

Level 0	Level 1 – Project	Level 2 – Inception	Level 3 – Growth	Level 4 – Integration	Level 5 - Institutionalisation
Nothing in place	<ul style="list-style-type: none"> • DEI work often coordinated by a person with relatively little experience • DEI actions initiated as short-term, low-priority, one-off project that is not related to 'core business' • Rethorics more than action • Low level of resources and expertise • Limited openness for non-hegemonic voices • No willingness to change the institution 	<ul style="list-style-type: none"> • DEI work often driven by a service or a unit • Role-related conflict between services/ units and other parts of the organisation • Still a small budget and low priority for DEI work • Poor intra-organisational relationships • The focus of DEI leaders is to build institutional support and resources 	<ul style="list-style-type: none"> • DEI work is driven by a set of institutional structures within the organisation • Growing resources (human and financial) for DEI efforts • Growing acceptance for DEI efforts among the staff at the managerial and political level • DEI-related roles and responsibilities are still unclear, and there is some intra-organisational tension • Inconsistent delivery of DEI efforts • Developing relationship with external stakeholders • Effective DEI leaders are becoming apparent 	<ul style="list-style-type: none"> • DEI is part of the mandate of a high profile person • DEI machinery plays an important networking and knowledge brokering role across organisational boundaries • Stronger intra-organisational relationships, but collaboration is limited to some services/units • Strong relationships with external stakeholders and experts • The organisation wants to demonstrate DEI leadership 	<ul style="list-style-type: none"> • Strong leadership commitment to DEI • DEI is structurally embedded in all processes • The culture values cooperation, allyship, learning, community participation and principles of transparency and equality • High levels of commitment and resources for DEI • Deep expertise and understanding of inequalities • DEI perspectives are integrated in accountability structures/criteria • DEI is given high visibility

Building resources and support towards a 'critical mass'

- Increasing resources, strengthening policy framework and greater staff, political and executive support for DEI
- Support is growing as a result of the work of a few DEI leaders, the political and/or executive level (e.g. members of the DEI structures), as well as external drivers (e.g. EU or national impulses, legislation) and the activities of external stakeholder groups
- A 'critical mass' is reached at the Growth phase, which attracts DEI leaders (emergent leaders), helps them emerge, and helps them produce positive outcomes. These leaders start to become visible as effective leaders at the Growth phase.

Context is now suitable for the emergence of DEI leaders who can be significant catalysts for change

- Increasing support from the dominant organisational culture
- Greater support from colleagues, and more DEI leaders in the institution
- Growing resources and strengthening policy framework for DEI
- Growing support at the highest hierarchical levels

DEI is fully visible and integrated