive and mutual collective. Research must be MECE to prevent subjectivity. In this research, the theoretical framework is based on data collected during interviews of ten different commercial organizations, operating B2B as well as B2c, active in several industries, and based in different countries. However, the focus of this research is on the whole Western world and this research mainly contains respondents out of the Netherlands. Furthermore, there are several industries in the Western world and not out of every industry a respondent is interviewed. Because of this, it is possible that the theoretical framework is not collectively exhausting, because not all existing themes and industries are covered among the respondent group. Moreover, several themes overlap, for instance, collaboration and social impact, because collaboration is also important to create social impact. Due to the overlap, the theoretical framework is not on all topics mutual exclusive.

Another limitation is that respondents possibly gave socially desirable answers because the topics around inclusivity sometimes describe the positive or negative image of the organization. Socially desirable answers can skew the results of the interviews. However, the data of respondents is processed anonymous, and this is communicated to respondents.

This should have withdrawn socially desirable answers because answers are not directly related to specific organizations. The data of this study is of cross-sectional nature, which means that the research is somehow investigated at one point in time (Kesmodel, 2018). The time between the first and last interviews was no more than three months. Because of this, no temporal relationship is tested. Conducting the same research again in another period is recommended to check if the same elements are applicable for inclusivity. However, this is not directly possible, it is recommended to conduct research over a few years again because the definition of and opinion around inclusivity will not change every month.

Finally, a limitation of this research is that the research changes somehow over time. In the first version of this research paper, there was some specific focus on people who are living in the BoP. However, due to the in-depth research of the literature, it is decided to focus on a broader perspective than only the BoP. Due to this change of focus, in the interviews, the introduction started with a short explanation about people who are living in the BoP. Due to this, it can be unclear to the reader of this paper where the research is focused on. Overall, the subjects and focus of the research are on a broader perspective and that is clear. Luckily, the respondents answer the questions in a broader sense (e.g., people with a distance to the labour market, gender equality issues and racial backgrounds). Besides this, because of the change of focus, in the interviews, there was much focus on the subjects which are found in the theory. However, the criteria which are found in the theory are barely not addressed during the interviews. Due to this, the results out of the interviews are mostly focused on the essential subjects for organizations which they must apply to become more inclusive, but not on the criteria which can be helpful to assess the subjects (chapter 2.3).

5.5 Implications for future research

Besides the outcomes of this research, it is also possible to conduct further research around inclusivity. Due to the limitations of this research, the research for inclusivity is not finished yet. First of all, the result of this research is based on ten interviews. This number of respondents is robust enough for this research, but more interviews will help to support the findings of this research. Future research can be done among more respondents to support the results. Secondly, this research is focused on specific industries and the respondents of this research are selected in a certain scope. For future research, it is recommended to conduct research in all existing industries, so research for inclusivity becomes applicable for every organization. Besides this, to tighten the scope of this research the focus was on the Western

world. But future research can be focused on other areas of the world. Thirdly, to prevent research from only cross-sectional research, it is recommended to conduct research around this topic per period. The period must be determined by researchers, but because of the fast-changing world and demand of stakeholders, it is recommended to conduct this research per period. Furthermore, the target group of people with a distance to the labour market will change, because of innovation. It is necessary to keep an eye on those changes to keep the research as relevant as possible.

Finally, it is possible for future research to test the results of this research in practice, to test the outcomes of this resource in relation to practice. For example, organizations can share data for a certain period when they implement the elements of this research in their business and monitor how the data is changing during the implementation phase. Due to testing over a longer period, it is possible to define if implementing the results of this study will help organizations to become more inclusive over time. Moreover, it is possible to find missing elements and bottlenecks which are not investigated in this study. This will also foster future research on barriers and success factors of inclusivity.

6 Conclusion

In this chapter, a conclusion around the main question of this research will be given. The main question is: “*How do organizations apply inclusiveness in their business operations in the Western world?*”.

Concluding, the main subjects for organizations which are important to understand how they can apply inclusiveness in their business operations are: reaching unpowered groups, determining social impact, collaboration and participation, involving intermediaries/government, determining stakeholders, improving Human Resource Management (HRM), organization culture, overall strategy and innovation.

Based on the results of this research, both practical and theoretical findings, it is important to keep an eye on the **unpowered groups in society** and to gain more **accessibility** for people who are living in the **unpowered groups, competitive advantages** and decreased **shortages on the labour market**. Furthermore, to increase inclusivity organizations must increase the **social impact**. Organizations must join **charity projects, offer jobs to everybody in society**, improve the **impact in the region** and **participate in projects in the region** to increase the social impact.

Next to that, it is possible to conclude that **collaboration and participation** are key to a successful, inclusive business. Collaboration and participation will increase **continuity and stability** of the business. Besides this, it will **foster job opportunities**, and **increase local impact and network possibilities**, which will lead to sharing of resources and knowledge. Important is to sustain a **long-term relationship** and foster the relationship, for instance through **mutual agreements** to create a long-term relationship, because the collaborative sense for a definitive target will increase. Collaboration with **intermediaries/governments** is also key to successfully implement inclusivity in the organization. This collaboration will help to **share knowledge, receive subsidiaries, and support reintegration projects** and find the right people.

Besides good collaboration with government and intermediaries, organizations do have to determine their **stakeholders** and develop agreements with stakeholders. Suppliers must sign a **code of conduct** to sustain a certain quality code. Furthermore, the organization must **adapt to the needs** of the customers in all segments of society to **expand the target group** and **involve different layers** of society, which will lead to an increase in inclusivity.

Improving HRM of the organization is also key to creating more inclusivity within the organization. First, organizations have to change their **job description** to reach more different layers. Secondly, organizations must provide **education** to existing employees, and

new employees (eventually with a distance to the labour market, refugees, and students). Thirdly, organizations must **expand their employment base with people with a distance to the labour market**. This is a broad group and organizations must determine which people in this group are applicable for the organization. A necessary subject is **job carving** because this will help to make things possible for people with a distance to the labour market. However, it is important to keep an eye on **laws and regulations** when involving people with a distance to the labour market. Fourth, the **recruitment strategy** of the organization must become more **diverse, and internationally** focused to solve shortages on the labour market and to give a chance to different layers in society (e.g., elderly people, people from different races, gender, income-group or culture). Another important subject in recruitment strategy is that organizations must **remove prejudices about certain jobs** because many jobs change through innovation. The image of the organization must change sometimes to make clear to the different layers that the organization is accessible for everyone. Besides this, it is essential to break open the tradition that certain jobs are only for men or women. Because of innovation and the fast-changing world, more and more jobs are accessible for men as well as women. Recruitment must try to create an **equal gender base** in the employment base. Finally, **employee health is important** and to increase this, employee satisfaction, personal growth, and support of employees in a broad scope (physical, mental and financial problems for instance) will increase the inclusivity of the organization, because the well-being of the overall society will improve.

Out of the results of this research, it is also possible to conclude that the organization's **culture** is essential. Sometimes, it is necessary **to change the culture** to make employees more aware of the essentials of inclusivity. **Communication** of the culture is critical to reach maximum impact on behaviour and culture. Furthermore, when organizations involve more different layers, sometimes internationally focused, organizations must try to **learn** from other cultures, because this will bring a lot of creativity into the organization. It is necessary to find the perfect combination between creativity of other cultures and monitoring the own culture of the organization. Moreover, the development of soft skills, **education of culture to employees and frequent meetings for all employees** about the current state of the CSR strategy of the organization can be helpful to increase inclusivity throughout the whole organization.

To become inclusive, organizations sometimes must change the **general strategy** to rephrase the targets. For instance, subjects around gender equality, ecologic sustainability, the image of the organization and CSR focus areas are important to phrase the **core values** of the

organization. Examples of core values for improvement of inclusivity of the organization can be no hunger, responsible consumption and production, affordable and sustainable energy, good health and well-being, partnership, reaching x percentage of people with a distance to the labour market, focus on vitality and health of employees and implement job carving in the organization.

Finally, out of the practical and theoretical findings of this research, it is possible to state that **innovation** can help to increase inclusivity. First, **robotization and digitalization** can help to make certain products easier accessible for different layers in society. Besides that, robotization and digitalization can help to make jobs accessible for different people in society, because work becomes easier/less heavy. Secondly, innovation can support **new marketing strategies** to analyse data to reach people in all layers of society. Thirdly, investments in innovation in **security** become more necessary to ensure secure internet for every bodies only environment. Fourth, organizations must **collaborate with society** to determine the most important subjects around innovation, so they can determine the impact on people better and determine how they can act on it during the innovation development process. Finally, innovation can help to **reduce resources and improve sustainability and demands for specialized employees**, which can be deployed for instance in unpowered groups.

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Appendix 1: Analyzing inclusive business models third world countries

Important elements	Rohrbach et al. (2013)	Dreyer et al. (2017)	Paiho et al. (2015)	Pereira et al. (2016)	Mlecniak et al. (2019)	Ausrød et al. (2017)	Bittencourt Marconatto et al. (2016);	Brennan and Tenna (2018)	Ciulli and Kolk (2019)	Danse et al. (2020)	Wadi et al. (2017)	Wells et al. (2020)	Yunus et al. (2010)	Schon et al. (2020)	Golja & Požega, 2012, P. 22	(Fernandez & Deane, 2013)	Rajput et al. (2021)	Offermann & Basford (2014)	Doherty & Kittipany-Ngam (2021)	Gefferi (1994)
Describe drivers, barriers and how the market will operate in the future (Value	X				X									X						

proposition).																				
Collaboration between multiple organizations/ participation of different organizations	X																			
Define key resources					X															
Systemic innovation, development,	X						X													

and action research																				
Share insights, skills, and assets with participa nts	X			X					X	X										
Stakehol der value impact		X			X	X			X										X	
Socio- economi c (e.g. local context) and institutio		X				X	X													

nal context direct and indirect effects																				
Stakehol der risks and stakehol der trust	X	X							X											
Analyzin g value networks stakehol ders			X				X		X					X						
Analyze if the business is economy				X	X								X							

cal viable through cost structure and revenue streams																				
Identify intermed iaries (like banks, hardware stores, etc.) and governm ents (overco me cultural					X	X	X			X										

and instituti onal gaps)																				
Target group (custome r segments)					X	X	X													
Define one contact point and sender of invoices					X															
Custome r values, confiden					X	X							X	X						

ce and channels																				
Define Key activities					X															
Transparency					X															
After implementing business model; Action plans with joint learning traject					X								X							
Adapt to and shaping						X									X				X	

<p>the local context (business eco-system), so it depends per context</p>																				
<p>Native pull capabilities: Build companies around given BoP conditions</p>						X														

<p>Native push capabilities: some lifestyle changes for consumer markets to thrive and grow. (e.g., change of habits)→ only possible after the pull</p>					X													
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capabili es.																				
Identify and integrate 'fringe stakehol ders' (groups with e.g., social exclusio n, informal status or lack of political power. Groups with weak							X								X				X	

influence , particula rly over firms 'decision s').																				
Address power imbalanc es and deliver social benefits to, like equitable pricing arrangem ents, certificat ion,																				X

providing credit arrangements and provide access to premium market segments																				
Collaboration between local NGO's (non-governmental organizations) and MNE's (multi-							X													

national enterprises)																				
Social interactions								X							X					
Sustainable value of the model								X	X											
Describe social, environmental and economic sustainability									X											
Describe the									X						X					

already existing incumbents																				
Describe target groups possible new entrants									X						X					
Already existing sustainable plans incumbents									X											
Different intentions around sustainability of									X	X										

already existing incumbents and new entrants																				
Define opportunities/benefit and threats of incumbents for start-ups.									X					X						
Determine how to innovate the business model for									X					X						

incumbe nts: through value propositi on, customer interface, business infrastru cture, entire sharing business model, internal develop ment, partnersh ip or																			
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acquisiti on.																				
Affordab le quality of products/ services										X										X
Empowe rment activities , like working on food security, gender equality, educatio n, and environ mental programs																				X

. Equity ownership for producer groups, increasing their economic value..																				
Determine the power and relationships how financial, material and human resources are																				X

allocated and low within a value chain.																				
Defining roles and responsibilities of intermediaries (create more insights in contribution to inclusive innovation processes)									X					X						

s, efficiency, and effectiveness.																				
Interaction between the business model and business ecosystem is key									X											
Re-organize conflicting assets										X										
Take the opportunity										X										

ity to make a sustainab le transfor mation for the whole industry.																				
Focus on interdepe ndence and common ality of interest and culture											X									
Specific segmenta tion will													X							

help to grow the business.																				
Keep individuals in mind												X								
Learn from one another and spread best practices													X							
Value constellation: - I nt er n													X	X						

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et fr e s h w at er).																				
Find and select complem entary partners												X								
Experim ent continuo us, even after impleme nting the					X				X			X								

strategic plan																				
Define the 'social mission' of the business model	X			X						X			X							
Describe value proposition building block, about solutions to create value for income-constrain	X													X						

<p>t groups and how this can lead to possible competitive value.</p>																				
<p>Value creation & delivery building block. Involve theory of change, how to describe, create and monitor</p>									X					X						

value and take uncertain circumstances into account.																				
Value capture building block. How to develop value for the organization and the stakeholders. Furtherm									X					X						

ore, develop ment of captured value into investme nts.																				
Adjustm ent of the product to target market														X						
Dimensi ons of inclusivit y: gender, race, ethnicity, nationalit															X					

y, social class, religion, profession, and many others																					
Importance of Human resource management – fully connect with, engage, and empower people across all																		X	X		

Appendix 2: Comparison TLBM with subjects inclusive business

Subjects of inclusive business

Layer of triple layer business model Joyce & Paquin

Description

Value proposition	Economic layer	In this element, the organization will analyze if the business is economical viable enough through cost structure and revenue streams (Pereira et al., 2016; Mlecnick et al., 2019; Yunus et al., 2010) which are building blocks in the economic layer of Joyce and Paquin (2016).
Value proposition, with focus on income constraint groups	Social stakeholder layer	In this layer, groups of people, organizations or governments try to influence or are influenced through the actions that organizations have undertaken. With this element, the focus on income constraint groups will be on the external value chain (e.g., helping local inhabitants to get fresh water). (Yunus et al., 2010; Schoneberg, 2020). According to Rohrbeck et al. (2013), the value proposition building block can help to create solutions to create value for income-constraint groups and how this can lead to possible competitive value. This belongs to the building block of ‘societal value’ in the stakeholder layer of Joyce and Paquin (2016).
Value creation	Environmental life cycle layer	This element is focusing on the theory of change. How to describe, create and monitor value and take uncertain circumstances into account (Ciulli and Kolk, 2019; Schoneveld, 2020). In the environmental life cycle layer, environmental impacts and change of all stages of life are measured (Joyce and Paquin, 2016).
Value capture	Economic layer	Focus of this element is on the development of value for the organization, the stakeholders and future investments (Ciulli and Kolk, 2019; Schoneveld, 2020). In the economic layer, focus is on economic ‘profit’ first, so this element fits in the economic layer.

Collaboration/participation	Social stakeholder layer	This element is focusing on sharing insights, skills and assets with all stakeholders (from local NGO's to MNE's) to learn from each other and spread best practices (Bittencourt Marconatto et al., 2010; Rohrbeck et al., 2013; Pereire et al., 2016; Ciuli and Kolk, 2019; Danse et al., 2019). In the social stakeholder layer, the main focus is on stakeholder management within organizations which try to influence or who are influenced through the actions that the organization has undertaken (Joyce & Paquin, 2016).
Key resources	Economic layer	Focus on defining key resources and the quality of products and services (Mlecnick et al., 2019; Danse et al., 2019), which fits perfectly in the 'resources' building block of the economic layer (Joyce & Paquin, 2016)
Innovation	Applicable for all layers	<p>-Economic layer: improving the building block 'value proposition' through systemic innovation and action research (Rohrbeck et al., 2013; Brennan and Tennant, 2018)</p> <p>-Environmental life cycle layer: innovations can improve the production process and the used materials within the production process (Joyce & Paquin, 2016). Through improving the business model for incumbents, it is possible to increase the internal development of the production process (Ciulli and Kolk, 2019; Schoneveld, 2020)</p> <p>-Social stakeholder layer: Adjustment of the product to target market can improve the accessibility of products for the whole society (Golja & Požega, 2012, P.22), which can improve the building block of 'social value', 'scale of outreach' and 'social impacts and benefits' (Joyce & Paquin, 2016).</p>
Stakeholders	Social stakeholder layer	By optimizing this element, the building blocks of the social stakeholder layer will be improved. Through the defining process of risks, trust, benefits, opportunities and threats for incumbents and possible new entrants will help to improve for instance the building block of social benefits, social impacts, and social value (Joyce & Paquin, 2016; Ciulli and Kolk, 2019; Golja & Požega, 2012, P. 22; Schoneveld, 2020; Rohrbeck et al., 2013; Dreyer et

		al., 2017; Mlecnick et al., 2019; Ausrød et al., 2017; Paiho et al., 2015; Bittencourt Marconatto et al., 2016).
Intermediaries	Social stakeholder layer	By identifying the intermediaries and defining the roles and responsibilities, the insights in contribution to inclusive innovation processes, efficiency, and effectiveness will improve the social stakeholder layer (for instance the building block ‘governance’) (Joyce & paquin, 2016; Mlecnick et al., 2019; Ausrød et al., 2017; Bittencourt Marconatto et al., 2016; Danse et al., 2020; Golja & Požega, 2012, P. 22).
Socio-economic and institutional context	Social stakeholder layer	The direct and indirect effects of the socio-economic and institutional context will improve and shape the local context (Dreyer et al., 2017; Ausrød et al., 2017; Bittencourt Marconatto et al., 2016). Identifying and integrate ‘fringe stakeholders’, e.g., groups with social exclusion, and weak influence over firms ‘decisions’ will improve the building block ‘social value’ and ‘social benefits’ (Joyce & Paquin, 2016). Through defining the ‘social mission’ of the business model and improve the interaction of the business model and the business ecosystem, inclusiveness will increase. It is possible to define the ‘social mission’ in the ‘social value’ building block and the interaction in the ‘communities, employee, governance and end-users’ building blocks (Joyce & Paquin, 2016; Rohrbeck et al., 2013; Pereira et al., 2016; Danse et al., 2020; Yunus et al., 2010; Danse et al., 2020).
Customers	Economic layer/social stakeholder layer	-Economic layer: This element is interesting for the economic layer to describe the building block ‘customer segments’ through customer values, confidence and channels with specific segmentation, which will improve the growth of the business (building block value proposition and revenue streams) (Joyce & Paquin, 2016; Mlecnick et al., 2019; Ausrød et al., 2017; Bittencourt Marconatto et al., 2016; Yunus et al., 2010; Schoneveld, 2020; Wells et al., 2020).

		- Social stakeholder layer: Wells et al. (2020) stated that it is important to keep individuals in mind, because this will include all social layers of society . Finally, this will improve the organizations operational level, because they are able to serve/involve more customers in their business model. Including individuals in the business model belongs to the building block of ‘scale of outreach, communities and social value’ (Joyce & Paquin, 2016).
Inner organization	Economic layer	Defining one contact point and sender of invoices belongs to improvements of efficiency and fits to the ‘activities’ building block (Joyce & Paquin, 2016; Mlecknick et al., 2019)
Key activities	Economic layer	Defining key activities and re-organizing assets which conflict in the current situation. A typical element of improving efficiency and profitability. This belongs to the building block of ‘activities’ (Joyce & Paquin, 2016; Mlecknick et al., 2019; Wadin et al., 2017).
Implementation	Applicable for all layers	This element is applicable for all three building blocks. It is important to design action plans with joint learning trajects and evaluate continuous in all three building blocks, to continuously improve (Mlecknick et al., 2019; Ciulli and Kolk, 2019; Yunus et al., 2010)
BoP	Social stakeholder layer	Improve organizations (native pull) and markets (native push) around BoP conditions will change lifestyle of people who are living in the BoP and will ensure thrive and grow of the markets. This belongs to the building blocks ‘social value, social benefits and social impacts’ (Joyce & Paquin, 2016; Ausrød et al., 2017).
Sustainability	Environmental life cycle layer	Important to describe all sustainability plans of incumbents to figure the different intentions out. Finally, take the opportunity to make a sustainable transformation for the whole industry. This will lead to decrease of the building block ‘environmental impact’ and increase of ‘environmental benefits’ (Joyce & Paquin, 2016; Wadin et al., 2018; Ciulli and Kolk, 2019).

Appendix 3: Introduction of interview

Thanks for attending this meeting to answer some questions about my research project. My name is Dion and I am doing the master business administration at the University of Twente. Currently, I am in the latest stage of my education, and I must write my master thesis. My master thesis is about conducting research about how Western organizations have to apply inclusiveness in their business operations. This thesis project is a part of a larger project of different partners and the University of Twente. I am conducting this research for consultancy bureau the Next Organization, based in Bussum, the Netherlands. In the days before we started our interview, I have shared some background information with you about the subject (a summary of the already existing literature). If something is not clear, don't hesitate to ask questions about it, if it is possible before the start of the interview so you understand the subject during the interview.

Before we start this interview, it is important that I inform you about the voluntary aspect of this interview. You participate in this interview total voluntary, and you may stop with the interview at any moment. Furthermore, it is important to highlight that there are no risks or consequences for you related to this research and besides that, you don't have direct benefits to this research. On average, the interview will take 40-50 minutes of your time. I will ask you to give a direct answer on my questions, because that will foster the progress of the interview, small talk/off-topic details will disturb the progress and due to this, the interview will take more time.

To finalize my thesis, I must record this interview, because I can listen the interview again and I don't forget any important topic discussed during the interview. Do you give permission that I record the interview? After the interview, I will transcribe everything and after transcription, I will delete the recording. Besides me, nobody will receive the recording. The final transcripts are shared with everybody who is interested in the outcomes of this master thesis and people who want to conduct further research around this topic. However, personal information will be deleted and will never be used in this publication.

Appendix 4: Interview questions template

Definition inclusivity

In inclusive business, markets, organizations or governments try to tackle the socio-economic problems and include unpowered groups in their business. The following subjects are important for a strong inclusive business model:

- It has to be innovative, effective, credible and adaptable
- It has to offer healthy and affordable products and services for unpowered groups
- It has to create increasingly more employment and it focusses on financial and ecological sustainability to ensure a future prove model.
- It is changing the inequality in the business environment to an emerging business without inequality, which can help organizations to use their expertise and resources more efficient and effective to reach their goal.
- It will foster the development of society as a whole
- Generation of a sustainable, decent income and the creation of opportunities for groups of people with low or no job market mobility

Interview questions

Questions to obtain some background information

1. In which industry does organization (company name) operate? (Financial services, business services, other services, wholesale, retail and automotive industries)
2. How many employees does organization (company name) have?

Corporate social responsibility

It is possible to divide corporate social responsibility into three topics: The ‘people’ driver is about the social well-being of society, the ‘planet’ driver is about the ecological quality of the environment and the ‘profit’ driver is about the economic prosperity of the whole society and the organization.

3. Which topics within the subject of corporate social responsibility is your organization focusing on? (people, planet and/or profit)
4. This research is about inclusiveness. In the information we shared with you before we started the interview, you could read something about the topic of inclusiveness.
 - a. Does your organization do something around the topic of inclusiveness (e.g., society related subjects, involvement of disabled people, low-income groups)?
 - b. (If yes), what does your organization already do around this topic?

Question about the three layers

5. It is possible to split corporate social responsibility into three layers: economic layer (economic prosperity), environmental life cycle layer (environmental impact) and social stakeholder layer (balance the interests of organizations stakeholders). Focus of this question will be on the social stakeholder layer, because inclusivity is mainly based on the social stakeholder layer.
 - a. Does your organization have a strategy on the social stakeholder layer (people focus)? E.g., does your organization have a specific strategy for stakeholder management?
 - b. How does your organization focus on social topics with external customers?
 - c. How does your organization focus on social topics with the internal organization?

Social stakeholder layer

Unpowered groups

6. One important element during this research project where the unpowered groups
 - a. Does your organization currently try to provide services or products for all groups in society (low-income groups and high-income groups, groups of different education levels, etc.)?
 - b. (If yes), how does your organization currently try to involve all layers off society ?
 - c. When your organization wants to develop further on involving more different groups, which new target-groups can your organization probably involve in the future when they are trying to involve all layers in society ?

Customers (social stakeholder layer)

7. Another important subject out of the theory is ‘customers’. When we talk about customers, what are the current customers of organization x?
8. A critical aspect of inclusivity is involving all layers of society in the business.
 - a. Does your organization have the ambition to involve more different layers/groups of society ?
 - b. (If yes), how can your organization try to involve more different layers/groups in their business?
9. As discussed in the previous questions, involving people out of unpowered groups in the business is a critical aspect of inclusive business.
 - a. Is your organization willing to involve more people in society with a low social status (e.g. because of low-income, educational differences, etc.) in their business?
 - b. How does organization... know if the products/services which they are offering are affordable for people in society with a low social status (e.g. because of low-income, educational differences, etc.) (focus on customer-side)?

Socio-economic and institutional context (social stakeholder layer)

Another important element out of the literature review is the socio-economic and institutional context. In this context, organizations describe how they adapt and shaping to local context, organizations identify and integrate ‘fringe stakeholders’ and social interactions and organizations describe the ‘social mission’ of their business. In short, in this element organizations describe the interaction between the business and the business ecosystem.

10. Does your organization try to make some impact on local level through involving local communities?
11. (If yes), how does your organization try to make some impact on (co)creating local opportunities?
 - a. On external level
 - b. On internal level
12. Does your organization have the ambition to increase their social impact?
 - a. How does your organization currently try to have social impact?
 - b. How can your organization increase their social impact?
 - i. Examples?
- 13. If your organization tries to improve their social impact, which social benefits does this bring for the communities?**
 - a. How does this improve the value for society ? (e.g., more educational opportunities, more equality between men and woman’s, etc.).**
 - b. Every community/society has a certain culture. If your organization tries to improve their social impact, do they also try to adapt to the social culture of the community or does your organization tries to change the social culture?**
 - i. If yes, how do they adapt to the social culture?**

Stakeholders & intermediaries (social stakeholder layer)

The stakeholder element is also an important subject in inclusive business. A critical subject of stakeholders are intermediaries. Intermediaries are banks, hardware stores and governments and it is important to describe the roles and responsibilities of intermediaries. Furthermore, it is necessary to describe already existing incumbents and target groups of possible new entrants.

14. Is your organization willing to foster the relationship with stakeholders who are possibly improving the inclusivity of the organization?
 - a. If yes, how will your organization try to improve the relationship?
 - b. What will be the advantages for the stakeholders?

15. Does your organization currently have some stakeholders which will foster the involvement of more income-constraint groups in the business?
 - a. Internal stakeholders (e.g., the HR-department)
 - b. External stakeholders (e.g., the government or local organization)

16. Are there opportunities for your organization to involve new stakeholders who will help to develop the inclusivity of the organization?
 - a. Internal stakeholders (e.g., a new 'inclusivity' department)
 - b. External stakeholders (e.g., a fund)

17. Describing the role and the responsibilities of intermediaries is a critical subject of inclusive business. According to the theory, intermediaries are banks, hardware stores and governments and to increase inclusive business, it is important to describe their responsibilities and to check on which subject they can help to improve inclusivity for the organization.
 - a. Are there currently intermediaries with whom your organization is working with?
 - b. Are there opportunities to reach a relationship with more intermediaries and what will be the advantages to reach a relationship with them?
 - c. Which roles and responsibilities does those intermediaries have and how will this lead to an increase of the inclusivity of the organization?

18. Which added value will help your organization to reach a long-term relationship with stakeholders and/or intermediaries?

Collaboration/participation (social stakeholder layer)

19. According to the literature review, collaboration/participation is an important element for inclusiveness.
- a. How does your organization currently collaborate/participate with other partners to foster inclusivity?
 - b. Will more collaboration/participation with external partners foster the inclusivity of organization X?

Inner organization (economic layer)

20. Does inclusivity require a change in the strategy of the inner organization? (E.g., change of job-description of certain employees.)

Innovation (environmental lifecycle layer)

According to the theory, innovation is important for inclusive business. It is possible to innovate for instance through changing the value proposition, customer interface, business infrastructure, the sharing business model or the internal development strategy. Furthermore, a new partnership or acquisition can foster the innovation of the organization.

21. Does your organization currently try to innovate?
- a. (If yes), do they consider social topics when they develop a new innovation strategy?
22. How can innovation help your organization to reach more inclusivity?
- a. Which topics are important to consider if your organization is going to develop a new innovation strategy?

Profitability

23. During the interview, you have gained some more knowledge around the topic of inclusivity. How can inclusivity (e.g., involvement of low-income groups in the business model) foster the power of your organization?
- a. How will this bring more profitability to your organization? (e.g., more profit, more business opportunities, etc.).

General concluding questions

24. Right now, we have discussed almost all-important subjects out of our research model.
- a. Do you think some elements are missing?

- b. Which elements do you also like to address?
- c. Which elements we just discussed are the most important subjects to apply inclusivity in business operations of the organization?

25. Which challenges around inclusivity will your organization have to cope with in the future?

26. Do you think that more focus on inclusivity is important for the future of the organization?

Appendix 5: Results

Category	Subcategory	Codegroup	Definition	Example
Unpowered groups	Accessibility	“”	Reach out to people in the unpowered groups by communicating that you are a socially responsible enterprise/ offer them basic necessities (bread) and test how to reach them. Offer product as a service to make it cheaper for organizations in areas with people who are living in poverty. Start a new production line to offer cheaper products for people who are living in low-income groups. Arrange subsidy of the government to be able to offer cheaper products	<i>"By making it known that you are a socially responsible company and that you seek cooperation in this. Tell them what you stand for, and they will come to you" (4), "Possibly leasing installations, then the customer does not have to invest and they can lease, which makes it more manageable for other parties and low income groups as well." (6), "You could say, set up a separate branch to offer smaller machines. That could be a vision for the future." (6)"The products of services we provide to people with a lower status are often paid by subsidies of the government."(1)</i>
	Challenges	“”	Only offering products B2B/offering products in mid- and high segment/hard to ‘climb’ the social ladder/no focus on low-income groups/difficulties with communication/harder to reach other groups in society because they all locked up in their own group. Differences per region	<i>"We are generally in the middle and high segments". (10); I think that's a challenge to be able to communicate to people who are living in a unpowered group because we don't reach directly those group" (1), "Be able to reach everyone is getting harder and harder, because they're all getting locked up in their own group."(1), "Here in the Eastern part of the Netherlands the differences are smaller than in big cities like Rotterdam and Amsterdam" (6)</i>

	Advantages	“”	Less poverty/win-win situation/distinguish organization from others, get more customers, solve the problem of shortages on the labour market	“ I think a win in situation could exist if you employ such people because they really want to earn money and organizations can solve their employee shortage” (2): I think that once again my company can distinguish itself from competitors by being inclusive” (2)., “we do a better job in reaching them, our clients are satisfied and then they will give us another assignment for example.” (1),” It surely ensures enough occupancy and it solves labour market shortages.” (7).
	Target group	“”	People who are in debt, people in low-income countries, under educated people, people without education, people who are living in areas with gender equality differences.	<i>“People that are in depth and we try to connect the people that are in depth with the people that can help them” (1), “Our foundation is operating in India to help people for education” (10), “To what extent can we co-invest in Kenya to make it more accessible for this customer?”(6)</i>
Social context	Charity	“”	Donating goods money, or services; join and/or organize events; offer education possibilities; establish an own foundation; collaborate to offer knowledge and resources for foundations; collaborate with foundations.; Help countries who are in need	“Last week they shipped goods to Ukraine with their own materials” (2); “We invest in bakeries for people with physical disabilities.” (6); “We clean at a place where people are when they have cancer”. (4).; They offer help to families with hard times, like families with children with cancer.” (5); “This year we will join a lot of other events for charity” (4). We offer children from parents who are working in the quarry for us education from a high level, so they have better possibilities for the future”. (10); “I think as an

				organization you need to help right now Ukraine, because if you are doing well as organization, you need so share a little bit.” (1)
	Platform		Provide a community for people to talk with each other about problems	“We gave them a platform to interact with each other, share experiences in house to live with a disabled child. A community to interact with each other about their home situation.” (1),
	Employment -	“”	Offer jobs to society , no matter which backgrounds new employees have; employment ensures security, well-being and prosperity. Re-integration of people with a distance to the labour market brings social value because it solves labour market shortages and it brings opportunities for people with distance to the labour market.	"We currently have 800 vacancies and work is one of the basic ingredients for a stable and healthy life. I think an important characteristic of a business is that you provide employment. It offers security, well-being and prosperity.” (8), “The value to society is that we let people with a distance from the labour market do this so that they can get ready for some reintegration into the labour market.” (10)
	Region	Invest in region	Try to have social impact in the region and employ and invest in people out of the region to let the region flourish; Share resources/materials with smaller organizations out of the region so they can grow; Purchase products, if possible, out of the region and from local parties with disabled people; Always look after the less fortunate in the region and do something in return; Sponsoring regional projects, sportclubs and events to involve in the	“they received a price from their own municipality about being the most social employer, trying to have social impact in their own region” (2), “They want to keep them in their own region because they think that own research region will flourish if they invest in such students for example”(2), “We have bought a metal printer and we make half of the capacity available to small metal companies in the region, so there is a partnership there.”(6), “For example, we always have that once a year we get a meat package with eggs from the farmer behind. The vision is always, take good care of your staff

community and give something back to the community. Share knowledge about best practices with schools, universities and share experiences with primary schools. This all can help to foster social cohesion and prevent society from polarization. Prevent community of crime, drug abuse and vandalism, thereby reducing poverty, give people a goal to work for.

and the family of your staff, then you will get that back. That actually includes the entire service area and region.” (6), “We have always said that we also want to do our best for the less fortunate in our region, and we have established a fund for this, a regional charity foundation that also organizes activities for people in the region who are less fortunate.” (8), “Involved with local initiatives, like sponsoring”, (6), “we connect our brand to such projects with sponsoring, to gain more brand recognition.” (7), “We have an active sponsor policy, we have over 100 sponsor contracts, in the region of a department of our company, we always sponsor sport club, on one hand to stimulate our involvement, on the other hand to give something back to the community we are in” (8), “Example is that we are sponsoring on local level and currently check how we can involve more people with the development of our organization” (9), “As said, we give open days to primary schools to give them an experience about our activities, furthermore, we provide guest lectures on universities. That’s our investment in society , that are the hours we lost with telling our story.” (10), “I think, social cohesion is important and to connect and interest people, we can support them with such things and prevent them from polarization.” (5), “Decrease crime, drug abuse and poverty, which will lead to

				less poverty. As a target, when you wake up, you know what you can do, and you don't want to conduct crime or vandalism.” (4)
	Region	Participation	Participate in social projects in the region; Collaborate with schools and sport clubs in the region	“For example, G-football, we participate in g-soccer” (4), “Especially in the area of, for example, sports events, with which there are certainly cooperation's, and the schools in the area, with which there is also active cooperation. “(7),
	Region	Proclaim and share	Involve in the community; tell the community what you currently doing around inclusivity to motivate the community; show current projects to the world; receive CSR certificate to reach certain level of the three layers.; Young potential employees expect of organizations that they are 'green' and inclusive, make this clear for those people.; Make promotion about the Inclusive strategy of the organization.	“Involve ourselves in de community, And that we have done such projects, we proclaim that, so we hope we can motivate other organizations to do the same” (4), We received a video of our African employees dancing and singing because they were happy because they had food again because of our help, we received that and shared that with the intranet.” (6); Clear criteria for CSR and social aspect is one of the important criteria to receive this predicate” (6); “Young people expect that organizations are green and inclusive, that's important for them, so for the continuity, we have to proclaim this” (9); “Our story about India is shared in a lot of showrooms across the country to make the customer acquainted with it.”(10)
Collaboration/participation	Advantages	““	Continuity/stability and repeatedly business	“Continuity, the stability that you can set things in motion and repeat them.”

Foster job opportunities	“”	Network allows rejected employees at one company to be employed at another company.; Network of different companies to share vacancies.	"Cooperation is to see that when someone drops out who can't walk but can cycle, that they can be deployed to a colleague where there is more cycling work". (4);
Increase local social impact	“”	Increase local social impact collaboratively; Work together to be inclusive	“If you really want to achieve a certain goal or ambition, it’s only possible to work together to be inclusive” (3)
Alliances	“”	Alliances to improve inclusivity;	“Yes, they certainly working together in an alliance to improve inclusivity” (2); “Goal of that alliance is also having social impact in fact”. (2)
Foster relationship	“”	Clients who support improvement of inclusivity are partners instead of competitors	“it’s not about our clients, if we talk about inclusivity, the human or social aspect of the organization is important, and we see them as partners instead of competitors” (3)
Long-term relationship	“”	Decrease risks through lifetime-relationships; Long-term relationships increase collaborative sense for definitive target.	"Lifelong partnerships with each other ensure that it does not matter where the risks lie". (4); we only involve in long-term relationships. That is why it sometimes takes longer to find the right people when you start a relationship, but it means that everyone is behind it.”
Network possibilities/s hare	“”	Network enhance inclusivity of organization; Discussing and looking out for each other; sharing knowledge, new developments and attend seminars./Sharing employees with organizations in	“I think with a new network you can reach different people and with that I think you can enhance the inclusivity of organization because you will get more insights.” (1); “The moment you discuss it and look out for each other, I think it becomes easier.” (6). We have a

resources and knowledge			the region to solve shortages/share space with organizations in the region to connect with each other./Look at the outside world, you don't have to find all the information by yourself but a lot of information is already available on platforms and internet./collaborate to discuss interesting topics and brainstorm. Alone you are faster, together you come further	platform and there are many partners. In the meantime, a lot of look larger companies have signed this charter, so you can share knowledge with each other, new developments in that area also come forward and you can participate in seminars.” (6)” In covid-19 time we share employees and safe space with each other and we discusses with organizations in the region how we could involve people in the future”(6), We live in a world in which you don't have to invent everything by yourself, but you can also learn a lot of the outside world, which can lead to a collaboration and a bigger impact for society as a whole”(9). “Collaborate and think about new ideas, alone you become bigger, together you will reach more, for instance with brainstorm sessions” (10).
Mutual agreements		“”	Mutual agreements about salary, health, safety, vacation days and pension arrangements	“Is bout income and we pay our employees according to those mutual agreements, that the rules are being followed as stated, if it comes to work time, if it comes to health and safety, if it comes to vacation days, benefits, pension agreements” (3)
Increase gender equality		“”	Collaborate with other organizations to improve gender equality.	“In addition, But I don't know which organization is involved that we are indeed working with an organization to give women within organizations a better chance or something like equal opportunities.” (9)

Intermedia ries/govern ment	Share knowledge	“”	Discuss opportunities around inclusivity/Get tips from government about realistic, reachable targets and important subjects around inclusivity. Collaborate with municipality to develop innovative systems.	"I have attended many meetings around the country on cooperation with governments. During these meetings, we talked a lot about this matter and how to do it even better." (3); "Collaboration in that dialogue, which actually applies to all topics, is just very important." (8); "Then we also exchanged knowledge in the field of. Well, what does that mean? People distant from the labour market, what does that mean?" (9), "we have contact with the social economic board, who support organizations to reach a more inclusive strategy. They support with realistic, reachable targets and tell what is possible and necessary around including inclusivity in the strategy. They also explain about the differences between people to give organizations some background information about this." (6), "we also work together with the municipality and we stimulate together employees with an application to actively walk, employees earn coins for this and the same amount of coins is given to an disadvantaged area in the city. Right now, we try to develop this idea with our municipality to increase the base of organizations involved with this application." (10)
	Subsidiaries	“”	Receive subsidiary from government to become more inclusive.	Well, yeah, I think it's quite hard. But if we get again, if you get the subsidy of the government, for example, to get stuck on a certain social problem and can be helpful to serve at low-income group, for

				example. Then of course we will do it.” (1); “I can apply for a subsidy for it, so then the municipality will see if they can accommodate it.” (5)
	Demand for CSR	“”	Banks/Government urge organizations to become corporate socially responsible to develop a long-term relationship.	"In recent years, I have noticed that the financial world, too, has been making more and more demands of this kind. Companies that need financing are knocking on the doors of investment companies and banks. Those banks also expect a few things from the companies they actually invest money in. Also, in the area of CSR and development, which is extremely important for these companies.” (9)
	Re-integration	“”	Contact with government to involve people with distance to labour market to re-integrate to normal life; Government helps organizations to re-integrate people with a distance to labour market; work together with benefit agency. (Check internal organization - recruitment, is overlap with this subject); Government and benefit agencies offer employees with a distance to the labour market to organizations and helps with integration. The government is also helping to recruit students and	"A municipality or other authority also facilitates, for example, that they look at whether someone fits in with a company and whether that person is able to carry out work alone or partly alone" (5); “we do this for example with prisoners, we see if we can talk to them at an early stage to see what prisoners can do for us. We do this in consultation with the government.”(4); But yes, we do work with temp agencies or local government to create job opportunities for people who have difficulties” (3) “Mostley, they offer them to us, so often, we don’t search by ourselves, but we do have our networks, like integration bureau and municipality.” (4), “We received from

			people with a distance to the labour market, often contracts with the government.	the municipality people with a distance to the labour market and benefit agencies also contribute to this.” (8), “Government is helping with recruitment of people with a distance to the labour market and recruitment of internships, often signed on a contract”. (9)
Stakeholders/end-users	Suppliers	Code of conduct	Suppliers has to have CSR ambitions on all three CSR topics, quality code with suppliers.	“A good example is, we have been looking for a ceramic supplier, of course we select on quality and colour, but also very clearly on the CSR ambitions of the supplier.” (10), “We have a certain quality code of conduct which we expect from our suppliers that they will follow if it comes to the three p’s, also to our temp agencies” (3).
	Customers	Adapt to needs	Because the fast-changing society, demand of customers is changing. Important to understand and adapt to the needs of all different customers.	"We tend to adapt strongly to customers" (6), "Society is changing, this has an impact on people, but also on what people expect from companies" (9).
	Customers	No contact with end-customer	Much production companies do not have contact with end-customer, so have difficulties with inclusivity around the end-customer.	“We don’t have very much contact with our end customer.” (1)
	Targetgroup	Expand targetgroup	Use technology to make it more accessible for different sort of customers. Adapt to circumstances and expectations in other continents in the world.	“We made a kind of cockpit here internally and the mechanics with glasses on instructed the people locally in Kenya and they were able to put a complete line into operation themselves, in this way you

			Purchase products at local instances produced through disabled people.	make it very accessible and that was very interesting and fun to see.” (6), “What are the possibilities, challenges are that the climate is different and they are eating other bread.” (6), “for instance, we purchase our Christmas presents of our organization at regional farms where people with a distance to the labour market work.” (4)
Internal organization – Human resource management	Change of job description	“”	Roles change to let employees grow; Changing job profiles to allow more room for diversity; monitoring through development interviews creating more dialogue.; Environment of organization changes, which will lead to a change of job description; Job description changed because change towards an inclusive organization requires a positive change of capacity of employees.; Because of lack of employees, job description change because organizations recruit employees in foreign countries.	“The roles within the organization change. Some roles get more specific, some roles are new, some roles become more general. And therefore, they let employees grow. “(2); “We had a system of real job evaluation, where you could tick boxes on ABCDE to see if someone fulfilled something or not, that has been done away with and we now have development interviews, where the employee leads the conversation and indicates what they want to talk about.” (6); “The environment in your company changes, your role will also change.” (2); “Yes, job descriptions changed over time, employees must positively try to adapt to the new situation”(10).
	Education	Existing employees	Offer development trainings for different jobs to improve business; offer intern trainings for leaders to educate them how they can involve different backgrounds and cultures in their team.	"There are indeed many opportunities here within the academy and I think that people can develop very well in certain positions." (7); “When you bring in other cultures, you need different soft skills and a certain outlook, which requires training, We offer internal training

				program to guide our managers in this respect.” (6) “We have that too, to see how we can treat the 650 individuals together in the same way, that's what we're definitely focusing on.” (7)
	Education	New employees with distance to labour market	People with a distance to labour market follow intern trainings and courses. Help people gain a spot in the labour market by teaching them the language and share network with them”.	“People who were sitting on the couch at home, hopelessly at the time, followed an internal course with us. They then started building cars.” (8) “Help them to gain a spot in the labour market end help them to give your network and learn the language” (1).
	Education	New employees refugees	Assess status holders/people from abroad on experience and skills rather than on diplomas. Give people with residence permits a chance and employ them. Help refugees with learning the language and integrate them in the organization. Teach inhouse recruitment company to recruit also migrant workers and assess for talent instead of background, no discrimination at all. Hiring job coaches in the native language of the labour migrants so they can be introduced to both the company and life in the Netherlands. Offer them housing for the first period they are working here.	"When someone applies for a job, they are assessed on papers, with status holders or people who come from another country it is easier to hire people on experience and assess, what is a comparable level in terms of functioning." (6)” We employ a number of people with residence permits, people from Syria." (6)” We also employ refugees who are still in the AZC who we give a chance to integrate into the Netherlands to learn the Dutch language." (10) “We use an in-house employment agency, and we also get them to focus more and more on migrant workers, not so much on low incomes." (7), “For example, to be able to reach people from Eastern Europe, we had to adapt to their language, so we had some job coaches in their mother tongue. So people with that knowledge could speak to those people in their mother tongue and explain to them not only how to

				work, but also about secondary housing, shelter, etc." (3) "we do have a housing-department and we offer housing for people who are working here temporary." (6)
	Education	New employees students	Offering opportunities for students on different educational levels, differentiating from internships to trainee ships; Collaborate with schools to involve different levels of students.	"We also have a student program, and from that, people start in various functions for a couple of months or years so they can taste." (3) "We have a collaboration with the MBO school in Zwolle to involve logistics students and then we educate students to engineer for instance. "(5) "We work together with all levels, from universities to practical schools."(8)
	Involve people with distance to labour market	Targetgroup	Involve besides standard people with distance to labour market also children who attend pro schools, and prisoners. Oversee it as a big group, so not only focusing on low-income group, but focusing on all people who have difficulties finding a job. Support people with a distance to labour market and coach them to involve them as soon as possible.	"See it more as people who normally would have difficulty finding a job, everybody is part of the big family, no matter what race, background, gender, orientation, or religion." (3)" "We offer job coaches to this target group so that they can adapt quickly. Due to the shortage on the labour market, we can now use anyone who can work." (4)
	Involve people with distance to labour market	Job carving	Adapt circumstances workspace for certain employees to help them re-integrate. Use innovation to make job-carving easier.	"And of course, we also do job carving, where do we have to adapt to certain employees, what can they do, what can't they do. When they can do something extra, we add something extra to the package of tasks."(4) Innovation can contribute to adjustments in production technology, so that some problems can be solved." (10)

Involve people with distance to labour market	Laws and regulations	Differences between different countries; Companies that want to become inclusive encounter legal and regulatory barriers, which must be changed to make inclusiveness more accessible, including for small businesses.	“How about legislation, because the laws are different in different countries. In UK it is for example necessary to have statement against Modern slavery, in the Netherlands and Belgium, it’s not mandatory.” (3), "Others have to deal with that as well, any company that wants to do inclusive business encounters the hurdles of regulation. That is especially a bump for a start-up company that wants to become inclusive." (4)
Involve people with distance to labour market	Opportunities	Due to the shortage of employees, the solution is to recruit and possibly train people with a distance to the labour market.	“The job market is becoming scarcer; the aim is to get people in this target group (distance to labour market) moving. “(4)/In the future you have to educate people with a distance to the labour market to give them a change and solve labour market shortages (5).”
Recruitment	International	Recruit people from outside the Netherlands to solve the problem of job market shortages. “	Our recruitment bureau recruit nowadays also people out of Spain”. (6) “Yes, for example engineers in India, we now have engineering work in India.”(6)
Recruitment	Become more diverse in recruiting strategy.	Recruitment agencies has to recruit more inclusive because of shortage on the job market and because of the social demand for it. Demand of organizations to recruit the best people on the right spot, no matter which background or disabilities those people have. Do not distinguish between different employees. Don’t make any difference	“Our recruitment organization tries to recruit more inclusive, for instance through involving more womans in our organization.” (6) “How do we ensure that it doesn't actually matter who we hire? We want the right people in the best place, and we don't want to make a distinction within our company and be open-minded about it." (7), One example for HR is that we don’t make any difference in race, income orientation, whatever, everybody is welcome at our

			<p>between race, income, whatever. Recruit people after 50, they have a hard time to find a job, and this can help to solve the shortage on the labour market. Recruit on every position in the organization a diverse workforce.</p>	<p>organization” (3), “Give everyone a spot on the labour market, because the labour market is really tight right now, People have a hard time to find a job and that’s strange I think” (1), “groups which aren’t very well represented in our company are older people, and I think we can give them opportunities to.” (2)” We have a severe workforce and even the people in the office are from different backgrounds. For instance, we have a spastic boy sitting gin the office” (4)</p>
	Recruitment	New employees - image organization	<p>Remove prejudices about certain jobs, because many jobs change through innovation. For example, make this known in secondary schools so that traditional gender divisions can be reduced. Because of image of organization, people are coming to this organization and this organization has no difficulties with job market shortages. Communicate to people that we are a safe, diverse company so that they become motivated.</p>	<p>“If you type the word factory on Google, you see the traditional roof with a chimney. That doesn't make sense, the high-quality manufacturing industry is dynamic, automated and robotised. We have to get rid of that and make sure that girls in high school think, I want to work in the high-tech manufacturing industry."(8) "A few years ago, we gave guest lectures to introduce children in primary schools to 3D printing technology in order to give more expression to this kind of theme".(9); “We have hardly any difficulty in finding people and this is mainly due to the certain image we have. People want to work for our organization, because we display ourselves as a sustainable, green organization.” (10) "Communicating to the people sitting on the couch at home that we are safe, so they want to go for it."(3)</p>

	Recruitment	Recruitment – Gender diversity	Marketing can help to foster gender diversity at organization. Break open the tradition that certain jobs are only for men, actively recruit woman for those jobs to break that stigma; add women to the supervisory board/Let the head of the company steer by figures the involvement of women and proclaim this during leadership days as well./innovation and digitalization can help to recruit more women’s because work become less heavy and innovation and digitalization demand other competencies./Not looking at gender, but at quality and talent when recruiting new employees	“Spread the word about why women are welcome at our company, I think marketing can help with that” (2), “Our traditional jobs are for men, but my company is very enthusiastic about women working on those jobs, in that case, employing women is possible and there is a lot of terrain to win.” (2); “There is for example a change in our board, we add a woman to the board, previously there where only men’s in the board.” (6), “Our head office does run numbers on it, in interviews for new vacancies it makes absolutely no difference anymore whether it is a man, or a woman and we pay attention by making it the main topic of conversation, for example on leadership days.” (7)” We can see that the shift to a more equal distribution of women and men in our company is changing because of digitalization and innovation. “(8), “It adds other competencies to the industry, work was previously heavy, but because of automation and robotization work is less heavy.”(8), "A bit of talent has to come into it, we are not going to change the distribution if we don't get talent in its place, quality is important then, but apart from that we do look at background if possible."(10)
	Employee health	Employee satisfaction	Make sure employees are happy at their work through creating a safe and health work environment. Offer vital solutions to keep	“People really do want to work for us and we try to create a safe and healthy work environment, basically make it a great place to work” (3) ““People are our biggest assets. So, we really have to take care

			employees motivated. Sending out surveys on their well-being, innovate intern systems to stimulate vitality of employees (think about drinks, sportsessions, etc.); Adjustment to a more inclusive organization make people feel more solidarity to each other, people are proud of the company they are working for and feel involved to the organization.	about our people and we do that regularly by sending out surveys on their well-being. Simple question: how happy are you at with your work and is there a balance between work and private and how can we support you with that?" (3), "We added an innovative drink-system, employees can only choose for fruitdrinks, who are healthy and stimulate the vitality of employees." (10), "Because you create somehow togetherness, that's why employees are proud of our organization and our energy-level and work happiness is really high, which will lead to more involvement of employees to our organization."(10)
	Employee health	Personal growth	Let people challenge themselves to keep them motivated.	We want people challenge themselves so they can grow in their position". (2)
	Employee health	Physical/men tal health problems	Support employees during processes when they are ill, put effort in those employees to keep them on board.	"We have a HR officer and if our employees have problems with their treatment at hospitals or whatever, they will help to accelerate those treatments to keep employees on board." (2)
	Employee health	Support employees	Helps employees with money worries of any kind. Offer a program tailored to the employee's needs, often in cooperation with other instances.	"We have rolled out a program internally with colleagues who have money worries, which is one in five of us. The employees are provided with an appropriate answer according to the needs of the employee." (8)

<p>Strategy – Organizational culture</p>	<p>Communication</p>	<p>Communicating culture to employees</p>	<p>Make new employees the ambassador of the inclusive organization culture to make sure to maintain the culture. Do this through a workshop. People have to adapt to the inclusive culture, otherwise they won't last long at certain organizations. Implement program about inclusivity to start the dialog with employees. Occasionally organise sessions for all staff at all levels of the company in which they talk about where the company stands in terms of CSR and what they are doing. In this way, the DNA is in the entire company and is implemented by all employees. Don't distinguish people with a distance to the labour market with people without disabilities.</p>	<p>“We are asking people to advocate and be an ambassador of this culture, to make sure that we maintain this culture and type of thinking and working amongst ourselves and carry it out for the next generation.” (3), “Internally, we have a programme that is really about dialogue. How do you get teams on board?” (7), “We involve staff in the organization, no matter what level they work at. We do this once every 6 to 8 weeks during a breakfast session. One of the topics during this session is CSR, where we tell where we stand with the foundation and involve the staff in what we stand for and what we are doing. These sessions contribute to the whole story from our DNA in the company and that it is carried out by all our employees.” (10):” if someone with a distance to the labour market is walking into our organization, nobody is looking weird, we strongly believe in working to capacity.” (4)</p>
	<p>Impact</p>	<p>Unrecognized impact of inclusivity on behaviour and culture</p>	<p>Inclusivity has impact on attitude and behaviour of employees which is not always recognized through management of organizations. It is necessary to implement an inclusive mindset among employees and this will cost money and time. It should be higher on the strategic agenda</p>	<p>"We would like to become more inclusive, that is a very good aim, but I often see that the impact of this on attitudes and behaviour is not sufficiently recognised because, for example, you have to make a profit for the shareholders and inclusivity is an indirect cost." (6)</p>

	Change	Practical changes	Due to inclusivity, organizations have to become more internationally focused because of different cultural backgrounds and languages. They must be able to adapt and to adjust to culture differences and to make sure everybody feels welcome within the company.	"It brings a lot of adaptability for us; we have to make sure we have all the instructions in English and we don't always have that yet." (7)" We must be able to adapt and to adjust to cultural differences because of the 56 different nationalities within our organization. It is important that we can grow and that everybody feel welcome within our company" (3).
	Change	Change culture	To change gender diversity, it is necessary to change traditional organization culture for some organizations; Change core values to become more inclusive and communicate those core values actively with employees. Integrate CSR strategy with general strategy and let employees get acquainted with this strategy.	"Breaking down that culture a bit to include woman on work a on the workplace, they have to do that, I think yes" (2); Invest in core values and the way how to give each other space and communicate with each other to adapt to the culture." (6), We thought a lot about it, and we actually have two types of policy, the CSR policy and our general policy, which we integrated together in 2010 into what we have now. We involved the employees more and more over time and the CSR policy became more and more of a general policy and the image that goes with it." (10)
	Learn	Learn from other cultures	Involve more different backgrounds in the organization can also lead to more creativity in the organization. It is necessary to find the perfect combination between creativity of other cultures and monitoring the own culture of the organization.	"They bring a bit of culture with them, which leads to more understanding and sometimes enables them to include certain nuances. It often works well for the creativeness, because you think differently for a change. Of course, you have to keep in mind that you still understand each other and have the same bath of where you want to go." (6)

General	General characteristic s inclusive company culture	<p>The company culture is geared to working/collaborate together and looking after each other, equal chances for everybody. Feel connected with each other.</p> <p>To propagate in DNA that it is society's duty to give everyone who is entitled to work the opportunity to do so.</p> <p>Generate attention to all three topics of CSR.</p> <p>Involve the region in the business, for example, by working with local suppliers and sponsoring local initiatives, be part of the community. Involving employees in decision-making, defining together the same picture for the future. Add what employees find important about inclusiveness to the strategy.</p> <p>Implement the culture top down (from the highest boss to the boards below) and put good governance on it, but also let it happen bottom up. You implement this by entering into a dialogue with employees in order to seize opportunities there.</p>	<p>"It is in itself a corporate culture that is focused on together." (7), "that you experience together that everyone is equal and that everyone should have equal opportunities, embedded in the culture., "Collaboration piece is interesting and important. Organizations have to search for the connection with each other." (6), "(7), "We believe that everyone deserves, has the right to work, regardless. As a society, you have a duty to do everything you can to achieve this. Working is the only way to keep a decent society." (4) "So, yes, implement some kind of policy on all three p's" (5), "But that also includes the whole service area around it, so it is actually for the region." (6), "Standing with feet in the community, we are part of it." (8), "Involving employees, we have internal consultation forms for that, then we try as much as possible to determine the same picture for the future on diversity and inclusion topics." (7), "This is a top-down approach, but what we are also trying to do is to have a dialogue bottom-up, so to speak, with employees in order to take advantage of the opportunities. "(8), "You have to look at what is happening in society around us and what can we do in terms of security, inclusiveness and green environment. That is ingrained in our system." (9), "The key to remaining inclusive is to focus on what you want as a company." (4)" There is our strategy that we are</p>
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Adapt to the environment when necessary. Describe the exact focus of the organization on inclusivity.

Describe in strategy that organization is socially engaged and that input from employees is allowed around social topics.

Involve in charity projects to increase social impact.

Equal chance for every employee, not matter what race, gender, background, or whether they are disabled or which nationality they have. Make sure the people behind the organization feel happy and healthy. Create support for the inclusive strategy.

Develop the soft skills of the organization.

It is important to involve all layers of society to become inclusive, als solve gender equality problems. Ensure everybody is happy on this world, we all have an important support to this world and need equal chances.

Involve all stakeholders and collaboration partners actively to use all sources to reach inclusivity.

actually being socially engaged and that can also be that employee comes up with a good idea and we capitalize on that.”(4), “ charity of course, will help society .” (1), “Inclusivity means for us in equal chance for every employee, no matter what race, gender, background or whether they are disabled or nationality.” (3), “The people behind the organization should be our main focus. Our people are our biggest asset, most important thing is to make sure that people feel appreciated, wanted and having a happy great place to work for.” (3), “The vision and support for the power of our inclusive organization” (4). “More the soft-skills, which you can see at our organization” (5), “it’s important to involve all layers of society in the organization because everybody will deliver an important effort.” (8), “Yes, gender and women’s in the end, we have to reach everybody for the digital transformation. It’s an important topic for me, we all life in this world and we all have an important support to this world, and everybody needs equal chances and a lifeworthy life.” (9), “For me, customers are also stakeholders, collaboration and stakeholders are the most important” (10).

	Pitfalls	Challenges of inclusiveness	Grow too fast, focus on inclusivity will lost/ because of focus on economic growth, focus on CSR will decrease. It cost effort, money and time and organizations have to stimulate it for long-term/Make clear that inclusivity is urgent to solve problems on the labour market/ it is not possible to do everything on the same time when you want to be sustainable	“Growing less fast, because then the focus shifts a little, and if you are going to grow even more, then it is even more difficult to keep focus on it” (4). “short-term focus on economic consequences and the challenge to keep perspective for the longer-term because it cost money, effort and time. Make things specific will help to solve this” (6)” Make urgent that there is shortage on labour market and that we have to put effort in inclusivity to make the difference” (6), “If you want to become sustainable, you can’t handle everything at the same time” (7)
Strategy – general	Gender	Gender equality	Mention how to deal with gender equality in strategy/Equality for men and woman in an organization, same rewards, same chances for women and man to reach the top.	“Giving women an equal chance in the organization compared to men, woman, man and everything in between is equal to us is stated in our strategy” (9), “Inclusivity for us is gender equality, equal chances to reach the top and equal rewards for men and woman.” (9)
	Sustainability	General	Reduce Co2 in collaboration with other organisations and improve local sustainability/collaborate to reduce impact	“In collaboration with external customers, we have reduced our Co2 2 times. And because of this we are level 5 certified on the CSR prestatation ladder.” (9), “we have a collaboration with the government, organizations and inhabitants to decrease our impact on the area of sustainability.
	Sustainability	Greenwashin g	Organizations have to keep an eye on the term greenwashing: organizations who argue that they	"Many companies do sustainability initiatives for form's sake. They throw nice terms online and profile themselves, but I think that's a

			are really sustainable and social involved, but in practice they don't do very much.	kind of greenwashing, but that happens on social too, so that's then social washing. "(5)
	Promotion	General image organization	Transparency and fairness about inclusivity will bring exclusivity for the organization/More international options to expand brand recognition/distinctive character because of inclusivity will help to distinguish	"That's inclusive, transparent, open and fair will help that customers stay longer, we still earn money, unless we are inclusive, and that is what helps us to make us an exclusive organization" (4), "Because we are internationally active because of inclusivity, it can help us to strengthen our relation with customers all over the world, this can help to foster our market potential."(6), "Because our focus on security, we try as organization to distinguish our level and make an important contribution." (9).
	Focus area	3p's	Same amount of effort in all three p's and if they are in balance, you are in state of sustainability, communicate this with employees so they understand the importance.	"If you have the same amount of effort and energy in all three of the p's, people, planet and profit, if those are in balance, you're in state of sustainability." (3), "we have a strategic vision on the sustainable development goals of United Nations and if they come all together, you are committed to a sustainable organization. We made a small paper for our employees to give them some background information about the sustainable development goals of the United Nations and we are very clear with this to our employees." (6)., "we want to deliver a sustainable organization to the generation and that's why we focus on all three topics, which will help to reach continuity." (8), "We committed ourselves to sustainable development goals,

				innovation, inclusivity and infrastructure. Those goals are central in the decisions of our organization.” (9). “Our vision is focused on sustainability, it is locked in our purpose and DNA, with focus on commitment, partnerships and, of course, high quality.” (10)
	Focus area	People driver	Focus on development of people stands with social well-being of society and profitability of the organization. Also focus on people in layers of society which the organization is not serving at the moment. Core values of the people driver can be: No hunger, responsible consumption and production, affordable and sustainable energy, good health and well-being and partnership. Other subjects can be reaching and people with distance to labour market., Focus on employees within the organization can be on vitality and adjusting the machines and workspace to the employees. Adding spaces to relax for employees and to compensate for biodiversity.	“One of our core values is to develop people because we believe that the profits will flow out of the development of employees. It stands with the social well-being of society , because developing people in a society is an important pilar for an organization.” (1). “We are a social responsible company and we also focus on reaching and employing people with a distance to the labour market” (4). “We committed ourselves to the following core values: No hunger, responsible consumption and production, payable and sustainable energy, industry, innovation and infrastructure, health and well-being and partnerships to reach our goals.” (6), “We will be the employer with focus on good health and well-being. “ (9), I think different subjects we deal with when we talk about the people aspect, such as attract people with a distance to the labour market, because of the tightness of the labour market.” (7), “If we talk about people, we spent a lot of money on a lifting aid, dust extraction and other protective equipment. We also consider the vitality of our employees to be very important. We also have ‘walking garden’

				besides our company, which is stimulating employees to walk, and which is supporting the biodiversity of the environment.” (10), “to support biodiversity at one of our warehouses, we came to an agreement together with the municipality to build a biodiversity area next to our warehouse, a butterfly garden. This garden is maintained through people with a distance to the labour market”. (3)
Strategy - Innovation	Innovation	Social robotization and digitalization	<p>Robotisation to support people with a distance to the labour market and help them with their work.;</p> <p>Robotisation to solve shortages on labour market; robotization can help to equal the differences between men/womans in organization more, because shift to well-educated employees instead of practical employees who have to do heavy work with materials is increasing./robotization to help people with different languages, for instance systems with artificial intelligence which adapt to the language of the user. /Robotisation to make work easier for people/Implement digitalization in products to support people who already bought it, helps to unburden people.</p>	<p>"That is one reason why robotisation is used, because you can work more efficiently, you need more people, but in our case, for example, someone who is distant from the labour market, we put a robot next to him so that he can do his job. (4), “Other competencies in the industry because of influence of automatization and robotization, a robot programmer can also be a woman as a man.” (8), “We have a project that allows people to enter the building, an automated machine which can talk in different languages. This fosters the accessibility. If we look at innovation, we use also machines, scanners and other materials with artificial intelligence, which adapt to the language of people who work with it. Furthermore, we doe innovations that help people carry out their job, for instance a cart in our warehouse that help people carry products, so it will be less weighted for those people.” (3). “We now have sensors that can track the life cycle of our products, which</p>

				allows us to advise people from a distance and makes it easier for people to carry out maintenance, which takes care of people.” (6)
	Innovation	Marketing	Find other marketing strategies to make a good analysis of data and find a solution to reach people in all layers of society . For instance rewarding people for sharing data, so process of marketing automation has to change. / Use technology to make it more accessible for different sort of customers.	“We search for other solutions to optimize our marketing automation. Final way to collect our data and to make a good analysis of our data. I think that’s a big change right now, and of course we need to try to find another way to gain data for our end customer because the third-party cookies are slowly drifting away and we need other marketing strategies to get data from our end customer and questions like: what is ethical and how can you collect the data on an ethical way from the end customer. Rewarding customers for data could be a solution for instance.” (1), “We made a kind of cockpit here internally and the mechanics with glasses on instructed the people locally in Kenya and they were able to put a complete line into operation themselves, in this way you make it very accessible and that was very interesting and fun to see.” (6)
	Innovation	Security	Innovations to offer secure internet for everybody in society . Invest in projects to secure every body online environment.	“Safe internet environment, we try to innovate and develop a secure environment for everybody who want to make use of the digital society.” (9) “subjects to determine someone’s digital strategy and central in this is security.” (9)
	Innovation	Determine innovation	Collaborate with different groups in society to determine which need there is and conduct research	“Which changes in society do we have to act on? We can look at collaborations at universities, but also to signals in the whole

			about this to determine where to innovate. Always determine impact on people, planet and profit and how to act on it during innovation development processes.	society.” (9), “When we innovate, we always develop something based on the impact on people, planet and profit and how we can act on it.
	Innovation	Reduce resources/improve sustainability	Because innovation, less resources are needed which is better for the whole society/ reducing Co2/Improve and develop circularity of systems in co-operation with customers/searching for other energy sources together with customers/Innovate in all divisions to stimulate sustainability in organization. /Think with whole organization how to become more circular	"How you deal with resources, materials and working methods contributes to inclusiveness. You break down the world a bit less and I find that quite inclusive."(4), “also reducing Co2”(2), “we are looking together with our clients how we can make our machines more energy-neutral or circular”(6), “We are busy with searching for alternative energy sources together with our clients” (6), “we try to sustain society as a whole through innovation of our services and products” (8), Furthermore, we are looking how we can increase our circularity of the whole organization”(10).
	Innovation	Specialization	Because of innovation, more specialized employees are necessary. Recruit those employees in third world countries. / search for people with other competencies	"Because of the innovation I just mentioned, you may need other people with other specific knowledge."(7), “I think that it can change, you can search for other competencies and other knowledge.” (7)

Appendix 6: Summary of results

ELEMENT

SUBJECTS

INVOLVE UNPOWERED GROUPS

- Develop local expertise
- Develop scale of outreach
- Employ people in BoP
- Improve accessibility: communication, collaboration, 'product as a service' and subsidy
- Challenges: organizations only offer products B2B, organizations only offer products in mid-and high segment, huge regional differences
- Advantages: Decrease poverty, increase equality, competitive advantage, solve labour market shortages
- Target group: people in low-income areas, people in debt, people in third world countries, under educated people, people without education, people who are living in areas with gender equality differences, etc.

IMPROVE SOCIAL IMPACT

Help with (co) creating local solutions (social impact, culture, value and benefits)

- Charity: donate money, goods, knowledge, resources or services. Join and organize events, establish foundations, collaborate with foundations.
- Offer employment opportunities: Bring social value to re-integrate people with distance of the labour market.
- Regionally: Invest, participate, proclaim and share inclusive possibilities with the region to foster the power of the region.

COLLABORATE AND PARTICIPATE

- Working with non-traditional partners
- Advantages: continuity, stability and repeatedly business.
- Employment: Foster job opportunities (network to share employees with each other)
- Social impact: Work together to be inclusive and increase social impact
- Alliances

	<ul style="list-style-type: none"> - Foster relationship: Long-term relationships to decrease risk and increase collaborative sense for definitive target - Network possibilities: Share resources and knowledge, gain new information, discuss, and brainstorm around inclusive topics to increase inclusiveness. - Mutual agreements: Collaborate to agree on mutual agreements for employees, like salary and health, but also about amount of people with different backgrounds involved in the organization or equality agreements about gender equality or involving people with distance to the labour market.
<p>INVOLVE INTERMEDIARIES/GOVERNMENT</p>	<ul style="list-style-type: none"> - Share knowledge (Get tips from government about realistic, reachable targets and important inclusivity subjects, develop together and discuss opportunities) - Subsidiaries (receive subsidiaries, for instance for involving people with distance to labour market) - Cope with increasing demand for CSR (Bank/government urge organizations to become inclusive to maintain long-term relationship) - Improve re-integration projects (Government can help organizations to find people with distance to labour market for re-integration, Government can offer employees with distance to labour market or can connect organization to agencies for people with distance to labour market)
<p>STAKEHOLDERS/END-USERS</p>	<ul style="list-style-type: none"> - Code of conduct with suppliers (Quality code with suppliers that they have to have inclusivity ambitions) - Adapt to needs of customers (Understand and adapt to needs of different customers, because demand is changing fast) - Affordable products/services for low-income groups - Challenges (No contact with end-customer, so difficult to improve inclusivity around end-customer) - Expand target group (Technology can help to make it more accessible for customers, adapt to circumstances in other continents of the world,

	<p>purchase products local produced through disabled people to involve local community)</p>
<p>HUMAN RESOURCE MANAGEMENT – GENERAL</p>	<ul style="list-style-type: none"> - Change of job description (roles change to let employees grow, job profiles change to allow more room for diversity, roles change to find right employees on right spot because of changing environment)
<p>HUMAN RESOURCE MANAGEMENT - EDUCATION</p>	<ul style="list-style-type: none"> - Existing employees (train employees, offer intern training for leaders to educate how to involve different backgrounds and cultures in their team) - New employees with distance to labour market (Offer trainings and courses to people with distance to labour market by teaching them for instance language or skills. Furthermore, share network of other organizations to help them to find a job) - New employees – refugees (Assess refugees on experience and skills rather than diplomas. Help them learning language and integrate them in organization. Teach intern recruitment to assess workers for talent instead of background, no discrimination at all. Hire job coaches in native language of migrants so they get used to the work environment and help them with both company and life in the Netherlands) - New employees – students (Offer opportunities for students from different education levels, differentiating from internships to traineeships. Collaborate with schools to get students involved from different levels and backgrounds.
<p>HUMAN RESOURCE MANAGEMENT – INVOLVE PEOPLE WITH DISTANCE TO LABOUR MARKET</p>	<ul style="list-style-type: none"> - Target group (Involve besides traditional employees also people with distance to labour market/prisoners/students from pro schools. Focus on broader perspective, not only on ‘low-income groups’, but on all people having difficulties finding a job) - Job carving (Adapt workspace to employees, re-integration plans through adaptations. Use innovation to stimulate job carving) - Challenges: laws and regulations (differences between countries, legal barriers which disturb inclusiveness, especially for small enterprises)

- Opportunities (Training and employing people with distance to labour market will help to solve labour market shortages)

HUMAN RESOURCE

MANAGEMENT – RECRUITMENT

- International (don't make differences and also employ international employees, for instance refugees, they will bring much creativity and it will help to solve shortages)
- Become more diverse in recruitment strategy (social demand is asking for diversity and inclusivity. Demand to recruit best people on right spot, no matter which background or disabilities of those people. Don't make differences between race, income, whatever. Also recruit older people, above 50, with a lot of experience. Recruit on every position a diverse workforce)
- New employees – image organization (Remove prejudices about certain job to gain more diverse employees. Innovation helps to change job descriptions. Image determines why people work together/wants to work with organizations. Communication to outside world)
- Gender diversity (Break open tradition that certain jobs are only for men, e.g., with marketing, recruit women's for jobs, not looking at gender but quality and talent when recruiting employees)

RECRUITMENT – HEALTH

- Employee satisfaction (Happy employees through safe and health work environment by offering vital solutions is important to create solidarity, understanding and willingness to implement inclusiveness.)
- Personal growth (Challenge employees and help them to develop themselves)
- Physical/mental health problems (Support employees during processes when they are ill)
- Support employees (Help employees with their problems and offer tailored programs for specific problems).

STRATEGY – ORGANIZATION

CULTURE

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- Communication (maintain culture within organization through workshops, let employees adapt to culture and start dialog with employees, communicate culture and how organization is dealing with it with employees on a frequent base)
- Impact (necessary to implement inclusive mindset among employees, because inclusivity will have impact on attitude and behaviour of employees)
- Change – Practical changes (Able to adapt to culture differences and let everybody feel welcome in organization, focus on international ambition because of need of implementation of different cultural backgrounds and languages)
- Change – Change culture (change of core values and communication to become more inclusive. Integrate CSR with general strategy, change of general culture)
- Learn (Involvement of different backgrounds can lead to more creativity, find combination between creativity of other cultures and monitoring own culture of organization)
- General (Company culture focused on collaboration, propagate in DNA to give opportunities to everybody, involve region, involve employees by decision making, implement culture top down, but also bottom up, adapt to environment and describe focus of organization, make clear in culture that input from employees is allowed, equal chance for every employee, no matter what race, gender, background, or whether they are disabled or which nationality they have, create support and develop soft-skills of organization, actively involvement of all stakeholders and collaboration partners)

	<ul style="list-style-type: none"> - Pitfalls (challenges of inclusiveness can be that organization grow to fast so focus on inclusivity will lost. Inclusivity cost effort, money and time and organizations have to stimulate it for long-term, it is not possible to do anything on the same time to become sustainable)
STRATEGY – GENERAL	<ul style="list-style-type: none"> - Gender (Mention how to deal with gender equality in strategy, same chances, rewards for everybody) - Sustainability – General (Collaborate to reduce Co2 impact) - Sustainability – Greenwashing (Keep eye on greenwashing, don't argue that you are sustainable but do nothing in practice) - Promotion (Image of organization: transparency and fairness about inclusivity, distinguish from others through inclusivity) - Focus area – 3p's (All three p's in balance? Then you are in state of sustainability, communicate importance with employees) - Focus area – People driver (Focus on development people to improve social wellbeing and profitability of organization, also focus on layers which organization is not serving, examples of core values: no hunger, responsible consumption and production, affordable and sustainable energy, good health, well-being, partnership, reaching people with distance to labour market, focus on employees well-being and vitality, adding relax spaces to organizations environment)
STRATEGY – INNOVATION	<ul style="list-style-type: none"> - Social robotization and digitalization (support people with distance to labour market and help them with their work, solve shortages on labour market, can help to equal differences between men/woman's because shift to well-educated employees instead of practical employees with heavy work, can support people with different languages, makes work easier, support people who bought it) - Marketing (change marketing strategy to reach people in all layers of society, also technology supports this) - Security (offer secure internet for everybody, invest in projects to secure online environment for everybody)

- Determine innovation direction (collaboration with different groups in society to determine where to innovate, determine innovation's impact on people, planet and profit)
- Reduce resources and improve sustainability (innovation will support the decrease of use of resources, develop circularity of systems, search for innovative energy sources, innovate divisions to stimulate sustainability)
- Specialization (demand for specialized employees increased, possible to search for those people in third world countries and search for people with other competencies)