European
Commission

Implementation Checklist for

Diversity Management

Support for voluntary initiatives promoting diversity management at the workplace across the EU

INTRODUCTION

The 'Business Case for Diversity' shows that diversity management – whereby employers recognise value and include women and men of different ages, abilities, ethnic origin, religion or sexual orientation – makes good business sense. Managing diversity and promoting inclusion also form part of the business world's strategic agenda as a response to a more diversified society, customer base, market structure and overall business environment and workforce where knowledge and innovation are critical in securing competitive advantage in a globalised economy. The European Commission welcomes such initiatives and has therefore initiated the Project "Support for voluntary initiatives promoting diversity management at the workplace across the EU". This checklist was developed within the framework of this project.

DIVERSITY PARADIGMS AND LANGUAGE

Anti-discrimination has been one focus of the European policy since 1997 (Treaty of Amsterdam). In the corporate world, the concept of Diversity Management (nowadays often called 'Diversity & Inclusion') has since become almost a standard practice. The voluntary initiatives in this area interface with the legal requirements based on the EU anti-discrimination directives and their implementation in the member states.

Despite its long history, Diversity has not become a strictly defined concept but tends to change its scope and priorities according to industry, regional context or business needs. For the purpose of this document, the term Diversity refers to the so-called core dimensions of Diversity (as often used by companies) i.e. differences in age/generations, ability/disability (physical, mental, psychic), ethnicity/race/cultural/migrational background, gender, religion/belief/world view and sexual orientation/identity/gender expression. These are consistent with the legal framework of the EU, where they are called grounds of discrimination (as layed out in Treaty of Lisbon, footnote: age, disability, ethnicity, religion, sexual orientation). Gender is considered as a horizontal dimension stretching across all areas, and it is hence integrated in a specific way throughout this checklist.

In many cases, organisations have crafted their specific terms to describe or communicate tailored approaches to manage Diversity. There will hence be a need to identify relevant concepts or items in this checklist that best relate to the concrete corporate activities.

DIVERSITY PRACTICE, VOLUNTARY INITIATIVES AND CHARTERS

Research, conferences, networking activities and media reports clearly show that more and more companies are adopting dedicated, proactive programmes to mange diversity and inclusion as part of their HR or business strategies. An increasing number of those initiatives is also communicated to external stakeholders, including investors on financial markets, candidates on labour markets, and consumers as part of the general public. Diversity charters have become one specific way for companies to publicly underline their conviction for Diversity. Companies of all sizes and in all sectors across Europe are gaining recognition by signing these statements of self commitment. There are currently eight countries where Diversity Charters operate: Austria, Belgium, France, Germany, Italy, Poland, Spain and Sweden. Diversity Charters are voluntary initiatives, which engage with businesses in implementing effective diversity and equality strategies to meet their business needs. The main purpose of the Diversity Charters is to promote the acceptance, appreciation and integration of diversity within the corporate culture. Operating at national levels and supported by a range of governmental and private or public organisations, Diversity Charters provide a recognised public 'trademark' that demonstrates the organisations' commitment to the promotion of equality and diversity as part of their business strategy. In recognition of their contribution, the European Commission is funding a platform for EU-level exchange between organizations' promoting and implementing national Diversity Charters . As signatories, the participating companies and organisations acknowledge the benefits of a culture that is inclusive of social and demographic diversity. In addition, the signatory companies commit to implementing policies, strategies or measures to enhance working environments so they are free of prejudice regarding employment inclusion, training and promotion, and thus prevent discrimination and harassment of protected groups in their countries.

ABOUT THIS CHECKLIST

The European Commission encourages employers to put diversity management more firmly on their strategic business agenda and has supported various activities in order to achieve this aim across the EU over the last few years. One result of the project is this European Diversity Management Checklist which aims to guide experts in companies through the process of (re-)assessing their Diversity programmes, so that they can build a fuller picture and design a more holistic strategy that supports inclusion.

The checklist is based on a questionnaire that was originally designed as the core element of a benchmarking tool to encourage large companies to compare their activities and progress with each other. In 2010, some thirty representatives from international corporations were involved in that development process and provided input, ideas and feedback throughout the evolution of the benchmarking tool. The final questionnaire was then reviewed, realigned and rewritten to serve as a checklist for Diversity management practitioners who want to verify or optimise their approach to implementing Diversity & Inclusion. In this process, the original questions were turned into checklist items. The final version of the checklist was then discussed with representatives from various Diversity charter organisations from across the EU encouraging their input. The author would like to thank all who gave their time and expertise in bringing this checklist together.

Purpose

The checklist aims at serving as a support tool for the voluntary implementation of Diversity & Inclusion in companies, mainly in larger corporations (with concrete HR structures or processes). Public entities may find most of the content useful as well. It aspires to be an impetus to verify, broaden, deepen or optimise existing approaches to Diversity & Inclusion. Therefore, the checklist provides a framework for the implementation of Diversity Management along different timelines and for a variety of corporate functions. It also presents ideas for the sustained integration and steering/monitoring of Diversity Management as an ongoing task.

Limitations

As the checklist is based on a previously planned benchmarking tool, it cannot serve as a complete guideline for the comprehensive implementation of Diversity Management. Such can be found in comprehensive books or other publications. Due to the vast variety of contexts, not all items are applicable in all countries, sectors or types of organisation, and some aspects might appear to be missing, e.g. related to local legal requirements. Everyone hence has to select, omit or add relevant items.

How to use the checklist

☐ Review the short introductions at the beginning of each section to decide if the section will be relevant at the time or later

☐ Consider each item as a stand-alone element and not the additional levels of details which can be used in a first or at a later stage

☐ Remember that the checklist suggests to implement most activities according to all the dimensions of diversity while you may choose to plan this over a longer period of time

☐ Understand that based on EU policy gender is embedded in each element of the checklist suggesting that all of your activities cover the needs and perspectives of women and men

☐ Apply the checklist once a year or every two year, e.g. in your annual planning or review process, aiming at a progressively broader and/or deeper approach to Diversity & Inclusion

We hope you will find it a valuable tool to help you on your diversity journey.

Feasibility Tips

As the checklist covers multiple axis of the implementation of Diversity, it may appear quite large in volume. You may want to consider tailoring the use of the checklist to your needs, e.g., in one of the following ways.

☐ For a comprehensive review of your D&I activities you should use the entire checklist

☐ For a review of your foundational framework for Diversity management or when finalising your cornerstones for D&I, you should focus on parts 1, 2 and 3

☐ When planning or realigning your programmes and initiatives in the field of D&I, parts 4, 5 and 6 will be most helpful

☐ When you aim at embedding D&I in existing processest to sustain your efforts and make them part of your everyday practices, then you should use parts 7, 8 and 9

Abbreviations used for Diversity Themes

Diversity Management may include a number of different topics which may also be phrased in various ways, depending on the organisational or regional context. Throughout the checklist, specific check items are used to prompt those topics for your considerations. The following short phrases are used to refer to each of dimensions mentioned:

Phrase …	… includes each of the following concepts, topics and paradigms
Diversity management	- differences / individuality' - dignity / respect / tolerance / open-mindedness - integration /inclusiveness/inclusive behaviour
Age	ageing, demographic changes, generations, generational differences/diversity
Disability	physical/mental/psychic (dis)abilities
Ethnicity	ethnic/cultural/migrational background, race, racial differences
Religion	religious beliefs, world view
LGBT	sexual orientation / identity, gender identity / expression

STRUCTURE AND TABLE OF CONTENT

For a review of your foundational framework for Diversity management or when finalising your cornerstones for D&I

When planning or realigning your programmes and initiatives in the field of D&I

When you aim at embedding D&I in existing processes to sustain your efforts and make them part of your everyday practices

1. POSITIONING OF DIVERSITY WITHIN CORPORATE CONTEXT

In order to implement, integrate and promote Diversity Management at the workplace, the approach must be clearly positioned within the strategic and organisational context where it is being implemented. There is a variety of elements and options of how to establish Diversity within the corporate framework and some of these are covered in the following section.

1.1. INTEGRATION IN AND ALIGNMENT WITH CORPORATE POLICY

Diversity is explicitly integrated in the following fundamental corporate elements of our organisation, i.e. it is concretely mentioned and explained:

	Diversity management	Age	Disability	Ethnicity	Religion	LGBT
☐ Strategy						
☐ Vision and Values, Corporate Identity/Culture						
☐ Scenarios for the future						
☐ Code of Conduct						
☐ Social Charter						
☐ Corporate scorecard / measuring Corporate or performance objectives						

It has been secured to ensure the equality of women and men in all of the above in the following way:

_____

_____

_____

_____

1.2. SPECIFIC POLICIES OR BUSINESS AGREEMENTS RELATED TO DIVERSITY & ANTI-DISCRIMINATION OUR ORGANISATION HAS THE FOLLOWING SPECIFIC POLICIES RELATING TO DIVERSITY IN PLACE:

☐ Accessibility policy

☐ Anti- or Non-Discrimination policy

☐ Dignity at Work policy (Anti-Harassment, Inclusiveness) Vision and Values, Corporate Identity/Culture

☐ Diversity and/or Inclusion/Inclusiveness policy

☐ Diversity quota (binding objectives measured by workforce statistics)

☐ Diversity targets (individual objectives measured by specific metrics)

☐ Equal opportunities policy

☐ Gender equality policy

☐ Equal Pay policy

☐ Work-life Balance / Flexible Working policy

☐ Positive Action policy

☐ Supplier Diversity policy

Our organisation has signed business agreements with unions regarding:

☐ Wage Scale

☐ Gender Diversity

☐ Policy for the Disabled

☐ Migrant workers

☐ Work Life Balance

☐ Age Diversity

☐ LGBT employees

☐ Religious issues

☐ Other: _____

☐ The policies mentioned above are binding for [this item can be integrated in each of the items above]

⃝ all staff (employees and all managers)

⃝ managers / supervisors only

⃝ employees only

1.3. INTERNAL OR PUBLIC COMMITMENTS

There is a senior management commitment in the organisation demonstrated by way of written statements endorsing:

☐ CEO statement on D&I communicated to all employees

☐ Other Board member statement on D&I communicated to all employees

☐ Head of HR statement on D&I communicated to all employees

This statement also details:

☐ Overall goals

☐ Business reasons

☐ Chosen approach / strategy

☐ Roles and responsibilities (expectations)

☐ Accountability framework

☐ Reward systems for Diversity implementation

☐ Sanctions

☐ Allocation of resources

☐ Allocation of time

Our organisation has signed the following Diversity Charters promoting Diversity management at the workplace across the EU:

_____

Our organisation has signed the following additional public documents of self-commitment to promote Diversity, Inclusion and/or Equality in our organisation:

☐ European Pledge

☐ UN Global Compact – UN Women's Empowerment principles

☐ Talent to the Top (the Netherlands)

☐ Norwegian Diversity Charter

☐ _____

☐ _____

1.4. INTEGRATION IN CORPORATE ACCOUNTABILITY FRAMEWORK / SCORE CARD

The following management level(s) of our organisation is (are) held accountable for implementing Diversity, Inclusion or relevant parts there of:

☐ Top level (executive board, management board, board of managing directors)

☐ Second level (executive directors/corporate VPs, managing directors, business area managers, country managers)

☐ Senior management (below the above)

☐ Middle management (below the above)

☐ Lower management (below the above)

☐ There is a percentage of up to 5% of bonuses tied to achieving Diversity goals for the above groups

☐ There is a percentage of up to 6-10% of bonuses tied to achieving Diversity goals for the above groups

☐ There is a percentage of more than 10% of bonuses tied to achieving Diversity goals for the above groups

The percentage of our upper management (1st/top level plus level below) who are explicit, specific, visible sponsors and promoters for dedicated parts of the Diversity Strategy is:

☐ None, 0%

☐ up to 25%

☐ 26 to 50%

☐ 51 to 75%

☐ 76 to 100%

2. MANAGEMENT STRUCTURE FOR DIVERSITY

Whether as a change process, a set of initiatives or an organisational empowerment programme, Diversity management needs some form of organisational structure as well as a governance process. Some common approaches are covered by this following section.

2.1. CENTRAL / CORPORATE / GLOBAL POSITION AND REPORTING STRUCTURE FOR DIVERSITY MANAGEMENT

Our organisation's highest ranking employee who is mainly responsible for Diversity reports to:

☐ CEO (or similar top position)

☐ CHRO (or similar top HR position)

☐ Other senior HR executive (e.g. head of HR)

☐ Other senior business executive

☐ Other middle management HR executive (e.g. head of talent management)

☐ Other: _____

The central/corporate/global Diversity management team or unit in our organisation has a total of _____ staff (direct reports to the above mention manager for Diversity) with the following workloads (FTEs):

____ Up to 25%

____ 25 to 50%

____ 50 to 75%

____ 75 to 100%

Furthermore, there are additional dedicated resources for Diversity management in the following units:

☐ Each business area (or geographical/country unit)

☐ One or few business areas

☐ Each central function (HR, finance, communication, purchasing etc.)

☐ One or few central functions

2.2. INVOLVEMENT OF LINE MANAGERS IN DIVERSITY COUNCIL / COMMITTEE

A group of line/business managers at our organisation advises on or endorses Diversity goals and strategies (e.g. Diversity Steering Committee or similar), consisting of:

☐ Mainly senior line manager fro all major business units

☐ Mainly middle line managers

☐ Mainly HR managers or experts

☐ This group also sets key performance indicators to measure the success of Diversity efforts.

☐ This group is chaired by:

     ○ The CEO

     ○ Another Board members

     ○ The Head of HR (or similar)

     ○ The Head of Diversity

     ○ Internal Diversity consultant

2.3. INVOLVEMENT OF EMPLOYEES IN TASK FORCES / IMPLEMENTATION

One or several groups of employees (not including dedicated Diversity staff) assists in the implementation of Diversity (e.g. Diversity Task Force or similar, not including employee networks/resource groups which are covered below).

3. MEASUREMENT & MONITORING

To evaluate the success of implemented Diversity programs, a regular monitoring is necessary. The following section provides an overview of some of the measurement approaches to reach a comprehensive monitoring process from initial audits and analysis to ongoing measuring/controlling.

3.1. INITIAL PROCESS AND CULTURAL AUDITS

Our organisation has completed a HR process Diversity audit of the following scale:

☐ Full-scale HR Process audit for potential diversity bias

☐ Employer branding audit

☐ Recruitment / sourcing audit

☐ Job advertisement audit

☐ Selection procedure audit

☐ Performance assessment audit

☐ Talent identification process audit

Our organisation has completed a cultural Diversity audit of the following scale:

☐ Full-scale corporate cultural audit regarding employee perceptions of dignity at work and inclusiveness

☐ As part of the employee survey (e.g. engagement survey)

☐ Separate field survey

☐ Focus group interviews

Our organisation has completed a communication Diversity audit of the following scale:

☐ Full-scale communication audit regarding diversity aspects

☐ Internal communication / language / images

☐ External communication / language / images

Our organisation has completed the additional other Diversity audits:

☐ Supplier Diversity audit

☐ Other Diversity audits: _____

3.2. EXTERNAL COMPARISONS

Our organisation has participated in the following external indexes, surveys or ratings in Europe:

☐ Working Mother's Magazine's 100 Best Companies for Working Mothers

☐ Opportunity Now's Gender Diversity Benchmarking Award

☐ Race for Opportunity Benchmarking

☐ NAFE Top 50 Companies

☐ Great Places to Work Institute's Best Places to Work

☐ The Sunday Times 100 Best Companies

☐ DiversityInc Top 50 and Specialty Lists

☐ The Times Top 50 Places Where Women Want to Work

☐ Stonewall Workplace Equality Index

☐ Völklinger Kreis Corporate Benchmarking Initiative

☐ International Business Equality Index (IGLCC)

☐ Other: _____

Our organisation has received the following external labels, predicates or certificates/certifications on Diversity management:

Our organisation has applied and or won the following awards for Diversity management:

Our organisation has been recognised for best practices in diversity:

☐ By your employees

☐ By a public institution

☐ By a Diversity organisation

☐ By the Media

3.3. WORKFORCE DIVERSITY / DIVERSITY IN MANAGEMENT

Our organisation is regularly measuring its workforce diversity and diversity in management by tracking the following numbers:

Percentage of ...

☐ women & men

☐ younger employees

☐ middle-aged employees

☐ older employees

☐ dominant ethnic-racial-cultural groups

☐ ethnic/racial/cultural minorities

☐ sexual minorities/LGBT (e.g. through survey)

... in the following areas/segments ...

☐ total workforce

☐ management levels

☐ entry-level hires

☐ talent pools

☐ development programmes

☐ _____

Our organisation has experienced positive changes in the external or internal perception of our organisation as it relates to Diversity in the following areas:

☐ The general ranking of our image/reputation as an employer

☐ The specific perception of female candidates

☐ The specific perception of international candidates

☐ The general reputation of our company in our market(s)

☐ The specific perception of female customers or organisations (including lobby groups/NGOs)

☐ The specific perception of international customers or organisations (including lobby groups/NGOs)

☐ The general reputation of our company on the financial markets

☐ The specific perception of rating agencies or advisors with a focus on Diversity / Inclusiveness

☐ The specific perception of special interest organisations

☐ _____

3.4. ONGOING MONITORING OF CORPORATE PROCESSES

The recruitment process is monitored in the following way:

	Diversity management	Age	Disability	Ethnicity	Religion	LGBT
☐ The diversity of the candidates' pool is monitored against the overall pool it is sourced it is sourced from (general and/or specific)						
☐ There are specific targets in place to achieve representation of candidates from specific groups on the long lists (as a result of the initial pre-selection)						
☐ There are specific targets in place to achieve representation of candidates from specific groups on the short lists (as a result of the selection for interviews)						

It has been secured to ensure the equality of women and men in all of the above in the following way:

_____
_____
_____
_____

The integration of Diversity in the talent & performance management is monitored by:

	Diversity management	Age	Disability	Ethnicity	Religion	LGBT
☐ The diversity of the top rated group is monitored against the overall pool it is sourced from (general and/or specific)						
☐ There are specific targets in place to achieve representation of candidates from specific groups in the top rated pool(s) (as a result of the initial pre-selection)						
☐ There are specific targets in place to achieve representation of candidates from specific groups in the wider / future talent pool						
☐ Tracking of the success (or attrition) of groups of employees according to specific diversity criteria						

It has been secured to ensure the equality of women and men in all of the above in the following way:

_____
_____
_____
_____

The integration of Diversity in the talent & performance management is monitored by:

	Diversity management	Age	Disability	Ethnicity	Religion	LGBT
☐ The diversity of a promoted group is monitored against the overall pool it is sourced from (general and/or specific)						
☐ There are specific targets in place to promote candidates from specific groups on the lower management levels (to middle management)						
☐ There are specific targets in place to promote candidates from specific groups on the middle management levels (to senior management)						

It has been secured to ensure the equality of women and men in all of the above in the following way:

_____

_____

_____

_____

The termination process is monitored concerning Diversity in the following way:

☐ The diversity of employees that are affected by larger lay-offs is monitored against the overall population affected

☐ If employees from diverse groups are more affected that the general workforce, measures are taken to adjust the lay-off process

☐ Exit interviews include questions about equal opportunities, diversity and/or inclusion to identify biases in these areas as they might lead to attrition

3.5. ONGOING MONITORING OF CORPORATE CULTURE

Our organisation's employee and other stakeholder surveys include the following statements of agreement:

☐ Overall, I fell valued and respected with all my personal characteristics by the company

☐ My manager is a role-model and supporter of Diversity and Inclusiveness

☐ I can express my opinion and ideas even if they do not reflect the current mainstream approach

☐ I can fully contribute with all my personal skills to the success of the company

☐ My company does a good job in the area of Diversity and Inclusiveness

Our employee survey splits the results in the following Diversity dimensions to identify biases:

☐ Age

☐ Disability

☐ Ethnicity

☐ Gender

☐ LGBT

☐ Religion

☐ Our organisation uses a 360-degree feedback process, where employees provide input to all facets of the process of managing diversity, from needs assessment to evaluation.

Our organisation regularly evaluates feedback on our market communication from:

☐ Public watchdogs

☐ Ethics committees

☐ Special interest groups

☐ Market research panels

Our organisation offers a complaint settlement system in the event of harassment or discrimination, which consists of:

☐ Ombudsperson

☐ Mediation

☐ Escalation Procedures

☐ Sanctions

The most severe sanction that is foreseen by the procedure is:

☐ Warning

☐ Note in the file

☐ Re-Training

☐ Internal investigation

☐ Legal measures

☐ Termination

☐ Other: _____

☐ Our organisation is monitoring the nature and number of events of harassment or discrimination that have been reported internally:

○ By theme / ground / dimension

○ By division / function / organisational unit

○ By level

○ By ____

☐ Our organisation is monitoring the nature and number of complaints about discrimination that have been sent by employees in our company to local anti-discrimination organisations or Ombudspersons

☐ Our organisation is monitoring the nature and number of complaints about discrimination that have been investigated internally

☐ Our organisation is monitoring the nature and number of complaints about discrimination that have been mediated internally

☐ Our organisation is monitoring the nature and number of complaints about discrimination that resulted in lawsuits

3.6. TRANSPARENCY OF RESULTS

Some of the main results of our organisation's internal or external quantitative and qualitative Diversity assessments are published or reported via:

☐ Not reported or published

☐ Presentation of results at internal events/seminars/meetings

☐ Presentation of results on intranet

☐ Presentation of results on company website

☐ Presentation of results at external events/conferences/seminars

☐ Participation in Diversity Awards

☐ Participation in Diversity Benchmarking

☐ Press releases

☐ Sharing of best practices through specialized networks

☐ Distributing research on the business case for Diversity

☐ Mentioning of all Diversity indicators in annual reporting

☐ Corporate Annual Reports

☐ Report on Sustainable Development

☐ Other: _____

Our organisation recognises "small wins" via:

☐ Presentation of results at internal events/seminars/meetings

☐ Presentation of results on intranet

☐ Presentation of results on company website

☐ Not reported or published

☐ Other: _____

4. IMPLEMENTATION TOP-DOWN

Any new approach, and more so any change process, has to start from the top and cascade down. In addition to the overall accountability and involvement in councils or committees, the wider roll-out often includes workshops, events and communication, all of which will ideally be kicked-off and/or driven by top management.

4.1. WORKSHOPS / TRAINING / EDUCATION

Please describe each of your organisation's Diversity-relevant trainings within the following drop-down menus:

Name of Training	Theme/Type	Audience	Mandatory?	Duration	When did the training happen?
	General Diversity/ Awareness	Top Management	Yes	1 to 3 hours	Current/ongoing
	Conflict/Harassment Training	Middle Management	No	3 to 5 hours	Planned/in preparation
	Interview Training	HR staff		6 to 8 hours	Completed
	Anti-discrimination Training	Lower Management		More than one day	Completed up to 2 years ago
	Additional Theme-based Training	All Management			
	Inclusive Behavior	Employees			
	Dignity at Work				

Diversity and its dimensions are integrated (as theme or topic) in the following educational elements or courses:

	Diversity management	Age	Disability	Ethnicity	Religion	LGBT	A An entire module or element of more than two hours	B As a small element or presentation of one to two hours	C As a short exercise or case study
☐ Induction courses									
☐ (Graduate) Trainee programmes									
☐ Future management seminars (for high potential employees)									
☐ Basic training for first time managers									
☐ Management development training programmes for lower management (to become middle managers)									
☐ Management development training programmes for middle management (to become senior managers)									
☐ Executive education									

Participation of employees from diverse groups is monitored (please specify):

It has been secured to ensure the equality of women and men in all of the above in the following way:

Our organisation has set up actions to develop the diversity of our workforce in the following way:

☐ Support of education for discriminated groups

☐ Sponsorship (to facilitate the employability of those seeking employment)

☐ Proposed courses or learning to diverse groups

☐ Support of potentially discriminated employees: (i.e. returns from maternity/paternity leave, tutoring/mentoring, newcomers)

☐ Sponsoring Diversity related-research

☐ Other: _____

4.2. EVENTS

The following events have happened in our organisation:

	Diversity management	Age	Disability	Ethnicity	Religion	LGBT
☐ Top management talks/speeches about Diversity						
☐ Townhalls on Diversity						
☐ International management conference on Diversity						
☐ National management conference on Diversity						
☐ Regional Diversity conference						
☐ Road show about Diversity in 5 or more locations						
☐ Local Q&A sessions with senior management about Diversity						
☐ Regional food days, weeks or events						
☐ Religious and cultural holidays beyond the majority religion (usually being Christianity in most of the Western world).						
☐ _____						

It has been secured to ensure the equality of women and men in all of the above in the following way:

_____

_____

_____

_____

5. IMPLEMENTATION BOTTOM-UP (MAINLY BEGINNERS)

Credible Diversity management involves the employees of an organisation in open, inclusive, sometimes grass-root activities.

5.1. EMPLOYEE NETWORKS / RESOURCE GROUPS

Please describe each of your organisation's Diversity-relevant networks within the following table:

Name	Target Group(s)	Number of members	**Sponsorship**	**Communication**	**Networking**	**Resources**
			Board member	Listing on the company's website		
				Regular exchanges with HR/Diversity	Infrastructure (Meeting place, Phone line)	
			Senior managers	Listing in Personel and Social reporting		
				Internal interaction with other employee networks	Budget	
			HR / Diversity	Listing in Corporate and Annual reporting	Exchange with networks of other companies	work time used for network responsibilities
				Public Involvement		

5.2. MENTORING SCHEMES / PROGRAMMES

How many mentoring programmes does your organisation have in place?

☐ Number: _____

The primary target group of our organisation's largest mentoring programme is:

☐ High potentials

☐ Women

☐ Men

☐ Older-aged

☐ Middle-aged

☐ Young-aged

☐ LGBT

☐ Disabled

☐ Ethnic minorities / employees with migrational background

☐ Other: _____

The secondary target group of our organisation's largest mentoring programme is:

☐ High potentials

☐ Women

☐ Men

☐ Older-aged

☐ Middle-aged

☐ Young-aged

☐ LGBT

☐ Disabled

☐ Ethnic minorities / employees with migrational background

☐ Other: _____

How many tandems participate in this programme (most current year)?

☐ Number: _____

☐ This number has increased compared with the previous year

Our organisation's mentoring measures receive the following support from our company:

☐ Infrastructure (Meeting Place, Phone line)

☐ Budget

☐ Sponsorship by Board member

☐ Work time used for mentoring responsibilities

The following method of communication is the primary platform for interaction between mentor and mentee:

☐ Face-to-face

☐ Telephone

☐ Intranet

☐ Email

☐ Other: _____

Mentors and mentees interact on average:

☐ Once a week

☐ Once or twice per month

☐ Less often

The most important expected results/outcomes/benefits include:

☐ For mentors:

☐ For mentees:

☐ For our company:

The most important other INTERNAL mentoring programmes we are currently running are:

☐ National mentoring programmes

☐ In-Business mentoring programmes

☐ Local/regional mentoring programmes

☐ Specific mentoring programme for middle/upper management

☐ Theme-specific mentoring: _____

The focus of the above is on:

☐ High potentials

☐ Women

☐ Men

☐ Older-aged

☐ Middle-aged

☐ Young-aged

☐ LGBT

☐ Disabled

☐ Ethnic minorities / employees with migrational background

☐ Other: _____

Our organisation currently has additional mentoring measures with other organisations in the following themes:

☐ Cross-mentoring

☐ Local

☐ Regional

☐ Country-wide

☐ Cross-country mentoring

☐ Cross-generational mentoring

☐ Other: _____

5.3. POSITIVE ACTION, SPECIFIC DEVELOPMENT / SUPPORT PROGRAMMES

Our organisation has education/support/development programmes for specific Diversity Groups (Positive Action):

☐ Support of education for discriminated groups

☐ Sponsorship (to facilitate the employability of those seeking employment)

☐ Proposed courses or learning to diverse groups

☐ Support of potentially discriminated employees (i.e. returns from maternity/paternity leave, tutoring/mentoring, newcomers)

☐ Sponsoring Diversity related-research

☐ Other: _____

6. EXTERNAL OUTREACH

Some of the benefits of Diversity management lie in the improved external perception of an organisation that harnesses all the individual potential of its employees. External communication about Diversity management is hence an effective activity.

6.1. DEDICATED WEBSITE & ONLINE MARKETING / SOCIAL NETWORKS / BLOGGING

Our organisation has a specific internet site/portal about our Diversity management approach integrated in the following section of our corporate website:

☐ Specific menu item on (general) home page

☐ Specific menu item in the 'about us' section

☐ Specific menu item in the 'products' or 'services' section

☐ Specific menu item in the 'Employee' or 'HR' section

      ○ Careers

      ○ Employment

      ○ —————

☐ Specific menu item in the 'CSR', 'sustainability', 'social innovation' or similar section

☐ Other: ————————————————

Our organisation utilises the following online tools to communicate on Diversity management externally:

	Diversity management	Age	Disability	Ethnicity	Religion	LGBT
☐ Facebook account for our Diversity work						
☐ Membership in LinkedIn groups etc.						
☐ Our own Weblog						
☐ Other professional social/virtual networking: _____						

It has been secured to ensure the equality of women and men in all of the above in the following way:

_____

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6.2. SPECIFIC EXTERNAL DIVERSITY COMMUNICATION

Our organisation has the following external communication campaigns specifically to convey our Diversity commitment, work, progress or achievements:

	Diversity management	Age	Disability	Ethnicity	Religion	LGBT
☐ Advertisements in general newspapers (big dailies)						
☐ Advertisements in public TV (main channels)						
☐ Large public events						
☐ Advertisement in special interest media (women, international, LGBT, HR)						
☐ Private-Public-Partnerships						
☐ Direct mailings to network contacts in the field of Diversity						
☐ Job Ads tutoring young people for universities						
☐ Other: _____						

It has been secured to ensure the equality of women and men in all of the above in the following way:

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6.3. SPECIFIC EXTERNAL DIVERSITY ACTIVITIES

Our organisation supports the following diversity activities (do not include Diversity aspects of existing (general) sponsoring or philanthropy programmes of your organisation, but only those activities, that are specific to Diversity):

☐ Scholarships for pupils or students from specific groups -->

☐ Academic research networks or projects in the area of -->

☐ Girls' Days

☐ Gay Pride

☐ International Women's Day

☐ Cultural / international exchange days / events

☐ Paralympics event and publicity support

☐ Encouragement for employees to volunteer in diverse communities

☐ Encouragement for employees to volunteer in diverse communities and contributing work time for this

☐ Encouragement for managers to volunteer in diverse communities

☐ Encouragement for managers to volunteer in diverse communities and contributing work time for this

☐ Other: _____

6.4. SUPPORT FOR EXTERNAL DIVERSITY ORGANISATIONS

Our organisation supports the following external Diversity groups or projects in their fight against discrimination:

☐ Government Agencies

☐ Think Tanks

☐ Public Interest Groups

☐ Research Agencies

☐ NGO's

☐ Press / Media campaigns

☐ Other: _____

6.5. NETWORKING / BENCHMARKING

Our organisation is involved in the following external networking or benchmarking initiatives in the area of Diversity:

	Diversity management	Age	Disability	Ethnicity	Religion	LGBT
☐ Formalised benchmarking						
☐ Formalised/organised/structured exchange of experience and good practices						
○ International						
○ National						
○ Regional						
☐ Business conferences						
☐ Other: _____						

It has been secured to ensure the equality of women and men in all of the above in the following way:

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7. INTEGRATION OF DIVERSITY IN HR …

In order to secure and sustain the outcomes of diversity management and ensure the integration of all different employees in an ongoing way, it is important to embed the principles of Diversity management in each of the many processes that are dedicated to manage the individual human resources of an organisation.

7.1. … IN HR MARKETING / EMPLOYER BRANDING

Diversity is considered in our HR Marketing Material in the following way:

	Diversity management	Age	Disability	Ethnicity	Religion	LGBT
☐ Mentioning our Diversity policy or other commitment in printed HR marketing material (brochures, ads)						
☐ Mentioning our Diversity policy or other commitment on our career website(s)						
☐ Describing several Diversity programmes or other activities in printed HR marketing material (brochures, ads)						
☐ Describing several Diversity programmes or other activities on our career website(s)						
☐ Accessibility of all material and venues						

It has been secured to ensure the equality of women and men in all of the above in the following way:

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_____
_____

Our organisation's HR Marketing Activities are:

	Diversity management	Age	Disability	Ethnicity	Religion	LGBT
☐ Pictures of visibly different people are on our event material (stand, booth, etc.)						
☐ Different employees are consciously selected to represent our company at recruitment fairs						
☐ Presentations on campus or at recruitment events always include our diversity strategy						
☐ Sponsoring student associations that cover some of the diversity themes						

It has been secured to ensure the equality of women and men in all of the above in the following way:

_____
_____
_____
_____

Our organisation reaches out to broad, diverse labour market segments by:

	Diversity management	Age	Disability	Ethnicity	Religion	LGBT
☐ Participating in recruiting events that specifically reach out to diversity groups (please specify the groups you are targeting)						
☐ Advertising in publications that specifically reach out to diverse groups of candidates (please specify the groups you are targeting)						
☐ Offering workshops or tutorials specifically for diverse candidates to attract these (specify)						
☐ Support for voluntary organisation in a specific diversity area (specify)						

It has been secured to ensure the equality of women and men in all of the above in the following way:

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7.2. … IN RECRUITMENT

The following procedures have been implemented to ensure an objective process of recruitment:

☐ Job description constructed from a repository of expertise

☐ Formalization of the process of sorting applications

☐ Competency Assessment

☐ Written evidence of reasoned responses to unsuccessful applicants

☐ Innovation: Using the method of skills, identification of potential scenarios

☐ Non-discrimination contract with recruitment agency

☐ Diverse Panel of Interviewing

☐ Guideline to have at least one diverse employee invited

☐ Hiring Goals

☐ Anonymous CV

☐ Other: _____

Our organisation's recruitment communication considers Diversity in the following way:

☐ Job advertisements encourage applications in different languages

☐ Job advertisements encourage candidates from diverse backgrounds to apply

Our organisation's recruitment process considers Diversity in the following way:

	Diversity management	Age	Disability	Ethnicity	Religion	LGBT
☐ Monitoring the proportional representation of diverse groups throughout the hiring process						
☐ Removing pictures from applications						
☐ Removing birth dates from applications						
☐ Removing family names from applications						
☐ Removing location of birth from applications						
☐ Removing gender from applications						
☐ Removing other private information (marital or parental status, parents' professions etc.) from applications						
☐ Using a standardised set of questions or exercises for the initial selection						

It has been secured to ensure the equality of women and men in all of the above in the following way:

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Our organisation's recruitment staff and stakeholders are supported in the following way:

	Diversity management	Age	Disability	Ethnicity	Religion	LGBT
☐ Recruitment experts / staff receives Diversity training (general and/or specific – please specify)						
☐ Recruitment experts / staff receive Diversity interview training (general or specific)						
☐ Line managers involved in recruiting receive Diversity training that covers recruiting aspects						
☐ Recruitment agencies and search consultants are briefed on Diversity (general and / or specific)						
☐ Recruitment agencies and search consultants are required to have Diversity policies in place						
☐ Recruitment agencies and search consultants are required to follow industry best practices						
☐ A general rules exists that recruitment panels must be mixed (general or according to specific factors)						

It has been secured to ensure the equality of women and men in all of the above in the following way:

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7.3. … IN EMPLOYMENT POLICIES AND PRACTICES (RETENTION)

Our organisation offers the following flexible work options (at least for the largest employee groups or for a majority of the workforce):

☐ Part-time work (employees)

☐ Part-time work (managers)

☐ Phased-out/phased-in part-time work before / after or during parental leave

☐ Partial retirement (part-time work prior to retirement)

☐ Job sharing

☐ Part of workweek worked from home (recognised work-time)

☐ Telecommuting / working from a home office

☐ Sabbaticals: vacation, around-the-world trip, voluntary projects, free time (at least 3 months)

☐ Sabbaticals: further training and education, e.g. PhD or MBA (at least 6 months)

☐ Working-life time accounts

☐ Working time accounts (yearly)

☐ Compressed workweek

☐ Flexible starting and ending times

☐ Flexible break times

☐ Individual shift-work possibilities

☐ Parents receive priority scheduling (vacation, school holidays, etc.)

☐ Time-off or special leave as part of rewards / benefit programmes

☐ Integration during temporary absences (participation in work meetings and/or training during time off)

☐ Readily adapt work schedules to employee needs/desires

☐ Other: _____

7.4. … IN TALENT & PERFORMANCE MANAGEMENT (ASSESSMENT, DEVELOPMENT, PROMOTION AND CAREER MANAGEMENT)

Our organisation has implemented the following processes to ensure an objective process of career progression:

☐ Process of Integration

☐ Job Description

☐ Internal (open) postings of vacancies

☐ Explicit terms of career development

☐ Formal evaluation of each employee (e.g. during the annual review)

☐ Broad dissemination of training opportunities offered by the company

☐ Annual review of training courses or annual comparative analysis

☐ Wage scale integrated with levels of competence and responsibility

☐ Recovery plan in wage inequality

☐ Attention to and processing claims of discrimination

☐ Assessment of potential

☐ Tracking transparency of internal applications and hires

☐ Training tailored especially to Diverse Talent Needs

      ○ Training in new professional skills

      ○ Training in intercultural relations

      ○ _____

☐ Other: _____

Competences and assessment/selection criteria reflect Diversity in the following way:

☐ Diversity is reflected in the general core competences our company uses

☐ Diversity competence / inclusiveness is a specific competence we use to assess our employees

☐ Employee feedback forms part of the overall performance assessment system

☐ Specific employee feedback (360° individual or department specific) forms part of managers' assessment

The talent identification process in our organisation is the following:

	Diversity management	Age	Disability	Ethnicity	Religion	LGBT
☐ General focus on identifying diverse candidates in addition to general /mainstream procedure						
☐ Candidates from diverse groups are actively approached to stimulate their career development (or internal applications)						
☐ Representational targets for diverse groups in high potential talent pools and programmes						
☐ We do not identify our high potential talent within a specific age band, e.g. from 25 - 35 years in order to avoid negative implications based on individual life phase planning						

It has been secured to ensure the equality of women and men in all of the above in the following way:

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Diversity is included in Career Management & Planning in the following way:

	Diversity management	Age	Disability	Ethnicity	Religion	LGBT
☐ Line managers are briefed to include diverse candidates in the general career / pipeline planning						
☐ Career advancement seminars offered for employees from diverse backgrounds						
☐ Monitoring to have career plans in place specifically for candidates from diverse backgrounds						

It has been secured to ensure the equality of women and men in all of the above in the following way:

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7.5. … IN COMPENSATION & BENEFITS (PAY/RECOGNITION/REWARDS)

The consideration of Diversity in compensation is ensured in our organisation by:

	Diversity management	Age	Disability	Ethnicity	Religion	LGBT
☐ Regular (annual or bi-annual) analysis of existing pay gaps relating to one or more dimensions of Diversity, including						
○ Monetary compensation						
○ Company stock (options)						
○ Promotion						
○ Non-monetary compensation						
☐ Compensation is recalibrated according to outcomes of pay gap analysis						
☐ Sources for unequal pay are identified and addressed (to be eliminated in the future)						
☐ Compensation does not automatically increase with the age of employees or managers						
☐ Compensation/pay only relates to job criteria being fulfilled and/or set objectives being achieved						
☐ Other: _____						

It has been secured to ensure the equality of women and men in all of the above in the following way:

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_____

☐ Our organisation offers benefits to or related to married partners.

☐ Those benefits are equally available to registered same-sex partners.

☐ Those benefits are equally available to non-married, live-in partners.

In countries without Universal Healthcare, our organisation meets the following healthcare costs for transgender employees:

☐ Hormone Therapy

☐ Doctor's Visits

☐ Costs of Surgery

☐ Other: _____

Our organisation monitors Equal Pay in the following way:

☐ _____

Our organisation reports / communicates about its Equal Pay audits in the following way(s):

☐ internally _____

☐ externally _____

7.6. … IN INFRASTRUCTURAL SUPPORT (CHILD CARE ETC.)

☐ In terms of facilities, our organisation offers separate quiet rooms for reflection and/or praying. (Also known as [all] faith rooms)

Our organisation provides approved special software for employees who are:

☐ Visually impaired

☐ Hearing impaired

Our organisation provides the following assistive devices for people with special needs:

☐ Computer mice for left-handed employees

☐ Ergonomic keyboards

☐ Ergonomic chairs

☐ Left-handed scissors

☐ Other: _____

Our employees receive infrastructural support through:

☐ On-site childcare

☐ Co-financing of placements in external childcare institutions

☐ Emergency childcare (on-site)

☐ Childcare during vacations (e.g. holiday camps)

☐ Support for parents' childcare initiatives (networks, forums etc.)

☐ Paid leave for care of older family members (eldercare)

☐ Take-home catering from company cafes / restaurants

☐ Everyday services on-site: dry cleaning, shopping services or similar

☐ "Active father" campaigns (fathers are encouraged to participate in the raising of their children; breaking of traditional parental roles)

☐ Paid paternal leave

☐ Subsidised or company-affiliated memberships with gyms, sport clubs or fitness studios

☐ Financial assistance for childbirth

☐ Financial assistance – partial compensation for childcare, school tuition fees, tutoring

☐ Food tickets

☐ Other: _____

☐ Our organisation's library includes educational Diversity resources (e.g. books, surveys, web catalogues).

7.7. … IN MENTAL SUPPORT (COUNSELLING ETC.)

Our organisation offers the following counselling services, seminars and well-being tools:

☐ Free assistance in finding babysitters, au pairs etc.

☐ Provide free assistance in finding eldercare

☐ Work/Life counselling or coaching for employees

☐ Family-related seminars (preparation courses for expectant parents)

☐ Seminars for fathers (Sensitisation on parental division of labour and raising of children)

☐ Advice or counselling following prolonged sick leave

☐ Stress- and time management seminars

☐ Programmes to foster health competence (e.g. seminars or on-site health centres)

☐ On-site, company-offered sport and fitness

☐ Quiet rooms, relaxation gardens/areas, leisure areas

☐ Counselling during crises (legal issues, divorce, debt)

☐ Pre-retirement assessment and plan for active post-professional life schemes

☐ Other: _____

7.8. … IN INTERNATIONAL MOBILITY, ROTATION, ASSIGNMENTS

☐ Our organisation offers pre-departure culture training for expatriates.

☐ Our organisation offers support for the expatriate's spouse.

☐ Our organisation offers re-entry culture training for repatriates.

☐ Our organisation offers or sponsors language classes in languages other than your main corporate language(s).

☐ Our organisation offers or sponsors language classes in your main corporate language(s)

☐ Some of our key training courses require long travels and staying on-site over weekends.

7.9. ... IN TERMINATION OF EMPLOYMENT

Our organisation's down-sizing approaches are the following:

☐ Using social (i.e. non-performance-related) criteria in some cases of down-sizing / right-sizing

☐ Using merit-based, performance-related criteria ONLY to decide about necessary lay-offs

☐ Part-time employees are NOT affected more often than full-time employees by down-sizing

☐ Remote employees are NOT affected more often than office staff by down-sizing

☐ Employees on temporary leave are NOT affected more often than active staff by down-sizing

8. INTEGRATION OF DIVERSITY IN COMMUNICATION ...

Some of the goals to be reached through Diversity programs can only be reached through the integration of Diversity topics in corporate communication. In the following section it can be checked, how far your company already integrated Diversity in its communication.

8.1. ... IN CORPORATE MARKETING & BRAND COMMUNICATION

The following is (specifically) one of our corporate brand values:

☐ Diversity

☐ Inclusion

☐ Equality

☐ International/inter-cultural understanding

☐ Respect

☐ Fairness

☐ Honesty

☐ Integrity

☐ Diversity or Inclusiveness is reflected by or embedded in (some of) our brand values through:

Our organisation leverages Diversity in brand and general corporate image communication (this does not include product advertisement or promotion) via:

☐ Diverse Gender imagery in corporate ads and spots

☐ Multi-ethnic imagery in corporate ads and spots

☐ Multi-generational imagery in corporate ads and spots

☐ LGBT imagery in corporate ads and spots

☐ Disability imagery in corporate ads and spots

☐ Several languages within one communication tool or piece

In our B2C business we have integrated Diversity and Inclusion in our marketing and market communication in the following way:

☐ Different products or product variations from different diversity groups (e.g. old, young, ethnic groups etc)

☐ Different pricing models for different segments according to Diversity

☐ Different communication strategies for different segments according to Diversity

☐ Different sales channels for different segments according to Diversity

☐ Different staff (service, or customer relations) for different segments according to Diversity

In our B2B business we have integrated Diversity and Inclusion in our marketing and market communication in the following way:

☐ Using mixed team to best relate to the diversity of our (corporate) customers

☐ Using Diversity as one of the distinguishing factors when approaching potential clients

☐ Other: ─────────────────────

Our organisation integrates Diversity (& Inclusiveness) into our Corporate Press/Media work the following way:

☐ General Diversity information as a theme for Press Releases or Press conferences

☐ Progress on workforce Diversity (numbers) as a theme for Press work

☐ Achievements or successes of individual Diversity projects as a theme for Press work

☐ External achievements/recognition (awards, charter signature, etc.) as a theme for Press work

☐ Special-interest media included in our Press list

☐ Other: ─────────────────────

Diversity is integrated in our corporate website the following way:

	Diversity management	Age	Disability	Ethnicity	Religion	LGBT
☐ One subpage of the career's section with general information (policy, principles)						
☐ One subpage to the corporate homepage with general information						
☐ One section of the corporate homepage with detailed information						
☐ Other: _____						
☐ Diversity (and Inclusiveness) is a guiding principle in our selection of Sponsoring partners.						

It has been secured to ensure the equality of women and men in all of the above in the following way:

_____

_____

_____

_____

8.2. … IN CSR / SUSTAINABILITY REPORTING

Diversity is integrated in our CSR/CR/Sustainability reporting in the following way:

☐ Mentioning of policy or general commitment to Diversity

☐ Describing some selected Diversity programmes or initiatives

☐ Featuring internal results, achievements or other outcomes of Diversity work (case studies, business cases)

☐ Featuring external results, achievements or other outcomes of Diversity work (awards, certificates, charters)

☐ Report on workforce diversity (numbers)

☐ Report on diversity on different management levels

☐ Report on customer diversity

☐ Report on supplier diversity

☐ Report on work-life balance

8.3. … IN INVESTOR RELATIONS / ANNUAL (CORPORATE) REPORTING

Diversity is integrated in our corporate annual reporting (to shareholders and the general public) in the following way:

☐ Mentioning of policy or general commitment to Diversity

☐ Describing some selected Diversity programmes or initiatives

☐ Featuring internal results, achievements or other outcomes of Diversity work (case studies, business cases)

☐ Featuring external results, achievements or other outcomes of Diversity work (awards, certificates, charters)

☐ Report on workforce diversity (numbers)

☐ Report on diversity on different management levels

☐ Report on customer diversity

☐ Report on supplier diversity

8.4. … IN INTERNAL COMMUNICATION

Our organisation uses the following tools of internal communication to keep employees informed of Diversity:

	Diversity management	Age	Disability	Ethnicity	Religion	LGBT
☐ Posters						
☐ Brochures						
☐ Leaflets						
☐ Intranet						
☐ Meetings						
☐ Forums						
☐ Seminars						
☐ Learning modules						
☐ Employee Surveys						
☐ Internal Newsletters						
☐ Information on the signing of the Charter of Diversity (if applicable)						
☐ Internal Briefings (documents to ensure staff is aware of current developments, i.e. Diversity Successes, Policy Changes)						
☐ White paper (i.e. Diversity Directives, Management Commitment, Policy Statement)						
☐ How to manage Diversity' guideline/manual						
☐ Mention or logo on Business Documents						
☐ Internal advertising campaign						
☐ Visible commitments (i.e. Improved access to buildings, Development of partnerships, …)						
☐ Placard or a specific document display on the anti-discrimination of the business process						
☐ Recruitment communication						
☐ Communication with customers and / or suppliers						
☐ Other: _____						

It has been secured to ensure the equality of women and men in all of the above in the following way:

_____

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_____

Diversity is integrated in our internal communication in the following way:

	Diversity management	Age	Disability	Ethnicity	Religion	LGBT
☐ Internal communication tools (magazine, TV, intranet) features diversity activities at least four times per year						
☐ Invitations of employees' partners to company events refer to gender-neutral 'partners' instead of 'husband or wives'						
☐ Outstanding achievements in Diversity / Inclusion are show-cased, honored or award by top managers (first level)						
☐ Managers regularly receive updates on developments or progress in the area of diversity / inclusion						
☐ Diversity (and Inclusiveness) is a guiding principle in our selection of Sponsoring partners.						
☐ Diversity is presented at town hall meetings occasionally						

It has been secured to ensure the equality of women and men in all of the above in the following way:

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9. INTEGRATION OF DIVERSITY IN PURCHASING …

A successful diversity strategy does not only include employees and customers, but all stakeholders of an organisation, including suppliers. The following section aims to measure your progress in supplier diversity policies.

☐ Our organisation allows any and all suppliers to provide quotations and bids to our organisation

☐ Our organisation encourages suppliers from diverse backgrounds to register through the corporate website

Our organisation conducts audits or monitoring in order to assess any of the following from a Diversity perspective:

☐ Its existing supplier base across diversity dimensions, specifically _____

☐ Identify new/additional suppliers from underrepresented groups

Our organisation strives to leverage supplier diversity through:

☐ Fostering partnerships and innovative collaboration with diverse suppliers

☐ Seeking out cultural or other learning opportunities with diverse suppliers

Our organisation reviewed its procurement policies and practices in order to reduce/remove existing barriers to underutilised suppliers by:

☐ Finding ways to reduce bureaucratic demands

☐ Simplifying procedures

☐ Offering advice on tendering throughout the purchasing cycle

☐ Consistent through-flow opportunities for smaller suppliers

☐ Training to acquire knowledge in intercultural management to optimize relations and communications with suppliers of all over the world

Our organisation fosters supplier diversity by providing supplier diversity information to:

☐ Senior procurement officers

☐ Buyers

☐ Other internal stakeholders (please specify): _____

Our organisation fosters supplier diversity by providing supplier diversity training to:

☐ Senior procurement officers

☐ Buyers

☐ Other internal stakeholders