

PRACTICAL STEPS TO ACHIEVE D&I IN-HOUSE

PRACTICAL STEP #1: D&I VISION AND STRATEGY

BACKGROUND

In the [Framework Materials](#) our In-House Sub Group identified 10 Practical Steps to achieve D&I In-House. This material, which has been developed by a Sprint Team drawn from the Sub Group, expands on Practical Step 1 which states:

*Know your organisation's **D&I vision and strategy** and develop one for your team, aligned to that for the overall organisation. Establish a framework to drive D&I in your organisation with authority and accountability (e.g. a D&I committee or champion(s)). Set short-, medium- and long-term time-based plans for D&I, with associated goals (e.g. gender diversity, cultural diversity, building an inclusive environment).*

The Practical Steps are drafted on the basis that the business seeking to implement them has already embraced the business case for D&I. If your organisation is not yet at this stage of its journey, then we would recommend that you first refer to the business case materials on the GCD&I website www.gcdandi.com.

1. **D&I VISION AND STRATEGY**

- Every organisation should have a D&I vision and strategy, which should apply on a global level to the organisation as a whole.
- Separate D&I plans for different regions / business units may be important to reflect different compositions of employees and different priorities (for example, global targets for women in leadership positions may be more achievable in a legal department compared to a technology or engineering department).
- Separate regional / business unit plans may bring out these different priorities, but these should be consistent with your organisation's overall vision.
- Consider whether to have a separate legal strategy / vision for your team.
- D&I should not be standalone - include as part of overall core business strategy and embed D&I in the fabric of your organisation and team. See [Practical Step #10](#) on how to make D&I a sustainable force and have a long-term impact on the culture of your organisation. Also see [Practical Step #2](#) Tip 4 on how to embed D&I in every corporate policy.
- Requires buy in from everyone, especially senior leadership, to be successful (e.g., set the tone from the top).
- Encourage all individuals to be leaders in inclusivity. See [Practical Step #2](#) page 1 for guidance on how individuals can undertake 'Inclusive Leadership' and Tip 9 on how to foster this leadership style and culture.

2. **ESTABLISH A FRAMEWORK**

- Allocate time, training and resources to D&I (see [Practical Step #7](#) with recommended training resource materials). To maximise impact, D&I should be part of everyone's jobs and not on top of a busy day job.

- Have centralised ownership of D&I to drive accountability / efficiency and avoid duplication.
- Appoint a D&I manager for your organisation. If possible, this person should be a dedicated D&I resource and not juggling this role with other duties. Consider having a specific champion for your team.
- Implement D&I practices within in-house recruitment, in line with your organisation's policy in order to build a network and attract and retain diverse talent to ensure equity of opportunity within recruitment and progression. See [Practical Step #3](#) for guidance on recruitment considerations and criteria.
- Establish a D&I committee and relevant sub-committees. See [Practical Step #2](#) Tip 5 on how to encourage role modelling and engagement in this capacity. Also see [Practical Step #4](#) on diverse talent retention measures and creating an inclusive culture to foster such progression opportunities and advancement.
- Encourage participation and discussion re. D&I. Establish D&I networks / hubs / champions – find the passionate people and use their energy to drive D&I. See [Practical Step #2](#) Tips 8 and 9 on establishing D&I initiatives and how to foster an inclusive style and culture within the workplace.

3. PLANNING AND GOALS

- Be clear on what the outcome of a D&I strategy is for your organisation.
- Set realistic, achievable, short-, medium- and long-term goals / KPIs.
- Regularly review and update plans / KPIs and hold meetings to monitor progress and drive accountability in-line with your organisation and ever-changing workforce (e.g., quarterly plans / meetings). See [Practical Step #2](#) page 2 on 'Accountability and D&I' and Tips 2 and 3 on how to make D&I a regular feature on executive committee and board agenda and how to implement D&I at all levels in your organisation.
- Consider introducing 'D&I moments' in team meetings for education/awareness raising (e.g., dedicating 5-10 minutes at the start of your monthly team meeting to foster open discussion and encourage action around D&I). See [Practical Step #2](#) Tip 8 on communicating regularly and widely on D&I initiatives, successes and improvement areas.
- Create excitement – recognition, credit etc.
- Consider including D&I as an objective / factor in annual reviews. See [Practical Step #2](#) Tips 6 and 7 on setting and measuring D&I objectives and implementing D&I elements to company bonuses and/or executive-manager compensation.

4. EXTERNAL RESOURCES

Here are some external examples of D&I visions and strategies which you might find valuable to reference:

- [Diversity, equity and inclusion | Shell Global](#)
- <https://www.unilever.com/planet-and-society/equity-diversity-and-inclusion/>
- <https://www.angloamerican.com/sustainable-mining-plan/our-critical-foundations/inclusion-and-diversity>

Disclaimer: All information, content, and links to other third-party websites listed below are for general informational purposes only. Such links are only intended as non-exhaustive additional resources that members can use in their D&I training efforts. The General Counsel for Diversity & Inclusion Initiative does not recommend or endorse the contents of the third-party sites and does not make any warranties, express or implied, regarding the training or its suitability for your organization.