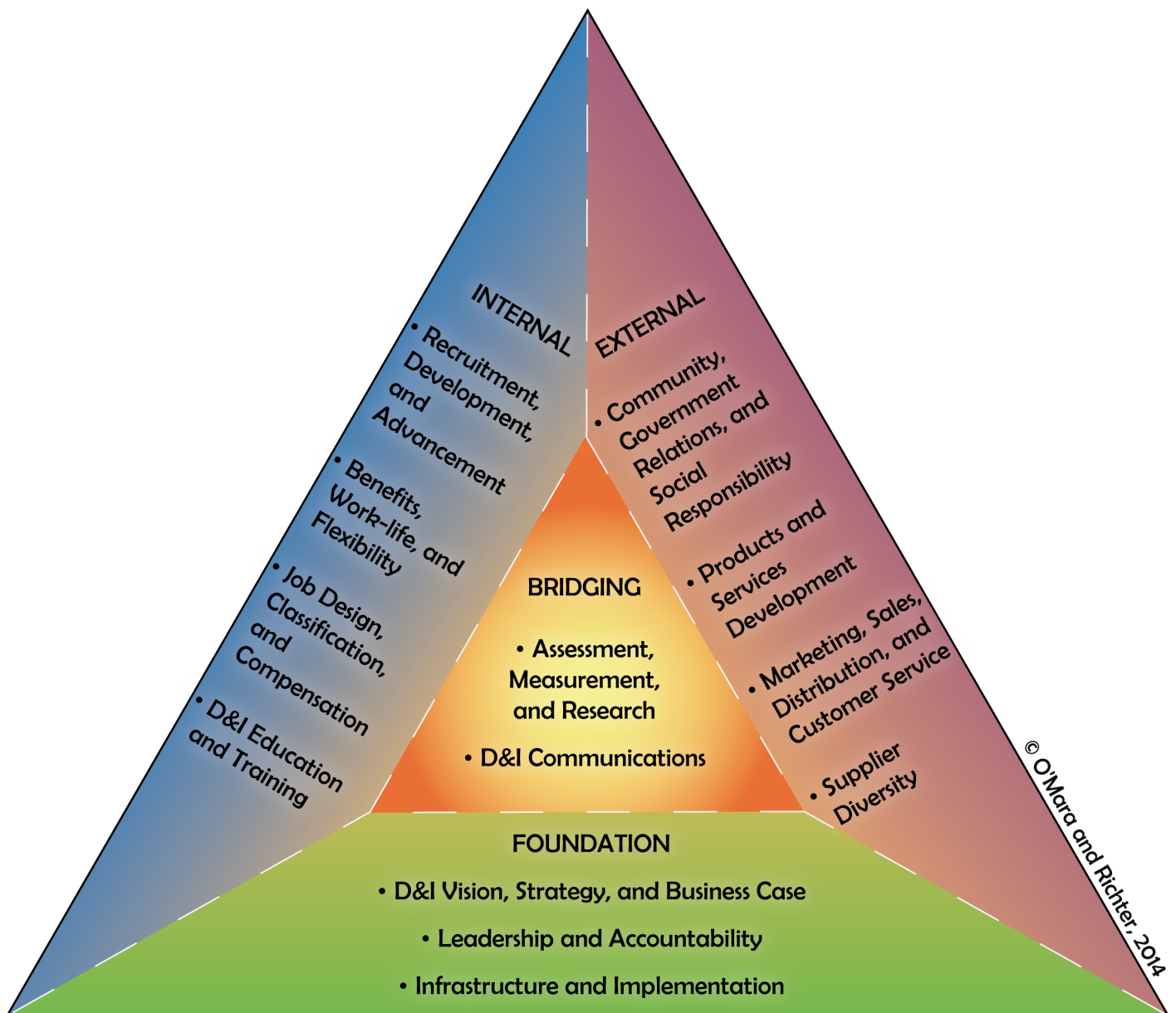# Global Diversity and Inclusion Benchmarks:
Standards for Organizations Around the World

**By Julie O'Mara,
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And 80 Expert Panelists**

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THE GDIB MODEL

We believe the 13 categories that are organized into four groups cover the key areas that need to be addressed to create a world-class diversity and inclusion initiative. Each category is divided into five levels, with the benchmarks at 100 percent level considered best practice. Most organizations will need to address all the Foundation and Bridging Categories. Organizations may be more selective about which of the Internal and External Categories to address. Covering all 13 categories is the most comprehensive and systemic approach.

The Model

INTERNAL
- Recruitment, Development, and Advancement
- Benefits, Work-life, and Flexibility
- Job Design, Classification, and Compensation
- D&I Education and Training

EXTERNAL
- Community, Government Relations, and Social Responsibility
- Products and Services Development
- Marketing, Sales, Distribution, and Customer Service
- Supplier Diversity

BRIDGING
- Assessment, Measurement, and Research
- D&I Communications

FOUNDATION
- D&I Vision, Strategy, and Business Case
- Leadership and Accountability
- Infrastructure and Implementation

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Global Diversity and Inclusion Benchmarks Model

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

100%

- ☐ D&I has become embedded in the culture 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 organization's vision and goals, as well as the requirement to embed equity, prevent harassment, reduce discrimination, and so forth are 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.

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 describes 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 being developed.

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.

25%

- ☐ If a D&I strategy exists, it is limited to human resource functions.
- ☐ Diversity is narrowly defined, referring to some underrepresented 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 in all areas of the organization.

☐ 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 fully committed to 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 underrepresented 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 business 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.

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.

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.

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, if present in the organization.
- ☐ 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 D&I 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.

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 function of the D&I team.

0%

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

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 from underrepresented 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.
- ☐ 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 develop advanced careers within the organization.

75%

- ☐ Recruitment includes advertising on diversity-focused career websites, using social media, and networking with internal and external diversity groups.
- ☐ Recruitment and selection panels include the diverse population the organization wants to attract and advance.
- ☐ Employees are in their jobs based on meeting job requirements, rather than stereotypes, preferences, or traditions.
- ☐ Special efforts are made to place members of underrepresented groups in positions that serve as "feeder systems."
- ☐ Talent management focuses on competencies, potential, and qualifications. Leaders are aware of potential bias and integrate D&I goals into talent management.
- ☐ Employees may consider development opportunities and positions outside their current functional, technical, or professional area.
- ☐ Development through self-assessment, coaching, mentoring, serving on task forces, and participating in visible projects is encouraged and open to most levels and functions.
- ☐ Employees are exposed to a variety of cultures, markets, values, and practices as part of development.

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 decisions.
- ☐ External search firms are selected based in part on presenting diverse slates of candidates.
- ☐ The organization offers a variety of development programs and encourages employees to take advantage of them.

0%

- ☐ There is no special effort to recruit, select, advance, or retain employees from underrepresented 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 that are contracted 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.

Category 5:
BENEFITS, WORK-LIFE, AND FLEXIBILITY

100%

- Leaders have the skills to respond to requests for flexibility and 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, same-sex, and transgender partners are included in organizational events that previously excluded them.
- 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 transgender 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."

75%

- Paid leave, beyond what is legally required, is provided. This may include care giving for spouses, domestic partners, children, and adult dependents.
- Work-at-home, job-sharing, and part-time work is allowed for selected positions.
- 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 childcare and eldercare (on-site or outsourced), lactation rooms, and emergency care.
- Accessibility and accommodation for people with disabilities is supported.
- Benefits and services are culturally sensitive.
- Policies and practices guard against favoritism and inconsistencies.

50%

- The organization understands employees have responsibilities outside of work so some work-schedule flexibility, work-at-home, and part-time options are available.
- Paid leave is provided for health care, civic responsibilities, bereavement, and so forth. Unpaid leave for childcare and eldercare or emergencies is allowed. Information and referral services are available.
- Language needs and physical access are accommodated when market forces are compelling.
- Religious practices and cultural holidays are mostly accommodated even if they are not the holidays of the majority.
- 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 on benefit programs.

25%

- Benefit programs are "one-size-fits-all" and their value or relevance to employees is not monitored.
- Childcare and eldercare needs are seen as an employee's responsibility that should not interfere with work.
- Work schedules are determined by managers, and tend to be inflexible and compliance-driven. If accommodations are made, they are applied inconsistently and may be perceived as favoritism.
- There is some flexibility in allowing employees to personalize their workspaces and their dress.

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 conscious and unconscious 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 personal or other reasons.
- ☐ The organization ensures that an annual pay gap analysis is conducted to confirm that biases based on race, age, gender, organizational 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.
- ☐ An analysis and design of jobs has resulted in some flexibility for some groups, such as younger workers, parents of young children, people with eldercare responsibilities, people with disabilities, or semi-retired persons.

0%

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

25%

- ☐ Some written procedures exist for classifying jobs and determining compensation. However, supervisors' personal preferences 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 an analysis to ascertain if the policy or guideline is followed.

Category 7:
D&I EDUCATION AND TRAINING

100%

- ☐ D&I training and education includes learning reinforcement, application and sustainability strategies.
- ☐ D&I training and education is an on-going, multi-year, developmental curriculum that takes individuals through graduated stages of learning.
- ☐ Learning is customized to meet changing local situations, ensuring that it is not global at the expense of local or local at the expense of global relevance.
- ☐ A variety of innovative D&I tools, including an extensive library, are accessible to all, fully supported, and shared externally.
- ☐ D&I is integrated into all training and education and advances the organization's strategy. Leaders have knowledge and skills needed to demonstrate D&I behaviors and competencies.
- ☐ Challenging and sometimes controversial issues such as racism, sexism, ageism, classism, homophobia, religious bias, and unconscious bias are addressed with sensitivity, conviction, and compassion.

75%

- ☐ In addition to general D&I training, employees receive training specific to their level and areas of responsibility.
- ☐ 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 of the organization. However, it is not assumed that all members of those groups need or desire that special training and education.
- ☐ D&I professionals, experts in learning methods and cross-cultural education, organizational leaders, and representatives of various stakeholders are involved in the development, delivery, and reinforcement of D&I training and education.
- ☐ D&I training and education is required for all employees and leaders.
- ☐ A variety of learning methods are used, including classroom, self-study, experiential, eLearning, assessment, videos, and case studies.
- ☐ Programs focused on specific dimensions of diversity such as disability, gender and gender identity, sexual orientation, social class, generations, culture, and ethnicity are offered and sometimes required.
- ☐ Employees and their families receive cultural competency training and other support when relocating internationally.

50%

- ☐ In addition to specific courses on D&I topics, D&I is integrated into the organization's training and education, including employee orientation, customer service and management training.
- ☐ Programs address difficult and sometimes sensitive or uncomfortable issues of stereotypes, bias, and "isms," and include development of skills 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 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.

0%

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

25%

- ☐ Training on D&I is brief and focused on educating employees about 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 not tailored for local needs and issues.
- ☐ A small resource library of diversity-related books, videos, eLearning, and other tools is available.

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 corporate 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 and employee opinion surveys using diversity dimensions to uncover critical risk factors.
- ☐ 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.

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.

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.

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 past indicators such as turnover, lawsuits, and complaints.

Category 9:
D&I COMMUNICATIONS

100%

☐ D&I topics are quickly located on the organization's internal and external websites. Information is robust and regularly updated.
☐ 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, 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 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 include 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 integrates D&I into many aspects of organizational communications.
☐ Translations are provided when needed.
☐ 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 CORPORATE 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 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 conventions 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.
☐ The organization supports scholarship and internship programs that have a positive impact on both the community and the organization's future labor force.
☐ 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 and integrity initiatives, 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, 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. The organization is motivated primarily 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 dominant culture. In addition, the organization does not develop products that are 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 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 consumer behaviors 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 networks are involved in product and services development.

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.

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.

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 products and services based on customer demographics.

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

100%
- ☐ The organization uses sophisticated market analyses 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 sought, 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 unconscious bias.

50%
- ☐ Some attempt is made 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.

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.

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 translated literally 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 underrepresented 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 underrepresented suppliers.

75%

- ☐ The organization is proactive in attracting underrepresented suppliers and in informing new and established suppliers of additional opportunities with the organization.
- ☐ Underrepresented 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 underrepresented suppliers and potential suppliers to help them be more competitive.
- ☐ The organization participates in supplier diversity councils and/or organizations.

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 the organization has dedicated resources (staffing and funding) to implement the supplier diversity strategy.
- ☐ Input from underrepresented 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 underrepresented suppliers that the organization welcomes their business.
- ☐ Policies and practices promote the use of suppliers who previously may have been excluded.

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 underrepresented vendors for small or low-fee contracts.
- ☐ There is little collaboration between the procurement function, where relationships with suppliers are usually managed, and the D&I function.

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

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