Deliverable D2.1 - DEI Mapping Methodology

Project number	101140006
Project name	European Chips Diversity Alliance
Project acronym	ECDA
Call	ERASMUS-EDU-2023-PI-ALL-INNO
Topic	ERASMUS-EDU-2023-PI-ALL-INNO-EDU-ENTERP
Type of action	ERASMUS-LS
Service	EACEA/A/02
Project starting date	1 April 2024
Project duration	36 months
Work Package (WP)	WP 2 – Monitoring & Analysis Mechanism + Advisory Council
Due Date	30/09/2024
Submission Date	30/09/2024
Lead Partner	EudaOrg , SEMI Europe
Author	Nessa Maguire (EudaOrg), Reviliani Gani (SEMI Europe)
Deliverable Type	Report[1]
Dissemination Level	Public

[1] Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or the European Education and Culture Executive Agency (EACEA). Neither the European Union nor EACEA can be held responsible for them

Version history

Version	Date	Author	Partner
0.1	3 July 2024	Reviliani Gani	SEMI Europe
0.2	13 September	Nessa Maguire	EudaOrg
0.3	18 September	Mary Finegan	MIDAS
0.4	19 September	Birgitte Van Don	PTvT
0.5	20 September	Richard Harte	Learnovate Center
0.6	23 September	Stephan Schmuck	ESCP
0.7	25 September	Marianna Muin	IAL FVG
0.8	27 September	Janka Kottulova	UNIBA
0.9	30 September	Nessa Maguire	EudaOrg

Table of Contents

1. Executive Summary

Deliverable 2.1 “DEI Mapping Methodology” outlines a comprehensive methodology for assessing the current state and challenges of Diversity, Equity, and Inclusion (DEI) in the microelectronics sector, encompassing both education and industry. This methodology will guide efforts to diagnose the current situation, define the desired future state for DEI in the microelectronics sector, and measure progress towards DEI vision. D2.1 includes identification of documents, tools, and means to collect and process results.

The “DEI Mapping Methodology” is a report that serves as a guide for diagnostic, stocktaking, and assessment to develop DEI reports and DEI Vision Paper (Deliverable D2.3) and will inform decision-making within Work Package (WP) 3 “Develop the DEI Suite: “Training, Tools, and Engagement Programme” of the European Chips Diversity Alliance (ECDA) project.

In this regard, this deliverable introduces and details:

- Project Scope and Scale
- Stakeholder Profiling
- Partners’ profiles and roles
- DEI Mapping Methodology
- DEI Monitoring and Analysis
- Communication
- Template for DEI Vision Paper

This methodology empowers partners with a clear understanding of the research methods, tools, and responsibilities needed to effectively assess DEI in the microelectronics sector. This will lead to informed decision-making, targeted initiatives to address specific DEI challenges, and collaborative efforts among stakeholders.

2. Introduction

2.1 ECDA

The European Chips Diversity Alliance (ECDA) is a consortium co-funded by the European Union and coordinated by SEMI Europe, with 11 partners from 6 countries. The alliance will enhance the diversity, equity, and inclusion (DEI) in the European microelectronics sector by building bridges from industry to the world of education. The Alliance will lower the barriers to enhance participation in the sector from under-represented groups by providing data, operational tools, case studies, trainings, and programs to improve workplace diversity and inclusion.

The objectives of the European Chips Diversity Alliance are to:

- Bring together industry and the world of education including universities and training organisations.

- Develop an innovative methodology to gauge Diversity, Equity, and Inclusion (DEI) trends and dynamics in the EU microelectronics sector.
- Formalise the DEI Advisory Council and produce a Vision Paper with actionable measures and recommendations for enhanced DEI in the sector.
- Develop innovative training and operational tools to improve DEI in the EU microelectronics sector.

2.2 Work Package 2

Within the six ECDA Work Packages, WP2 plays a critical role in establishing a strong foundation for the project's success. It focuses on three key areas:

1. The project's "**DEI Mapping Methodology**" (D2.1) is a key tool employed by WP2. This methodology will conduct diagnostic assessments and gather data on DEI dynamics and trends (T2.3). This continuous monitoring process will serve to identify areas for improvement**.** By analysing trends, the project can pinpoint areas within the microelectronics sector that require the most attention regarding DEI. The data collected will guide the development of targeted initiatives that directly address specific DEI challenges. This will also involve developing a framework to continuously assess the project's progress and measure its impact on DEI within the microelectronics sector. This mechanism will ensure data-driven decision-making throughout the project lifecycle.

2. **Formalization of the European Advisory Council (D2.2)** on diversity and inclusion under the Pact for Skills**:** A dedicated council will be established to serve as a central body overseeing all DEI initiatives. This council will bring together key stakeholders from across the sector, fostering collaboration and ensuring coordinated efforts to enhance DEI across the entire ecosystem.

3. **DEI Reports and Vision Paper (D2.3):** Finally, WP2 will produce comprehensive reports (T2.4) outlining the current state of DEI in the microelectronics sector. These reports will analyse key drivers, inhibitors, and recommend concrete actions for improvement. Additionally, a Vision Paper will be developed, outlining the desired future state for DEI within the sector.

By generating this "DEI intelligence," the project will be well-equipped to develop effective strategies and policies that drive lasting progress towards a more diverse, equitable, and inclusive microelectronics sector.

EudaOrg is the leading partner of the consortium for the Deliverables D2.1 and D2.3. SEMI Europe is leading the Deliverable D2.2.

2.3 Impacts of Work Package 2

Work Package 2 is connected closely with other work packages as explained in the following:

- **WP 1: Project Management** establishes the overall project plan, including timelines and resource allocation. This includes managing tasks, schedules, resources, and risks for all WPs including WP 2.
- **WP 3: Develop the DEI Suite** focuses on creating training programs, tools and resources. WP 2's role is to assess the needs identified through its analysis of the current DEI situation to inform the

development of these resources. DEI Advisory Council formalised in WP 2 will actively shape the engagement programs.
- **WP 4: Deliver Training & Tools and Roll-Out Engagement Programme** delivers the training and programs created by WP 3. WP 2's role is to provide feedback mechanisms to measure the effectiveness of these training programs. DEI Advisory Council formalised in WP 2 will be crucial in overseeing the DEI trainings and engagement programs.
- **WP 5: Work Package 5: IMPACT: Monitoring & Evaluation and Quality Assurance** focuses on monitoring and evaluating the project's impact and ensuring the quality of the project's deliverables. This likely involves using data from the monitoring activities conducted in WP2 to measure progress towards the project's goals.
- **WP 6: Valorisation: Dissemination & Exploitation** focuses on disseminating the project's findings and results to a wider audience. The information collected in other WPs like WP2 (DEI advisory council) and WP3 (training materials) would be valuable for dissemination efforts.

This ensures that all project activities are aligned and contribute to achieving the overall DEI goals.

3. Project Scope and Scale

This 3-year EU-funded project aims to enhance diversity, equity and inclusion within the European microelectronics industry. This project will gauge the industry-wide effort through producing the trainings and engagement programs. Core aims of the project include:

- **Geographical diversity:** This project is committed to geographical diversity in both research and engagement programmes across the EU by involving partners from various member states, representing a wide range of regions with differing technological capacities and market needs.
- **Organisational diversity:** The project will promote organisational diversity across the microelectronics sector in the EU by involving a wide range of stakeholders, including large corporations, SMEs, startups, HE and VET. By encouraging collaboration among organisations with diverse capabilities, expertise, and market roles, the project will foster collaboration and knowledge sharing.
- **Individual diversity:** Individual diversity will be prioritised by actively engaging professionals from various backgrounds, including different genders, ethnicities, and underrepresented groups in microelectronics and other relevant technology sectors. By creating opportunities for individuals at all career levels—ranging from students to executives—the project will ensure diverse perspectives and ideas contribute to the project's outcomes.

4. Stakeholder Profiling

Within the chips/microelectronics sector, several key stakeholder groups play critical roles in advancing Diversity, Equity, and Inclusion (DEI).

1. Industry Executives hold significant influence over the direction and implementation of DEI initiatives within their organisations. Their active participation and commitment are crucial for the project's success. Executives can champion the project by allocating necessary resources (financial, personnel) to support DEI efforts.

2. Industry Staff members are a crucial source of data for the project. They will participate in surveys, interviews, and other research activities within WP 2 to provide insights into current DEI experiences within the sector.

Staff members are also the primary target audience for DEI training and development programs developed by the project.

Industry staff can be empowered as DEI mentors, mentees, pioneers, and ambassadors to promote a more inclusive workplace culture.

3. Human Resources (HR) and Learning and Development (L&D) Professionals play a vital role in testing and evaluating the effectiveness of the DEI training programs and tools developed by the project. Their feedback will be crucial to ensure that the resources are practical and impactful.

4. Teaching Staff from HE and VET and training centres will be involved in testing the "DEI Suite" - the collection of training materials and resources created by the project. Their expertise will ensure the DEI Suite is well-suited for educational settings.

5. Students represent the future workforce of the microelectronics sector. By engaging students as mentees through university partnerships and training centres, the project can foster a more diverse and inclusive talent pipeline.

By actively engaging these diverse stakeholder groups, the project can gather valuable insights, ensure the effectiveness of its resources, and ultimately create a lasting impact on DEI within the microelectronics sector.

5. Partners' profiles and roles

All partners work collaboratively in monitoring and evaluating DEI dynamics in the microelectronics sector by leveraging their unique expertise and knowledge:

1. **Industrial partners** representing the microelectronics sector play a key role in the development of the DEI Mapping Methodology (D2.1). They provide insights on DEI dynamics and trends and share their experiences in implementing DEI initiatives. Their involvement ensures that the methodology is grounded in real-world applications and can be effectively used to monitor and map the state of play of DEI in the microelectronics sector.

2. **Educational partners** from HE and VET institutions contribute their pedagogical expertise to guarantee the quality and effectiveness of the training solutions developed within WP2, particularly in relation to the DEI Reports and Vision Paper (D2.3). They facilitate a smooth transition from education to the world of work by addressing DEI biases and ensuring compliance with relevant EU tools, principles, and standards for education and training.

3. **Research and analysis partners**, represented by EudaOrg, provide rigorous research and analysis to ensure coherence in the development of the monitoring methodology (D2.1), the DEI Reports and Vision Paper (D2.3). Their expertise in DEI sector strengthens the project's analytical framework and informs the overall project strategy, especially in the diagnostic, stock-taking, and assessment of DEI dynamics and trends.

4. **The social partner**, PTvT, brings the strong ability to link various stakeholders from policy, VET, HE and industry in STEM. PTvT will provide an operational connection with the EU STEM Coalition. Their participation ensures that the project's outcomes align with the needs of the broader community and contribute to a more inclusive and diverse microelectronics sector.

6. DEI Mapping Methodology

6.1 Research Considerations

1. **Considerations for research in the microelectronics sector**
When completing both primary and secondary research, industry and project specific factors should be considered before commencing research. These can include:

- **Timing:** Conduct research before and after key meetings, such as consortium meetings and those with executives, to ensure alignment with organisational and sector needs and strategic objectives.
- **Industry-specific data:** Focus on microelectronics-specific reports, studies, and articles in secondary research to ensure relevance and applicability of the findings.
- **Location:** The microelectronics sector is a global sector with a global footprint. When defining the research focus of primary research or completing secondary research ensure location is considered (i.e., global findings should utilise global secondary research, EU findings should utilise EU research/capture multiple perspectives across the EU).
- **Diverse perspectives:** Outside of location, ensure research reflects the diversity of organisation types (size, products, etc.), and diversity of perspectives within organisations.
- **Technology trends:** Pay special attention to technological advancements, workforce dynamics, and innovation trends within the microelectronics industry.
- **Adjacent sectors:** Where limited research is available in the microelectronics sector consider what adjacent sectors could be utilised for secondary research. Primary research should focus on the sector and relevant secondary research from adjacent sectors can be utilised to benchmark the microelectronics sector.

2. **Considerations for research in diversity, equity, and inclusion**
Diversity, equity, and inclusion is still an area with limited dedicated research. Utilising the following strategies can support in finding a broader range of research:

   - **Research terms:** In 2010, The American Psychological Society published a journal defining and explaining the historical context of Diversity Science that provides additional helpful context before commencing secondary research.[1] ISO has defined key terms in diversity, equity, and inclusion that can be utilised.[2]

---

[1] Mendoza-Denton, R., & España, C. (2010). Diversity science: What is it? *Psychological Inquiry, 21*(2), 140–145. https://doi.org/10.1080/10478401003800945

[2] https://www.iso.org/obp/ui/en/#iso:std:iso:30415:ed-1:v1:en

- **Interdisciplinary research:** Interdisciplinary research *"integrates information, data, techniques, tools, perspectives, concepts or theories from two or more disciplines or bodies of specialised knowledge."* [3] Utilising research from diverse disciplines can support the collection of rich data and account for the fact that diversity, equity, and inclusion has various touchpoints across an organisation. Some example disciplines that may be useful include organisational change, leadership development, innovation, supplier research, and marketing etc.
- **Diverse research teams**: When completing any research, particularly research in DEI, it is essential that the team completing the research have diverse skillsets and lived experience. The following resources provides up-to-date best practice information on constructing a diverse research team.[4]
- **Legal and cultural nuance**: When completing research, consider the legal and cultural nuances and ensure that research aligns with the laws and customs of the areas being researched.
- **Sensitivity and respect**: DEI research, by its nature, involves representing the stories of communities, including marginalised communities. Ensure that any primary research or reproduction of secondary research is mindful of language use and is cognisant of accurately portraying the communities it presents.[5]

6.2 Primary Research

1. **What is primary research**

Primary research is the process of collecting original data to answer specific research questions. It allows researchers to gather new data rather than relying on previously published studies or data, to ensure maximum relevance to research needs.

2. **When to do primary research for diversity, equity and inclusion (DEI) in the microelectronics sector**

Primary research can be useful when researching diversity, equity and inclusion in the microelectronics sector in the following contexts:

- **Understand strengths and challenges:** Conduct primary research to understand specific industry strengths and challenges in areas such as talent pipeline, recruitment, employee experience and progression.
- **Collect diverse perspectives:** Both qualitative and quantitative research can be utilised to collect diverse perspectives from the microelectronics sector, to ensure a range of voices are

---

[3] https://new.nsf.gov/funding/learn/research-types/learn-about-interdisciplinary-research#:~:text=Facilitating%20Interdisciplinary%20Research%20%3A-,Interdisciplinary%20research%3A,or%20bodies%20of%20specialized%20knowledge.

[4] https://coe.arizona.edu/sites/default/files/Diversity,%20Equity,%20and%20Inclusion%20in%20Research%20Teams_%20The%20Good,%20The%20Bad,%20and%20The%20Ugly.pdf

[5] https://societyforhealthpsychology.org/the-health-psychologist/research-highlights/diversity-equity-inclusion-in-research-overview-and-recommendation-for-a-culturally-humble-approach/

heard. For example, a culture survey can collect feedback from many employees in the sector relatively easily and cost effectively.

- **Measuring impact of efforts:** As organisations and the sector invest in DEI, primary research can support those spearheading efforts to measure the impact of policies and programmes. This ensures that efforts are meeting the organisation and the sectors unique and evolving needs.
- **Understand future needs:** As needs evolve and targets are revised, primary research is a necessary tool for regularly reviewing and supporting decision makers to set future goals and identify the most important areas for focus. Review processes should be done at regular intervals.
- **Benchmark:** Both the microelectronics sector and individual organisations can utilise primary research to benchmark their efforts against adjacent industries, competitors or broader global standards.

3. Ethical considerations

Primary research should ensure respect and fairness towards all participants. Researchers must ensure informed consent is included in the process of all research, as well as providing a clear explanation of the research. Confidentiality must be protected, particularly when dealing with issues of identity and discrimination. Avoid reinforcing stereotypes or biases, and approach topics with cultural sensitivity and respect for diverse perspectives. All participation should be voluntary, and participants should be safe to share their experiences without fear of reprisal or judgment.

4. ECDA primary research process

Due to the sensitive nature of primary research in diversity, equity, and inclusion, protocols have been developed for primary research that will be conducted during the ECDA project. Both quantitative and qualitative research will be completed during the project. Primary research methodologies for ECDA include: surveys, focus groups, interviews. Case studies will be developed based on primary research. Where engaging in primary research, consortium members should check the annex of this document and follow the protocols developed. These protocols will be regularly reviewed during the project and updated where necessary.

6.3 Secondary Research

1. What is secondary research

Secondary research, as opposed to primary research, uses research that has already been undertaken by somebody else. Generally, this research comes from sources like academic journals, reports, white papers, articles, books, videos, and podcasts. Secondary research can be both qualitative and quantitative or combine both methods. Secondary research can provide invaluable insights into a research subject, indicate research gaps and future direction and clarity on whether additional primary research may be required.

In secondary research, various approaches can be employed to gather and interpret existing data, each serving a distinct purpose in understanding the subject matter. Descriptive research focuses on outlining characteristics or trends, such as market demographics and consumption patterns, without analysing underlying causes. Analytical research goes deeper, interpreting data to understand the reasons behind trends or phenomena, like why a market shift is occurring. Theoretical research reviews existing theories and models from prior literature to either support or challenge a new hypothesis, offering a more conceptual perspective.

2. When to do secondary research for diversity, equity and inclusion (DEI) in the microelectronics sector

Secondary research can be useful when researching diversity, equity and inclusion in the microelectronics sector in the following contexts:

- **Initial investigation:** To gain a foundational understanding of a specific challenge or subject within DEI before commencing primary research.
- **Feasibility assessment:** To evaluate the need for and feasibility of conducting primary research by understanding what has already been explored in the field.
- **Scope definition:** To support the definition of research scope and objectives by benchmarking potential primary research findings against existing literature.
- **Resource constraints:** When resources (time, budget, personnel) are insufficient for conducting primary research, secondary research can provide context and information.
- **Contextual supplementation:** To enrich primary research findings with context from existing studies, thereby providing the opportunity to benchmark the research findings.
- **Theory investigation:** To explore theoretical frameworks and cross-reference them with data collected during primary research.
- **Policy and best practice identification:** To identify existing policies, guidelines, and best practices in DEI, especially those relevant to the microelectronics sector.
- **Strategic decision making:** To inform and support strategic decisions by providing evidence-based insights and benchmarks.
- **Before developing policies and initiatives:** To ensure you are following best practice and using up to date key terms and definitions.

3. Ethical considerations

When conducting secondary DEI research, it's important to ensure diverse representation and avoid reinforcing biases. Interpret data within its cultural context, be mindful of privacy and informed consent, and avoid misinterpretations that could perpetuate stereotypes. Use respectful, inclusive language, cite sources transparently, and acknowledge any limitations. Avoid plagiarism by properly citing all sources. Use plagiarism detection tools to ensure originality. Additionally, consider the historical and systemic inequities that may influence the data, and present findings in a way that avoids harm to marginalised groups. Ensure that all secondary data used complies with General Data Protection Regulation (GDPR) and other relevant privacy laws. Additional guidelines can be found in 6.1.

4. ECDA secondary research process

All consortium members are expected to support the completion of secondary research through the course of the project. ECDA has developed a secondary research process to ensure a diverse range of subjects are researched, adequate consideration is given to inclusion criteria, and research is documented. Members are asked to complete the following process when undertaking any secondary research:

a. Choose one or more of the predefined ECDA interest areas as the focus of the research. Interest areas should ideally align with organisational expertise and/or fill a current research gap area.
b. In Project Place members can find the template for completing secondary research or *Annex V- Secondary Research Form*. (Project Place: 'Documents' > 'Secondary Research' > 'Secondary Research Form')
c. Once the secondary research has been done, complete the form detailing the research done.
d. Upload the form into the consortium member folder under 'Secondary Research', (Project Place: 'Documents' > 'Secondary Research' > 'Organisation Name'). To distinguish your research, include the date of upload in the title of the document.
e. Share research done at regular intervals including monthly meetings and consortium in-person meetings.
f. Consortium members regularly review knowledge or research gaps throughout the project.

5. Completing secondary research

- **Research area:** Clearly outline the DEI area you're investigating and ensure your search terms reflect this area. Develop a search strategy with specific keywords, Boolean operators, and filters (e.g., publication date, region, industry) to efficiently find relevant data.
- **Inclusion Criteria:** Define criteria for including sources based on relevance, recency, credibility, and geographic focus.
- **Types of Sources:** Identify and prioritise sources such as academic journals, industry reports, surveys and polls, white papers, government publications, company reports, and credible news articles. Keep in mind the global and regional differences (e.g., legal requirements, cultural attitudes) that impact DEI in the microelectronics industry when identifying sources.
- **Credibility and bias:** Critically evaluate the credibility of sources. Ensure the data is from reputable institutions, avoiding sources with conflicts of interest or commercial bias. For academic journals, prioritise peer reviewed journal articles.
- **Accessing Sources:** Make use of databases like Google Scholar, JSTOR, PubMed, and industry-specific repositories. Consider access to paywalled resources through institutional subscriptions or ECDA.
- **Documentation:** Maintain thorough documentation of all data sources and use a consistent citation format or reference management tool (e.g., Zotero, ResearchRabbit, Mendeley).
- **Collation:** Organise sources based on thematic areas, date of publication, and relevance to the research question.

6. Tools / Links:

A. Plagiarism Detection Tools

- **Grammarly (Free Version):** Grammarly offers a basic plagiarism checker in its free version. It checks your text against billions of web pages to ensure originality.
    - Grammarly
- **Quetext:** Quetext provides a free plagiarism checker that helps you detect potential plagiarism by comparing your content against various sources on the internet.
    - Quetext
- **Plagscan:** Another free tool for checking plagiarism. While the free version has limits, it provides a basic check of content against a vast database.
    - Plagscan

B. GDPR Compliance Tools

- **GDPR.eu Resources:** Although GDPR.eu does not offer tools in the traditional sense, it provides a comprehensive guide and checklist to ensure your research aligns with GDPR requirements.
    - GDPR.eu
- **TermsFeed Privacy Policy Generator:** If your research involves the collection of any personal data through surveys or online forms, this tool helps you create a GDPR-compliant privacy policy.
    - TermsFeed

C. Citation Management and Ethical Referencing

- **ResearchRabbit:** ResearchRabbit is a free online "citation-based literature mapping tool." It's designed for academic research and connects users to reputable databases.
    - ResearchRabbit
- **Zotero:** Zotero is a free, open-source tool that helps you collect, organize, cite, and share research sources. It integrates with your browser and word processor, ensuring proper citation and reducing the risk of plagiarism.
    - Zotero
- **Mendeley:** Mendeley is another free tool for managing and sharing research papers, discovering research data, and collaborating online. It helps in proper citation and maintaining an organized bibliography.
    - Mendeley
- **Cite This For Me:** This free tool helps you quickly generate citations in various formats (APA, MLA, Chicago, etc.), ensuring you maintain ethical referencing throughout your research.
    - Cite This For Me

D. Ethical Research Resources

- **Committee on Publication Ethics (COPE):** COPE provides resources, including flowcharts and guidelines, to help researchers and publishers maintain ethical standards.

- COPE

7. DEI Monitoring and Analysis

7.1 DEI Monitoring

DEI Monitoring Protocol

1. Introduction
This protocol outlines the systematic approach for monitoring the progress of WP2 in the European Chips Diversity Alliance (ECDA). WP2 encompasses mixed-method research and development, pilot testing and DEI training suite development, leveraging sector influencers, and engagement with industry events. The protocol ensures timely tracking, effective management, and successful achievement ofWP2 objectives.

2. Objectives of the WP2 DEI Monitoring Protocol

- **Ensure Timely Progress:** Track WP2 activities to ensure they are completed on schedule. Ensure that diverse stakeholder groups are considered at each stage of development, testing, and rollout to avoid delays due to overlooked perspectives.
- **Quality Assurance**: Uphold rigorous quality standards across deliverables, with particular attention to ensuring that DEI principles are embedded in the development of tools, materials, and research methodologies. Regularly review deliverables to ensure they reflect the diversity of target groups and address the specific needs of underrepresented populations.
- **Compliance:** Adhere to EU funding reporting requirements. In addition, ensuring alignment with diversity-related laws, ethical guidelines, and best practices. Incorporate accessibility standards in the project, ensuring inclusivity for individuals across different backgrounds, needs, and identities.
- **Impact Measurement:** Evaluate the effectiveness, inclusivity, and reach of ECDA. Ensure the WP2 deliverables are focused on outcomes such as improved awareness, behaviour change, and inclusivity within organisations and the sector more broadly. Ensure that the DEI Training Suite addresses the unique challenges of underrecognised and underrepresented groups and track its impact on those demographics.
- **Stakeholder Engagement:** Keep stakeholders informed and involved throughout the WP2 lifecycle. Engage a diverse array of stakeholders and ensure that voices from a variety of backgrounds, organisations, and identities are heard and influence key decisions.
- **Risk Management:** Identify and mitigate risks promptly to avoid WP2 delays or failures. Identify and mitigate risks related to underrepresentation, cultural insensitivity, or potential exclusion of key stakeholder groups. Proactively address challenges like resistance to DEI interventions, cultural misunderstandings, or biases in tool design and implementation.

3. WP2 Phases and Key Performance Indicators

Phase 1: Initial Research & Development & DEI Mapping Methodology (April 2024 – September 2024)

- DEI Mapping Methodology completed.
- Quantitative and qualitative research.
- Data analysis and initial reporting on results.

Phase 2: Action Plan & 1st DEI Report (October 2024 – September 2025)

- Research findings disseminated to key stakeholders and industry influencers.
- Feedback from key stakeholders on research findings.
- Based on outcomes of Phase 1, KPIs generated.
- Consortium members begin secondary research.
- Develop an action plan incorporating SMART goals (Specific, Measurable, Achievable, Relevant, and Time-bound) to ensure clear, structured, and effective progress toward WP2objectives.
- Targeted work on achieving the established SMART goals, ensuring measurable progress and alignment with the WP2 objectives.
- **1st DEI Report:**
  a. Analysis results of: DEI current state in sector, sectors strengths and challenges, future aspirations for the sector, review of primary and secondary research, and connection to how it shaped the training topics chosen.
  b. Action Plan with update on progress towards goals included.
  c. Research plans for Phase 3.

Phase 3: Review and 2nd DEI Report (March 2026 - July 2026)

- A review of WP2 Action Plan and progress towards project goals.
- Targeted work on achieving the established SMART goals, ensuring measurable progress and alignment with the project's objectives.
- A review of research completed to date and identify gaps.
- **2nd DEI Report:**
  a. Results of Phase 3 primary and secondary research.
  b. Update on DEI Training Suite.
  c. Action Plan with update on progress towards goals included.
  d. Research plans for Phase 4.

Phase 4: Review and Vision Paper (October 2026 – March 2027)

- A review of research completed to date and identify gaps.
- Summarise feedback on training and ECDA deliverables.
- **Vision Paper:**

a. Summary of KPIs and goals achieved during the project.
b. Analysis from training results and feedback.
c. Identify future needs of the sector and potential next steps.

4. Monitoring Methods

Data Collection Tools

- Surveys and questionnaires
- Interviews and focus groups
- Feedback forms
- Pilot testing of training suite
- Feedback on training suite
- Bibliographic analysis

5. Reporting Mechanisms
Internal Reporting

- Monthly consortium meetings
- Semi-annual in person meetings
- Project management software for task tracking, collaboration and document repository

External Reporting

- Two reports and vision paper
- Meetings, webinars, and events for stakeholder engagement
- Social media content
- Project website: diversityinchips.eu
- Blogs, press releases, podcasts, radio interviews
- Collaboration with industry associations or associated partners

7.2 DEI Analysis

DEI Data Analysis Guidelines

1. Pre-Assessment Phase

A. Planning and Designing Data Collection

- **Design with Purpose**: Assessment and research tools (i.e., survey, interviews, focus groups, observational study) should be designed with the end goal in mind, considering the types of data analysis that will be performed. This includes selecting appropriate question types or observation methods and piloting your tool to identify issues before full deployment.[6]
- **Target Population**: Ensure that your data collection method is tailored to the correct audience. This applies to surveys, interviews, and any other type of assessment, making sure the language and format are appropriate for your specific population.
- **Ethical Considerations**: Respect participants' confidentiality and ensure informed consent is obtained. Be mindful of data privacy laws including GDPR, individual country laws and use techniques like anonymisation where necessary.
- **Clear and Unbiased Survey Questions**: Avoid leading or confusing questions. Use simple language to ensure clarity and avoid bias, which can skew data interpretation.[7]

[6] https://academic.oup.com/intqhc/article/15/3/261/1856193
[7] https://link.springer.com/chapter/10.1007/978-3-319-54395-6_43

- **Language Considerations**: Ensure that survey questions are culturally sensitive and inclusive of diverse identities (e.g., gender, age, ethnicity, sexual orientation). Avoid binary options for gender and include questions that allow for self-identification.
- **Accessibility**: Make sure surveys are accessible to all participants, including those with disabilities. Use plain language, avoid jargon, and ensure compatibility with screen readers and other assistive technologies.

B. Tool Selection

- **(FREE) EUSurvey:** EUSurvey is an online platform developed by the European Commission for creating and managing surveys, forms, and consultations across various sectors within the EU.
- **(PAID) AudioEye:** AudioEye is a digital accessibility platform that helps make websites and digital content accessible to people with disabilities by ensuring compliance with web accessibility standards.
- **(PAID) Typeform:** Known for creating engaging and interactive surveys with a sleek, conversational design. Its intuitive interface and customisable templates make it ideal for users looking to create visually appealing surveys that enhance user experience.
    - Good for: User-friendly and visually appealing surveys.
- **(PAID) Qualtrics:** Robust tool designed for enterprise-level research, offering advanced survey logic, deep analytics, and extensive customisation. It's especially well-suited for complex surveys and organisations that require detailed insights and integration with CRM tools.
    - Good for: Enterprise-level research and complex survey needs.

C. Ensuring Validity and Reliability

- **Construct Validity**: Whether you're designing a survey, interview guide, focus group, or observational checklist, make sure you are accurately measuring the intended constructs. Consulting subject matter experts during the design process can help ensure validity.[8]
- **Test-Retest Reliability**: For longitudinal studies or repeated assessments, ensure that your tool yields consistent results over time by conducting a test-retest analysis if possible.[9]
- **Behavioural Anchoring**: In performance assessments or Likert scales, provide clear behavioural examples or anchors to reduce ambiguity and improve the consistency of responses across various assessment methods.

D. Testing

- **Pilot Testing (Pre-Test with a Sample Group)**: Conduct a pilot test with a small, representative sample of your target population before commencing the assessment phase. This helps identify any unclear or confusing questions and allows you to make adjustments before full deployment.

[8] https://www.surveylab.com/blog/how-to-analyze-survey-data/

[9] https://journals.plos.org/plosmedicine/article?id=10.1371/journal.pmed.1001069

2. Assessment Phase

A. Ensuring Data Quality During Collection

- **Real-Time Monitoring**: Monitor data collection in real-time to identify and correct issues as they arise, such as survey fatigue, confusing questions, or inconsistent responses.
- **Standardisation**: Ensure consistency in how data is collected, especially when multiple people are involved. Standardised instructions or training for those conducting interviews or observations can help maintain data quality. For ECDA consult protocols developed to ensure consistency.
- **Participant Engagement**: Keep participants engaged during long assessments to reduce drop-off rates and maintain high-quality responses. Use clear instructions and progress indicators to keep them motivated.

B. Data Security and Confidentiality

- **Secure Data Storage**: Ensure that all collected data is stored securely, using encryption and access controls where necessary.
- **Confidentiality Management**: Continually remind participants of confidentiality practices to maintain trust and ensure honest responses.

C. Data Privacy and Protection:

- **Legitimate Purpose:** Define the specific purposes for collecting data and ensure that processing is limited to those purposes.
- **Data Minimisation:** Collect only the necessary data to achieve the project's objectives.
- **Data Anonymisation:** Whenever possible, anonymise data to protect individual privacy.
- **Privacy Policy and Data Protection:**
    - **What data we collect and why we collect:** Specify the types of data collected and the purposes for which it is used.
    - **Who we share data with:** Identify any third parties with whom data may be shared and the reasons for sharing.
    - **How long we store personal data:** Provide details on the retention periods for different types of data.
    - **Data protection rights:** Outline the rights of data subjects, including:
        - The right to access
        - The right to rectification
        - The right to erasure
        - The right to restrict processing
        - The right to object to processing
        - The right to data portability
        - The right to avoid automated decision-making
- **Contact Person:** Designate a responsible person to handle data protection inquiries and address concerns.

D. Data Cleaning

- **Importance of Data Cleaning**: Before analysis, ensure your data is clean and free from errors. This includes handling missing data, outliers, and duplicate entries. For qualitative data when using a transcription tool, ensure you are checking transcripts for accuracy. Data cleaning is crucial for maintaining the integrity of your analysis, whether you're working with survey data, experimental data, or observational data.

- **Best Practices for Data Cleaning Quantitative Data**:
  - **Handling Missing Data**: Decide on a method for dealing with missing data (e.g., imputation, removal, or substitution with mean/median values) based on the context of your analysis.
  - **Outlier Detection**: Identify and address outliers that could skew your results. This can be done through statistical methods or visual inspections.
  - **Data Transformation**: Normalise or standardise your data if needed, particularly for statistical analyses that assume normally distributed data.

E. Tools for Data Cleaning:

- **Python (Pandas library)**: Excellent for data manipulation and cleaning.
- **Excel**: Useful for basic data cleaning tasks such as removing duplicates and handling missing data.

3. Post Assessment Analysis

Quantitative Research

A. Data Analysis Techniques

- **Regression Analysis**:
  - **Best Used**: For predicting outcomes based on one or more predictors. For example, use linear regression to predict a dependent variable like retention rate based on workplace inclusivity score. Multiple regression is ideal for analysing how multiple factors influence a single outcome.[10]
- **ANOVA (Analysis of Variance)**:
  - **Best Used**: When comparing means across three or more groups. For example, testing job satisfaction levels among employees from different departments. One-way ANOVA tests for significant differences between group means, while two-way ANOVA can examine interactions between two variables. For example, testing job satisfaction levels based on department and gender.[11]
- **T-Test**:
  - **Best Used**: When comparing the means of two groups. For example, comparing job satisfaction scores of full-time and part-time employees. **Paired T-tests** compare the

[10] https://journals.plos.org/plosmedicine/article?id=10.1371/journal.pmed.1001069

[11] https://academic.oup.com/intqhc/article/15/3/261/1856193

same group at different times (e.g., pre-test and post-test scores), while **independent T-tests** compare two different groups.[12]

- **Advanced Statistical Methods**
  - **Cluster Analysis**: For segmenting your data into distinct groups based on similarities. For example, based on their job satisfaction scores and work preferences e.g. remove work, professional development opportunities. This is particularly useful in market research or when analysing behavioural data.
  - **Factor Analysis**: To reduce data dimensionality and identify underlying relationships between variables. This can be useful in survey design when trying to identify key drivers behind certain responses or variables.
  - **Structural Equation Modelling (SEM)**: For analysing complex relationships between variables, especially when there are multiple dependent and independent variables. SEM is useful for hypothesis testing in research contexts.

B. Considerations in Quantitative Data Analysis

- **Potential Biases**: When using statistical methods, be aware of potential biases in your data that may impact marginalised groups. For example, historical data might reflect systemic biases that could skew regression or ANOVA results. It's important to adjust for these biases where possible or to acknowledge them in your analysis.
- **Intersectional Analysis**: Beyond analysing data based on single demographic variables, consider how multiple identities intersect. This can be achieved through more nuanced methods like cross-tabulation to explore how different demographic factors (e.g., gender and ethnicity) influence outcomes.[13]
- **Avoid Overgeneralisation**: Be cautious about drawing broad conclusions from your data, especially if your sample size is small or not representative of the population. Always specify the limitations of your data and analysis.
- **Transparency in Reporting**: Clearly communicate any limitations, potential biases, or uncertainties in your analysis. This includes explaining your reasoning for any decisions made during the data cleaning, analysis, or interpretation stages.

C. Recommended Tools:

- **R Programming Language**:
  - **Overview**: R is a powerful programming language designed for statistical computing and graphics. It is widely used in data science for performing statistical analyses and creating high-quality visualisations.
  - **Best For**: Custom statistical analysis and data visualisation.
  - **Why Choose It**: R offers a vast range of libraries and packages for statistical analysis and visualisation, making it highly customisable. It's particularly suited for users who need to perform advanced statistical modelling or work with complex datasets.

---

[12] https://www.surveylab.com/blog/how-to-analyze-survey-data/, https://academic.oup.com/intqhc/article/15/3/261/1856193

[13] https://journals.plos.org/plosmedicine/article?id=10.1371/journal.pmed.1001069

- **Tableau**
  - **Overview**: Tableau is a leading data visualisation tool that allows users to create interactive and shareable dashboards. It's perfect for handling large datasets and turning complex data into understandable visual insights.
  - **Strengths**: Data visualisation and business intelligence.
  - **Why Choose It**: Its ability to handle complex datasets and create intuitive, interactive visualisations makes it ideal for both technical and non-technical users. It's particularly useful for presenting data findings to a wide audience.
- **SPSS (Statistical Package for the Social Sciences)**
  - **Overview**: SPSS is a robust statistical analysis tool commonly used in social sciences and research. It simplifies complex statistical analysis and is user-friendly, making it accessible to non-programmers.
  - **Strengths**: Advanced statistical analysis, especially in academic and research settings.
  - **Why Choose It**: SPSS is widely recognised for its ability to handle large datasets and perform sophisticated statistical analyses such as regression, ANOVA, and factor analysis. It's a trusted tool in both academic and professional environments for its reliability and ease of use.

Qualitative Research

A. Data Analysis Techniques

- **Thematic Analysis**:
  - **Best Used**: As thematic analysis adopts a flexible approach to qualitative data analysis it can be useful in a variety of contexts. It is best used in DEI research to explore complex subjects like individual experiences and social dynamics. It can be particularly helpful for generating recommendations and actionable insights.

- **Grounded Theory**:
  - **Best Used**: In grounded theory, the researcher uses coding and categorisation to identify common themes or conceptual frameworks. Grounded theory can be useful in DEI research for avoiding bias as rather than testing preconceived hypothesis, fresh theories are built from the raw data. It is also helpful when trying to understand areas that are currently under-researched.

- **Content Analysis**:
  - **Best Used**: Content analysis is used for analysing multimedia for patterns, frequencies and themes. It can be helpful in DEI research for uncovering biases, tracking changes over time, and evaluating the impact of DEI initiatives e.g. based on feedback from employees. It is also helpful when handling a large volume of data such as social media posts, media articles and video content.

- **Narrative Analysis**:

- **Best Used**: Narrative analysis is best used for understanding individual stories and personal experiences to understand how people interpret experiences and construct meaning and identity. It can also be collated to understand collective experiences. Previous DEI research has utilised this approach to identify factors that impact perceptions of inclusion in the workplace.[14]

B. *Considerations in Qualitative Data Analysis*

- **Data coding**: Develop a coding framework for analysing your data, this framework should utilise best practice from the data analysis technique you have chosen. Apply codes consistently to data and rigorously account for individual differences if you are working as a team.
- **Building themes**: Identify patterns across codes to build themes. Ensure themes are reviewed to ensure they are reflective of the data and make sure themes are clearly defined. When working as a team, mitigate for any inconsistencies in individual processes.
- **Check for credibility**: Put guardrails in place to pick up inaccuracies in data analysis. This can be done by sharing results with participants for checking, getting peers to check work and having a documentation process that reduces the risk of individual differences in coding and thematic development.
- **Contextualise your findings:** Relate your findings to your research question and to broader existing research. Avoid overgeneralising your findings and always specify the limitations of your data and analysis.
- **Transparency in Reporting**: Clearly communicate any limitations, potential biases, or uncertainties in your analysis. This includes explaining your reasoning for any decisions made during the data cleaning, analysis, or interpretation stages.

C. *Recommended Tools:*

- **NVivo**:
  - **Overview**: NVivo is a data analysis software to help researchers organise, analyse, and visualise complex data, including text, audio, video, and images.
  - **Best For**: Large and diverse data sets.
  - **Why Choose It**: NVivo's advanced features for coding and thematic analysis, coupled with its ability to handle multimedia data, make it ideal for in-depth qualitative research and complex projects.
- **Atlas.ti**:
  - **Overview**: Atlas.ti is a powerful qualitative analysis software that provides tools for coding, analyzing, and visualizing textual and multimedia data. It also provides access to millions of existing research papers.
  - **Best For**: Projects that integrate primary and secondary research.
  - **Why Choose It**: Atlas.ti's strong collaborative features and extensive customisation options enhance its utility for both individual and team-based research projects.
- **MAXQDA**:

[14] https://jamanetwork.com/journals/jamanetworkopen/article-abstract/2695077

- **Overview**: MAXQDA is a qualitative data analysis software offering a range of tools for coding, theme development, and data visualisation, with support for both text and multimedia data.
- **Best For**: Projects that utilise qualitative and quantitative data sets.
- **Why Choose It**: MAXQDA offers integration with other software tools and robust features for managing large datasets, coding, and thematic development, providing a comprehensive solution for diverse and intricate research projects.

- **STATA** and **Dedoose** are additional tools that can support qualitative data analysis.

4. Research Dissemination

A¡ Reporting.and.Presentation

- **Structured Reporting**: Ensure your reports follow a logical structure—starting with an introduction, followed by a data summary, detailed analysis, and actionable conclusions. This helps guide readers through the findings and makes it easier to implement recommendations.[15]
- **Tailor to Your Audience**: Adjust the complexity of your analysis and presentation based on your audience. Executives may prefer a high-level summary, while data teams may require detailed explanations and technical insights.[16]
- **Data Visualization and Presentation**
  - **Clear and Focused Visuals**: Choose the appropriate visualization for your data. Use bar charts for comparisons, line graphs for trends, and scatter plots to show relationships between variables. Keep visuals clean and free of clutter, making them easy to interpret.
  - **Utilising Qualitative Data**: Utilise your raw data to support your readers understanding of your findings by presenting your themes and leveraging quotes to support the readers understanding of the data.
- **Ethical Data Interpretation**
  - **Avoid Misleading Visualisations**: Ensure that your visualisations accurately represent the data. Avoid common pitfalls like truncated axes, overly complex charts, or selective data presentation that could mislead the audience.
  - **Avoid Overgeneralisation**: Avoid drawing broad conclusions from small or non-representative samples.
  - **Transparency in Reporting**: Clearly communicate any limitations, biases, or uncertainties in your analysis.

B. Collaboration.and.Data.Sharing

- **Version Control**: When collaborating on data analysis projects, use version control systems (e.g., Git) to keep track of changes and ensure consistency across team members.

---

[15] https://journals.plos.org/plosmedicine/article?id=10.1371/journal.pmed.1001069, https://academic.oup.com/intqhc/article/15/3/261/1856193
[16] https://www.surveylab.com/blog/how-to-analyze-survey-data/, https://aapor.org/standards-and-ethics/best-practices/

- **Data Sharing and Security**: When sharing data with others, ensure that you're adhering to data security protocols. This includes using encrypted files, password protection, and anonymise where necessary.

C. *Tools for Collaboration:*

- **Google Sheets/Excel Online**: For collaborative data analysis in real-time.
- **GitHub/GitLab**: For version control and collaboration on code-based analysis projects.

D. *Iterative Data Analysis*

- **Continuous Improvement**: Treat data analysis as an iterative process. After initial analysis, revisit your data and methods based on feedback or new insights. This is particularly important in dynamic environments where new data becomes available over time.
- **Feedback Loops**: Incorporate stakeholder feedback into your analysis process. This ensures that your findings remain relevant and actionable.

E. *Benchmarking and Comparative Analysis*

- **Internal vs. External Benchmarks**: Compare your data against both internal benchmarks (e.g., past performance) and external benchmarks (e.g., industry standards) to contextualise your findings and assess performance.
- **Competitive Analysis**: Use comparative analysis to position your findings relative to broader research or peers in your industry.

5. **Additional Recommended Resources:**

- **Harvard Program on Survey Research**: Provides access to journals and resources that guide effective survey design, data analysis, and reporting.[17]
- **Kaggle**: A community-driven platform that offers free datasets and advice on best practices for data analysis.

8. Communication

Findings of the DEI mapping methodology and the action plans will be shared to relevant stakeholders (e.g., executives, employees, students). To ensure effective communication, the approach should be tailored to each stakeholder group's needs and interests:

- **To reach the Industry Executives,** emphasising how DEI can improve innovation, attract top talent, and enhance reputation. Key findings need to be presented visually using concise charts, graphs, and infographics to showcase the current DEI state and potential benefits of the action plan. Case studies are practical tool. Executive-level meetings would be an ideal platform to share findings. Finally, the focus should be on actionable recommendations by clearly outlining the proposed action plan with measurable goals and timelines.
- **To reach the industry staff members,** explaining how the action plan will create a more inclusive and supportive work environment. In the message, use clear and concise language to create a

[17] https://psr.iq.harvard.edu/links/category/type-resource/journals

positive and engaging message. Interactive sessions can be offered, such as hosting focus groups to allow employees to ask questions and share their perspectives.

- **To reach the Human Resources (HR) and Learning and Development (L&D) Professionals**, the message highlights the critical role of HR and L&D in driving DEI initiatives and creating a more inclusive workplace, emphasise the need to develop and implement policies and procedures that support DEI goals, and discuss the importance of providing DEI-related training and development opportunities for all employees. Finally, they will be engaged in testing the DEI training and development programs and providing feedback and suggestions for improving the action plan.
- **To reach the teaching staff from HE and VET universities and training centres**, emphasise the positive impact on student outcomes, professional development opportunities, and the creation of an inclusive learning environment. Utilise a combination of channels, including faculty meetings and online learning platforms to ensure widespread reach and engagement. Tailor the communication approach to the specific needs and interests of teaching staff to foster a sense of ownership and participation in DEI initiatives.
- **To reach the students,** the message highlights how a more diverse and inclusive microelectronics sector can benefit their future careers. A proper communication channel should be chosen such as social media, webinars, or career fairs to connect with students and showcase the project's findings. Finally, **develop targeted resources by** creating career guides or mentorship programs specifically for students from underrepresented backgrounds.

9. Template for DEI Vision Paper

This is a template for creating a DEI Vision Paper. It provides a flexible framework that can be adapted to specific needs in the future.

I. Introduction

- **Title**
- **Author(s)**
- **Date of publication**
- **Executive Summary**

II. Background

- **Current State of DEI in microelectronics industry:** Analysis of the current state of diversity, equity, and inclusion within the field. This might include workforce demographics, practice of inclusive leadership, access to educational and professional opportunities for marginalised communities, and prevalence of unconscious bias.
- **Challenges related to DEI in microelectronics**
- **Summary of KPIs and measure goals achieved during the project against KPIs.**
- **Analysis from training results and feedback.**
- **Identify future needs of the sector and potential next steps**

III. Vision Statement

A concise and inspirational statement that articulates the desired future state of DEI within microelectronics. This statement should be specific and achievable in a defined timeframe.

IV. Strategic Goals and Objectives

Define a set of strategic goals that translate the vision statement into actionable steps and **develop specific objectives** for each strategic goal with a clear defined steps needed for achievement and deadlines.

V. Strategies and Initiatives

Outline the recommended strategies and initiatives to achieve goals and objectives. *This might include:*

- *targeted recruitment and retention programs*
- *unconscious bias training for all levels of the organisation*
- *mentorship and sponsorship programs for underrepresented groups*
- *ambassadorship and pioneer awards*
- *partnership with universities and colleges to create a diverse talent pipeline*
- *programs to encourage participation of underrepresented groups in STEM fields*
- *initiatives to foster a more inclusive and equitable work culture*

VI. Implementation and Action Plan: Outline a clear plan for implementing the strategies and initiatives identified. This might include timeline, budget, and roles & responsibilities.

VII. Conclusion

VIII. Annex

Annex I- Sample Pool Survey

Introduction

What is the European Chips Diversity Alliance
The European Chips Diversity Alliance (ECDA) is a consortium co-funded by the European Union and coordinated by SEMI Europe, with 11 partners from 6 countries. The alliance will enhance the diversity, equity, and inclusion in the European microelectronics sector by building bridges from industry to the world of education. The Alliance will lower the barriers to enhance participation in the sector from under-represented groups by providing data, operational tools, case studies, trainings, and programs to improve workplace diversity and inclusion.

The objectives of the European Chips Diversity Alliance are to:

- Bring together industry and the world of education including universities and training organisations.
- Develop an innovative methodology to gauge Diversity, Equity, and Inclusion (DEI) trends and dynamics in the EU chips sector.
- Formalise the DEI Advisory Council and produce Vision Paper with actionable measures and recommendations for enhanced DEI in the sector.
- Develop innovative training and operational tools to improve DEI in the EU chips sector.

What is the European Chips Diversity Alliance Sample Pool Survey
The goal of the survey is to identify successes and barriers to success in DEI in the microelectronics sector. The results of this survey will inform the support and training the European Chips Diversity Alliance offers to the sector over the coming years.

What is Diversity, Equity, and Inclusion
ISO 30415 definitions:

Diversity: *characteristics of differences and similarities between people*
Equity: *principle that policies, processes and practices should be fairly applied and individual needs recognised*
Inclusion/inclusiveness: *practice of including all stakeholders in organisational contexts*

Survey Guidelines

- Anonymity: *This survey is confidential and does not collect participant details.*
- Requirements for participation: *This survey should only be completed by full-time employees in your organisation.*

- Consider the organisation as a whole: *When answering the following questions, please consider the collective efforts of your organisation*.
- Honesty and constructive feedback: *Your honest evaluations are beneficial for development*.
- Use the full range of the scales: *There is a variety of scales in this survey. Please use the full range of the scales when providing responses.*

Data Handling

Participation in this survey is confidential. All data is protected and secured and will be deleted after the ECDA project is completed in 2027.

ECDA will not share your contact details externally. ECDA might contact you with practicalities relating to the survey or other relevant information based. You will be able to unsubscribe in all communication of ECDA by contacting ksrivastava@semi.org.

Q1: I am a full-time employee in the microelectronics sector in Europe.

- Yes
- No

Q2: I consent to participate in this survey.

- Yes
- No

You and your organisation

Q1: What is your job role? [Text]

Q2: What is your job function? [Multiple Choice]

- Academia
- Administrative Support
- Advertising
- Assembly/Packaging Engineering
- Business Development

- Chemicals/Materials
- Company Administrator
- Consulting
- Corporate Management
- Design
- Engineering Other
- Environment, Health & Safety (EHS)
- Equipment Engineering
- Executive Management/Board Member
- Fabrication and Process Engineering
- Facilities/Engineering Support
- Finance/Accounting
- Financial/Industry Analyst/Investor Relations
- Government/Public Policy
- Human Resources
- Industrial Engineering
- Integration/IT Support
- Investor Relations
- Logistics/Supply Chain Management
- Manufacturing Engineering
- Manufacturing/Operations Management/Production
- Market Analyst
- Marketing, Sales, Business Development
- Media/Press
- Other
- Packaging/Assembly
- Product Management
- Public Relations
- Purchasing/Procurement/Office Management
- Quality Assurance/Failure Analysis/Reliability
- R&D
- Sales
- Software Engineering
- Test
- Trade Show/Events
- Training/Education
- Unknown

Q3: What is your job level? [Multiple Choice]

- Executive Management (Chairman, CEO, CFO, CMO, President, Chief, Managing Director)
- Senior Management (Vice President, Director)

- Other Management (Program Manager, Manager)
- Non-Management (Staff, Professional, etc.)
- Student
- Other job level
- Unknown

Q4: In what country is your business headquartered? [Text]

Q5: Which regions does your organisation have a presence in? *Select all that apply.* [Multiple Choice]

- Europe, Middle East, and Africa (EMEA)
- Asia-Pacific (APAC)
- North America (NA)
- Latin America (LA)

Q6: How many people are employed at your organisation? [Multiple Choice]

- 1 - 99
- 100 - 199
- 200 - 499
- 500 - 999
- 1,000 - 9,999
- 10,000+

Current State

Q1: What motivates your organisation's diversity, equity, and inclusion efforts and investment currently? [Rating]

- Regulatory requirements: *DEI efforts are driven by the need to comply with legal standards and anti-discrimination laws.*
- Finding talent: *DEI initiatives focus on attracting a diverse workforce by creating an inclusive brand.*
- Retaining talent: *Efforts are centered on keeping diverse talent through an inclusive organisational culture that promotes equity, supports career development, and values all employees.*
- Reputation and brand: *DEI efforts enhance the organisation's public image and brand identity, aligning with customer values and increasing market appeal.*
- Other: *Please specify any other motivations driving your organisation's DEI efforts that are not captured by the categories listed above.*

Q2: Please rank the following areas in order of priority for your organisation's DEI initiatives currently, with **one** being the **highest priority**. [Ranking]

- Talent Pipeline
- Recruitment
- Employee experience and culture

- Inclusive leadership
- Progression and performance
- Learning and development
- Customer experience
- Suppliers and supply chain
- Positive marketing and brand awareness
- Innovation and product development

Q3: Instructions: Please rank your organisation using the following guidelines. [Likert Scale]

Unacceptable: *Fails to meet basic DEI standards and requires immediate attention and corrective action.*

Needs Improvement: *Falls short of DEI expectations with areas for significant development.*

Meets Expectations: *Adequately meets DEI goals and practices as expected for a typical organisation.*

Exceeds Expectations: *Goes beyond the standard DEI practices with significant positive outcomes.*

Outstanding: *Far exceeds DEI expectations with exceptional initiatives and results.*

Considering your organisation's current performance in the following DEI areas, how would you rate the following:

	Unacceptable	Needs Improvement	Meets Expectations	Exceeds Expectations	Outstanding
Talent pipeline	1	2	3	4	5
Recruitment	1	2	3	4	5
Employee experience and culture	1	2	3	4	5
Inclusive leadership	1	2	3	4	5
Progression and performance	1	2	3	4	5
Learning and development	1	2	3	4	5
Customer experience	1	2	3	4	5
Suppliers and supply chain	1	2	3	4	5
Positive marketing and brand awareness	1	2	3	4	5
Innovation and product development	1	2	3	4	5

Q4: Please rank the following diversity dimensions in order of priority for your organisation's DEI strategy, policies, and initiatives currently, with one being the highest priority. [Ranking]

- Age: *Individuals from different age groups and life stages.*

- Disability: *Individuals with conditions (body or mind) that can cause barriers for the person with the condition to do certain activities (activity limitation) and interact with the world around them (participation restrictions).*
- Gender identity: *Individuals from different gender identities, gender expressions, and sex characteristics.*
- Neurodiversity: *An umbrella term used to describe neurological differences in brain processes. This can include individuals that are autistic, dyslexic, and have ADHD.*
- Racial or ethnic origin: *Individuals from different races, ethnicities, and nationalities.*
- Skillset: *Individuals with varied collections of abilities, knowledge, and competencies.*
- Other: *Please specify any other diversity dimensions driving your organisation's DEI efforts.*

Q5: Please rank the following challenges in order of impact on your organisation's DEI initiatives currently, with one being the highest impact. [Ranking]

- Lack of goals and metrics
- Lack of data and insights
- Inadequate training
- Leadership buy-in
- Budgetary and time resources
- Cultural resistance

Q6: What barriers to success, in both policies and practice, has your organisation encountered to date in diversity, equity, and inclusion? [Open-ended question]

Future State

Q1: What do you expect to motivate your organisation’s diversity, equity, and inclusion efforts in the next 3 years? [Rating]

- Regulatory requirements: *DEI efforts are driven by the need to comply with legal standards and anti-discrimination laws.*
- Finding talent: *DEI initiatives focus on attracting a diverse workforce by creating an inclusive brand.*
- Retaining talent: *Efforts are centered on keeping diverse talent through an inclusive organisational culture that promotes equity, supports career development, and values all employees.*
- Reputation and brand: *DEI efforts enhance the organisation’s public image and brand identity, aligning with customer values and increasing market appeal.*
- Other: *Please specify any other motivations driving your organisation's DEI efforts that are not captured by the categories listed above.*

Q2: Please rank the following areas as a priority for your organisation's DEI initiatives for the next 3 years, with **one** being the **highest priority**. [Ranking]

- Talent pipeline

- Recruitment
- Employee experience and culture
- Inclusive leadership
- Progression and performance
- Learning and development
- Customer experience
- Suppliers and supply chain
- Positive marketing and brand awareness
- Innovation and product development

Q3: Please rank the following diversity dimensions in order of priority for your organisation's DEI strategy, policies, and initiatives for the next 3 years, with one being the highest priority. [Ranking]

- Age: *Individuals from different age groups and life stages.*
- Disability: *Individuals with conditions (body or mind) that can cause barriers for the person with the condition to do certain activities (activity limitation) and interact with the world around them (participation restrictions).*
- Gender identity: *Individuals from different gender identities, gender expressions, and sex characteristics.*
- Neurodiversity: *An umbrella term used to describe neurological differences in brain processes. This can include individuals that are autistic, dyslexic, and have ADHD.*
- Racial or ethnic origin: *Individuals from different races, ethnicities, and nationalities.*
- Skillset: *Individuals with varied collections of abilities, knowledge, and competencies.*
- Other: *Please specify any other diversity dimensions driving your organisation's DEI efforts.*

Q4: What barriers to success, in both policies and practice, do you anticipate your organisation might encounter in diversity, equity, and inclusion in the next 3 years? [Open-ended question]

EU Chips Diversity Alliance

Q1: Please rank the following areas in order of priority for the EU Chips Diversity Alliance, with **one** being the **highest priority**. [Ranking]

- Talent pipeline
- Recruitment
- Employee experience and culture
- Inclusive leadership
- Progression and performance
- Learning and development
- Customer experience
- Suppliers and supply chain
- Positive marketing and brand awareness
- Innovation and product development

Q2: Please rank the following diversity dimensions in order of priority for the European Chips Diversity Alliance for the next 3 years, with one being the highest priority. [Ranking]

- Age: *Individuals from different age groups and life stages.*
- Disability: *Individuals with conditions (body or mind) that can cause barriers for the person with the condition to do certain activities (activity limitation) and interact with the world around them (participation restrictions).*
- Gender identity: *Individuals from different gender identities, gender expressions, and sex characteristics.*
- Neurodiversity: *An umbrella term used to describe neurological differences in brain processes. This can include individuals that are autistic, dyslexic, and have ADHD.*
- Racial or ethnic origin: *Individuals from different races, ethnicities, and nationalities.*
- Skillset: *Individuals with varied collections of abilities, knowledge, and competencies.*
- Other: *Please specify any other diversity dimensions driving your organisation's DEI efforts.*

Q3: Three years from now, what impact would you hope the EU Chips Diversity Alliance project will have had on both the sector **and** your organisation? [Open-ended question]

Q4: What content type, style and format would drive the most engagement in the EU Chips Diversity Alliance projects learning, tool kits and marketing material? [Open-ended question]

Closing

Thank you for taking the time to participate in this survey.
Please share any additional information not captured in the previous questions or any feedback on the survey. [Open-ended question].

Annex II- Interview Protocol

For Interviewer

Interview time: 30 minutes

Interviewees: Executives in the microelectronics sector

Background: The purpose of this interview protocol is to provide a structured framework for conducting executive interviews as part of the European Chips Diversity Alliance (ECDA). By adhering to this protocol, ECDA can ensure a consistent approach for all interviews and maintain interview quality. This protocol utilises an Appreciative Inquiry (AI) approach.

About Appreciative Inquiry: "Appreciative inquiry is a generative process that has been applied worldwide at micro and macro levels, from individual to large-scale cultural transformation. AI helps people to focus upon what is working well, the positive core, and identifying strengths by engaging them in inquiries and stories that highlight and then leverage those strengths. It is an evidence-based approach to change and individual, social and organisational wellbeing. The 4-D Model of AI consists of four pillars: 1) Discovery, Together identify strengths and core competencies, "map" the organisational core; 2) Dream, Collectively envision positive possibilities for the future, articulate a shared vision, and select strategic opportunities to focus on; 3) Design, Create aspiration statements for each opportunity and design processes/structures to achieve them, and 4) Destiny, Scope out a collaborative path forward and make personal commitments to contribute strengths and resources to realize shared aspirations."[18]

If you would like to learn more about Appreciative Inquiry or complete specialist training, you can visit the Center for Appreciative Inquiry.

Guidelines for conducting the interview:

1. *Understand AI Principles:* The interviewer should have a strong foundational understanding of AI and experience using AI effectively.
2. *Logistics:* Schedule the interview at a convenient time for the interviewee, ensuring a comfortable, distraction-free environment. Allocate sufficient time for the interview.
3. *Structure:* Observe the structure of this interview protocol. Keep time to ensure that all 'must ask' questions are asked. It is recommended that an additional optional ten minutes is allocated for:
    - answering any questions the interviewee may have
    - providing additional information or context the executive may want to share

[18] Cooperrider D., Whitney D., Stavros J. *2nd* ed. Crown Custom Publishing; 2008. Appreciative Inquiry handbook: For leaders of change.
Armstrong AJ, Holmes CM, Henning D. A changing world, again. How Appreciative Inquiry can guide our growth. Soc Sci Humanity Open. 2020;2(1):100038. doi: 10.1016/j.ssaho.2020.100038. Epub 2020 Jun 29. PMID: 34173485; PMCID: PMC7324085.

4. *Pre-interview preparation:* Thoroughly review the interviewee's LinkedIn profile, and any other relevant background information. Review the website of the organisation and any public statements or commitments to diversity, equity, and inclusion.
5. *Active Listening:* Give the interviewee your full attention, use non-verbal cues to show engagement, and paraphrase their responses to ensure understanding and encourage further elaboration.
6. *Equitable and inclusive interview experience:* ECDA is committed to supporting diverse individuals to share their insights and to provide an equitable and inclusive interview experience. Considerations for the interview:
    - Inform interviewees that reasonable accommodations are available prior to the interview and provide reasonable accommodations requested.
    - Use clear, simple language and avoid jargon or idioms that might be unfamiliar to non-native speakers or confusing for some interviewees.
    - Speak at a moderate pace and be prepared to repeat or rephrase questions if needed.
    - Allow extra time for responses and be patient if the interviewee needs to pause and think.
    - Encourage interviewee to ask for clarification if they do not understand a question.
    - Provide the opportunity to the interviewee to share feedback after the interview on their experience and implement significant feedback.

Pre-interview communication

1. **Request for interview**

Subject: European Chips Diversity Alliance executive interview

Dear [Potential Interviewee's Name],

Thank you for your interest in the upcoming interview for the European Chips Diversity Alliance (ECDA). I am emailing to provide more details on the interview and interview process.

The purpose of this interview is to understand the experience of organisations in the microelectronics sector in Europe in relation to diversity, equity and inclusion. We'll be using a method called Appreciative Inquiry, which focuses on identifying and building upon the strengths and successes of your organisation. Our goal is to understand what's working well, in terms of diversity, equity, and inclusion, and the future vision you have for your organisation.

The interview will start by asking you briefly about your role and experience in the microelectronics sector. It will then focus on what is currently working well in your organisation in terms of diversity, equity, and inclusion, and how it has impacted your organisation. We then ask you to share your goals for the future and how you plan to execute these goals. Finally, you are asked to share your thoughts on how ECDA can best support the sector and your takeaways from the interview. Throughout the process you are free to share any thoughts or ideas that come to mind.

Everything that is discussed in the interview is confidential and will only be used for the purpose of research. If you approve, we may also request to utilise the research to develop a case study, but this is optional. Your insights are incredibly valuable, and we aim to use them to support positive growth within the microelectronics sector.

Thank you once again for your time and willingness to participate. Do let me know if you require any additional information. We look forward to hearing from you soon.

Best regards,

[Your Full Name]
[Your Position]
[Your Organisation]
[ECDA Website]

2. **Scheduling Interview**

Subject: European Chips Diversity Alliance interview scheduling

Dear [Interviewee's Name],

Thank you for agreeing to participate in the upcoming interview for the European Chips Diversity Alliance (ECDA). Your insights are highly valued, and I am looking forward to our conversation.

The interview will be [length of interview] and done [virtually/in person]. To proceed, could you please suggest a few times that you are available? We will do our best to accommodate your schedule.

Additionally, if there are any specific accommodations you require to ensure a comfortable and productive interview experience, please let us know.

Thank you once again for your time and willingness to participate. We look forward to hearing from you soon.

Best regards,

[Your Full Name]
[Your Position]
[Your Organisation]
[ECDA Website]

Interview

A. **Opening Script (2 minutes)**

Good morning [Interviewee name], thank you so much for taking the time to meet with me today. My name is [Interviewer name], and I am [Role in ECDA]. It's a pleasure to have the opportunity to speak with you.

The purpose of our conversation today is to understand the experience of organisations in the microelectronics sector in Europe in relation to diversity, equity and inclusion. We'll be using a method called Appreciative Inquiry, which focuses on identifying and building upon the strengths and successes of your organisation. Our goal is to understand what's working well, in terms of diversity, equity, and inclusion, and the future vision you have for your organisation.

I want to assure you that everything we discuss today will be kept confidential and will only be used for the purpose of research. If you approve, we may also request to utilise the research to develop a case study, but this is optional. Your insights are incredibly valuable, and we aim to use them to support positive growth within the microelectronics sector.

Our interview will last about 30 minutes. I'll start by asking you briefly about your role and experience in the microelectronics sector. We will then move on to the 4 stages of Appreciative Inquiry. Throughout our conversation, feel free to share any thoughts or ideas that come to mind.

Informed consent: Are you happy to proceed? (Recorded or Hand Signature)

B. Introduction (3 minutes)

[Must Ask] Question 1: Briefly tell me about your career journey and what your current role is at [Organisation Name]?

Optional Probes/Follow-ups:

- What motivated you to join the microelectronics sector?
- How has your role evolved over the years?

Question 2: Based on your experience in the microelectronics sector, what drew you to become involved with the ECDA research?

C. Discovery (7 minutes)

[Must Ask] Question 1: Can you share a success story from your organisation where diversity, equity, and inclusion initiatives made a significant positive impact?

Optional Probes/Follow-ups:

- What were the key factors that contributed to this success?
- How was this success measured and recognised within the organisation?

Question 2: What do you consider to be the core strengths of your organisation's approach to diversity, equity, and inclusion?

Optional Probes/Follow-ups:

- Can you provide examples of how these strengths are demonstrated in your day-to-day operations?

Question 3: How have the successes and strengths you've mentioned in your organisation's diversity, equity, and inclusion efforts impacted the organisation and its people?

D. Dream (5 minutes)

[Must Ask] Question 1: What are your organisations aspirations for advancing diversity, equity, and inclusion over the next three years?

Question 2: If you are successful in achieving these aspirations over the next three years, what impact do you anticipate it may have on the organisation and its people?

E. Design (10 minutes)

Question 1: What organisational strengths do you believe can be leveraged to achieve these aspirations over the next three years?

Question 2: Who in the organisation do you believe should be involved to support and drive the change toward achieving these aspirations over the coming three years?

[Must Ask] Question 3: What internal organisational considerations and broader external industry factors do you think may impact the success of achieving your aspirations?

Optional Probes/Follow-ups:

- How might industry trends or regulatory changes influence your efforts?
- What potential obstacles do you foresee, and how do you plan to address them?

Question 4: What additional organisational capabilities or resources do you think are needed to be successful?

F. Delivery (7 minutes)

Question 1: What role do you believe your leadership team will play in achieving these aspirations?"

Optional Probes/Follow-ups:

- How will leadership demonstrate their commitment to these goals?

[Must Ask] Question 2: What role do you believe ECDA could play in supporting you and other organisations in the microelectronics industry to achieve their aspirations over the coming 3 years?

Optional Probes/Follow-ups:

- Are there specific types of support or resources that would be most helpful?

Question 3: In three years, how will you know if you have been successful in achieving your DEI aspirations?

G. Closing script (1 minute)

Thank you very much for your time and insights today, [Interviewee name]. Your input is incredibly valuable to us and will greatly contribute to our research and the overall goals of ECDA. If you have any additional thoughts or questions, please feel free to reach out to us.

Thank you again for your participation and your commitment to diversity, equity, and inclusion in the microelectronics sector.

[Must Ask] Question 1: Before we conclude, I am curious if you have any key takeaways from our conversation today?

Optional Probes/Follow-ups:

- Anything, in particular, you wish to highlight?
- How might that inform the future state of diversity, equity and inclusion in the microelectronics sector?

Post Interview

A. Post Interview Communication

Follow-Up Email Template

Subject: Thank You for Your Time and Insights

Dear [Interviewee's Name],

Thank you for taking the time to speak with me on [date]. Your insights were incredibly valuable to our research at the European Chips Diversity Alliance (ECDA).

Highlights from Our Conversation:

1. Key Point 1

2. Key Point 2

3. Key Point 3

We appreciate your contribution. If you have any further thoughts, please feel free to reach out.

We strive to create an inclusive and supportive experience for all interviewees. If there is anything we can do to improve inclusivity or if you require any accommodations for future interactions, please do not hesitate to let us know.

Best regards,

[Your Name]
[Your Position]
[Company Name]
[ECDA Website]

B. Implement Feedback

After each interview, review any feedback provided and consider how it can be used to enhance the interview experience. Regularly reflect on and update practices to ensure continuous improvement.

Annex III- Focus Group Protocol

For Facilitator

Focus Group Duration: 60-90 minutes (recommended 6-10 questions).
Participants: Executives, Employees or Students in the microelectronics sector

Recommended Group Size: 6 to 10 participants

- **Executives:** Smaller groups of 4- 6 participants are recommended to allow for more in-depth discussion and accommodate busy schedules.
- **Students or Employees:** Larger groups of 6- 10 participants are ideal, as these participants may be more comfortable sharing in a group setting and benefit from the diversity of perspectives.

Background: The purpose of this focus group protocol is to provide a structured framework for conducting discussions with diverse participants as part of the European Chips Diversity Alliance (ECDA). By adhering to this protocol, ECDA can ensure consistency and quality in facilitating focus group discussions.

Instructions: This protocol is designed to be adaptable to a variety of focus group settings and contexts in the microelectronics sector and therefore, some pre-work should be done prior to utilising this for your focus group. In advance of your group, it is advised you utilise this protocol to build a focus group experience tailored to your participants, length of time allocated, group dynamics, and the goals of your focus group.

Guidelines for Conducting the Focus Group:

1. *Logistics:* Schedule the focus group at a convenient time for the participants, ensuring a comfortable, distraction-free environment. If in-person, ensure that the venue allows for open discussion and group interaction.
2. *Structure:* Adhere to the structure of this focus group protocol. Allocate time efficiently to cover all sections while allowing for rich discussion.
3. *Pre-Group Preparation:* Familiarise yourself with the participants' backgrounds. Prepare specific probing questions relevant to each group (executives, students, employees).
4. *Active Listening and Facilitation:* Give participants your full attention, use non-verbal cues to show engagement, and encourage participation from all group members.
5. *Equitable and inclusive interview experience:* ECDA is committed to supporting diverse individuals to share their insights and to provide an equitable and inclusive interview experience. Considerations for the interview:

    a) Inform focus group participants that reasonable accommodations are available prior to the focus group and provide any accommodations requested.
    b) Use clear, simple language and avoid jargon or idioms that might be unfamiliar to non-native speakers or confusing for some participants.
    c) Speak at a moderate pace and be prepared to repeat or rephrase questions if needed.
    d) Allow extra time for responses and be patient if a participant needs to pause and think.
    e) Encourage participants to ask for clarification if they do not understand a question.
    f) Discussions focused on the experience of marginalised people in the workplace may be difficult for some individuals. Be mindful when scheduling groups of potential group

dynamics that may be harmful or triggering. A familiarity with trauma informed practice can support the facilitator to create a safe space for participants.

g) Provide the opportunity to the participants to share feedback after the focus group on their experience and implement any feedback.

Leveraging Free Data Collection Tools:
To enhance participation and collect feedback during ***virtual focus groups***, you can leverage the following free tools:

- **Mentimeter**:
    - **Use Case:** Create interactive polls, word clouds, and open-ended questions to gather real-time feedback.
    - **Link:** Mentimeter
    - **Free Version:** Limited to two questions per presentation and up to five quiz slides, but sufficient for collecting basic feedback during a focus group.
- **Slido**:
    - **Use Case:** Engage your participants with live polls, Q&A, quizzes and word clouds to gather real-time feedback.
    - **Link:** Slido
    - **Free Version:** Limited to three polls and up to 100 participants, but sufficient for collecting basic feedback during a focus group.
- **Google Forms**:
    - **Use Case:** Collect feedback before, during, or after the focus group using customizable surveys.
    - **Link:** Google Forms
    - **Free Version:** Completely free with unlimited forms and responses.
- **Microsoft Forms**:
    - **Use Case:** Create surveys, quizzes, and polls to gather feedback from participants.
    - **Link:** Microsoft Forms
    - **Free Version:** Available for free with Microsoft accounts, offering basic survey features.
- **Zoom Chat Feature**:
    - **Use Case:** Allow participants to share comments, questions, or feedback during the session via the chat feature.
    - **Link:** Zoom
    - **Free Version:** Available on all Zoom meetings with no restrictions.
- **Poll Everywhere**:
    - **Use Case:** Conduct live polls, Q&A sessions, and word clouds during the focus group to gather input.
    - **Link:** Poll Everywhere
    - **Free Version:** Limited to 25 responses per poll, making it suitable for smaller focus groups.
- **Padlet**:
    - **Use Case:** Create a virtual bulletin board where participants can post notes, images, and feedback.
    - **Link:** Padlet
    - **Free Version:** Limited to three Padlets, with various customization options.

To enhance participation and collect feedback during ***in-person focus groups***, you can leverage the following free tools:

- **Mentimeter**:
  - **Use Case:** Create interactive polls, word clouds, and open-ended questions to gather real-time feedback.
  - **Link:** Mentimeter
  - **Free Version:** Limited to two questions per presentation and up to five quiz slides, but sufficient for collecting basic feedback during a focus group.
- **Slido**:
  - **Use Case:** Engage your participants with live polls, Q&A, quizzes and word clouds to gather real-time feedback.
  - **Link:** Slido
  - **Free Version:** Limited to three polls and up to 100 participants, but sufficient for collecting basic feedback during a focus group.

Tips for Using Mentimeter During the Focus Group

- *Introduction to the Tool:* As part of our focus group today, we will be using Mentimeter to gather your input through interactive polls and word clouds. Mentimeter allows us to collect your responses in real-time, ensuring that everyone's voice is heard.
- *How to Access Mentimeter:* Please open a web browser on your device and go to www.mentimeter.com/join. When prompted, enter the code that I will provide shortly. This will allow you to participate in the interactive polls and contribute your thoughts. Participants can also leverage the presentation specific QR code (if generated).
- *Participation Instructions:* Once you are on the Mentimeter site and have entered the code, you will see the first question on your screen. Please take a moment to submit your response. If at any point you have any trouble accessing or using Mentimeter, feel free to let me know, and I will assist you.
- *Transition Between Questions:* Now that we've completed the first question and discussion, let's move on to the next question. You should see the new question appear on your screen automatically. If it doesn't, try refreshing the page, and you'll be back on track.

Instructions for Alternative Tools (e.g., Slido, Google Forms)

- *Introduction to Slido:* We will be using Slido for live polls and Q&A throughout today's session. Please open your browser and go to www.slido.com. Enter the event code [insert code], and you'll be able to participate in the polls and ask questions anonymously.
- *Instructions for Google Forms:* For collecting additional feedback, we will use Google Forms. I will share the link in the chat, and you can complete the form at your own pace. Please let me know if you have any issues accessing the form.

Pre-Focus Group Communication

Subject: European Chips Diversity Alliance Focus Group Scheduling

Dear [Participant's Name],

Thank you for agreeing to participate in the upcoming focus group for the European Chips Diversity Alliance (ECDA). Your insights are highly valued, and I look forward to our discussion.

The interview will be [length of interview] and done [virtually/in person]. To proceed, could you please suggest a few times that you are available? We will do our best to accommodate your schedule.

Additionally, if there are any specific accommodations you require to ensure a comfortable and productive focus group experience, please let us know.

We will be using [Mentimeter/Slido/Google Forms/Padlet/etc.] to collect additional feedback during the session, so please ensure you have access to [the selected tool] during the meeting.

Thank you once again for your time and willingness to participate. We look forward to hearing from you soon.

Best regards,

[Your Full Name]
[Your Position]
[Your Organisation]
[ECDA Website]

Focus Group

A. Introductions + Opening Script (Approx. 5-10 minutes)

Introduction (while we wait to reach quorum)

[Must Ask] Question 1
Icebreaker: Let's begin by introducing ourselves. Please share your name, your role (executive/employee) /your current status (student) and what drew you to this discussion today.

Question 2
In one word, what does diversity, equity, and inclusion mean to you?

- *Suggested format:* Mentimeter/Slido
- *Question type:* Wordcloud

Once a quorum is met, officially start the meeting by saying: Good morning, everyone, thank you for joining our focus group today. My name is [Facilitator name], and I am [Role in ECDA]. I am excited to have the opportunity to engage with you all here today.

The purpose of our discussion today is to understand your perspective and experiences of diversity, equity and inclusion in the microelectronics sector.

I want to assure you that everything discussed today will be confidential and will only be used for research purposes. Your insights are incredibly valuable, and we aim to use them to support positive growth within the microelectronics sector.

Our focus group will be [duration]. We will start by introducing ourselves and asking you about your experiences in the sector. We will then explore your experiences in your organisation/university as well as in the microelectronics sector more broadly.

Before we begin, I want to emphasise that this is a safe space for sharing your thoughts and experiences. Please feel free to share only what you are comfortable sharing. There are no right or wrong answers. I want to remind everyone that it's important to respect and listen to each other's perspectives. Each person's experience and viewpoint are valuable, and we will work together to co-create an open and supportive dialogue. I will endeavour to keep time so everyone gets an adequate opportunity to contribute and so we stay on track with our allocated time today.

Additionally, we will be using [Mentimeter/Chat/Google Forms/etc.] to collect your feedback during the session, so please feel free to contribute through [the selected tool] whenever you wish.

Informed consent: Are you all happy to proceed? If not, feel free to leave the meeting now and we can remove any data you have already shared. (Recorded or Hand Signature)

Follow-ups: Thank you for sharing your one-word responses. [Summarise answers].

Optional Probes

- *All:* Would anyone like to add anything to my summary?

B. My Experience and My Role (Approx. 15 – 20 minutes)

I will now encourage you to share your own experiences. I want to take this opportunity to remind you to only contribute what you feel comfortable sharing.

[Must Ask] Question 3:

What does being part of a diverse, equitable, and inclusive work/learning environment mean to you?

Optional Probes/Follow-ups:

- *Executives:* Considering your leadership role, how do you translate your personal understanding of diversity, equity, and inclusion into your day-to-day work life?
- *Employees:* Can you share a specific example of how your understanding of a diverse, equitable, and inclusive environment has influenced your experience or actions at work?
- *Students:* Can you describe a situation where you felt that diversity, equity, and inclusion played a significant role in your university experience?

Question 4:
Which of the following aspects are most important to you in a diverse, equitable, and inclusive work environment?

- *Suggested format:* Mentimeter/Slido
- *Question type:* Multiple choice/Ranking
- *Answer Options:*

A. Feeling valued and respected
B. Having equal opportunities for advancement
C. Working in a diverse team
D. Access to DEI resources and training
E. Transparent and inclusive decision-making processes
F. Support for work-life balance and well-being

Follow-up: Looking at the overall results from our responses, we see that [insert top aspect] was identified as the most important aspect of a diverse, equitable, and inclusive work environment.

Optional probes:

- *All:* What do these results suggest about our collective priorities?

Question 5:

Can you share a personal experience/success story with diversity, equity, and inclusion in your work/learning environment? This experience/story can be positive or negative.

Optional Probes/Follow-ups:

- *All:* How did this experience shape your views on diversity, equity and inclusion?
- *Positive experience:* What were the key factors that contributed to this success?
- *Positive experience:* How was this success recognised, and what impact did it have?
- *Negative experience:* What do you believe should be learned from this experience?
- *Negative experience:* How do you believe this experience could be avoided in the future?

[Must Ask] Question 6:

What role do you want to play in supporting diversity, equity, and inclusion in your work/future work/learning environment?

Optional Probes/Follow-ups:

- *Executives:* How will you demonstrate your commitment to diversity, equity, and inclusion goals as a leader?
- *Employees:* What actions do you plan to take to support diversity, equity, and inclusion within your role?
- *Students:* How do you plan to advocate for diversity, equity, and inclusion in your future career?

C. My Organisation/My University (Approx. 15- 20 minutes)

We will now move to discussing diversity, equity, and inclusion in your organisation/university.

Question 7:

What do you consider to be the strengths of your organisation/university's approach to diversity, equity, and inclusion?

Optional Probes/Follow-ups:

- *Executives:* How do these strengths differentiate your organisation from others in the industry?
- *Employees:* How do these strengths impact your day-to-day work environment?
- *Students:* How do you think these strengths will influence your career path?

[Must Ask] Question 8:
What progress would you like to see in terms of diversity, equity, and inclusion within your organisation/university?

- *Suggested format:* Mentimeter/Slido

- *Question type:* Open-ended

Follow up: Summarise the answers.

Optional Probes:

- *Executives:* How do you plan to track progress in the coming years?
- *Employees + Students:* How might this progress influence your career path?

Question 9:

If your organisation/university achieves this progress, what impact do you anticipate it may have?

Optional Probes/Follow-ups:

- *Executives:* How do you envision these changes affecting your organisational culture?
- *Employees:* What long-term benefits do you foresee for your team or department?
- *Students:* How do you think achieving these goals will shape your future professional identity?

E. My Sector (Approx. 10 -20 minutes)

We will now move to discussing the microelectronics sector more broadly.

Question 10:

Option 1: What do you think are the biggest challenges currently facing the microelectronics sector?
Option 2: What do you think are the biggest challenges in promoting diversity, equity, and inclusion in the microelectronics sector?

- *Suggested format:* Mentimeter/Slido
- *Question type:* Open-ended

Follow up: Summarise the answers.

Optional Probes:

- *Executives:* How might these challenges impact the growth of the sector?
- *Employees:* How might these challenges impact your role?
- *Students:* How might these challenges impact your future career?

[Must Ask] Question 11:

What positive growth in terms of diversity, equity, and inclusion would you like to see in the microelectronics sector over the next three years?
Optional Probes:

- *Executives:* What specific goals or targets should be set?
- *Employees:* How would this growth impact your position in the sector?
- *Students:* What would inspire you to start your career in the microelectronics sector?

Question 12:
Executives: What do you believe is the most important factor for attracting talent to the microelectronics sector?

Employees/Students: What is the most important factor for you when choosing a sector to work in?

- *Suggested format:* Mentimeter/Slido
- *Question type:* Multiple choice
- *Answer Options:*

A. Job Security
B. Salary and Benefits
C. Work-Life Balance
D. Career Growth Opportunities
E. Sector Culture
F. Alignment with Personal Values
G. Innovation and Creativity
H. Impact on Society

Follow-up: Looking at the overall results from our responses, we see that [insert top aspect] was identified as the most important factor.

Optional Probes:

- *Executives:* How can your organisation ensure you are attracting and retaining talent?
- *Employees + Students:* How can the microelectronics sector grow and adapt to meet these needs?

[Must Ask] Question 13:

What role do you believe ECDA should play in supporting you and others in the microelectronics industry?

Optional Probes:

- *Executives*: Are there specific types of support or resources from ECDA that would be most helpful?
- *Employees*: How can ECDA facilitate collaboration among industry peers to advance diversity, equity and inclusion?
- *Students*: How do you think ECDA can help bridge the gap between education and industry in terms of diversity, equity and inclusion?

F. **Closing (Approx. 5 minutes)**

Thank you all for your participation and valuable insights today. Your contributions are incredibly important to our research and the overall goals of ECDA. If you have any additional thoughts or questions after today's focus group, please feel free to reach out to us.
Before we conclude, I would like to ask you about the key takeaways from our time together today.

[Must Ask] Question 14:

Please share one key takeaway from today's focus group.

- *Suggested format:* Mentimeter/Slido
- *Question type*: Open-ended

Follow up: Summarise the answers. Encourage participants to share any final thoughts.

Closing words: Thank participants for their time, let them know they can reach out with any additional information or feedback by sharing your contact information (if comfortable).

Post-Focus Group

Post Focus Group Communication

Subject: Thank You for Your Participation and Insights

Dear [Participant's Name],

Thank you for joining our focus group on [date]. Your insights were incredibly valuable to our research at the European Chips Diversity Alliance (ECDA).

Highlights from Our Discussion:

- Key Point 1
- Key Point 2
- Key Point 3

We appreciate your contribution. If you have any further thoughts, please feel free to reach out.
We strive to create an inclusive and supportive experience for all participants. If there is anything we can do to improve inclusivity or if you require any accommodations for future interactions, please do not hesitate to let us know.

Best regards,

[Your Name]
[Your Position]
[Company Name]
[ECDA Website]

Annex IV- Case Study Protocol

Background

The purpose of this case study protocol is to utilise the interviews to create practical tools that can be shared within the microelectronics sector and to ensure consistency in case studies generated by the European Chips Diversity Alliance (ECDA). Case studies on diversity, equity and inclusion can serve as a powerful resource as they offer real-world examples of how organisations have implemented policies and initiatives in their organisation. They provide insight into the challenges and benefits of fostering an inclusive culture, showcase impacts on employee engagement, innovation, and organisational performance. By highlighting specific strategies and outcomes, case studies help organisations to platform the tangible benefits of DEI, inspire change, and promote best practice that can be adapted by industry to meet organisational-specific needs.

Instructions

- *Informed consent:* This protocol should be utilised to build a case study after completing an interview with a key stakeholder in the microelectronics sector and once written consent has been obtained.
- *Structure:* Interviews utilise the Appreciative Inquiry (AI) approach and case studies should follow the recommended structure for consistency and to ensure the benefits of the AI approach is leveraged. Utilise quotes from the interview to highlight inspirational insights and to support findings.
- *Balanced Representation:* Select organisations that demonstrate both progress and ongoing challenges in their DEI journey, ensuring a balanced and realistic view of the sector.
- *Diverse Practices:* Ensure representation across different DEI practices, company sizes, and geographic locations to capture a wide range of strategies and experiences.
- *Writing Process:* Ensure language reflects a DEI lens and avoid reinforcing stereotypes or biases. Ensure the case studies provide clear, actionable recommendations for organisations and the broader industry.
- *Review Process:* After writing each case study conduct a review to ensure inclusive and non-biased language is used throughout. Implement a peer review process where partners review the case studies for inclusivity and language before dissemination.
- *Dissemination:* Ensure the dissemination plan includes strategies for reaching diverse audiences and facilitating discussions or workshops to spread best practice. Tools like Google Analytics, Plausible, and LinkedIn features can be utilised for monitoring case study reach.
- *Continuous Improvement:* Use feedback from organisations, peers and the sector to refine the protocol and adjust the focus of future case studies based on emerging trends and challenges. Regularly reflect on the lessons learned from each case study and how they can inform future DEI efforts.

Case Study Structure

1. **Introduction:**
    - Overview of the organisation, the interviewee (if appropriate), and include a summary of the organisations DEI goals and initiatives.
    - **New Element:** Present the focus of the case study and the rationale for choosing this focus.
2. **Executive Summary:**
    - Highlight key findings and lessons from the interview including both successes and challenges in DEI efforts.
    - **Actionable Insights:** Discuss the findings and offer clear, actionable recommendations for the sector.
3. **Detailed Analysis:**
    - **Discovery Phase (What is Working Well):**
        - Highlight key positive stories and themes identified.
        - Showcase success stories and reflect on any obstacles to success shared, and how they were overcome.
    - **Dream Phase (What is Possible):**
        - Summarise the organisation's vision for building upon their current state.
        - Explore the potential for future growth and include any strategies for sustaining current DEI initiatives.
    - **Design (How to Achieve It):**
        - Present ideas shared by the interviewee about how to bridge the gap between the current and future state.
        - Include actionable steps that will be taken, how resources will be allocated to support DEI practices and how external stakeholders will be engaged.
    - **Destiny/Delivery Phase (Sustaining Success):**
        - Outline how the organisation plans to sustain DEI efforts, maintain momentum, ensure accountability, and track progress.
        - **New Element:** Include a focus on how leadership and other key players will demonstrate their commitment to DEI goals.
4. **Conclusion:**
    - Summarise the positive outcomes achieved to date and future plans explored in the case study.
    - Offer suggestions for next steps or recommendations based on the interview findings.

Annex V- Secondary Research Form

Research Title: ____

Date: ___________________________

1. Name:

Full Name of Researcher/Contributor

____

2. Organisation:

Name of Organisation

____

3. Area of Research: (Select all that apply)

Please select the focus area or scope of your research.

☐ Talent pipeline

☐ Recruitment

☐ Employee experience and culture

☐ Inclusive leadership

☐ Progression and performance

☐ Learning and development

☐ Customer experience

☐ Suppliers and supply chain

☐ Positive marketing and brand awareness

☐ Innovation and product development

☐ Other (please specify): ___________________________________

4. Type of Research: (Select all that apply)

☐ Academic Research

☐ Case Study

☐ Industry Reports

☐ Surveys and Polls

☐ Market Analysis

☐ Government Reports

☐ Other (please specify): ___________________________________

5. Inclusion Criteria:

What criteria were used to select the sources or data for your research (e.g., publication date, relevance to DEI in the microelectronics sector, geographic region, etc.)?

____

6. Summary of Research:

Provide a brief summary of your findings, highlighting the most relevant insights.

____

7. Considerations:

What factors or challenges should the consortium consider when interpreting your research (e.g., data limitations, bias, scope constraints)?

____

EUROPEAN CHIPS DIVERSITY ALLIANCE

Co-funded by the European Union

8. Key Findings:

Summarise the main outcomes or conclusions from your research.

____

9. Next Steps:

What actions should be taken based on this research? Suggest future areas of focus or potential research directions.

____

10. References:

Please include references for all the sources used in your research.

- Option 1: Paste your references here.
- Option 2: Provide a link to your reference manager (e.g., ResearchRabbit, Mendeley, Zotero):

____

Additional Comments:

Use this space for any further notes or details.

____