Global Diversity & Inclusion Benchmarks™

Collective General Counsel Results – October 2019

Symmetra

Introduction

Purpose of completing the GDIB survey was to…

Purpose:
- Assess the current state of diversity and inclusion (D&I) for all signatories against global benchmarks.
- Highlight strengths to build upon as a collective and explore development areas for improving D&I

Intended outcomes:
- Have a more granular view about the collective strengths and priority development areas for all participating signatories
- Capture and share some real examples of excellence amongst the community
- Have more targeted and objective data to help inform the future focus and actions for us concerning D&I

Method:
- An external provider, Symmetra, partnered with the sub-group committee to design and administer the survey.
- To maintain confidentiality, Symmetra produced a single survey link and shared it with the sub-group committee to distribute to participating signatories .
- Symmetra provided the sub-group committee with status updates on overall participation rates. The sub-group committee managed all follow up communication with participating signatories.
- Symmetra synthesized and analysed the data and shared consolidated results only, which are detailed in this report.

Respondent profile

Signatories

n = 36
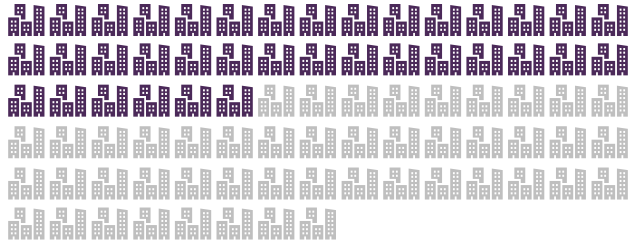
- 36 of 82 signatories participated in the survey, representing a **44%** response rate
- 3 signatories accounted for **64%** of survey responses

Gender

n = 840

58% Female   42% Male

Legal Department Size

33.9%
Small
(0 to 150)

23.6%
Medium
(150 to 400)

42.5%
Large
(401+)
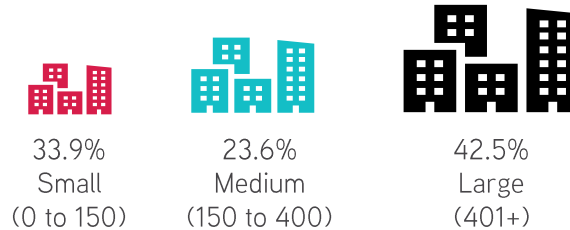
n = 868

42.5% of respondents were from organisations with legal departments of more than 400 people

Organisation Size

84.5%

7.6%   8%

Small (1 to 1,000)   Medium (1,001 to 10,000)   Large (10,001+)
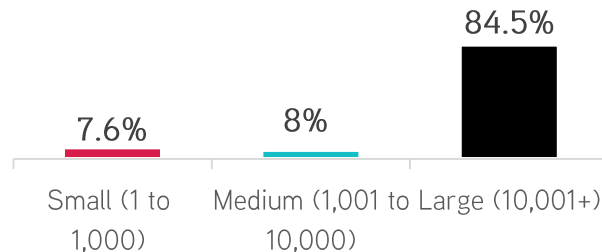
n = 868

Most respondents work for large organisations with >10,000 people employed

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Respondent profile

Sector	%
Resources, Energy & Industrials	45.4%
Insurance & Superannuation	13.8%
Manufacturing, Transport & Logistics	8.3%
Government and Public Services	5.9%
Information, Communication & Technology	5.1%
Banking & Financial Services	3.8%
Professional, Scientific & Technical Services	3.5%
Consumer Goods	3.3%
Engineering	3.2%
Transport, Logistics, Postal & Warehousing	2.3%
Science and Technology	1.7%
Healthcare & Medical	1.6%
Other	2.0%

Region	%
Europe	46.4%
North America	19.0%
Asia and the Pacific	13.1%
Global	7.7%
Latin America and the Caribbean	5.5%
I prefer not to say	2.8%
Africa	2.1%
Other (please specify)	1.7%
Middle East	1.4%

- There were organisations from a range of sectors and regions.
- Most were from the Resources, Energy & Industrials sector (45.4%)
- Most organisations operated in Europe (46.4%)

Note: given the skewed response rate by Sector & Region, we cannot confidently draw meaningful conclusions about differences by these two categories

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The Global Diversity and Inclusion Benchmark™

- The survey was derived from the Global Diversity and Inclusion Benchmarks™ (GDIB). This is a benchmarking tool that was developed by a panel of 92 global D&I experts. Symmetra's CEO sits on this panel.

- The GDIB helps organisations realise the depth, breadth and integrated scope of D&I practices, access current state of D&I, determine strategy, and measure progress in managing diversity and fostering inclusion

- The benchmarks apply to a variety of organisations and sectors (e.g. for-profit, non-profit, government etc.)

- There are 266 benchmarks classified into 14 categories across 4 groups.

- Note: To enable the benchmarks to be as universal as possible, general terminology is used. It doesn't account for variances around legal requirements for different countries (for example local legislation concerning employment equity and disability legislation). Organisations need to ensure compliance with legislation in its diversity and inclusion work.

95 Expert Panelists • Julie O'Mara • Alan Richter, Ph.D.
present

Global Diversity & Inclusion Benchmarks
Standards for Organizations Around the World

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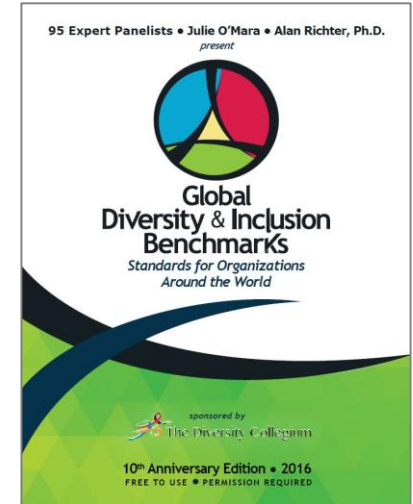
The GDIB™ Model

- The model consists of 4 groups: **Foundation, Internal, External & Bridging,** each comprising several categories.

- This survey assessed 12 of the 14 categories. Two categories (i.e. *Marketing* and *Products & Services*) were deemed as not directly relevant for in-house counsel departments

- Most organisations will need to address the **Foundation** and **Bridging** categories. Organisations may be more selective about which of the **Internal** and **External** Categories to address. Addressing all 14 categories is the most comprehensive and systemic approach to progressing D&I practices to best practice levels

Group

Categories

INTERNAL
Attract & Retain People

EXTERNAL
Listen to & Serve Society

- Recruitment & Development
- Benefits
- Compensation
- Learning

BRIDGING
Align & Connect
- Assessment
- Communications
- Sustainability

- Social Responsibility
- Products & Services
- Marketing
- Supplier Diversity

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FOUNDATION
Drive the Strategy
- Vision   - Leadership   - Structure

Global Diversity & Inclusion Benchmarks

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The 5 Levels

Level 5: Best Practice (100%)

- Demonstrating current best practices in D&I; exemplary for other organisations globally.

Level 4: Progressive (75-99%)

- Implementing D&I systemically; showing improved results and outcomes.

Level 3: Proactive (50-74%)

- A clear awareness of the value of D&I; starting to implement D&I systemically

Level 2: Reactive (25 – 49%)

- A compliance mindset; actions are taken primarily to comply with relevant laws and social pressures.

Level 1: Inactive (0-24%)

- No D&I work has begun; diversity and a culture of inclusion are not part of organisational goals.

- Each level represents progress towards best practice in each category. Transcending level 5 would make an organization a **pioneer** and potential **model** for the next GDIB update

- Each respondent evaluated their organisation's maturity level for each category against this 5-point scale (*Level 1* to *Level 5*)

- A weighted average of respondent's ratings was calculated to produce an overall percentage score per category

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Consolidated results

Foundation
- 1. D&I Vision, Strategy, Business Case — 65%
- 2. Leadership & Accountability — 61%
- 3. Structure and Implementation — 56%

Internal
- 4. Recruitment, Retention, Development & Advancement — 58%
- 5. Benefits, Work-Life Integration & Flexibility — 68%
- 6. Job Design, Classification & Compensation — 58%
- 7. D & I Learning & Education — 55%

Bridging
- 8. Assessment, Measurement & Research — 49%
- 9. D & I Communications — 58%
- 10. Connecting D&I and Sustainability — 53%

External
- 11. Community, Government Relations and Social Responsibility — 58%
- 12. Supplier Diversity — 45%

n = 835-868

- It's worth noting that response rates per category vary (835-868) as all survey questions were optional.
- The collective results show that there is work to be done to move the industry from good to great. Most categories (10) are sitting at the **proactive** level and two categories are at the **reactive** level. There are none at Best Practice level.
- Examination of the verbatim comments provided to questions about achievements, challenges and examples of excellence primarily focused on action concerning demographic diversity (e.g. gender, ethnicity, sexual orientation and disability).
- Very limited comments were made about diversity of thought or inclusion, demonstrating a traditional and limited view of diversity and inclusion.
- *Remember:* demographic diversity is not the end-game. Rather it is a *means* to **leveraging diversity of thought for innovation and high performance through inclusion**.
- To accelerate progress, greater focus needs to be made on improving the Foundation and Bridging Categories as a priority. This includes broadening the definition of diversity and focusing more on inclusion.

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Consolidated results – open-ended commentary

"Cultural, religious and educational diversity needs further promotion"

"Our organisation seems to ignore anything beyond gender diversity"

"Rather than focus on visible diversity (gender, race, nationality, etc.), much more should be done to recognise, appreciate and reward thought diversity"

"More diversity in suppliers would really benefit to the company"

"D&I seems to be more a 'tick in the box' exercise than a genuine mindset"

"I think one challenge is to make sure that real diversity, inclusion and belonging are embedded in the core of our organization"

"Diversity and inclusion needs to be reflected at senior management level first which is not currently the case. You need to lead by example"

"The organisation still needs to address feelings that diversity is "zero sum""

Examples of verbatim comments from respondents reinforce the need for legal departments to promote other forms of diversity (demographic & acquired) among their workforce, leaders and suppliers.

D&I needs to be viewed and positioned as a critical enabler to achieving the business strategy and hardwired into organisational cultures, rather than viewing it as an 'add-on', HR's responsibility or solely being done because it's 'the right thing to do'.

The strategic value of Diversity of Thought
- DoT encompasses the differences in people's knowledge, skills, experiences, perspectives and problem-solving strategies
- Soliciting and leveraging people's diverse thinking has been shown to enhance innovation and creativity whereas a lack of DoT can undermine performance

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Consolidated results by Gender

	Categories	Consolidated results	Female	Male
Foundation	1. D&I Vision, Strategy, Business Case	65%	61%	71%
	2. Leadership & Accountability	61%	58%	65%
	3. Structure and Implementation	56%	53%	60%
Internal	4. Recruitment, Retention, Development & Advancement	58%	54%	63%
	5. Benefits, Work-Life Integration & Flexibility	68%	65%	72%
	6. Job Design, Classification & Compensation	58%	55%	63%
	7. D & I Learning & Education	55%	52%	60%
Bridging	8. Assessment, Measurement & Research	49%	45%	54%
	9. D & I Communications	58%	55%	63%
	10. Connecting D&I and Sustainability	53%	49%	58%
External	11. Community, Government Relations and Social Responsibility	58%	54%	64%
	12. Supplier Diversity	45%	42%	49%

Women are *more critical* than men on **all** 12 categories. They are most critical about:
- Assessment, Measurement and Research of D&I (category 8)
- Connecting D&I with sustainability (category 10)
- Supplier diversity (category 12)

Men are *most positive* (and **nearing a progressive rating)** for:
- The organisation's D&I vision, strategy & Business case (category 1)
- The organisation's benefit, work-life integration and flexibility (category 5)

More **detailed descriptions of all categories** are contained within **pages 13-29** of this document.

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Consolidated results
by Size of Legal Department

Inactive ■ **Reactive** ■ **Proactive** ■ **Progressive** ■ **Best Practice**

Categories		Consolidated results	Large	Medium	Small
Foundation	1. D&I Vision, Strategy, Business Case	65%	69%	59%	63%
	2. Leadership & Accountability	61%	63%	55%	62%
	3. Structure and Implementation	56%	61%	50%	55%
Internal	4. Recruitment, Retention, Development & Advancement	58%	60%	54%	57%
	5. Benefits, Work-Life Integration & Flexibility	68%	69%	67%	66%
	6. Job Design, Classification & Compensation	58%	61%	54%	57%
	7. D & I Learning & Education	55%	61%	49%	53%
Bridging	8. Assessment, Measurement & Research	49%	52%	44%	49%
	9. D & I Communications	58%	62%	54%	56%
	10. Connecting D&I and Sustainability	53%	54%	50%	54%
External	11. Community, Government Relations and Social Responsibility	58%	61%	57%	56%
	12. Supplier Diversity	45%	50%	38%	44%

Respondents from **large** legal departments have more positive ratings than small or medium-sized departments on all 12 categories. Specifically, they rated their organisation more favourably on:

- Their D&I vision, strategy and business case (category 1)
- Their benefit, work-life integration and flexibility (category 5)

Respondents from small to medium-sized departments are most critical of their organisation's:

- D&I learning and education (category 7)
- Assessment, Measurement and Research of D&I (category 8)
- Supplier Diversity (category 12)

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Consolidated results
by Organisation Size *(based on number of employees)*

Inactive   Reactive   Proactive   Progressive   Best Practice

	Categories	Consolidated results	Large	Medium	Small
Foundation	1. D&I Vision, Strategy, Business Case	65%	65%	62%	69%
	2. Leadership & Accountability	61%	60%	61%	64%
	3. Structure and Implementation	56%	56%	55%	61%
Internal	4. Recruitment, Retention, Development & Advancement	58%	57%	57%	63%
	5. Benefits, Work-Life Integration & Flexibility	68%	68%	67%	68%
	6. Job Design, Classification & Compensation	58%	58%	59%	63%
	7. D & I Learning & Education	55%	55%	51%	61%
Bridging	8. Assessment, Measurement & Research	49%	48%	48%	55%
	9. D & I Communications	58%	58%	58%	61%
	10. Connecting D&I and Sustainability	53%	52%	57%	60%
External	11. Community, Government Relations and Social Responsibility	58%	58%	56%	60%
	12. Supplier Diversity	45%	45%	42%	52%

When considering the size of the organisation, there are only marginal differences in views. This suggests that the size of their 'team' has more impact than the size of the broader organisation.

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Recommended Next steps

Based on these collective results, Symmetra recommends the following actions:
- Broaden the focus of D & I beyond demographic diversity (gender, ethnicity, sexual orientation etc). Position diversity of thought as the end game and demographic diversity as the means to that end.
- Focus on equipping senior leadership with confidence and capability to articulate the strategic value of D & I – connecting D & I with business outcomes; sharing stories about how diversity better serves customers and / or leads to team success. This will help to secure buy-in and understanding of the strategic value of D & I.
- Review and update your core business and people policies, processes, documentation and communication to leverage diversity of thought, counteract unconscious bias, and ensure equitable (not equal) treatment for all.
- Build the confidence and capability of leaders and teams to more consistently and consciously behave inclusively and leverage the diversity of thought in their teams and networks to achieve better outcomes for your organisation and to retain all the diverse talent you are working so hard to bring in..

For organisation eligible to receive a report benchmarking them against the collective results (i.e. >6 survey respondents from your organisation), Symmetra is offering a 30 minute call to tall through your results, insights and potential actions for your organisation.

Symmetra is also able to assist with securing executive buy-in, building a clear and compelling narrative, conducting systemic reviews of core policies, processes and documents as well as building inclusion capability of leaders, teams and organisations. Get in touch if you wish to explore how.

https://symmetra.com.au/

GDIB™ Framework overview

Foundation | Drive the Strategy

The 3 categories we consider foundational are those used to build a D&I initiative. They are necessary to the effective operation of all other categories.

- Develop a strong rationale for D&I vision and strategy and align it to organizational goals
- Hold leaders accountable for implementing the organization's D&I vision, setting goals, achieving results, and being role models.
- Provide dedicated support and structure with authority and budget to effectively implement D&I

FOUNDATION
Drive the Strategy

• Vision   • Leadership   • Structure

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Category 1: D&I Vision, Strategy, Business Case

Foundation

- No D&I vision, strategy , or the like.
- There is linkage to D&I goals of the organisation

INACTIVE

- D& I Strategy limited only to human resource functions
- D&I narrowly defined,
- Diversity-related policies adopted mainly to meet compliance requirements

REACTIVE

- Organization examined its systems, practices, requirements
- Compelling D&I vision, strategy or the like
- D&I defined broadly to include various dimensions (e.g. Gender, age, etc.)
- D&I qualitative and quantitative goals include input from a variety of internal and external stakeholders

PROACTIVE

- Organization's D&I vision and goals are fully supported and rewarded
- Majority acknowledge that D&I is important for contributing to the success
- D&I competencies that help achieve D&I strategy demonstrated
- D&I well integrated into organization's strategy

PROGRESSIVE

- D& I is embedded in organizational culture and is not seen as an isolated program
- All major components of D&I work
- D&I strategy contributes to specific accomplishments
- Organization is known as a leader in D&I and is frequently acknowledged

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Category 2: Leadership and Accountability

Foundation

- Little or no leadership involvement for D& I
- Leaders consistently see differences as problematic

INACTIVE

- Leaders generally unfamiliar with D&I and require instructions/ scripts
- Leaders accept some responsibility for D&I, but focus is mainly on compliance
- Leaders consistently avoid challenging D&I

REACTIVE

- Leaders knowledgeable about D&I
- Leaders accept managing D&I as responsibility
- Leaders willingly communicate about organization's D&I efforts
- Leaders engage in D&I issues and actively involved in diversity networks
- Leaders eek and provide coaching in D&I

PROACTIVE

- Organization's D&I vision and goals are fully supported and rewarded
- Majority acknowledge that D&I is important for contributing to the success
- D&I competencies that help achieve D&I strategy demonstrated
- D&I well integrated into organization's strategy

PROGRESSIVE

- D& I is embedded in organizational culture and is not seen as an isolated program
- All major components of D&I work
- D&I strategy contributes to specific accomplishments
- Organization is known as a leader in D&I and is frequently acknowledged

BEST PRACTICE

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Category 3: D&I Structure and Implementation

Foundation

- No organizational structure or budget for D&I
- No one in organization has formal responsibility for D&I issues

INACTIVE

- D&I simply an additional duty of the human resources, legal or others
- Diversity networks and D&I may exist but have no real influence

REACTIVE

- Leaders knowledgeable about D&I
- Leaders accept managing D&I as responsibility
- Leaders willingly communicate about organization's D&I efforts
- Leaders engage in D&I issues and actively involved in diversity networks
- Leaders eek and provide coaching in D&I

PROACTIVE

- Organization's D&I vision and goals are fully supported and rewarded
- Majority acknowledge that D&I is important for contributing to the success
- D&I competencies that help achieve D&I strategy demonstrated
- D&I well integrated into organization's strategy

PROGRESSIVE

- D& I is embedded in organizational culture and is not seen as an isolated program
- All major components of D&I work
- D&I strategy contributes to specific accomplishments
- Organization is known as a leader in D&I and is frequently acknowledged

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Internal | Attract & Retain People

The 4 categories in the Internal Group focus primarily on strengthening the organization and the effectiveness of leaders and employees.

- Ensure that D&I is integrated into recruitment, talent development, advancement, and retention
- Achieve work-life integration and flexibility
- Ensure that job design and classification are unbiased, and compensation is equitable
- Educate leaders and employees so they have a high level of D&I competence

INTERNAL
Attract & Retain People

- Recruitment & Development
- Benefits
- Compensation
- Learning

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Category 4: Recruitment, Retention, Development and Advancement

Internal

INACTIVE
- No effort to recruit, select, etc. employees from diverse groups
- No mention of D&I in public messaging other than a short statement

REACTIVE
- Hiring focus based on meeting equity targets
- Recruitment practices do not include diverse candidates
- Development and systems not focus on including diverse candidates
- Development systems do not take into account people from different backgrounds

PROACTIVE
- Workforce begins to reflect diversity found in labour market
- Managers are educated in understanding differences and impact of bias
- External search firms selected based on diversity expertise
- Organization offers variety of development programs
- Organization attempts to remove biases based on personality types

PROGRESSIVE
- Recruitment includes advertising on diversity-focused career websites
- Recruitment panels understands how bias affects recruiting
- Special efforts made to place members of underrepresented groups in positions
- Employees are encouraged to consider development positions outside their current area

BEST PRACTICE
- Talent development processes resulted in equitable and accessible employee recruitment and development
- Workforce representative of labour market
- Reputation for quality D&I efforts enhances its ability to attract and retain employees
- Turnover of underrepresented group in parity with majority group

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Category 5: Benefits, Work-life integration, and flexibility

Internal

INACTIVE

- Only legally required employee benefits and services provided
- Little or no provision for family needs or schedule flexibility

REACTIVE

- Benefit programs generally are "one-size-fits-all"
- Work schedules generally tradition and compliance-driven
- Flexibility may be misunderstood
- Language and physical access are accommodated only when legally required

PROACTIVE

- Paid leave is provided
- Religious practices and cultural holidays are mostly accommodated
- Flexibility in personal appearance and one's workplace is allowed for most employees provided it is done in a culturally sensitive way
- Technology support for mobility, disabilities and flexible work arrangements available to select employees

PROGRESSIVE

- Paid leave beyond what is legally required is provided
- Flexible work conditions work provided for select employees
- Culture is accepting of those who work flexibly
- Health and wellness benefits
- Childcare and eldercare services
- Accessibility and accommodation
- Policies and practices guard against favouritism

BEST PRACTICE

- Most leaders model work-life integration
- Flexible work arrangements available for all appropriate positions
- Organization accepts and recognises all types of diversity
- Comprehensive range of flexible benefits and services
- Benefits and services are regularly adapted to changing conditions and ideas

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Category 6: Job design, classification, and compensation

Internal

- Lacks systematic methods for classifying jobs
- Based on stereotypes jobs are thought to be "a better fit" for certain groups

INACTIVE

- Some written procedures exist for classifying jobs and determining compensation
- Policy on pay equity but no analysis conducted to ascertain
- Pay equity measured and audited if required by law only

REACTIVE

- Jobs designed to align individual needs with organizational needs
- Systematic reviews of job requirements, classifications and compensation practices
- Classification/grading and compensation systems are widely communicated
- Analysis and design of jobs has resulted in some flexibility for groups requiring it

PROACTIVE

- Adds additional compensation for parental leave beyond required by law
- Job requirements are clear
- Increased acceptance of flexibility in job design to accommodate employee needs
- Ensures that annual compensation gap analyses are conduced to confirm that biases are dealt with appropriately

PROGRESSIVE

- Maintains equitable internal and external compensation
- Innovative job design results in employees being paid for performance
- Inequitable previous compensation systems have been addressed
- Classification and compensation systems have been modified to address biases

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Category 7: D&I Learning and Education

Internal

- No formal D&I learning
- Little D&I awareness, knowledge and understanding

INACTIVE

- D&I learning is brief and focuses only on complying with policy and legal requirements
- Persons providing do not have specific expertise in D&I
- D&I programs not tailored for local needs or issues

REACTIVE

- D&I integrated into education programs
- D&I learning opportunities offered in variety of formats
- Programs address sometimes-sensitive issues of bias and privilege
- D&I experts build D&I into every stage of learning
- Encourages social gatherings combining social with D&I learnings
- Employees also receive training to implement D&I strategy

PROACTIVE

- D&I professionals, and organisation leaders involved in reinforcement of D&I learning
- Variety of innovative learning methods are used
- Programs focused on specific dimensions of diversity
- Employees receive cultural competency training and support
- D&I learning is an on-going multi-year curriculum

PROGRESSIVE

- D&I integrated into all learning and advances
- Variety of innovative D&I tools are accessible to all regardless of location
- Learning from D&I practices leads the way
- Challenging and controversial issues are effectively addressed with sensitivity, fairness, conviction & compassion

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Bridging | Align & Connect

The 3 categories in this group provide critical linkages that bridge foundational work with the internal and external focus of D&I in the organization.

- Ensure that assessment, measurement, and research guide D&I decisions.
- Make communication a crucial force in achieving the organization's D&I goals
- Connect the D&I and sustainability initiatives to increase the effectiveness of both

BRIDGING

Align & Connect

- Assessment
- Communications
- Sustainability

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Category 8: Assessment, measurement, and research

Bridging

- No assessments to get information about diverse employee /customer needs
- No attempt or effort to monitor diversity-related issues or D&I progress

INACTIVE

- Feedback on D&I is solicited but there is no follow-up, rewards or consequences for poor performance
- Representation of members of some diversity dimensions are monitored
- Measurements primarily based on past negative indicators

REACTIVE

- Monitoring techniques are used to measure progress on D&I elements
- Information from tools help to shape future D&I initiatives
- Leaders individually measured on execution and accomplishment of D&I goals
- Internal and external best practices are studied and benchmarking are used to improve organization's D&I efforts

PROACTIVE

- Integrated, multiple approaches to monitoring and evaluating D&I goals
- Culture is monitored through cultural audits and employee opinion surveys
- Invests in research to stud D&I for both internal and external Employees measured based on D&I goals
- Can clearly demonstrate improvements from meeting D&I goals

PROGRESSIVE

- D&I assessments covering multiple facets are regularly conducted and feed into strategy and implementation
- D&I measurements are included as part of overall performance
- Significant annual improvements in meeting D&I goals consistently
- Organization known for its investment in D&I research

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Category 9: D&I Communications

Bridging

- No explicit communication about D&I
- Discussions on D&I avoided
- Communication not analysed for D&I appropriateness

INACTIVE

- D&I communication done solely to remind or educate to adhere to policy
- Majority of D& I communication disseminated by committees rather than through regular channels

REACTIVE

- Encourages employees to discuss D&I and provide input to organization
- Employees learn about D&I vision, strategy, & goals
- Integrates D&I into many aspects of communication; aligning D&I with goals & issues
- Communication reflects awareness and knowledge of D&I
- External website features information about D&I goals and results

PROACTIVE

- Communications professionals are educated about D&I
- Communication functions consistently promote D&I
- Information sent frequently and systematically to employees
- Leaders share D&I information with stakeholders
- All communication fully accessible in multiple formats and languages if needed

PROGRESSIVE

- Organizations has branded its D&I initiative internally and externally enhancing organization's reputation
- D&I topics easily located on website; information thorough, regularly updated and accessible
- D&I communication is frequent, ongoing, and contributes to enhanced reputation

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Category 10: Connecting D&I and Sustainability

Bridging

- No organizational connection between D&I and sustainability

INACTIVE

- Some effort to connect D&I with organizational goals relating to sustainability
- Some involvement incorporating D&I in organizational and societal goals

REACTIVE

- Has a sustainability strategy, which recognizes linkages between D&I and sustainability
- Organization is involved publicly, supports and advocates for D&I and sustainability initiatives
- Makes a concerted effort to integrate diverse voices and perspectives
- D&I results reflect actions in at least 1 aspect of sustainability

PROACTIVE

- D&I leaders participate actively in organization's sustainability initiative
- Organization adapts its sustainability strategy, policies and practices with input, consultation & collaboration of diverse stakeholder groups
- D&I results reflect actions in at least 2 aspects o f sustainability
- Reports to all stakeholders on its progress on D&I and sustainability

PROGRESSIVE

- D&I is integral to overall and long-term success and sustainability
- Takes a leadership role in influencing & supporting connection of D&I and sustainability
- D&I and sustainability progress regularly measured & reported
- Evidence that sustainability & D&I initiatives benefit from their alignment
- D&I results reflect actions in at least 3 aspects of sustainability

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External | Listen & Serve Society

The 4 categories in this group relate to how the organization offers its products and services and interacts with its customers and other stakeholders.

- Advocate for D&I progress within local communicates and society at large
- Embed D&I in product and service development to serve diverse customers and clients
- Integrate D&I into marketing and customer service
- Promote and nurture a diverse supplier base and encourage suppliers to advocate for D&I

EXTERNAL
Listen to & Serve Society

- Social Responsibility
- Products & Services
- Marketing
- Supplier Diversity

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Global Diversity & Inclusion Benchmarks

Category 11: Community, government relations, and social responsibility

External

- No involvement or support provided related to D&I
- Not willing to take a stand or firm position about D&I

INACTIVE

- Some minor involvement in or support for societal D&I issues
- Some minor involvement with the community, schools and others

REACTIVE

- Organization partners with others that work to advance the rights of vulnerable groups
- Organization publicizes its societal responsibility policy
- Long-range community development plans are formulated with diverse groups
- Community heroes from underrepresented groups for D&I issues are celebrated

PROACTIVE

- Expresses support for principles enshrined in UN's "UDHR and GC" *
- Community involvement reflects long-range planning and supports most segments of population
- Organization supports scholarship and internship programs for underrepresented populations
- Employees encouraged to volunteer in community
- Connects D&I goals with ethics and integrity initiatives

PROGRESSIVE

Universal Declaration of Human Rights and the Global Compact

- Employee time and labour provided for a wide variety of community projects
- Facilities serve and promote economic growth of whole community
- Leads in supporting and assisting other organizations in their D&I initiatives and promoting advancement of D&I
- D&I initiatives in community treated more than philanthropy

BEST PRACTICE

Global Diversity & Inclusion Benchmarks

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Category 12: Supplier Diversity

External

- Consideration given to diversity when determining suppliers
- No recognition of diverse suppliers value

INACTIVE

- Some attempt to include a few non-traditional suppliers from diverse groups
- Uses underrepresented suppliers but only for small contracts
- No or very little collaboration between procurement function and D&I function

REACTIVE

- Info about ownership of supply organizations and the employee diversity in supplier database
- Supplier diversity strategy w/ dedicated implementation resources
- Underrepresented suppliers input included in supplier diversity program
- D&I education specific to supplier relations is provided to all staff
- Regularly participates in trade fares
- Engaging in D&I is a proposal criteria

PROACTIVE

- Proactive in seeking & attracting underrepresented-suppliers
- Treats its suppliers with respect and dignity
- Those involved in supplier selection knowledgeable about D&I
- Educational assistant provided to underrepresented supplier
- Publishes annual expenditure with diverse suppliers
- D&I criteria included in procurement process

PROGRESSIVE

- Suppliers required to have a significant percentage of business with diverse suppliers
- Suppliers reflect the community composition
- Collaborates with its underrepresented suppliers
- Supplier diversity function is fully aligned with broad goals of D&I
- Procures both non- and essential goods/services from underrepresented suppliers

BEST PRACTICE

Global Diversity & Inclusion Benchmarks

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A Competitive Advantage

Inclusive leadership has evolved from a 'nice to have' approach for working with diverse employees, into a definitive capability that separates high performing teams and companies from the average.

Comprehensive and Practical

Based on best practice human centred learning and 70:20:10 principles, our blended approach is designed to give individuals the insight and the tools to build their own and others' inclusiveness.

Win/Win

Our Inclusion and Unconscious Bias Programs are both a developmental opportunity for leaders as well as an initiative that will embed an inclusive culture and optimise business performance.

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