

Julie O'Mara, Alan Richter
And 79 Expert Panelists

Global Diversity and Inclusion Benchmarks: Standards for Organizations Around the World

Alternate Format. *Global Diversity and Inclusion Benchmarks: Standards for Organizations Around the World* is available in a Microsoft® Word version without graphics. Please contact us if you would like this version emailed to you.

Printing Options. This is the “Double-Sided Booklet Version.” It is formatted to be printed on 8.5 x 11 inch paper either single or double-sided from an office printer. If you want to send it to a print shop to print on 11 x 17-inch paper for binding, please request the Print Shop version. Please note that on The Double-Sided Booklet version, the 13 Benchmark categories begin on the right-hand page, with “blank” pages on the left-hand side. The pagination is also different for each version.

Global English. We have followed many of the style principles of Global English using the book by John R. Kohl, *The Global English Style Guide: Writing Clear, Translatable Documentation for a Global Market*. We use American English spelling.

Continuous Improvement. Your feedback, suggestions, and stories of how you are using *Global Diversity and Inclusion Benchmarks* are welcome. Please feel free to contact us.

Future Versions. Please send us your contact information if you wish to receive future versions of *Global Diversity and Inclusion Benchmarks*.

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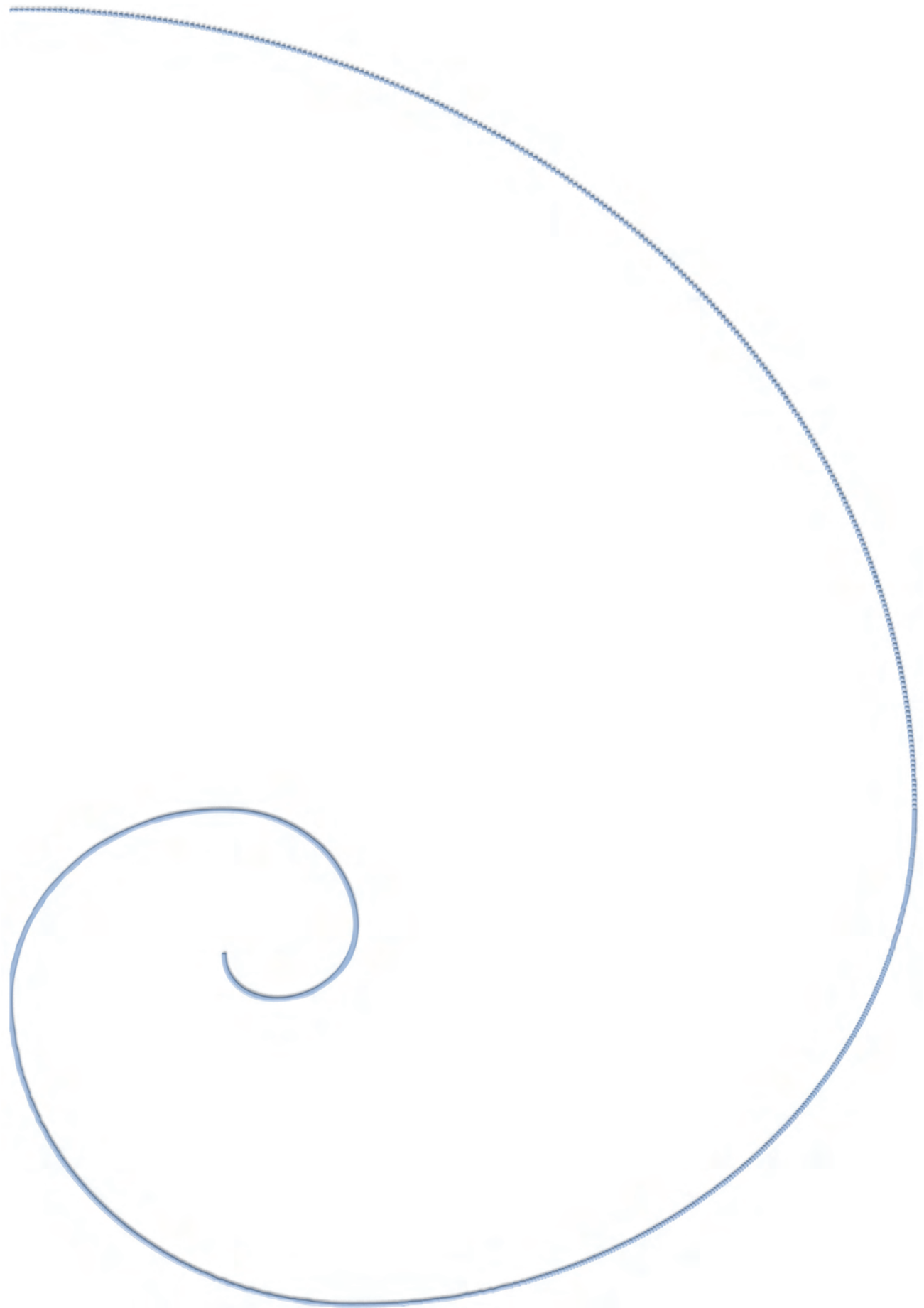
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INTRODUCTION

We offer these Benchmarks to all those around the world who believe in the value of diversity and inclusion and who are committed to continuously improving standards.

Global Diversity and Inclusion Benchmarks: Standards for Organizations Around the World is a tool for helping organizations determine strategy and measure progress in managing diversity and fostering inclusion.

Diversity and Inclusion has emerged as a worldwide practice. As such, it requires standards to help ensure that the work is done at the highest quality level possible. We believe these Benchmarks represent the beginning of laying the groundwork of what will likely be a constantly evolving journey that raises the bar and improves the quality of diversity and inclusion work.

This second edition of the Benchmarks illustrates some shifts from the first edition written five years ago. No doubt there will ongoing modifications where new best practices are identified, and current ones become less significant.

We define “diversity” and “inclusion” broadly. “Diversity” refers to the variety of differences and similarities/dimensions among people, such as gender, race/ethnicity, tribal/indigenous origins, age, culture, generation, religion, class/caste, language, education, geography, nationality, disability, sexual orientation, work style, work experience, job role and function, thinking style, and personality type.

“Inclusion” refers to how diversity is leveraged to create a fair, equitable, healthy, and high-performing organization or community where all individuals are respected, feel engaged and motivated, and their contributions toward meeting organizational and societal goals are valued.

By “global,” we simply mean that these Benchmarks apply to organizations around the world, although conditions and attitudes vary greatly worldwide. They are not limited to multinational organizations or those organizations that work internationally. And they are not specific to a country or culture. However, cultural and country differences may impact the prioritization of categories.

BACKGROUND AND DEVELOPMENT

What is the original source of these global D&I Benchmarks?

Bench Marks for Diversity was first published by the Tennessee Valley Authority (TVA) in the United States in the early 1990s. It was based on groundbreaking research. The original researchers were Kate Atchley, JoAnne Howell, Gerald Landon, Vergil Metts, and Hector Qirko.

Because *Bench Marks for Diversity* was developed with federal U.S. funds, it was not copyrighted. It was revised a few times, but had not been updated since the mid-1990s. We believe *Bench Marks for Diversity* had great merit and usefulness in providing a baseline for both organizational development in the diversity arena, and learning about best practices.

In 2006 we published the first version of *Global Diversity and Inclusion Benchmarks* – essentially updating the Benchmarks with then current best practices from around the world making it a global tool usable anywhere in the world.

Now, in 2011 we are publishing the second edition, making revisions from input provided by first edition users, and our expanded Expert Panel.

What is the background of the authors?

See page 39 for short biographical sketches. Both of us reside in the United States and are aware of the cultural consequences of our location and background in compiling these Benchmarks. Alan grew up in South Africa, lived in the U.K., and consults and trains on D&I around the world. Julie grew up in the Midwest of the United States, has lived in several U.S. cities, and has traveled and consulted in several countries.

Who is on the Expert Panel and what are their contributions?

To augment and validate our global view, we have called on a panel of experts residing and working around the world, who provide global perspectives.

The depth and breadth of *GD&I Benchmarks* is a testament to the process of including different viewpoints and perspectives. Not all members of the Expert Panel agree with all items and statements in this document. Despite all attempts to be as global as possible, the truth is that most people are at least somewhat centric to the countries they know best and, likewise, to the sectors and size of organizations they understand. Therein lies the value in having an expert panel comprised of a diverse group of people.

The Expert Panel members for both the 2006 and 2011 versions are listed below. Because people move across both countries and organizations, and many have extensive global experience not limited to their current affiliation or location, we have listed names without affiliation, title, or location.

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Saehi Han	Kenneth Nowack	Michael Wheeler
Steve Hanamura	Heather Price	Lynda White
Robert Hayles	Sidalia G. Reel	Mary-Frances Winters
Peggy Hazard	Margaret Regan	Avivah Wittenberg-Cox
Herschel Herndon	Jennifer “Jae” Pi’ilani Requiró	Rita Wuebbeler
Kimiko Horii	Armida Mendez Russell	Nadia Younes
Lucie Houde	Ann Sado	
Ed Hubbard	Rosalind Sago*	

* Served as an Expert Panelist on the 2006 version only.

THE VALUE OF BENCHMARKS

What is a benchmark?

A benchmark is another word for an organizational standard of performance. Benchmarks are usually described in language stated as an end result or outcome. They help people in organizations identify and describe high-quality results or aspirations. In a new field like diversity and inclusion, it is important to develop benchmarks since there can be a wide range in what people consider to be excellent work.

What is benchmarking?

Benchmarking is the process of comparing your organization to other organizations that are regarded as having successfully accomplished what your organization wants to achieve.

What is a best practice?

In *Global Diversity and Inclusion Benchmarks*, best practices are the descriptors indicated at 100 percent.

What research supports the claim that *Global Diversity and Inclusion Benchmarks* at the 100 percent level are best practices?

Our research is the collective opinion of 79 Expert Panelists and ourselves. See information and the list of Expert Panelists on page 3. A best practice must be described as a practice (work/approach) that helps an organization reach its goals. What is a best practice for one organization may not be a best practice for other organizations. However, we believe the Benchmarks at the 100 percent level are current best practices for diversity and inclusion around the world.

Are these Benchmarks validated or sanctioned by a professional association or independent organization?

No. Currently there is no worldwide organization that operates as a professional association for all/most conceptual frameworks (see page 9 for the frameworks) that can be considered part of the D&I field. There are some sector-specific, country-specific, and topic/dimension-specific organizations, as well as sub-groups of well-established professional associations that address portions of the field. We are aware of at least one professional association that is engaged in setting standards for D&I. Likewise there are some private, non-profit, and educational organizations that contribute to the body of work of this young field. Perhaps in the future a professional association will exist that serves the entire field. There is no doubt that the “field” will evolve over time.

Is there a values basis for GD&I Benchmarks?

Yes, indirectly. The United Nations’ Universal Declaration of Human Rights is a worldwide platform supporting a range of global values including diversity and inclusion.

Why should organizations engage in D&I? What is to be gained from the effort?

D&I can be seen both as an end in itself, that is as a value, and therefore the right thing to do, and also as a means to an end, that is as “good for business,” since it will promote greater engagement, morale, productivity, quality of work, profitability, creativity, innovation, and so forth.

Is the D&I field too young to have benchmarks or standards?

We don't think so. By most accounts the field has been in existence for up to four or five decades in some countries. Over this time, a collection of papers, books, articles, conference papers, websites, meetings, and other publications and gatherings share some collective practices many consider to be examples of quality work. Empirical measures also lend credibility to anecdotal evidence of effectiveness. And much more work needs to be done.

What organizations are considered best practice organizations in diversity and inclusion?

There are several organizations that are often mentioned as doing great work in diversity and inclusion. Stories about what they are doing appear frequently in the professional literature on diversity and inclusion. Often these are large organizations that have been doing this work for some time, have solid diversity and inclusion functions and reputations, and invest knowledge, time and resources in their efforts. We are confident that there are many other best practice organizations that are not well known.

How can you be sure these Benchmarks cross cultures?

In our view and that of our 79 Expert Panelists, these Benchmarks can be used across many, if not all, cultures. They are starting points and must be adjusted to fit your organization based on its size, sector, location, current state of development, and other factors particularly important to your organization.

Do these Benchmarks encompass all aspects of diversity and inclusion?

We believe these Benchmarks encompass the main aspects of diversity and inclusion. However, there are many different frameworks (see page 9), approaches and ways to practice D&I. In addition, there are many definitions of diversity, valuing diversity, managing diversity, inclusion, and related terms. There is no group or organization with the responsibility or authority to declare which is the "right" definition or approach. In this young field, practitioners around the world debate definitions on an ongoing basis.

How do you achieve these Benchmarks?

These Benchmarks can be achieved through knowledgeable, skillful, professional work. *Global Diversity and Inclusion Benchmarks* is not a "how-to" guide. It is simply a description of excellent, medium, and poor D&I standards and outcomes. In order to know how to achieve the Benchmarks at the higher levels, users will need to research literature, tools, and experts in the field.

How do benchmarks relate to competencies and behaviors?

Competencies and behaviors describe the actions, steps, skills, knowledge, ability and capability individuals need to have to achieve goals and meet benchmarks/organizational standards.

What does the future hold for D&I and these Benchmarks?

We believe D&I will continue to evolve as more and more individuals, organizations, communities, and countries gain experience and see the results that high-quality D&I efforts help achieve. It is possible that more frameworks will be developed and the work will be done under different titles. It is also possible that D&I will become more entwined with social and political arenas such as sustainability, ecology, peace-building and so on.

CONSTRUCTION OF GLOBAL DIVERSITY AND INCLUSION BENCHMARKS

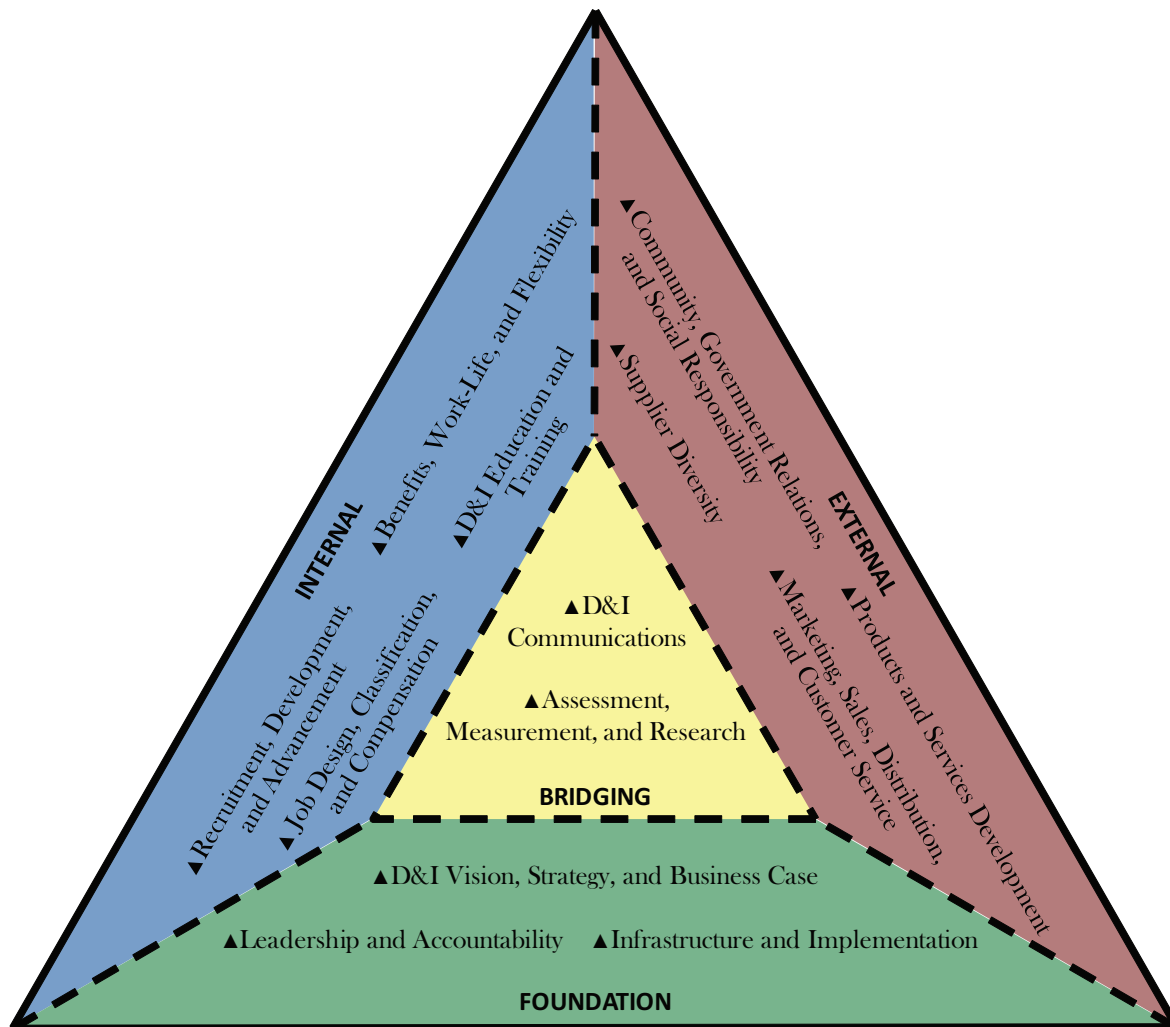
There are 13 Benchmark categories organized into four groups. Each category is divided into five levels, with the top level considered best practice.

We believe these categories cover the key areas that need to be addressed to create a world-class diversity and inclusion initiative. Most organizations will need to address all the Foundation and Bridging Benchmarks. Organizations may be more selective about which of the Internal and External Benchmarks to address. Covering all 13 categories is the most comprehensive approach.

The Model

This model shows the relationships of the four groups and 13 categories. The equilateral triangle symbolizes equality and strength – two tenets of diversity and inclusion. The Foundation Benchmarks form the base of the triangle. The Bridging Benchmarks are displayed as a smaller equilateral triangle in the center of the larger triangle, abutting not only the Foundation Benchmarks but also both the Internal Benchmarks on the left side and the External Benchmarks on the right side.

Global Diversity and Inclusion Benchmarks



The lines separating the four groups are dashes symbolizing permeability and the fact that all four groups operate as a system interacting with each other. For example, while recruitment is an Internal Benchmark, some talent is sourced externally and, therefore, successful recruiting is dependent on the organization's reputation in the community, an External Benchmark. Likewise Customer Service, an External Benchmark, is enhanced by effective training and development, an Internal Benchmark. Communications is a Bridging Benchmark because it enables the strategy to be known by all those impacted internally and externally. Strategy, Leadership and Infrastructure are Foundation Benchmarks because they are necessary to the effective operation of all other Benchmarks.

Each organization will need to determine its priorities based on the importance of each category to its mission. Some of the Internal and External Benchmarks may not be addressed at all because of the organization's mission.

Foundation Benchmarks

The three categories we consider foundational are those used to build a D&I initiative.

Category 1. D&I Vision, Strategy, and Business Case.

Covers the organization's overall concept of and approach to D&I, including its formal articulation of the value of D&I, the requirements of managing D&I, and how D&I is embedded in the fabric of the organization.

Category 2. Leadership and Accountability.

Covers the responsibilities of the organization's leadership in shaping, guiding, and leveraging D&I. It also covers the accountability methods for leadership and for the organization as a whole.

Category 3. Infrastructure and Implementation.

Explores the way the organization structures or organizes its D&I function so it can effectively carry out its D&I goals, including staffing, councils, and networks.

Internal Benchmarks

The four categories in this group focus primarily on systems and processes that strengthen how the organization operates and how the effectiveness of people is increased.

Category 4. Recruitment, Development, and Advancement.

Describes how the organization ensures D&I in the hiring and selection process, and whether it creates an inclusive culture that enhances professional excellence, manages and advances talent, and supports selection, retention, and advancement.

Category 5. Benefits, Work-Life, and Flexibility.

Describes the way work is organized and the extent to which there are flexible work arrangements for employees. Gauges the benefits and services provided to employees to meet their specific needs and concerns.

Category 6. Job Design, Classification, and Compensation.

Explores the way jobs are designed, classified, compensated, and assigned. Includes assessment of reward and recognition systems and the degree to which an organization is fair and equitable.

Category 7. D&I Education and Training.

Explores D&I awareness, skill-building training and education, and the integration of such training into the overall training and development of all employees. Explores the extent to which performance improvement and training are provided equitably to enable all employees to succeed in their careers.

Bridging Benchmarks

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

Category 8. Assessment, Measurement, and Research.

Evaluates the way D&I is measured, whether or not the organization does research to support D&I strategies, and the organization's assessment processes around diversity, inclusion, and organizational culture.

Category 9. D&I Communications.

Describes how D&I is articulated, promoted, and embedded into the organization's internal and external communication strategy.

External Benchmarks

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

Category 10. Community, Government Relations, and Social Responsibility.

Covers the organization's efforts to engage and invest in its communities. This category also covers government relations and social responsibility.

Category 11. Products and Services Development.

Gauges the organization's recognition of the diversity of its customer base and its effectiveness in designing and delivering products and services to current and future customers.

Category 12. Marketing, Sales, Distribution, and Customer Service.

Surveys the organization's recognition of the diversity of its customer base and its sensitivity to the nuances of language, symbols, and images used in its distribution, sales and marketing strategies, thereby attracting and satisfying prospective and current customers.

Category 13. Supplier Diversity.

This includes the processes of selecting, contracting, and interacting with the organization's suppliers and vendors in a manner that supports and grows D&I values and goals along the supply chain.

What do the five levels tell you?

The best practices in each category are shown as 100 percent. For each category, the Benchmarks are divided into five levels that indicate progress toward the best practices in that category:

- At 0%: No D&I work has begun; differences and a culture of inclusion is not on the organization's radar screen. (Note: we stayed away from negative percentages, so for example, a pervasively harassment-filled work environment would be lower than 0%)
- At 25%: Compliance mindset at best; symbolic actions only.
- At 50%: Beginning of a programmatic thrust; moving in a healthy direction.
- At 75%: Seeing D&I systemically; a robust D&I approach.
- At 100%: Current best practices in D&I around the world.

Going beyond 100 percent would make your organization a "pioneer" and probably a model for the next update. For this reason we chose the spiral graphic for the Benchmarks to symbolize that 100 percent is not an end-point.

SCOPE OF GLOBAL DIVERSITY AND INCLUSION BENCHMARKS

What aspects of the D&I field do these Benchmarks cover?

There are many conceptual frameworks for understanding and categorizing D&I work around the world. Although terminology may vary by sector and location, some of the prominent conceptual frameworks include:

- 1) Social Justice / Fairness and Equity / Overcoming Oppression
- 2) Cultural Competence / Multiculturalism / Interculturalism
- 3) Organizational Development / Strategic Diversity Management
- 4) Legal and Compliance
- 5) Social Responsibility

GD&I Benchmarks include aspects of all of these sometimes-competing frameworks.

What size organization would relate best to the Benchmarks?

Medium and large organizations would probably relate best because they potentially have more resources to deploy the staff, programs and activities needed to achieve the Benchmarks. That said, we believe small organizations will also find these useful, although more customization may be required.

Do these Benchmarks apply to all sectors and countries?

Yes. We have written the Benchmarks with all types of organizations and sectors in mind, including profit, non-profit, educational, healthcare, government, and community. Some categories will be impacted by the various legal requirements in different countries.

HOW TO USE THE GLOBAL DIVERSITY AND INCLUSION BENCHMARKS

Why use this tool?

It is hard to manage what you cannot measure. We believe that by providing global standards organizations can take notice of their “current state” of D&I, compare against their “desired” state, and be able to see the gap between current and desired state.

Should you use Benchmarks as a prescriptive or descriptive tool?

Organizations that do benchmarking may look upon these Benchmarks as prescriptive for success or simply as descriptive of current best practices. We believe the descriptive approach is safest, as the context is usually critical in assessing importance and relevance of the Benchmarks. In one context one might ignore a best practice, while in another context it may be a critically sought factor. It is imperative not to thoughtlessly follow these Benchmarks, but to first evaluate their relevance and importance to your organization.

How do you evaluate the relevance of these Benchmarks for your organization?

In using the Benchmarks, one can select from the 13 categories – not all need apply, nor are they to be weighted equally. Different organizations will choose different categories and weightings for those categories, which recognizes and respects the diversity of interests and approaches.

It is recommended you read and consider the relevance of all 13 categories to your organization before deciding how to use the Benchmarks. Again, we must stress that it is key to view D&I systemically. For example, if the users are in Human Resources, it may be important to utilize evaluators having an external focus. Organizations should focus on the categories most important to them, based on the gap between current and desired states, relevance and context, geographic, cultural, stakeholder and other considerations. All 13 Benchmark categories do not need to be used.

Are there some Benchmarks that all organizations should use?

We believe that organizations need to include the Foundation Benchmarks in their work as they are necessary to determine focus and sustain quality in all the other categories. Similarly, the Bridging Benchmarks will likely be used by most organizations.

What are some effective ways to use these Benchmarks?

- To set and stretch standards and agree on the desired state of D&I in your organization:
Use the Benchmarks to set organizational achievement standards for D&I. This would be part of a strategy setting and planning process. Likewise, use the Benchmarks to help stretch your existing standards as you strive toward excellence.

- **To assess the current state of D&I in your organization:**
To determine the current state, use a cultural audit to gather factual information and request opinions from individuals inside and outside your organization.

A way to engage employees in this process is for groups to discuss selected categories and strive to reach consensus on the level at which their departments or organizations currently rate. If no consensus can be reached, have them determine the narrowest agreed-upon range. Repeating this process with different organizational teams provides some objective measure, and tracked over time, it can show the organization's progress in the chosen areas. Completing this process with leaders is critical to obtaining their support for any D&I initiative.

- **To determine short-term and long-term goals:**
Once you know the Benchmarks you want to attain, you can use the levels as stepping stones to set short- and long-term goals. Many organizations have a goal-setting process in place and we suggest that the goals set for D&I should be integrated into the organization's existing process. There will be some goals set specifically for the D&I function, but many of the D&I goals will be established by a variety of organizational functions and locations depending on size and other factors.
- **To measure progress:**
When you are in the process of setting goals, you will need to determine how to measure the achievement of those goals. Again, we suggest you apply whatever process your organization uses to measure achievement of other organizational goals. For example, if your organization uses an employee opinion survey or a customer satisfaction survey, you may want to use the Benchmarks to craft wording for some of the survey items.
- **To assist in hiring D&I staff and consultants:**
Use aspects of the Benchmarks to craft questions for the interviewing process. Write questions from each of the 13 categories to assess the breadth and depth of your candidate's experience. Based on the categories, ask them to describe their experience and then determine if it matches the work you expect them to do.

What cautions or limitations should we be concerned about when using these Benchmarks?

There are several. If you are not experienced in working with D&I we recommend you hire a staff person and/or a consultant with significant experience to assist you. When using these Benchmarks to rate your organization's progress, remember that when you ask for opinions you are getting just that – opinions. Opinions are perceptions. Some individuals and cultures will tend to give higher ratings – the “benefit of the doubt” and others will be more negatively critical and rate lower. Whenever possible, provide objective and factual information as that will add some empirical data to the ratings process.

Rating the effectiveness of your organization is challenging. We caution against trying to make a blanket statement, such as “our organization is at 50 percent.” While that might be true generally, it is more likely that the organization as a whole, and its departments and functions, may be at different levels in various categories.

TERMINOLOGY

To clarify definitions and avoid repeating lengthy terminology, we have made the following decisions:

- We refer simply to “D&I,” which is shorthand for “diversity and inclusion.”
- We use the term “diversity networks,” which includes employee networks, resource groups, affinity groups, worker councils, and so forth.
- We refer to equal opportunity (in lower case) to avoid country-specific legislation or compliance.
- We use “disadvantaged or underprivileged” to mean those groups that have been historically under-represented in the organization or customer base, or who have been oppressed or ignored in society, whether or not legislation exists to protect these groups. This covers protected groups or protected classes identified by some legal systems.
- We use “senior diversity professional” to designate the person heading the D&I initiatives or the chief diversity officer in an organization. This person has expertise in D&I but may or may not be a full-time diversity professional. We want to distinguish the top executive or leader of the entire organization from the organization’s highest-ranking person with specific responsibility for D&I. While we believe that the top executive should also have D&I responsibility, we also believe it is important to have a senior person in the organization with specific knowledge of D&I.
- We use the term “non-traditional” in the category on supplier diversity instead of “historically disadvantaged or minorities and/or women” to describe using suppliers that the organization has not used much in the past.
- We use the term “leaders” to describe everyone in the organization who has responsibility for showing leadership to accomplish the organization’s vision and goals. In some cases these leaders will be senior managers, and in other cases “leaders” will include all managers and supervisors and/or individual contributors.
- We have attempted to use inclusive language acceptable to all types and sectors of organizations. However, there is evidence that some terms that originated in one sector are becoming acceptable in others. For example, we find that the “business case” for diversity is generally an acceptable term in government and nonprofit organizations.

OUR ENCOURAGEMENT

We encourage organizations to aspire to be the best place to work from a diversity and inclusion perspective. Leveraging diversity and fostering inclusion is key to making the world a better place to live and work in, one organization at a time.

Please keep us posted on the work you are doing and any ideas you have to strengthen *Global Diversity and Inclusion Benchmarks: Standards for Organizations Around the World*.

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Category 1: D&I VISION, STRATEGY, AND BUSINESS CASE

100%

- ___ D&I has become embedded in the fabric of the organization and is not seen as an isolated program, but rather as a key value and a means to growth and success.
- ___ All the major components of D&I, including vision, strategy, business case, goals, policies, principles, desired behaviors, and competencies are regularly reviewed to leverage opportunities for organizational success.
- ___ All employees and the board of directors demonstrate that D&I is aligned with and integral to organizational success.
- ___ The organization credits accomplishment of its D&I strategy for contributing to its overall success.
- ___ The organization is known as a leader in D&I and is frequently benchmarked for its D&I accomplishments.
- ___ The organization's strategy includes pioneering D&I components.

75%

- ___ The spirit, as well as the requirement to embed equity, prevent harassment, reduce discrimination, and so forth is fully supported; violations of diversity-related policies are not tolerated.
- ___ It is acknowledged by the majority of stakeholders that D&I is important for contributing to the success of the organization and it is "the right thing to do."
- ___ Organizational functions, locations, and market areas have a business case and annual goals based on their specific D&I-related needs and issues.
- ___ D&I is included in organization-wide strategy meetings, including meetings on R&D, marketing, risk management, community involvement, and mergers and acquisitions.

0%

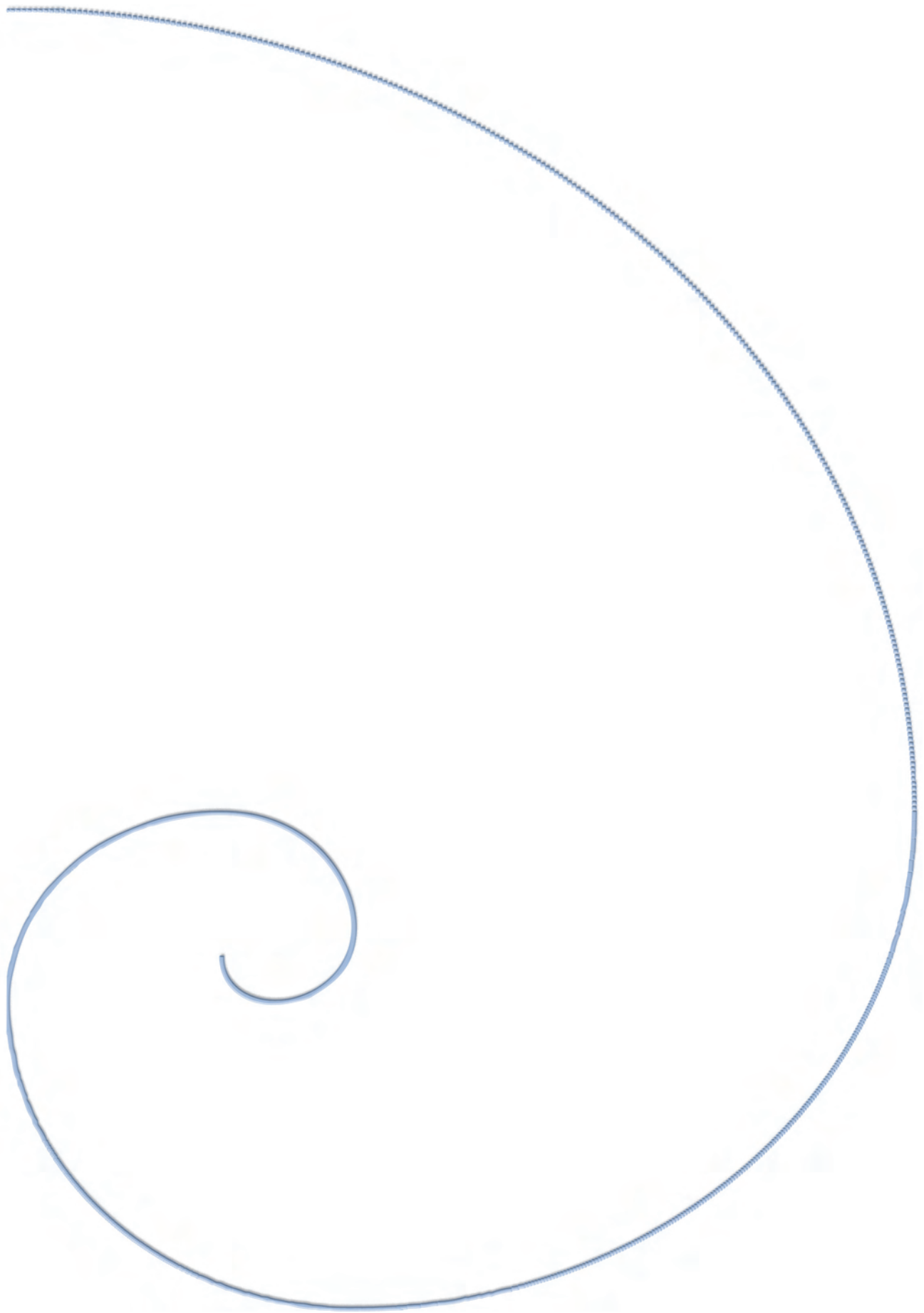
- ___ There is no articulated D&I vision, strategy, business case, goals, policies, principles, desired behaviors, competencies, or program.
- ___ There is no linkage of D&I to the vision, mission, and goals of the organization.

50%

- ___ The organization has examined its practices, requirements, and culture and created strategies to reduce barriers to inclusion.
- ___ D&I is defined broadly.
- ___ A compelling D&I vision, strategy, and business case has been communicated to all employees. It enables the achievement of organizational goals and the multiple ways the organization benefits from D&I.
- ___ D&I individual behaviors and expectations that help achieve the strategy are known by all employees.
- ___ Annual D&I qualitative and quantitative goals that include input from a variety of internal and external stakeholders, are in development.

25%

- ___ If a D&I strategy exists, it is limited to human resource functions.
- ___ Diversity is narrowly defined, referring to only a few disadvantaged or underprivileged groups. The focus is primarily on numbers of people from various groups represented at different organizational levels.
- ___ Equal opportunity, compliance, disability access, age discrimination, or other diversity-related policies have been communicated to prevent damaging legal action and publicity.



Category 2: LEADERSHIP AND ACCOUNTABILITY

100%

- Management performance, pay, bonuses, and promotions are tied to a variety of D&I indicators. Leaders are accountable for implementing the D&I strategy.
- Senior leaders are seen as change agents and role models and inspire others to take individual responsibility and become role models themselves. They routinely discuss the importance of D&I as a core organizational strategy, and provide consistent, visible leadership.
- Leaders and board members publicly support diversity-related initiatives, even if they are perceived to be controversial.
- Leaders and board members understand that the work of D&I is systemic and designed to strengthen the organization's culture. They are owners, not just sponsors, of the organization's D&I work.
- In surveys, a large majority of employees across a range of diversity dimensions rate their leaders as treating them fairly and inclusively.

75%

- All employees are involved in D&I initiatives; rewards and/or recognition are given to D&I champions and advocates.
- Everyone takes individual responsibility for achieving what the organization expects of them regarding D&I. All employees are held accountable for demonstrating behaviors and taking action to help achieve the organization's D&I goals.
- Leaders support and are actively involved in diversity networks and advocate for the development of non-traditional talent.
- Leaders make internal and external speeches or statements relating to D&I to a variety of groups.
- The board of directors is diverse, is engaged in D&I issues, and holds the leadership team accountable for achieving the D&I vision aligned with organizational goals.
- Leaders receive coaching in D&I and provide coaching to others.
- Managing D&I is considered an essential leadership competency.
- Most leaders in the organization can articulate the D&I strategy, business case and goals, including how D&I enables the achievement of the organization's vision, mission and goals.

0%

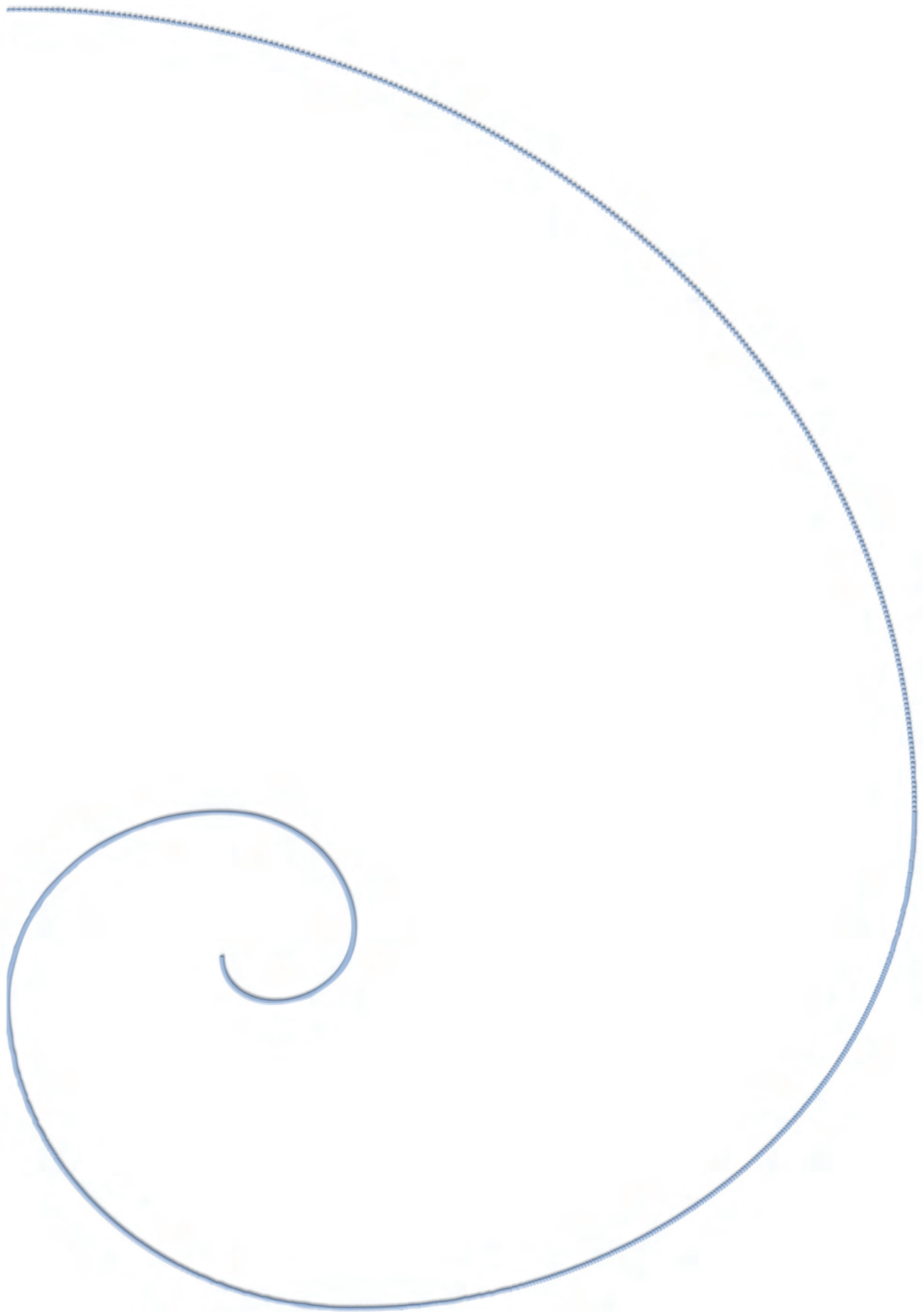
- There is little or no leadership, involvement, or accountability regarding D&I.
- Leaders consistently see differences as potential for problems, rather than opportunities for enrichment.

25%

- Leaders accept some responsibility for D&I, especially as it relates to equal opportunity.
- Leaders require instructions and/or scripts to discuss D&I.
- Reactive measures are taken to deal with difficult D&I situations.

50%

- Leaders view managing D&I as one of their responsibilities.
- Senior leaders willingly make speeches and public statements, but these are usually limited to diversity-specific functions, projects, or events.
- Senior leaders sponsor diversity networks.
- Leaders understand that D&I is about treating people fairly rather than the same (equally) and strive to accommodate differences; tolerance is understood as both not giving and not taking offense on the part of self and others.



Category 3: INFRASTRUCTURE AND IMPLEMENTATION

100%

- The senior D&I professional is a member of the senior management team, is treated as an equal partner, and serves as a diversity coach to its leaders.
- Employee teams or change agents exist throughout the organization to advise on and drive D&I change efforts. They are rewarded and compensated for their work.
- D&I councils/committees work collaboratively with D&I professionals, the senior management team, and labor unions.
- Diversity networks are treated as business partners and are engaged to support organizational goals. They may advise on marketing, recruitment, risk management, and so forth.
- The organization lives its D&I values; it supports the raising of issues, concerns and opportunities, and encourages ideas from all employees.

75%

- There are adequate resources and a structure designed to assure full implementation of the organization's D&I strategy and plans. Even if D&I staff is decentralized they are in alignment with implementing the organization's strategy.
- The D&I function is headed by a senior leader who regularly interacts with the board of directors, and is supported by a knowledgeable staff of professionals, adequate for the size and goals of the organization.
- Diversity networks have access to the organization's senior leaders and decision-makers.
- D&I councils/committees in departments or divisions exist, and are in alignment with the organization's strategy.
- D&I professionals are viewed as change agents and, as such, collaborate with other organizational functions.
- If the organization has labor unions, they are fully engaged in the D&I effort.

0%

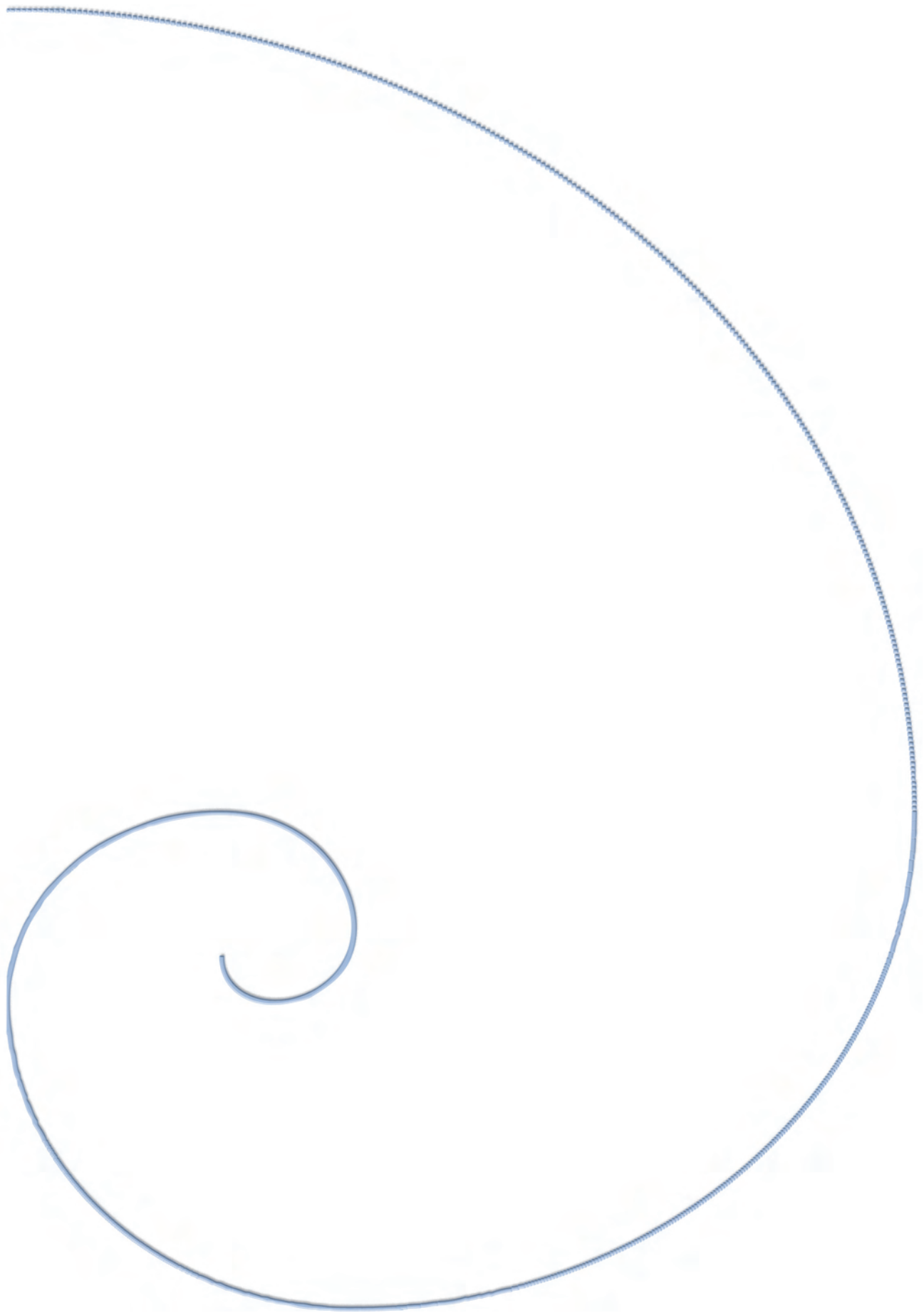
- There is no organizational infrastructure or budget for D&I.
- No one in the organization has formal responsibility for addressing diversity issues.

50%

- There is a D&I manager and staff with responsibility for D&I.
- Diversity networks exist and have some support.
- An organization-wide D&I council/committee is given visible support by leaders, represents internal stakeholders, and has some influence on D&I efforts.
- An adequate budget has been allocated to cover implementation.
- There is awareness in the organization about the role and functions of the D&I team.

25%

- D&I functions are performed as an additional, secondary duty of human resources and/or legal staff.
- Informal diversity networks and D&I committees may exist, but they have no real power or influence in the organization.
- There is little awareness in the organization about the role and functions of the D&I team or committee.
- Leaders with disadvantaged or underprivileged backgrounds are assigned to lead D&I initiatives and programs in addition to their regular jobs.



Category 4: RECRUITMENT, DEVELOPMENT, AND ADVANCEMENT

100%

- The organization's talent development processes have resulted in equitable recruitment, retention, advancement, and a pervasive feeling of inclusion. D&I is embedded in all parts of the organization.
- The overall workforce crossing all levels and functions is generally representative of the organization's labor markets; it manifests the perspectives and behaviors needed to serve diverse markets.
- The organization's reputation for quality D&I efforts makes it an employer of choice, enhancing its ability to attract and retain employees who contribute to outstanding organizational results.
- Talent is developed and advanced based on competencies most needed for the organization. Doing so usually results in diverse senior leadership.
- High potential diverse talent is provided with internal coaches, mentors and external coaching opportunities to maximize performance and careers within the organization.

75%

- Recruitment sources are diverse, including advertising on diversity-focused career websites, using social media, and networking with internal and external diversity groups.
- Recruitment and selection panels are representative of the diverse population the organization wants to attract and advance.
- Employees are in jobs based on meeting job requirements, rather than based on stereotypes, preferences or traditions.
- Special efforts are made to place members of underutilized or underprivileged groups in positions that serve as "feeder systems" or pipelines for advancement.
- The talent management process including succession planning, focuses on competencies, potential, and qualifications. Leaders are aware of potential bias and integrate D&I goals into talent management.
- Employees are able to consider development opportunities and positions outside their current functional, technical or professional area.
- Development through self-assessment, coaching, mentoring, serving on task forces, participating in significant and visible projects, and receiving special and relief assignments, is encouraged, facilitated, and open to most levels and functions.
- Design and delivery of development programs ensure employees are exposed to a variety of cultures, markets, values, and practices.

0%

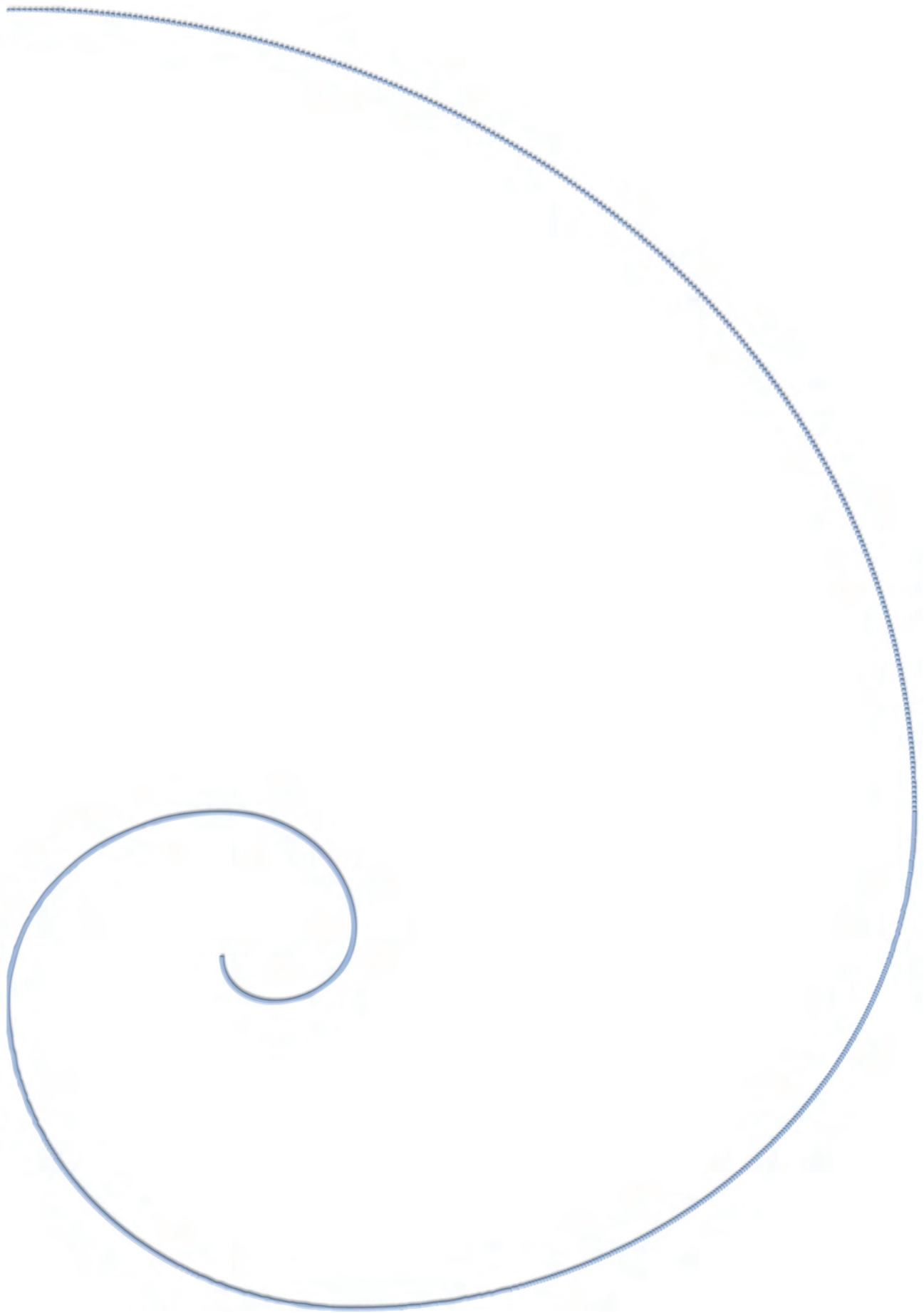
- There is no special effort to recruit, select, advance, or retain employees from disadvantaged or underprivileged groups.
- There is a culture of assimilation that requires employees to fit into the existing culture.

25%

- The hiring focus is based on representation and meeting equal employment opportunity goals or targets.
- Firms contracted with for recruiting are not knowledgeable about diversity recruitment and do not provide diverse slates.
- Advertising states that the organization is an equal opportunity employer, but in actuality that may not be the case.
- The majority of talent management decisions are made without consulting employees or considering employee preferences.
- Recruiting and access to training and development is not equitable.

50%

- The workforce is beginning to reflect the diversity found in the organization's labor market, but there is still underutilization of certain groups in senior positions and some concentration of similar groups within certain functions.
- Hiring managers are educated in understanding cultural differences and the impact their biases may have on talent management decisions.
- External search firms are selected based in part on their expertise in presenting diverse slates of candidates.
- The organization offers a variety of training and development programs including job rotation, cross-training, and apprenticeship, and encourages employees to take advantage of them.
- Performance improvement and training and development professionals are knowledgeable about D&I issues.



Category 5: BENEFITS, WORK-LIFE, AND FLEXIBILITY

100%

- Leaders are equipped with the skills to respond to requests for flexibility and visibly role model work-life balance.
- Part-time, job sharing and flexible work arrangements are available for all appropriate positions. Their use, which leaders encourage, does not negatively impact career development or progress.
- The organization accepts diversity in language, dress, physical appearance, non-traditional schedules and leave, as fully legitimate.
- A full range of flexible benefits and services, including education and counseling, are provided based on employee needs, wants, and the organization's financial ability to provide them.
- Significant others and same-sex partners are included in organizational events that only previously included spouses of the opposite gender.
- Based on research and assessment, benefits and services are adapted to changing conditions and innovative ideas. Examples include: compensation and scheduling based on performance and results only; providing pay differentials to equalize unfair taxes; and supporting the transition of transgendered employees.

0%

- Only legally required employee benefits and services are provided.
- Little or no schedule flexibility or work leave is provided.
- Work schedules and workplace rules are defined based on management's preferences and traditions of "normal" and "appropriate."

25%

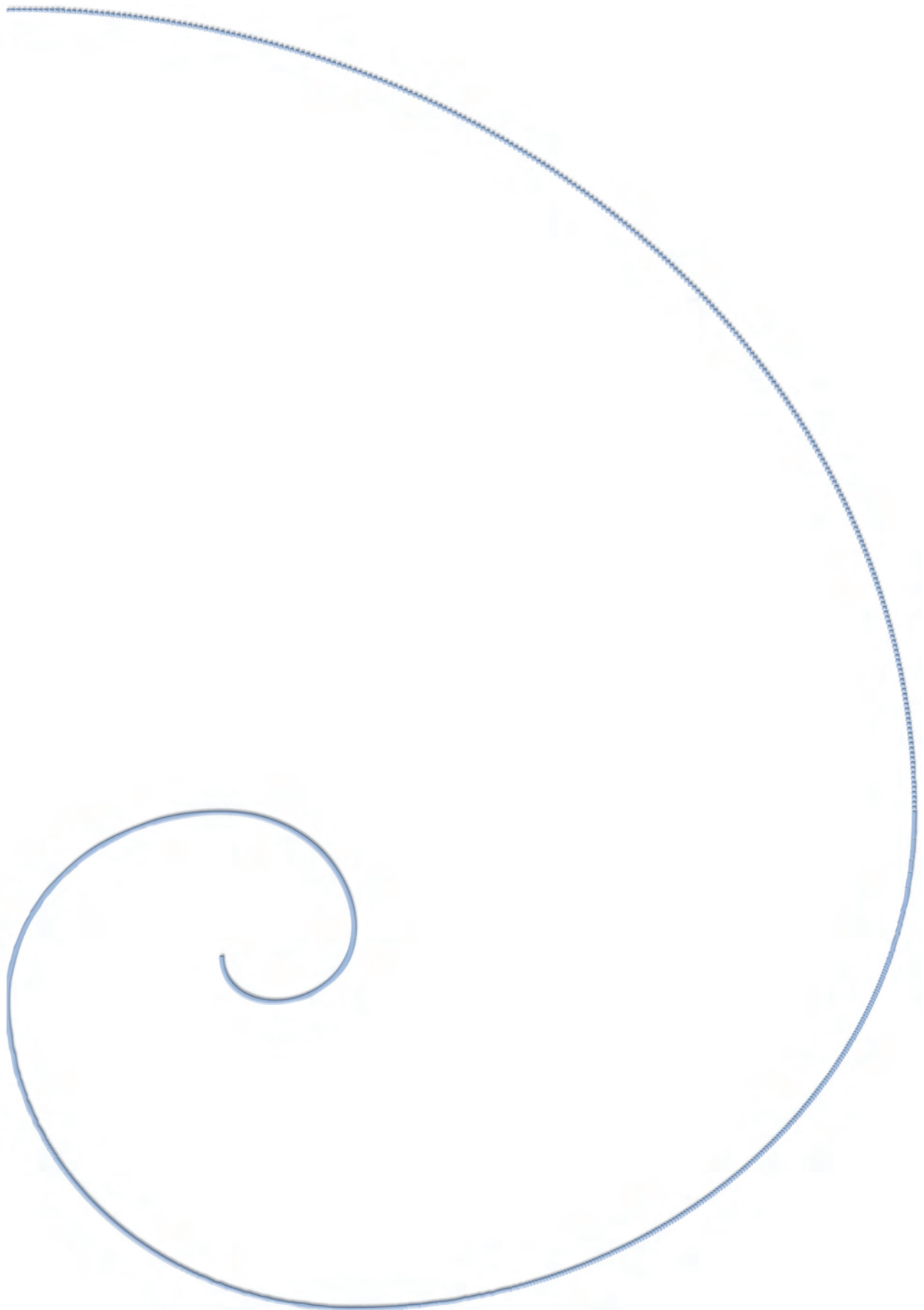
- Benefit programs are "one-size-fits-all" and their value or relevance to employees is not monitored.
- Child- and elder-care needs are seen as an employee responsibility that should not intrude in the workplace.
- Work schedules are determined by management and are inflexible and compliance-driven. If accommodations are made, they are applied inconsistently and perceived as favoritism.
- There is some flexibility in allowing employees to personalize their workspaces and their dress.

75%

- Paid leave, beyond what is legally required, is provided when family needs make it necessary. This may include the needs of parents, domestic partner/civil relationships, children, and adult dependents.
- Work-at-home and part-time arrangements are allowed for selected positions. Some job-sharing and part-time work may be permitted. The culture is accepting of those who work flexible schedules.
- Health and fitness benefits include education, clinics, fitness centers, employee assistance programs, and preventive care.
- Family-friendly services include subsidized child- and elder-care (on-site or outsourced), lactation rooms, emergency care, and other services as needed.
- Accessibility and accommodation for people with disabilities is implemented and fully supported.
- Benefits and services are packaged and communicated in culturally sensitive ways taking culture, language and accessibility into consideration. The organization tests to ensure all groups understand offered benefits and services.
- There are criteria for flexible work practices to guard against perceived favoritism and inconsistencies on the part of those granting permission.

50%

- The organization recognizes that employee needs outside of work impact the organization so some work-schedule flexibility, work-at-home, and part-time options exist.
- Paid leave is provided for preventive health care, civic responsibilities, bereavement, and so forth. Additional unpaid leave for child- and parent-care or emergencies is allowed. Some adoption, child- and elder-care information or referral services are available.
- Language needs and physical access are accommodated when market forces are compelling.
- Attempts are made to accommodate religious practices and to schedule around religious and cultural holidays even if they are not the holidays of the majority.
- Reasonable flexibility in dress and personal appearance is allowed for most employees.
- Some flexible benefits are monitored for fairness and suitability to changing conditions; employees have input as to which plans and options best suit them.



Category 6: JOB DESIGN, CLASSIFICATION, AND COMPENSATION

100%

- The organization has equitable compensation and classification practices.
- Innovative job design results in employees being paid for performance rather than “putting in time,” enabling them to work flexibly based on their needs and wants.
- Inequitable, past compensation systems such as gender-based pension enrollment dates that may have resulted in current inequities have been addressed and individuals compensated.
- Reward and compensation systems have been designed specifically to reduce bias in recruiting, hiring, retention, and advance the development of high-performing talent.
- For corporations, stock options and profit sharing are offered fairly throughout the organization.
- The organization utilizes balanced scorecards or similar methods as part of its compensation system to ensure that bias is reduced.

75%

- Classification and compensation systems have been modified to address hidden biases and assumptions, and to ensure equity.
- Job requirements and descriptions are clear and not confused by non-performance factors such as style, gender, school graduated from, religion, age, or appearance preferences or traditions.
- There is increased acceptance of flexibility and variety in job design to accommodate employee needs for part-time work, working non-standard hours, and taking leave for lifestyle or other reasons.
- The organization ensures that an annual pay gap analysis is conducted to confirm that biases based on race, age, gender, function, and other potential equity issues do not reappear.

50%

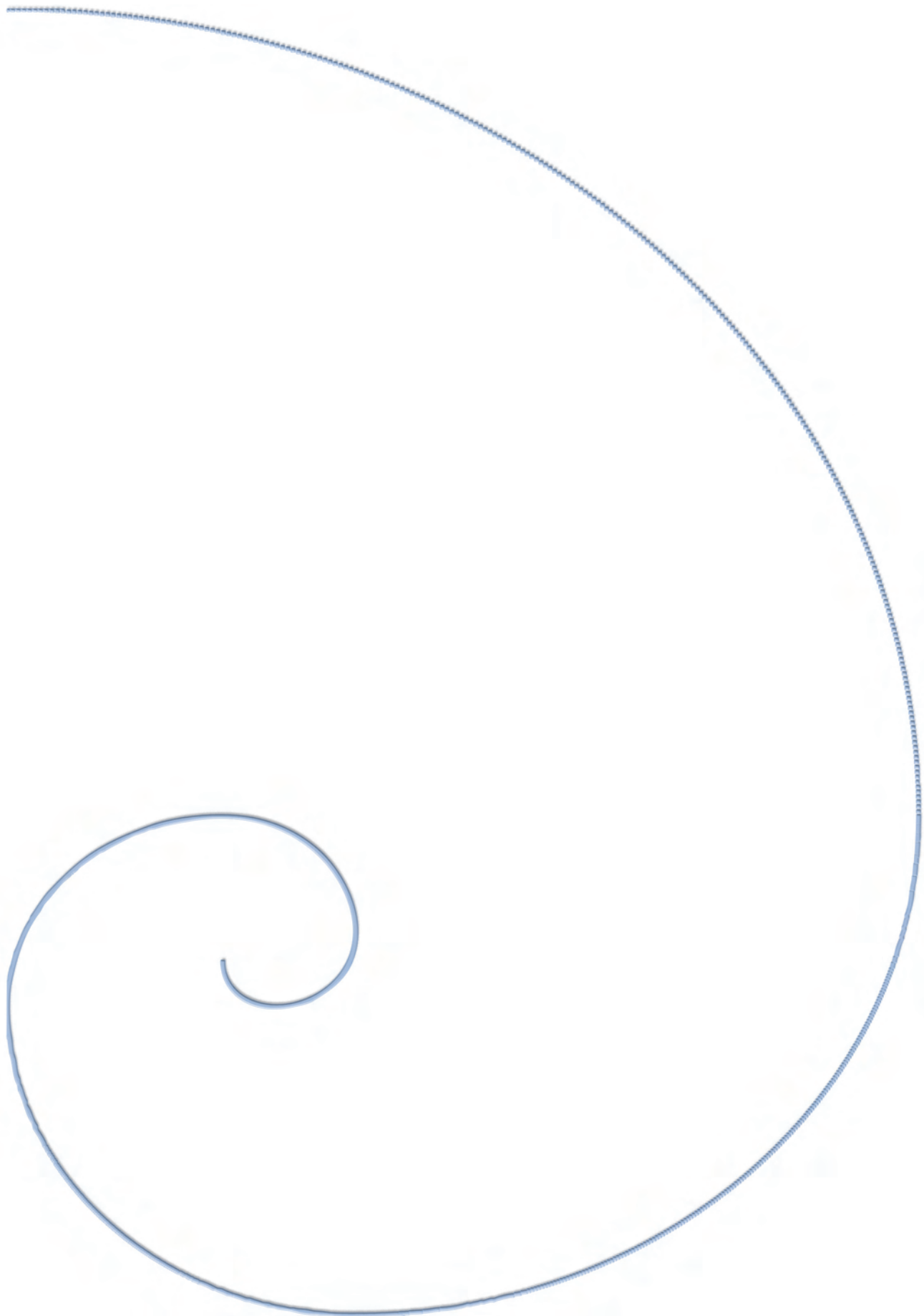
- Jobs are designed to accommodate individual as well as organizational needs.
- The organization systematically reviews its job descriptions, classifications, qualifications, and compensation for obvious forms of bias and adverse impact.
- Classification/grading and compensation/remuneration systems are widely communicated to and understood by employees.
- Analysis and design of jobs has resulted in some flexibility for some groups, such as younger workers, parents of young children, people with elder-care responsibilities, people with disabilities, or semi-retired persons.

0%

- The organization lacks systematic methods for classifying jobs or determining employee compensation.
- Some jobs are stereotyped or thought to be “a better fit” for certain groups, such as men, younger workers, or people with disabilities.

25%

- Some written procedures exist for classifying jobs and determining compensation; market analysis and supervisors’ discretion are the major determinants.
- There is a policy or guideline stating that equal pay for equal work is the norm, but the organization does not conduct analysis to ascertain if the practice is followed.



Category 7: D&I EDUCATION AND TRAINING

100%

- D&I training and education includes a learning reinforcement, application and sustainability strategy.
- D&I training and education is an on-going, multi-year, developmental curriculum that takes leaders through various stages of learning, applying, and leading D&I.
- Learning is customized on an ongoing basis to meet changing local priorities and challenges, ensuring that it is not global at the expense of local relevance.
- D&I education resources, including an extensive up-to-date library, use a variety of innovative learning methods that are accessible to all, fully supported by the organization, and shared externally.
- D&I is woven into all training and education and is tied directly to the organization's strategy, vision, and values. It provides employees and leaders at all levels with D&I concepts, knowledge, and skills needed to demonstrate the organization's D&I behaviors and competencies and achieve its vision and goals.
- Challenging and sometimes controversial issues related to D&I such as racism, sexism, ageism, homophobia, and unconscious bias are addressed firmly and with sensitivity, conviction and compassion.

0%

- There is no formal D&I education or training.
- There is no D&I knowledge, understanding or awareness.

25%

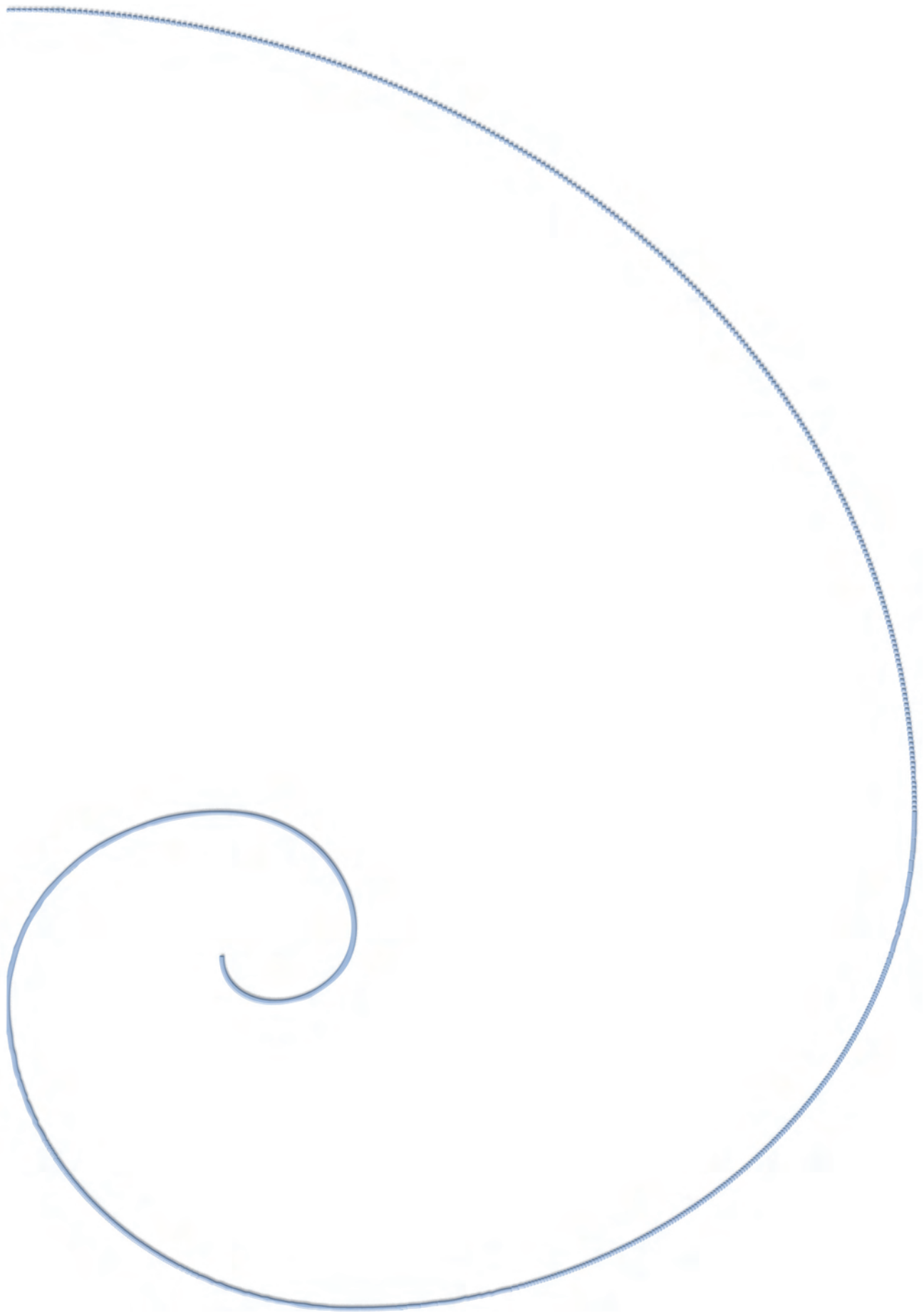
- Training on D&I is brief and focused on educating employees on policies and meeting legal requirements.
- Persons designing and delivering training do not have specific expertise in D&I.
- D&I training and education offered is primarily "off-the-shelf" programs that are not tailored for local needs and issues.
- A small resource library of diversity-related books, videos, eLearning, and other tools are available to assist leaders in addressing D&I issues.

75%

- Employees in functions critical to achieving specific goals of the D&I vision and strategy such as human resources, sales, marketing, and customer service, receive additional D&I training specific to their area and level.
- Some training and education is available to members of specific groups, such as women, younger workers, and those who do not speak the dominant language. However, it is not assumed that all members of those groups need or desire that special training and education.
- D&I professionals, organizational leaders and representatives of various stakeholders are involved in the development and reinforcement of D&I training and education.
- A variety of learning methods are used. These include classroom, self-study, experiential, eLearning, assessment, videos and case studies. Experts knowledgeable about appropriate learning strategies for different groups of people, and who have Global English and Universal Design for Learning knowledge, are engaged to assure training and education is effective.
- D&I training and education is required for all employees and leaders.
- In-depth training and education programs focused on specific dimensions of diversity such as disability, gender and gender identity, sexual orientation, generations, culture and ethnicity are offered and, in some cases, required.
- Employees and families receive cultural competency training and other support when relocating internationally.

50%

- In addition to "stand-alone" training and education, D&I is woven into the organization's training and education programs, including employee orientation, customer service training, and management training.
- Most training includes sensitivity to different learning styles and people with disabilities, and cases that feature the diversity of gender, ethnicity/nationality, level and function, language, and so forth.
- Programs address difficult and sometimes uncomfortable issues of stereotypes, bias, and "isms," and include skill development to address those issues.
- D&I experts or training professionals design and/or conduct the D&I training; employees may be trained to help conduct or co-facilitate some sessions.
- Instructor guides or tool kits are provided to supervisors and managers with the expectation that they conduct training and education as part of their responsibilities.
- The organization encourages cultural celebrations and organization-wide activities that combine social interaction with D&I learning and are attended by a diverse group of employees at all levels.



Category 8: ASSESSMENT, MEASUREMENT, AND RESEARCH

100%

- In-depth D&I assessments covering behavior, attitude and perception are conducted for the overall organization and within divisions.
- D&I measures are included as part of the organization's overall scorecard, linked to the organizational strategy, and tied to incentive compensation.
- Many D&I-related research projects are conducted to address specific concerns and challenges, including broad issues like social responsibility, marketability, sustainability, human rights, and labor rights.
- Employees provide input to all facets of managing the D&I process, from needs assessment to evaluation, using practices such as 360-degree feedback and employee opinion/engagement surveys.
- Leaders of the organization can articulate the impact and return on investment of all components of its workforce and marketplace D&I initiatives.

75%

- Integrated, multi-technique approaches to monitoring and evaluating D&I goals are conducted; a D&I return-on-investment study has been conducted for at least one high-impact D&I initiative.
- Organizational culture is monitored through cultural audits using diversity dimensions to uncover critical risk factors.
- Leading indicators (that predict what will happen, such as employee opinions and employee participation in decisions) are more important than lagging indicators when measuring D&I work.
- Research on specific diversity dimensions, issues, interactions, and systems is conducted for both internal and external purposes. The organization invests in research to study D&I.
- Employees are measured on their performance based on D&I goals set by the organization.
- The organization regularly reviews D&I benchmarks, both within and across industries/sectors, and implements plans to make progress toward meeting them.

0%

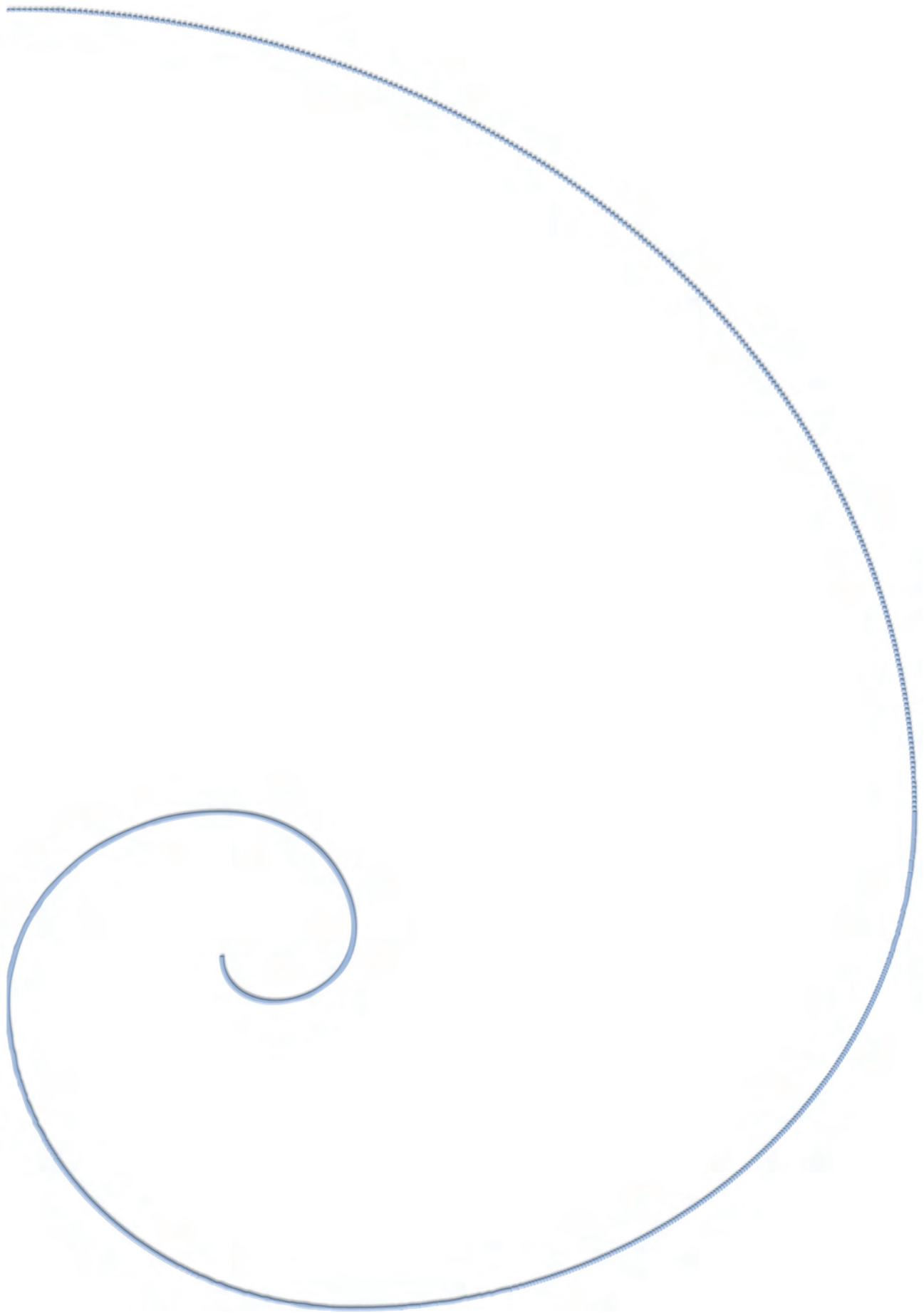
- There are no metrics, systems or practices to gather information about diverse employee or customer needs and concerns.
- There is no attempt or effort to evaluate or monitor diversity-related issues or D&I progress.

50%

- Diversity-specific instruments and techniques (such as a scorecard) are used to assess progress on specific D&I issues, as well as the impact of D&I goals on other organizational programs and current and future goals.
- Input from employees, former employees and customers shapes initiatives, monitoring, and evaluation.
- Leaders are individually measured on the execution of D&I goals specific to their areas of responsibility.
- Internal and external best practices are studied and benchmarking with similar organizations is undertaken.

25%

- Some feedback on D&I is solicited in employee and customer surveys, market research, internal reviews, and climate studies, but there is little follow-up or consequences for lack of performance.
- Representation of women and other groups, if required by law, is monitored.
- Measurements are primarily based on lagging indicators (what has already happened in the organization, such as turnover, lawsuits, and complaints).



Category 9: D&I COMMUNICATIONS

100%

- On the organization's internal and external websites, D&I topics can be quickly located and these pages are robust and updated regularly.
- The organization's communications on D&I reinforce the organization's values, products and services, customers, reputation, and goals, and are fully accessible to all audiences.
- The organization has branded its D&I initiative, thereby enhancing the organization's reputation.
- Annual reports objectively cover progress on reaching D&I vision and goals.
- D&I communication is frequent, varied, and innovative, which results in an enhanced reputation for the organization. For example, it may include the use of blogs and social networking.
- D&I is incorporated in key communication with the workforce, customers, and other audiences.

75%

- The organization's external website prominently includes information about its D&I vision, strategy, goals, and results.
- Alternate forms of communication are in place for employees, customers, applicants, and others who do not have electronic access or who have disabilities.
- The organization realizes the positive role of D&I events and celebrations as teaching tools and works to maximize their impact. Some events are attended by people outside the organization.
- Communications professionals and speechwriters are educated about D&I and weave those messages into general organizational communication.
- The organization's communication functions – community affairs, employee communications, public relations, and marketing communications – consistently highlight D&I and share successes in internal and external communications.
- Although employees are expected to access information on D&I on the organization's website, information is also sent frequently and systematically to employees, and is presented prominently.

50%

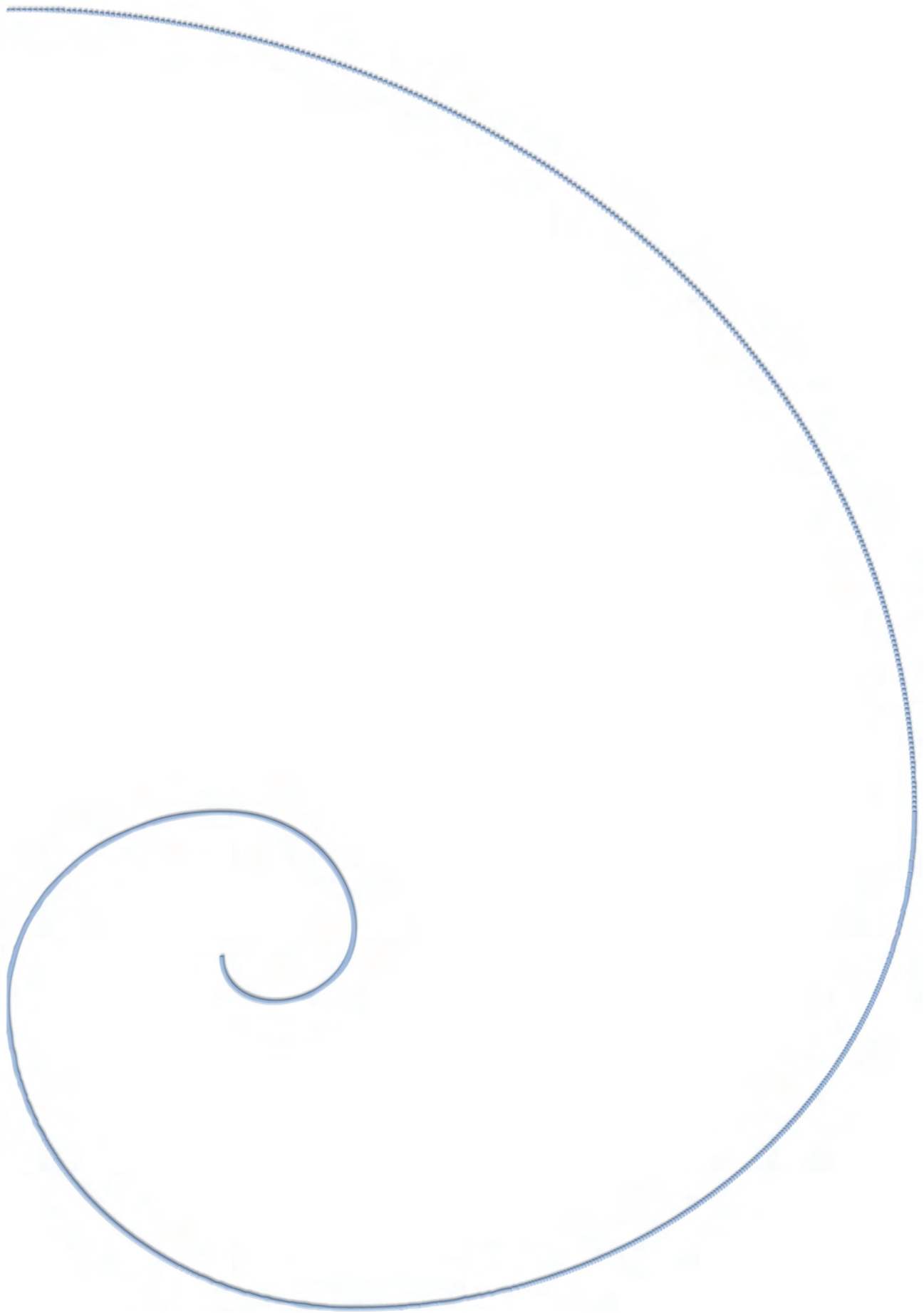
- The organization sponsors a forum for employees to discuss diversity issues and provide input to the organization.
- Through a variety of methods such as a website, newsletter, emails, and events, employees learn about the D&I vision, strategy, and goals.
- Most D&I events include some emphasis beyond cultural cuisine and celebrations.
- The organization weaves D&I into many aspects of organizational communications.
- Translations are provided when needed.
- The diversity of the target audience is taken into account and communication reflects an understanding and appreciation of gender differences, cultural nuances, and so forth.

0%

- There is no formal communication about D&I.
- Discussions on D&I are seen as risky and are avoided.

25%

- Some leaders talk about D&I informally.
- Someone in human resources or management occasionally reminds employees about policies and compliance requirements.
- Communication is done by a council, task force, or network and covers general awareness and cultural events.



Category 10: COMMUNITY, GOVERNMENT RELATIONS, AND SOCIAL RESPONSIBILITY

100%

- Financial resources as well as employee time and labor are provided for a variety of community projects; employees may be compensated for the time they volunteer for community involvement.
- Facilities are located to serve and promote economic growth of the whole community, particularly communities that have been historically ignored, or are presently in the greatest need.
- The organization leads in supporting and advocating for diversity-related interests in government and societal affairs.
- The organization is generous in supporting and assisting other organizations in their diversity initiatives and in promoting the advancement of D&I in the community.
- Corporate social responsibility is treated as more than philanthropy. It is perceived as a core function and is mainstreamed into organizational strategy. The organization's business is understood in terms of its impact on society.
- The organization provides thought-leadership on D&I and shares its success in publications and presentations.
- In connecting diversity with human rights, the organization speaks out on the issue and ensures that all its stakeholders support human rights.
- The organization supports key documents such as the Universal Declaration of Human Rights and the Global Compact, and reflects this in both heart and in action.

75%

- The organization thinks systemically, analyzing its social responsibility and investment policies (if for-profit) to consolidate initiatives.
- Community involvement reflects long-range planning and supports all segments of the population. It solicits input and involvement from diversity networks and from a wide range of its own diverse employees.
- Scholarship and internship programs that positively impact both the community and its future labor force have the organization's support.
- The organization encourages the contribution of volunteered employee time and ideas to the community, may provide funds to organizations where employees are involved, and benefits from the D&I learning employees gain.
- The organization connects D&I with ethics, supports social justice and strives for inclusive growth, social cohesion, environmental sustainability, and economic development.

50%

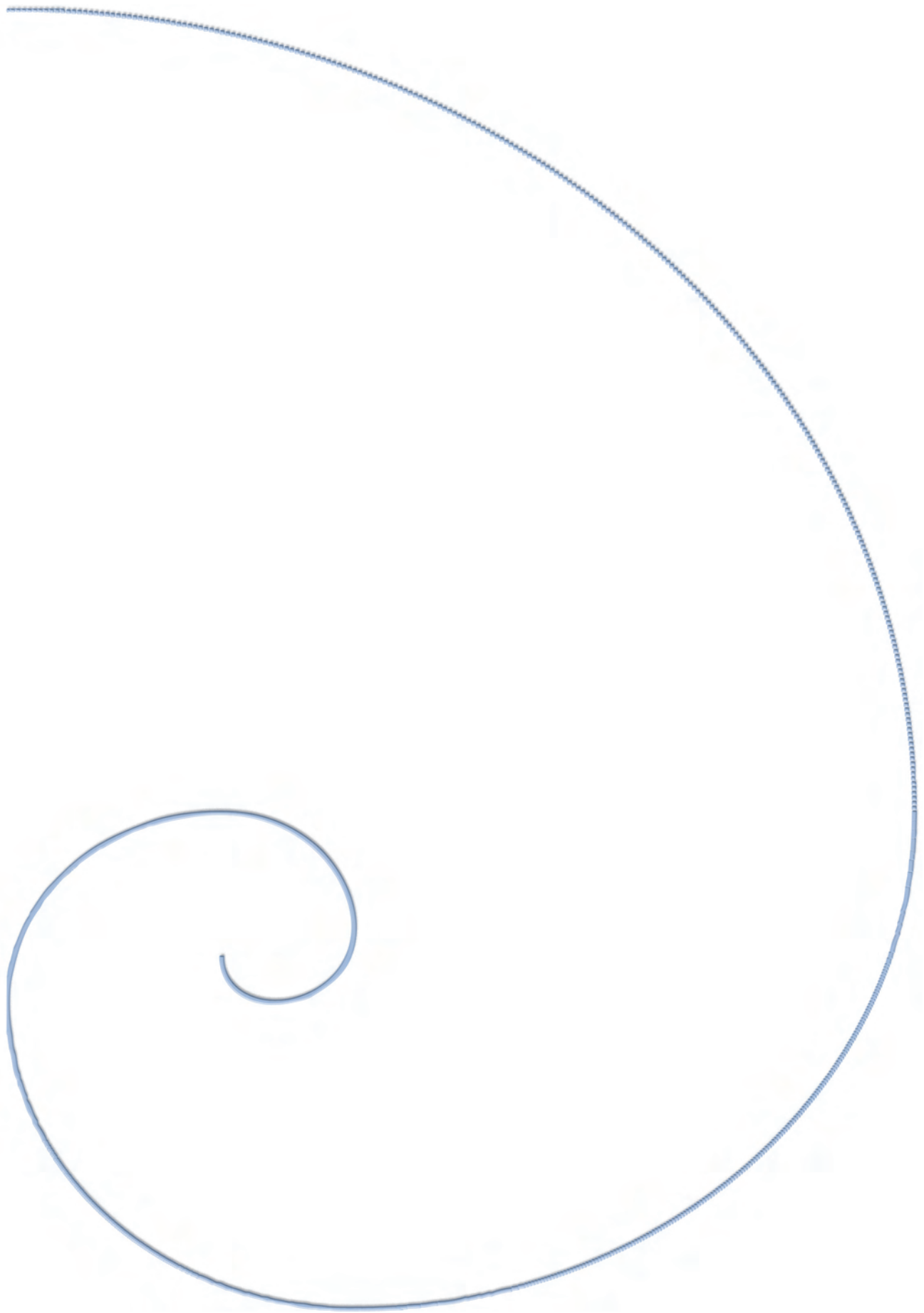
- An effort is made to involve the organization with a variety of groups that support the community.
- The organization addresses social issues related to its mission and publicizes its social responsibility policy.
- Long-range community development plans are formulated with various groups, including local governments and community leaders.
- Local, unsung community heroes are celebrated by the organization.

0%

- There is limited or no involvement or support provided to communities in which the organization works.
- The organization feels threatened by any government intervention to engage in D&I.

25%

- There is some involvement in societal issues generally considered non-controversial, but it is motivated by public relations objectives and/or tax reduction.
- There is some involvement with the community, schools, and/or local government projects.



Category 11: PRODUCTS AND SERVICES DEVELOPMENT

100%

- The product-development cycle recognizes diversity from the outset. It doesn't merely "translate" or "adapt" products and services first developed for the majority or make errors based on stereotypes.
- Almost all teams involved in the ongoing development of products and services are diverse and include customers, non-customers, and community representatives.
- The organization shows the vital link between diversity and innovation, consistently leveraging D&I to increase product and service innovation.
- Culturally-sensitive services, such as engaging a traditional healer in a hospital, are provided even though that practice may not be accepted by the dominant culture.
- Universal design is integrated throughout the product development cycle.
- The organization sees a strong connection between D&I and product sustainability, and supports bio-diversity initiatives.

75%

- Changes in demographics, values, and lifestyles are anticipated and served.
- Product adaptations for people from various groups are made (e.g., shariah-compliant financial products, products for left-handed users, adaptations for people with disabilities, and so forth).
- The organization is sensitive to the religious views, values, and cultural norms of various countries and communities and develops products and services considered appropriate for those customers.
- The organization leverages diverse teams knowing that it will greatly improve the quality and innovation of products and services.
- Employee resource groups are involved in product and services development.

0%

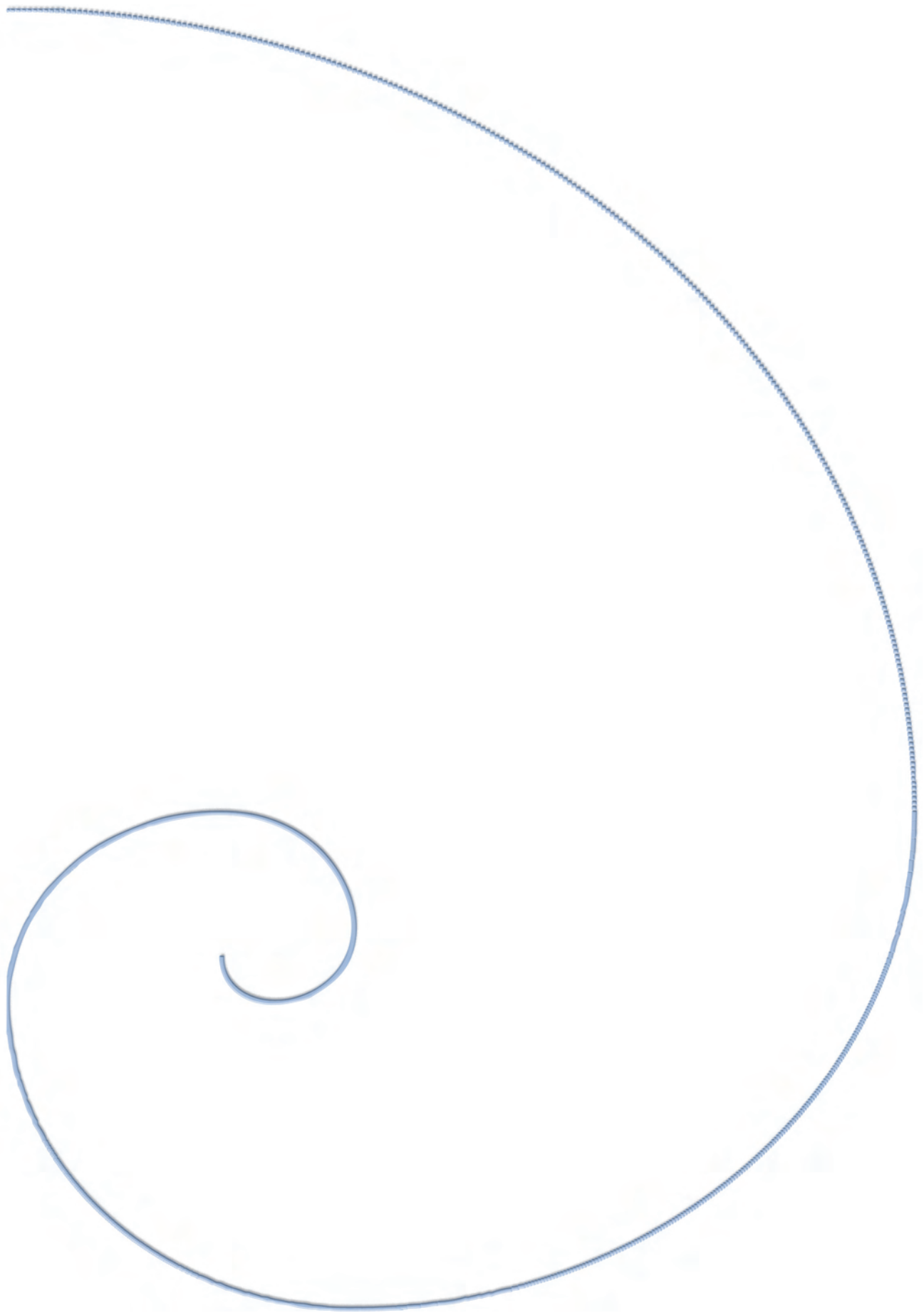
- No effort is made to assess if differences should be designed into products and services for current and potential customers.
- Focus groups do not include a diverse population of employees or potential customers.

50%

- Products and services are analyzed for their value to all current and potential customers and tailored appropriately.
- Staff and/or consultants with expertise in diverse market segments are involved in product development and the revision of services or the creation of new ones.
- Diverse product-development and service-analysis teams are recognized as having innovative ideas that enhance products and services.

25%

- Research and product testing help analyze how different customer groups and cultures may use the organization's products and services.
- There is some conversation about altering some products and services based on customer demographics.



Category 12: MARKETING, SALES, DISTRIBUTION, AND CUSTOMER SERVICE

100%

- The organization uses sophisticated market analysis techniques on an ongoing basis to understand its diverse customer base.
- The organization is keenly aware of the needs, motivations, and perspectives of diverse customer groups and successfully adapts marketing, sales, and distribution strategies to meet these needs.
- It is expected that the diversity and heterogeneity of customers will likely increase over time, and the ability to successfully serve these differences is continuously reviewed and improvements made.
- To most effectively speak to target audiences, the organization uses a systemic, universal marketing and customer service approach that can be adapted within and across countries, regions, cultures, language and other diversity dimensions.

75%

- Sales and customer service training reflects D&I by providing guidelines to respectfully address specific customer needs, interests, and comfort levels.
- Diverse groups of customers and potential customers are surveyed on needs and satisfaction. The results shape marketing, sales, distribution, and customer service strategies.
- While outside D&I expertise may be used, the organization leverages the marketing, sales, distribution, and customer service expertise of its diverse staff.
- Marketing, advertising, public relations, and all customer contact methods do not perpetuate stereotypes.
- Most marketing and customer service staff members have expertise in all dimensions and aspects of D&I, including linguistic diversity and reducing hidden bias.

0%

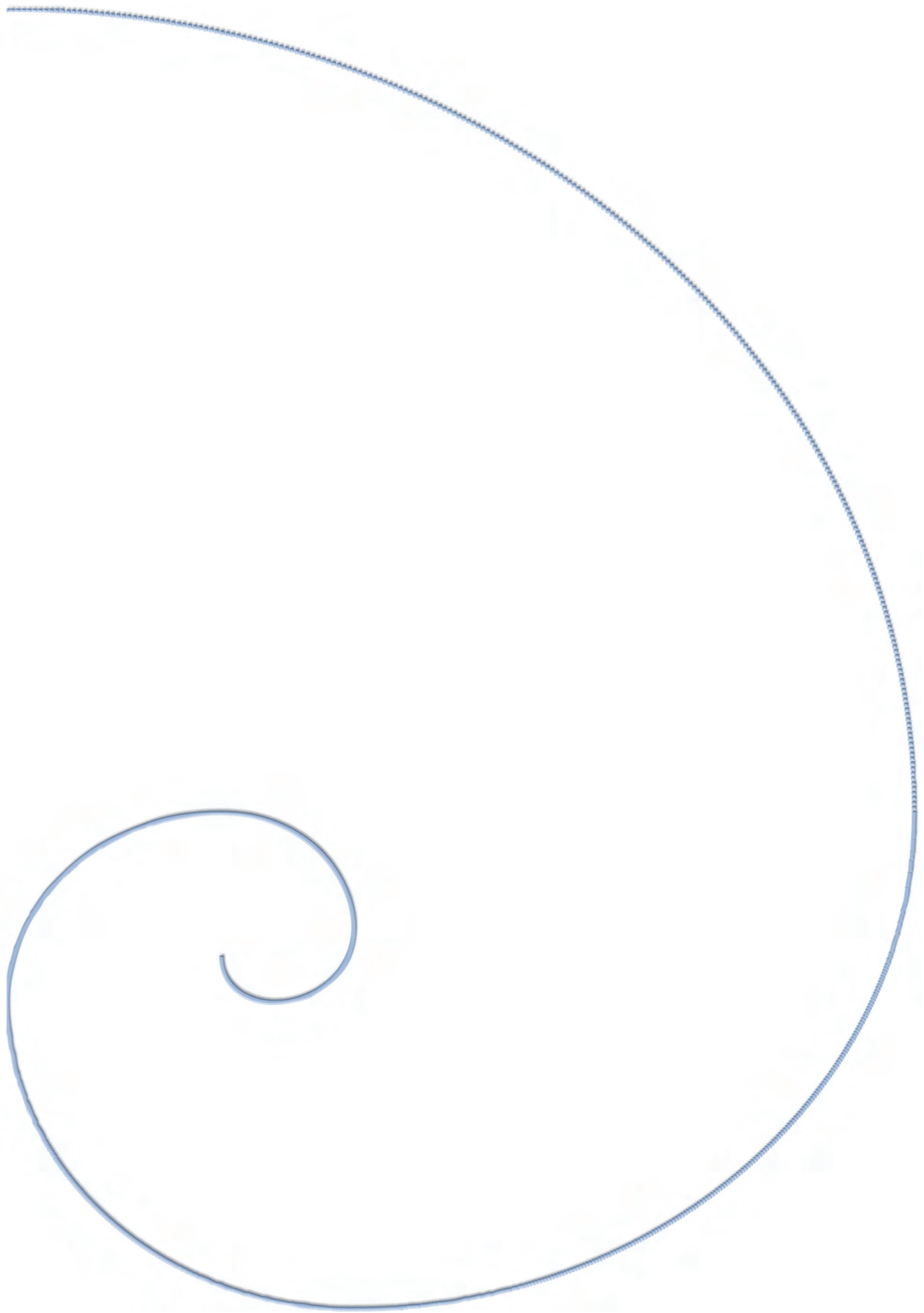
- The organization assumes its market is homogeneous.
- Advertising and publicity may perpetuate stereotypes and traditional roles.
- Customer service, distribution, and sales ignore differences in customer needs and country or regional infrastructure.

50%

- There are some attempts to help different groups learn about the organization and its products.
- Some attempt is made to reach customers by using market-segment-specific media.
- Market test groups are diverse and encouraged to evaluate products and services for various groups and cultures.
- Agencies and consulting services with expertise in diversity regularly provide advice.
- Marketing, advertising, and public relations reflect diversity and are positioned to reach diverse markets.

25%

- The organization recognizes some broad differences among its customers and attempts to understand them.
- Products and services are marketed somewhat differently to different groups; advertising, however, is merely translated rather than being culturally adapted.



Category 13: SUPPLIER DIVERSITY

100%

- The organization's suppliers are required to have a significant percentage of their business with diverse suppliers and to provide evidence that they are committed to achieving their own D&I goals.
- Suppliers reflect the community's composition along a broad range of diversity dimensions.
- The organization collaborates with its non-traditional suppliers to improve the supply chain and all aspects of supply management.
- The organization acknowledges and promotes the benefits of excellent supplier relations in meeting both its business and community/social goals.
- The Supplier Diversity function is fully aligned with the D&I function, marketing, and all other related functions.
- The organization procures both small and non-critical supplies as well as goods and services that are core to the business from non-traditional suppliers.

75%

- The organization is proactive in attracting non-traditional suppliers and in informing new and established suppliers of additional opportunities with the organization.
- Non-traditional suppliers are sometimes given additional points in the bidding process.
- The organization treats its suppliers with respect and dignity including simplifying the process of doing business and paying supplier invoices as soon as possible.
- Persons involved in the supplier selection process are knowledgeable about D&I and aware of the potential impact of hidden bias as they select and work with suppliers.
- Educational assistance and coaching is provided to non-traditional suppliers and potential suppliers to help them be more competitive.
- The organization participates in supplier diversity councils and/or organizations.

0%

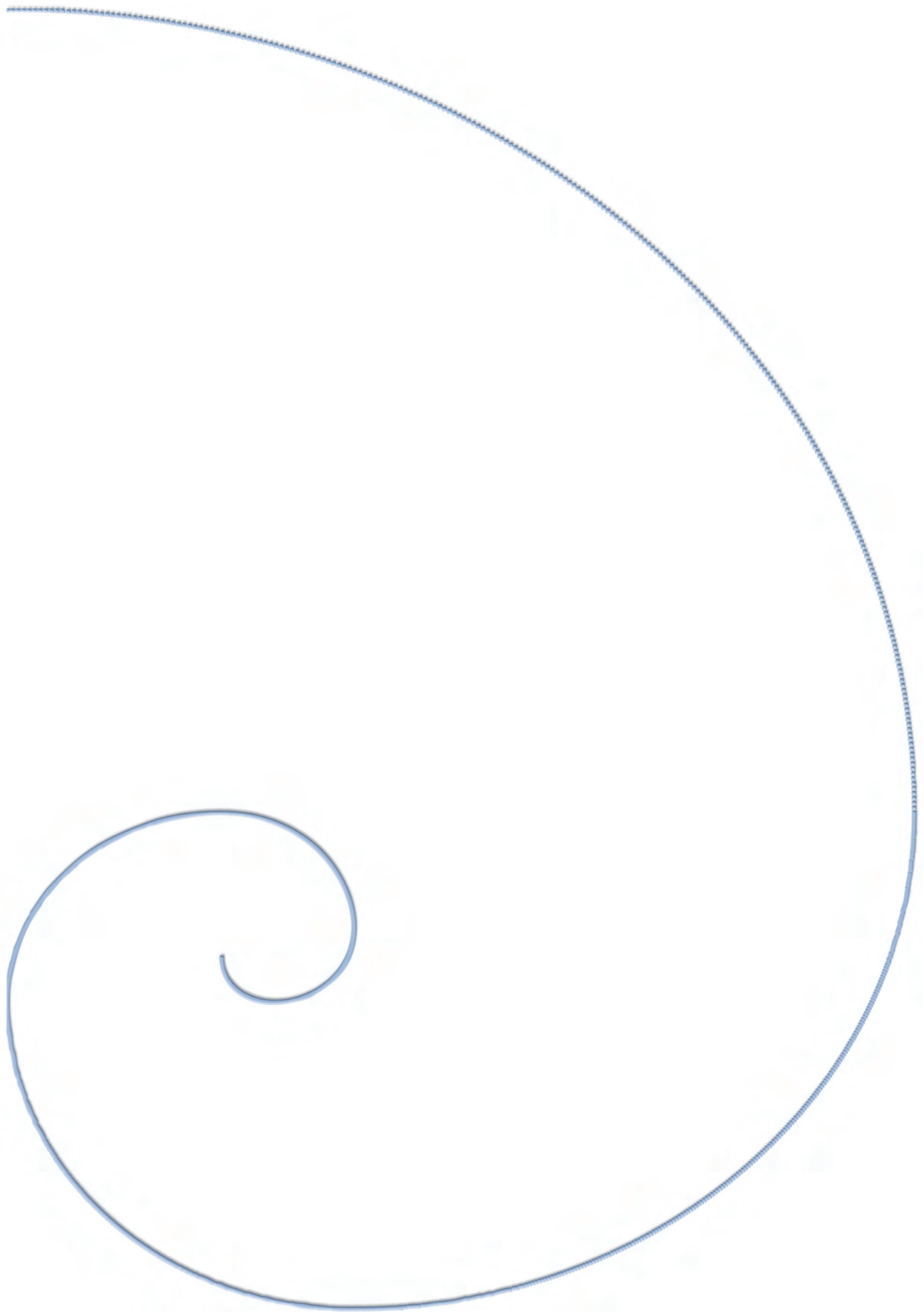
- No consideration is given to diversity when determining suppliers.
- There is no awareness of the value that diverse suppliers bring to the organization.

25%

- There is some attempt to include a few suppliers outside of traditional sources, but it is done without an underlying strategy to support organizational goals.
- The organization is beginning to use non-traditional vendors for small or low-fee contracts.
- There is no collaboration between the procurement function, where relationships with suppliers are usually managed, and the D&I function.

50%

- A supplier database includes information about the ownership of organizations that supply goods or services and how diverse its employees are.
- Supplier diversity has become important to the organization and has dedicated resources (staffing and funding) to implement the supplier diversity strategy.
- Input from non-traditional suppliers is included in the organization's supplier diversity program.
- D&I education specific to supplier relations is provided to all staff who interact with suppliers.
- The organization regularly participates in trade fairs, special advertising and seeks other opportunities to inform non-traditional suppliers that the organization welcomes their business.
- Policies and practices promote the use of suppliers who previously may have been excluded.



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Julie O'Mara, president of O'Mara and Associates, an organizational development consulting firm, serves clients in several sectors and specializes in leadership and managing diversity. She is considered a pioneer for her work in diversity having been engaged in numerous successful initiatives with major clients. She is active in several diversity organizations and often collaborates with others to advance the field. A former National President of the American Society for Training and Development, Julie was instrumental in developing professional competencies for the training and development field. She has received several awards for her leadership and diversity work. She is co-author of *Managing Workforce 2000: Gaining the Diversity Advantage*, a bestseller published by Jossey-Bass, and author of *Diversity Activities and Training Designs*, published by Pfeiffer and Company.

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