EDI Maturity Model Structure

4 GROUPS			
FOUNDATION *Drive the Strategy*	**INTERNAL** *Attract & Retain People*	**BRIDGING** *Align & Connect*	**EXTERNAL** *Listen to & Serve Society*
15 CATEGORIES WITH CONCRETE ACTIONS			
1. Vision 2. Leadership 3. Structure	4. Recruitment 5. Advancement 6. Compensation 7. Benefits & Flexibility	8. Assessment 9. Communications 10. Learning 11. Sustainability	12. Community 13. Services & Products 14. Marketing & Consumer Service 15. Responsible Sourcing
275 TOTAL BENCHMARKS AT 5 LEVELS Best practice – Progressive – Proactive – Reactive - Inactive			

CATEGORY 8: ASSESSMENT, MEASUREMENT, AND RESEARCH

Action: Ensure that assessments, measurement, **and research guide DEI decisions**

DEI measures are explicitly linked to strategy and have an impact on leaders at all levels, including their performance appraisals, recognition, and rewards. The organisation has a dashboard or scorecard for reputational risk assessment on DEI issues.

The views of stakeholders are an important factor in measuring DEI and sustainability performance for both the organisation and individuals. The measurements include stakeholder opinions and experiences, and a mix of quantitative and qualitative measures. Information on all aspects of DEI is gathered and evaluated using practices such as 360-feedback and/or multifaceted, culturally sensitive, and linguistically appropriate feedback, focus groups, opinion and engagement surveys, and organisational audits

Category 8 Assessment, Measurement, and Research

Level 5: Best Practices
•**Guidance**: The organisation is a leader in DEI assessment, measurement, and research, using innovative tools and methods to shape industry standards. Insights are shared transparently, influencing internal and external stakeholders.

•**Example**: Publish an annual DEI impact report with comprehensive data and actionable insights and contribute to industry-wide DEI research initiatives.

•**Measurement**: Regularly review and refine DEI metrics and methodologies to ensure continued progress. Measure the organisation's influence on broader DEI efforts in its industry or community.

Level 4: Progressive
•**Guidance**: Assessment, measurement, and research are fully integrated into the organisation's DEI strategy. Sophisticated tools and methods are used to gather insights, and findings are applied to drive meaningful change.

•**Example**: Utilise advanced analytics to track DEI metrics in real-time and conduct research studies on the experiences of underrepresented groups in the organisation.

•**Measurement**: Evaluate the accuracy and comprehensiveness of DEI data collection and assess the influence of research on policy and program development.

Level 3: Proactive
•**Guidance**: The organisation implements structured DEI assessments and measurements as part of its ongoing operations. Basic research is used to inform DEI initiatives, with an emerging focus on long-term planning.

•**Example**: Conduct regular inclusion surveys and analyse workforce demographics to identify underrepresented groups and areas for improvement.

•**Measurement**: Monitor participation in assessments and measure the impact of findings on DEI strategies and decision-making

Level 2: Reactive
•**Guidance**: DEI assessments and measurements are conducted sporadically, often in response to specific incidents or external pressures. Research is limited and lacks alignment with strategic DEI objectives.

•**Example**: A diversity survey is conducted after employee complaints, but findings are not used to implement systemic changes.

•**Measurement**: Track the frequency and scope of reactive assessments, and review whether insights are used to address immediate issues only.

Level 1: Inactive
•**Guidance**: The organisation does not conduct any assessments, measurements, or research related to DEI. Decisions are made without data-driven insights, and there is no tracking of DEI progress or outcomes.

•**Example**: DEI is not included in employee surveys, and the organisation does not measure workforce diversity or inclusion.

•**Measurement**: Confirm the absence of DEI-related metrics, tools, or research efforts in organisational reporting and strategy.

Category 8 Assessment, Measurement, and Research

Level 2: Reactive

•**8.18**: *Representation of groups of some diversity dimensions are monitored, but only if required by law.*

- **Guidance**: DEI tracking efforts are minimal and driven by compliance requirements rather than strategic goals.
- **Example**: Employee demographics are tracked only for mandatory reporting, without further analysis or action.
- **Measurement**: Track compliance-related diversity metrics and identify gaps in voluntary tracking of additional diversity dimensions.

•**8.19**: *Measurements are primarily based on past indicators, such as turnover, lawsuits, and complaints.*

- **Guidance**: The organisation reacts to issues only when problems arise, rather than proactively monitoring or improving DEI.
- **Example**: Use data from discrimination lawsuits or exit interviews as the sole input for DEI-related actions.
- **Measurement**: Review the frequency and scope of reactive data collection and evaluate its effectiveness in addressing systemic issues.

Category 8 Assessment, Measurement, and Research

Level 3: Proactive

Benchmark 8.13: Employees regard DEI measurements as credible, and they participate willingly in assessment, measurement, and research.

- **Guidance**: Build trust with employees by involving them in the creation and communication of DEI assessments.
- **Example**: Solicit employee input during the design of DEI surveys to ensure relevance and transparency.
- **Measurement**: Track survey participation rates and evaluate employee feedback regarding the credibility of DEI initiatives.

Benchmark 8.14: Cultural audits, assessments, and surveys consider issues such as language, education levels, complexity, and accessibility.

- **Guidance**: Design DEI assessments with inclusivity in mind, addressing potential barriers to participation.
- **Example**: Provide translations, ensure materials are written at an accessible reading level, and offer multiple formats (e.g., paper and digital).
- **Measurement**: analyse survey completion rates across diverse groups and gather feedback to identify barriers to participation.

Benchmark 8.15: Data are sorted by self-identified characteristics and diversity dimensions to increase learnings about employee groups.

- **Guidance**: analyse collected data across various diversity dimensions to identify trends and opportunities for targeted action.
- **Example**: Use self-reported demographic data to assess representation gaps and identify areas for intervention.
- **Measurement**: Document the number of diversity dimensions assessed and track changes in key metrics over time.

Benchmark 8.16: The organisation regularly conducts a census of employee demographics and monitors representation throughout the organisation.

- **Guidance**: Implement regular demographic data collection and review processes to maintain up-to-date insights into workforce composition.
- **Example**: Conduct an annual organisational census to track demographic shifts and their impact on diversity goals.
- **Measurement**: Compare demographic data year over year to identify trends in workforce representation.

Benchmark 8.17: The principles of self-identification for collecting employee information are clear, applied ethically, and agreed upon by all impacted parties.

- **Guidance**: Ensure ethical and transparent data collection processes by adhering to privacy and consent standards.
- **Example**: Develop and share a clear policy on self-identification data collection, including its purpose and usage.
- **Measurement**: Review compliance with ethical standards and gather employee feedback on the clarity and fairness of data collection policies

Category 8 Assessment, Measurement, and Research

Level 4: Progressive

•**8.6**: *Integrated, multiple approaches to monitoring and evaluating DEI goals are implemented to track their impact, outcomes, and effectiveness.*
- **Guidance**: Use diverse methods to comprehensively evaluate DEI initiatives.
- **Example**: Combine employee surveys, focus groups, and cultural audits for comprehensive DEI evaluation.
- **Measurement**: Compare results from different methods to identify trends and actionable insights.

•**8.7**: *The organisation invests in research to study DEI for both internal and external purposes.*
- **Guidance**: Fund research initiatives that explore DEI challenges and solutions.
- **Example**: Commission studies on the impact of inclusive leadership on employee engagement.
- **Measurement**: Track the implementation of research recommendations and measure their outcomes.

•**8.8**: *DEI measurement is integrated into assessment tools, such as engagement surveys or cultural audits.*
- **Guidance**: Embed DEI-specific metrics into organisational assessment frameworks.
- **Example**: Add questions about inclusion and equity in annual employee engagement surveys.
- **Measurement**: Monitor inclusion scores from surveys and track changes over time.

•**8.9**: *All employees are measured on their performance, which includes DEI goals.*
- **Guidance**: Integrate DEI objectives into performance evaluations for all employees.
- **Example**: Include DEI competency assessments in annual employee appraisals.
- **Measurement**: analyse performance review data for trends in DEI-related competencies.

•**8.10**: *Information from all assessments from employees, former employees, and customers shapes future DEI initiatives.*
- **Guidance**: Use insights from diverse stakeholder assessments to guide DEI strategies.
- **Example**: Incorporate feedback from exit interviews and customer surveys into DEI planning.
- **Measurement**: Track the alignment of DEI initiatives with stakeholder recommendations.

•**8.11**: *Culturally competent artificial intelligence is used to identify and minimise bias in assessment tools.*
- **Guidance**: Leverage AI tools to enhance the inclusivity and fairness of assessments.
- **Example**: Use AI to analyse job descriptions for biased language and recommend corrections.
- **Measurement**: Evaluate the reduction of bias in organisational assessments after implementing AI solutions.

•**8.12**: *All organisational assessments have been reviewed from a DEI perspective and work to counteract bias.*
- **Guidance**: Conduct DEI-focused reviews of all assessment tools and methods.
- **Example**: Audit recruitment assessments to identify and remove bias-prone elements.
- **Measurement**: Track the inclusivity improvements in assessment outcomes over time.

Category 8 Assessment, Measurement, and Research

Level 5: Best Practices

•**8.1**: *In-depth DEI assessments are regularly conducted on the overall organisation and within departments, and the results are incorporated into strategy and implementation.*

- **Guidance**: Embed comprehensive DEI assessments into all levels of the organisation to guide strategy development.
- **Example**: Conduct bi-annual organisational audits to assess inclusivity in practices and policies.
- **Measurement**: Track the integration of assessment findings into policy changes and organisational improvements.

•**8.2**: *The organisation regularly reports and reviews progress against benchmarks and has consistently demonstrated significant improvements in meeting DEI goals over several years.*

- **Guidance**: Establish consistent reporting cycles to track and share progress on DEI benchmarks.
- **Example**: Publish annual DEI performance reports detailing achievements and areas for improvement.
- **Measurement**: Monitor stakeholder engagement with DEI reports and measure progress against predefined benchmarks.

•**8.3**: *The organisation is known for its investment in DEI research and the impact of research on organisational performance.*

- **Guidance**: Allocate resources to advance DEI research internally and externally.
- **Example**: Partner with academic institutions to study workplace inclusion and its impact on productivity.
- **Measurement**: Evaluate the influence of research findings on policy and operational improvements.

•**8.4**: *A reputational risk assessment including several DEI issues, such as racism, sexism, homophobia, harassment, disability discrimination, and other forms of discrimination, is regularly conducted.*

- **Guidance**: Incorporate DEI considerations into organisational risk assessments.
- **Example**: Regularly evaluate risks related to discriminatory practices through surveys and audits.
- **Measurement**: Track the resolution of risks identified in assessments and evaluate their impact on organisational reputation.

•**8.5**: *The organisation ensures that the design of its assessment, measurement, and research incorporates DEI perspectives.*

- **Guidance**: Use culturally sensitive and inclusive methods to design assessment tools.
- **Example**: Integrate multilingual surveys and accessibility options into organisational audits.
- **Measurement**: Validate assessment tools for inclusivity through stakeholder feedback and expert reviews.

CATEGORY 9:DEI COMMUNICATIONS

***Action: Make communication clear, simple to* understand, and a crucial force in achieving the organisation's DEI goals**

Communications professionals are educated about DEI and its link with sustainability. All internal and external communication is fully accessible and available in multiple formats and, if applicable, in locally spoken languages. The organisation has made and communicated a decision on the use of inclusive language to account for various diversity dimensions. The communication sent out both internally and externally does not prejudice or harm any group intentionally and where this occurs, it is corrected quickly and clearly. DEI topics are easy and quick to find on the organisation's websites and social media platforms. DEI communication is frequent, ongoing, innovative, and contributes to an enhanced reputation for the organisation. Progress on reaching DEI vision and goals is reported to the public regularly.

Category 9 EDI Communications

Level 5: Best Practices
•**Guidance**: DEI is a core part of the organisational narrative, with transparent and ongoing communication that actively engages all stakeholders.

•**Example**: Publish an annual DEI report accessible to all stakeholders, highlighting achievements, challenges, and future goals.

•**Measurement**: Evaluate high engagement scores on DEI communications in employee surveys and track positive stakeholder feedback on DEI messaging.

Level 4: Progressive
•**Guidance**: Develop a comprehensive communication strategy that embeds DEI into all major internal and external messaging.

•**Example**: Launch organisation-wide webinars or workshops featuring DEI topics, providing a platform for employee interaction and expert insights.

•**Measurement**: Monitor participation rates in DEI-focused communication events and assess engagement trends in DEI-related campaigns.

Level 3: Proactive
•**Guidance**: DEI is included in regular communications, with intentional messaging to promote inclusivity.

•**Example**: Publish regular updates in internal newsletters that highlight DEI initiatives, success stories, and upcoming events.

•**Measurement**: Assess employee feedback on the visibility and impact of DEI communication, using engagement metrics such as open rates or feedback scores.

Level 2: Reactive
•**Guidance**: DEI communication occurs only in response to specific events or external pressures.

•**Example**: Issue statements addressing DEI only when significant incidents occur, such as a public complaint about discrimination.

•**Measurement**: Track the frequency and context of DEI-related communications, noting if they are reactive to external triggers.

Level 1: Inactive
•**Guidance**: DEI is not part of the organisation's communication strategy, and no inclusive messaging is present.

•**Example**: Organisational communications do not reference or promote diversity, equity, or inclusion values or initiatives.

•**Measurement**: Confirm the absence of DEI references in internal and external communication channels.

Level 2: Reactive

9.15 DEI communication is done solely to remind or educate employees about adhering to policy and compliance requirements.

- **Guidance**: Focus communication efforts on building awareness of DEI policies.
- **Example**: Distribute periodic reminders about anti-discrimination policies.
- **Measurement**: Track the frequency and reach of compliance communications.

9.16 Most DEI communication is disseminated by councils/committees or diversity networks rather than through regular organisational channels and therefore is sometimes seen as not officially endorsed by the organisation.

- **Guidance**: Centralise DEI messaging to reflect organisational priorities.
- **Example**: Share DEI updates via executive newsletters rather than only committee channels.
- **Measurement**: Assess employee perception of DEI communication authority.

9.17 Language translations are only provided when legally required.

- **Guidance**: Move beyond compliance and offer language support proactively.
- **Example**: Translate onboarding materials for non-native speakers.
- **Measurement**: Monitor requests for translation services.

Level 3: Proactive

9.11 The organization integrates DEI into many aspects of communication.
•**Guidance**: Ensure that DEI themes are embedded across all communication channels.
•**Example**: Incorporate DEI goals into annual reports, newsletters, and employee training materials.
•**Measurement**: Review communication materials for consistency in DEI integration.

9.12 The organization encourages employees to discuss DEI and provide input to the organization's initiatives.
•**Guidance**: Create platforms for open employee dialogue on DEI topics.
•**Example**: Host employee focus groups to gather input on DEI strategies.
•**Measurement**: Track participation rates and feedback from discussion forums.

9.13 The organization enables employees to indicate gender pronouns, if desired, on email signatures and other written communication.
•**Guidance**: Support employees in expressing gender identity through communication tools.
•**Example**: Provide optional pronoun fields in email signature templates.
•**Measurement**: Assess adoption rates and employee feedback on inclusivity.

9.14 Translations and other accessible formats are provided when needed. Communication is location-sensitive across countries, dialects, and languages, including braille, sign language, and closed captioning.
•**Guidance**: Ensure communication formats are inclusive and accessible globally.
•**Example**: Translate materials into relevant languages and provide captioning for videos.
•**Measurement**: Conduct accessibility audits on communication materials.

Level 4: Progressive

9.6 The purposes of DEI initiatives are clearly stated, and communication strategies are adapted for different stakeholders.
•**Guidance**: Tailor DEI communications to resonate with diverse stakeholder groups.
•**Example**: Develop customised messages for customers, employees, and community partners based on their DEI interests.
•**Measurement**: Evaluate stakeholder understanding and support of DEI initiatives through surveys and feedback mechanisms.

9.7 Information on DEI is sent frequently and systematically through a variety of channels to employees and other stakeholders.
•**Guidance**: Establish a regular cadence for DEI updates, utilising diverse communication platforms.
•**Example**: Publish quarterly DEI progress reports and host monthly town halls with updates.
•**Measurement**: Monitor participation rates in town halls and engagement metrics on DEI reports.

9.8 Communications professionals and speechwriters are knowledgeable about DEI, and they include DEI messages in general communications.
•**Guidance**: Ensure all communicators are trained to incorporate DEI values into messaging.
•**Example**: Offer DEI training for communications teams and develop DEI-specific style guides.
•**Measurement**: Conduct reviews of public statements and internal emails to ensure alignment with DEI standards.

9.9 The organisation has an ethical framework to leverage social media in both internal and external communication platforms.
•**Guidance**: Use social media responsibly to promote DEI initiatives and engage with stakeholders.
•**Example**: Create a social media campaign showcasing employee stories related to inclusion.
•**Measurement**: Track social media engagement metrics, including comments, shares, and reach.

9.10 The organisation proactively addresses socially-charged issues and events related to DEI internally and externally, including on social media.
•**Guidance**: Develop protocols for timely and thoughtful responses to social issues.
•**Example**: Issue statements of support during national diversity observances or crises.
•**Measurement**: Analyse the impact of statements through media coverage and stakeholder feedback.

Level 5: Best Practices

9.1 The organisation is known for its high-quality DEI initiatives that are regularly communicated internally and externally enhancing the organisation's reputation.
•**Guidance**: Ensure that DEI initiatives are an integral part of organisational communications and are promoted across all internal and external platforms.
•**Example**: Highlight awards and recognitions for DEI efforts in external campaigns and internal newsletters.
•**Measurement**: Monitor engagement metrics, such as social media shares, website visits to DEI content, and employee feedback on DEI communication visibility.

9.2 DEI content is easily and quickly located on the organisation's websites. Information is thorough, regularly updated, and fully accessible.
•**Guidance**: Make DEI resources prominent on the organisation's website with clear navigation and regular updates.
•**Example**: Create a dedicated DEI section on the company website with downloadable reports, policies, and updates.
•**Measurement**: Use analytics to track visitor engagement with DEI pages and review accessibility compliance audits.

9.3 The organisation has made and communicated a policy on the use of inclusive language on race and ethnicity, gender, gender identity, and gender expression, sexual orientation, disability, and other dimensions.
•**Guidance**: Develop an inclusive language policy and train all staff on its application in communications.
•**Example**: Provide staff training on inclusive language and create guides for internal and external use.
•**Measurement**: Assess adoption through internal reviews of communication materials and employee surveys on policy awareness.

9.4 The organisation uses bold and transparent communication in naming and dealing with challenging issues such as racism, sexism, homophobia, privilege, toxic masculinity, and white supremacy.
•**Guidance**: Address difficult topics directly in communication, reinforcing the organisation's commitment to DEI values.
•**Example**: Publish open letters from leadership addressing global social justice issues or internal DEI challenges.
•**Measurement**: Analyse stakeholder feedback and media coverage on the organisation's response to challenging issues.

9.5 The organisation uses live and accurate translation services to ensure accessibility and linguistic inclusion.
•**Guidance**: Provide real-time translation and interpretation services to ensure inclusivity across all audiences.
•**Example**: Use simultaneous interpretation for all-hands meetings and translate all key documents into multiple languages.
•**Measurement**: Track participation rates and satisfaction scores among non-native speakers during events.

CATEGORY 10: DEI LEARNING AND DEVELOPMENT

Action: Educate all to achieve a level of DEI competence and confidence needed to create a diverse, equitable, and inclusive organisation.

Leaders and employees throughout the organisation receive DEI training specific to their job and level geared to achieving the organisation's goals. Learning and education is also offered to other stakeholders such as vendors, and the public at large. A DEI lens is used to integrate all learning and education programs. The organisation uses blended DEI learning and continuously updates and customises this to changing stakeholder needs. Programs may focus on general DEI and on specific issues such as systemic and structural racism, sexism, ageism, ableism, white supremacy, internalised oppression, classism, heterosexism, prejudice, discrimination (including harassment and bullying), privilege, micro-aggressions, and conscious and unconscious bias, all of which are addressed with sensitivity, conviction, and compassion, and in ways that enhance inclusion and equity.

Category 10: EDI Learning and Development Level guidance

Level 5: Best Practices

•**Guidance:** DEI learning is embedded into all aspects of the organisation's culture and is available continuously. Advanced DEI training is offered to employees seeking to deepen their expertise, and DEI education is aligned with strategic organisational goals, resulting in measurable behavior change.

•**Example:** The organisation provides an internal DEI academy offering certifications, advanced workshops on topics like anti-racism and allyship, and experiential learning opportunities like virtual reality (VR) simulations for empathy-building.

•**Measurement:** Monitor participation in advanced DEI programs, track certification achievements, and measure the long-term impact of DEI training on workplace culture through employee surveys and retention data. Evaluate behavior change metrics to ensure alignment with strategic DEI objectives.

Level 4: Progressive

•**Guidance:** DEI learning is tailored to specific roles and integrated into the organisation's leadership and employee development pathways. Programs are designed in collabouration with DEI experts and are ongoing, with curriculum updates based on emerging DEI research.

•**Example:**

- **Customer Service Staff:** Receive DEI training focused on understanding and meeting the needs of diverse passengers.
- **Technical Teams:** Participate in workshops on equitable teamwork and addressing biases in project planning.
- **Supervisors:** Learn about fair task delegation, inclusive team management, and equitable performance evaluations.

•**Measurement:** Use role-specific assessments to measure how DEI training influences job performance. Track leadership development programs for the inclusion of DEI competencies and evaluate the effectiveness of DEI learning through performance reviews.

Level 3: Proactive

•**Guidance:** DEI training is provided regularly and is incorporated into the organisation's annual development programs. Foundational DEI concepts, such as unconscious bias and cultural competency, are taught to all employees, and role-specific DEI training begins to be introduced.

•**Example:** Employees complete an annual DEI training program that includes interactive modules on cultural sensitivity and workplace inclusivity. Managers receive additional training on identifying and mitigating biases in hiring and performance reviews.

•**Measurement:** Evaluate training completion rates, participant feedback on DEI training relevance, and improvements in employee understanding of DEI concepts through post-training assessments.

Level 2: Reactive

•**Guidance:** DEI training is implemented sporadically, often in response to specific incidents, compliance requirements, or as a one-time awareness effort. Content is minimal, focusing on legal compliance, and lacks depth.

•**Example:** After a discrimination complaint, a single workshop on anti-bias behavior is conducted for staff, and compliance training includes a brief section on anti-harassment and anti-discrimination.

•**Measurement:** Track the number of reactive DEI training sessions and the completion rates for compliance-focused modules. Assess whether training content addresses specific incidents rather than being part of a strategic plan.

Level 1: Inactive

•**Guidance:** The organisation does not offer any formal DEI-related learning or development opportunities, and DEI competencies are not considered relevant to any roles.

•**Example:** New employee training focuses solely on job-specific or technical skills, with no mention of DEI concepts or inclusive practices.

•**Measurement:** Confirm that training programs and development plans have no DEI content, and evaluate whether DEI competencies are mentioned in job descriptions or performance reviews.

Category 10: EDI Learning and Development
Level guidance

Level 2: Reactive

- **Benchmark 10.17**: *DEI learning is brief and focused only on educating employees about policies, meeting legal requirements, or addressing inappropriate language or labels.*
  - **Guidance**: DEI training is minimal, focusing only on policy awareness to meet basic compliance.
  - **Example**: A short compliance training covers harassment policies without practical DEI applications.
  - **Measurement**: Confirm completion of compliance training and measure participant feedback on training depth.
- **Benchmark 10.18**: *DEI programs are primarily packaged and are not tailored for local and specific cultural needs and issues.*
  - **Guidance**: Training content is standardised without consideration of local or cultural differences.
  - **Example**: All locations receive the same DEI training regardless of unique regional needs.
  - **Measurement**: Track completion rates and assess feedback on relevance across locations.
- **Benchmark 10.19**: *Learning programs may be offered in reaction to special dates such as Women's or Pride Month, with no linkage to strategy.*
  - **Guidance**: DEI sessions are only scheduled around special awareness months and are not connected to strategic objectives.
  - **Example**: Pride Month includes a one-time DEI talk with no ongoing engagement or strategic follow-up.
  - **Measurement**: Track attendance for special DEI events and survey attendees on program impact.

Category 10: EDI Learning and Development
Level guidance

Level 3: Proactive

- **Benchmark 10.11**: *Employees are exposed to and actively seek engagement across organisational functions, as well as externally with diverse markets and stakeholders.*
  - **Guidance**: Encourage cross-functional DEI engagement, both within the organisation and externally.
  - **Example**: Staff rotations in diverse teams broaden exposure to different perspectives and practices.
  - **Measurement**: Track participation in cross-functional projects and external stakeholder engagement
- **Benchmark 10.12**: *Experiential learning, including virtual reality and simulations, is used to help employees experience different identities and learn how to best respond to DEI situations.*
  - **Guidance**: Use experiential learning tools, like VR simulations, to immerse employees in diverse perspectives.
  - **Example**: VR-based DEI modules simulate real-world scenarios to build empathy and DEI skills.
  - **Measurement**: Gather pre- and post-training feedback on empathy and understanding of diverse experiences.
- **Benchmark 10.13**: *The organisation ensures that all staff are able to fully participate in virtual meetings, innovative learning methods, and the use of technology.*
  - **Guidance**: Ensure DEI access in all virtual training and meetings, accommodating diverse needs.
  - **Example**: Meetings include closed-captioning, and virtual training platforms are accessible to all employees.
  - **Measurement**: Assess accessibility compliance and collect feedback on inclusive practices.

Category 10: EDI Learning and Development
Level guidance

Level 3: Proactive

- **Benchmark 10.14**: *All employees and, if needed, their families, receive cultural awareness training when relocating internationally and when working with international teams.*
  - **Guidance**: Provide cultural training for employees and their families when they engage internationally.
  - **Example**: Employees relocating abroad complete cultural sensitivity training tailored to their destination.
  - **Measurement**: Track feedback on cultural training effectiveness and adaptation success rates.
- **Benchmark 10.15**: *The organisation encourages cultural celebrations and organisation-wide activities that combine social interaction with DEI learning.*
  - **Guidance**: Promote DEI through interactive cultural events and organisation-wide celebrations.
  - **Example**: Host cultural festivals, where employees learn about different traditions while engaging in social activities.
  - **Measurement**: Measure employee engagement and gather feedback on cultural event impact on DEI awareness.
- **Benchmark 10.16**: *When possible, all training sessions are populated with a diverse group of learners to offer an experience of working with others who represent different diversity dimensions.*
  - **Guidance**: Create diverse training groups to enhance learning through exposure to various perspectives.
  - **Example**: Diversity is ensured in training cohorts, allowing employees to learn in a mixed, inclusive setting.
  - **Measurement**: Track demographic diversity in training groups and analyse participant feedback on learning benefits.

Category 10: EDI Learning and Development Level guidance

Level 4: Progressive

- **Benchmark 10.5**: *DEI professionals, experts in learning methods and intercultural education, members of diversity networks, and organisational leaders are involved in the design, development, delivery, workplace application, and evaluation of DEI learning and education.*
  - **Guidance**: Involve DEI experts and diversity networks in every stage of DEI training to ensure relevance and impact.
  - **Example**: Diverse teams collaborate on DEI training content development, incorporating multicultural perspectives.
  - **Measurement**: Document contributions from DEI experts and gather participant feedback on the effectiveness of content
- **Benchmark 10.6**: *DEI content is adapted and customised to the local environment, cultural nuances, languages, and social and political realities.*
  - **Guidance**: Customise DEI training materials to reflect the unique cultural and political context of each region or location.
  - **Example**: Adapt DEI workshops for regional offices, incorporating local cultural considerations and languages.
  - **Measurement**: Track regional feedback to ensure DEI content reflects cultural relevance and practicality.
- **Benchmark 10.7**: *DEI learning and education involve ongoing, multi-year, developmental curricula.*
  - **Guidance**: Design DEI programs as long-term developmental pathways rather than one-off sessions.
  - **Example**: Implement a multi-year DEI curriculum that builds on foundational topics each year.
  - **Measurement**: Measure participant progress and retention of DEI concepts over time, evaluating impact through annual assessments.

Category 10: EDI Learning and Development
Level guidance

Level 4: Progressive

- **Benchmark 10.8**: *All employees and key external stakeholders are educated on the importance of equity and ways to mitigate and remove discrimination and bias.*
  - **Guidance**: Include all employees and relevant external partners in DEI education, emphasising anti-discrimination.
  - **Example**: Partner organisations participate in annual DEI training alongside employees, reinforcing shared values.
  - **Measurement**: Survey stakeholders on DEI understanding and application, comparing year-over-year improvement.
- **Benchmark 10.9**: *The organisation provides training to both current and new suppliers on how to engage and access supplier opportunities.*
  - **Guidance**: DEI training is extended to suppliers, encouraging diversity within supply chains.
  - **Example**: Suppliers participate in workshops on inclusive practices and accessing partnership opportunities.
  - **Measurement**: Track supplier diversity metrics and assess training's influence on supplier engagement.
- **Benchmark 10.10**: *A variety of innovative DEI tools, including micro-learning, chatbots, gaming, social media, blended learning, coaching, physical classrooms, virtual platforms, and instructor-led learning, are accessible to all employees regardless of level, location, or function.*
  - **Guidance**: Offer DEI learning in diverse formats to ensure accessibility for all employees.
  - **Example**: Employees access DEI training through a learning platform that offers virtual and in-person options.
  - **Measurement**: Monitor engagement across different learning tools and track completion rates.

Category 10: EDI Learning and Development
Level guidance

Level 5: Best Practices

- **Benchmark 10.1**: *DEI is integrated into all learning offered internally and externally.*
  - **Guidance**: DEI principles are embedded into both internal and external training, making DEI a foundational element of all learning experiences.
  - **Example**: All training, including compliance and leadership, incorporates DEI scenarios and best practices.
  - **Measurement**: Track employee engagement with DEI-integrated content across all learning programs and gather feedback on the relevance of DEI in various learning contexts.

- **Benchmark 10.2**: *DEI learning programs result in behaviour change that advances the organisation's strategy and enhances inclusion and equity.*
  - **Guidance**: Learning outcomes focus on tangible behavior changes that support DEI goals and align with the organisation's strategic objectives.
  - **Example**: DEI training evaluations measure participants' behavior shifts, such as improved inclusivity in teamwork and decision-making.
  - **Measurement**: Post-training assessments capture behavior changes, with metrics showing progress in inclusive practices.

- **Benchmark 10.3**: *Learning and education address racism, anti-racism, sexism, white supremacy, privilege, internalised oppression, classism/casteism, homophobia, transphobia, religious bias, disabilities, mental health awareness, and other issues.*
  - **Guidance**: DEI education covers a comprehensive range of topics relevant to fostering an inclusive workplace.
  - **Example**: DEI curricula include workshops on privilege, internalised oppression, and mental health, tailored to diverse roles.
  - **Measurement**: Track employee feedback on content coverage and confidence in applying DEI principles post-training.

- **Benchmark 10.4**: *Development through involvement in high-profile projects is transparent and encouraged for underrepresented groups.*
  - **Guidance**: Ensure fair access to high-visibility projects, creating development opportunities for diverse employees.
  - **Example**: Implement a transparent project assignment system to increase access for underrepresented employees.
  - **Measurement**: Review project assignment data to monitor increased participation from underrepresented groups.

CATEGORY 11: CONNECTING DEI AND SUSTAINABILITY

Action: Connect the organisation's DEI and Sustainability initiatives to increase the effectiveness of both

The organisation connects and aligns DEI and sustainability initiatives. There is a clear link between the organisation's sustainability strategy (based on ESG environmental, social, and governance – dimensions or factors) and the UN's Sustainable Development Goals. The strategies for each initiative support the other, and opportunities for collaboration make both initiatives stronger. Leaders and practitioners in sustainability participate in the DEI initiative and vice versa. Both work with diverse stakeholders and report progress to the public

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THE SUSTAINABILITY DEFINITION FOR THE GDEIB IS:

Sustainability is the process of simultaneously pursuing:

- societal equity • workplace inclusion
- economic prosperity & • long term environmental health.

Additional definitions and key factors of Sustainability:

For the purposes of the GDEIB, we view the values and desired outcomes of DEI work (See GDEIB page 2, The Ultimate Goals of DEI) as similar to the goals of Sustainability.

1. The definition of Sustainability adopted by the United Nations is "Meeting the needs of the present without compromising the ability of future generations to meet their own needs." To date, 193 world leaders agreed to achieve the United Nations 17 Sustainable Development Goals (SDG's) by 2030 as the framework to achieve sustainability. The 5 Ps that shape the SDGs are People, Planet, Prosperity, Peace, and Partnership.
2. Another definition comes from an African conference delegate: "Enough for all forever."
3. Another related term used by some corporations and the investor community in their advocacy for Sustainability is ESG – Environmental, Social, and Corporate Governance. This refers to the three central factors in measuring sustainability and social impact. These factors embrace the UN concept of "leave no one behind" and invite us to consider this meaning of success: "I succeed when you succeed."

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Category 11: Connecting DEI and Sustainability Level Guidance

Level 5: Best Practices

•**Guidance:** DEI and sustainability are fully integrated into the organisation's core values and strategic vision, with comprehensive, data-driven programs that demonstrate leadership in both areas. The organisation uses its influence to promote DEI and sustainability beyond its boundaries, contributing to broader societal change.

•**Example:** The organisation develops a long-term program that addresses climate justice, focusing on supporting communities disproportionately affected by climate change. This includes providing educational programs on sustainability and creating partnerships with local advocacy groups.

•**Measurement:** Conduct regular impact assessments and publish transparent reports on the outcomes of DEI-sustainability initiatives. Track progress toward long-term goals and evaluate the influence of these initiatives on both internal practices and community well-being.

Level 4: Progressive

•**Guidance:** DEI and sustainability are strategically aligned, with a clear understanding of how they support each other. The organisation sets measurable goals for integrated DEI and sustainability initiatives, and these efforts are embedded into the organisation's strategy.

•**Example:** The organisation partners with local communities to implement eco-friendly infrastructure projects that prioritise accessibility and inclusion, such as designing green spaces that are welcoming to people of all abilities.

•**Measurement:** Measure the success of integrated initiatives by tracking both environmental and social metrics, such as community satisfaction, accessibility improvements, and reductions in carbon footprint.

Level 3: Proactive

•**Guidance:** The organisation begins to proactively explore and act on the intersections between DEI and sustainability. Joint initiatives are developed, and DEI considerations are incorporated into sustainability planning to benefit both social and environmental outcomes.

•**Example:** DEI and sustainability teams collaborate to launch a project aimed at reducing carbon emissions while also creating job opportunities for underrepresented groups within the community.

•**Measurement:** Track the number of joint DEI-sustainability projects and measure the social and environmental impact of these initiatives. Collect feedback from community stakeholders involved in these efforts.

Level 2: Reactive

•**Guidance:** The organisation acknowledges the link between DEI and sustainability only when prompted by external pressures or compliance requirements. Initial efforts to incorporate DEI into sustainability are limited and reactive.

•**Example:** Sustainability reports start to mention diversity initiatives in response to stakeholder feedback, but there are no concrete actions or strategic plans in place to integrate DEI fully.

•**Measurement:** Document instances of reactive DEI inclusion in sustainability strategies and measure the extent of external influence driving these mentions.

Level 1: Inactive

•**Guidance:** DEI and sustainability efforts are entirely separate, with no recognition or consideration of how these areas intersect. The organisation does not engage in aligning DEI principles with sustainability initiatives.

•**Example:** The sustainability department focuses only on environmental impact, with no mention of social equity or how sustainability strategies can be inclusive.

•**Measurement:** Review sustainability policies and reports to confirm the absence of DEI considerations. Check for a lack of collaboration between DEI and sustainability teams

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Level 2: Reactive

•**Benchmark 11.13**: *There is a superficial effort to connect DEI and the organisation's sustainability goals.*

- **Guidance**: Initial attempts to link DEI and sustainability are minimal and lack depth, often for optics rather than substance.
- **Example**: The organisation makes a public statement about DEI and sustainability but has no follow-through.
- **Measurement**: Identify gaps between public commitments and actual implementation

Level 3: Proactive

•**Benchmark 11.11**: *The sustainability strategy proactively and specifically calls for the integration of diverse voices and perspectives.*

- **Guidance**: Embed diversity into sustainability initiatives from the start, ensuring inclusivity is a priority.
- **Example**: Form advisory panels of diverse stakeholders to guide sustainability efforts.
- **Measurement**: Track diversity in advisory panels and evaluate the impact of their contributions.

•**Benchmark 11.12**: *DEI and sustainability professionals receive learning and education to keep up to date with developments both in sustainability and DEI.*

- **Guidance**: Provide ongoing education for professionals to stay informed on the latest DEI and sustainability trends.
- **Example**: Cross-training sessions for DEI and environmental officers on topics like the UN sustainability goals, climate justice and inclusive leadership.
- **Measurement**: Evaluate training completion rates and the effectiveness of new skills applied in projects.

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Level 4: Progressive

•**Benchmark 11.6**: *Innovative digital technologies contribute to the organisation's commitment to ESG and the UN's Sustainable Development Goals.*

- **Guidance**: Use advanced technologies to enhance both DEI and environmental outcomes, such as data analytics for tracking diversity in sustainability programmes.
- **Example**: A digital dashboard tracks progress on environmental and social goals, accessible to all employees.
- **Measurement**: Monitor technology usage and its impact on achieving ESG and DEI objectives.

•**Benchmark 11.7**: *The organisation has a sustainability strategy, which recognises the link between DEI and sustainability.*

- **Guidance**: Develop a comprehensive sustainability strategy that explicitly acknowledges and leverages DEI as a critical component.
- **Example**: The sustainability plan includes goals for reducing inequality and environmental harm simultaneously.
- **Measurement**: Review and track strategic goals for DEI-sustainability integration.

•**Benchmark 11.8**: *DEI leaders partner with the organisation's sustainability initiative. Likewise, sustainability leaders partner with the DEI initiative.*

- **Guidance**: Foster strong partnerships between DEI and sustainability teams, encouraging cross-functional collaboration.
- **Example**: Joint workshops for DEI and sustainability teams to co-create initiatives, such as eco-friendly office redesigns that are also accessible.
- **Measurement**: Measure collaboration effectiveness through the outcomes of joint projects.

•**Benchmark 11.9**: *The organisation's sustainability data are analysed and sorted to enable reviewers to determine the impact on diverse groups.*

- **Guidance**: Disaggregate sustainability impact data by diversity dimensions to understand different experiences and needs.
- **Example**: analyse how environmental policies affect various demographic groups differently, using the findings to inform decision-making.
- **Measurement**: Track data collection and analysis efforts, ensuring they are inclusive and actionable.

•**Benchmark 11.10**: *The organisation financially supports DEI and sustainability initiatives, whether global, regional, or local.*

- **Guidance**: Allocate budgets that equally prioritise DEI and sustainability, investing in initiatives that bridge both areas.
- **Example**: Provide funding for local projects that promote green energy in under-resourced communities.
- **Measurement**: Report on financial investments and analyse their impact on DEI and sustainability outcomes.

Category 11: Connecting DEI and Sustainability Level Guidance

Level 5: Best Practices

•**Benchmark 11.1**: *DEI is seen as integral to the sustainability of the organisation and its stakeholders. Sustainability is fully integrated into DEI strategies/initiatives.*

- **Guidance**: Ensure that DEI is not just an adjunct to sustainability but is foundational, driving decisions and strategies that support long-term environmental and social goals.
- **Example**: DEI teams collaborate on climate action projects that focus on social equity, such as reducing the impact of climate change on marginalised communities.
- **Measurement**: Assess the integration level of DEI and sustainability in strategic plans, and track stakeholder feedback on the organisation's impact.

•**Benchmark 11.2**: *The organisation has evidence that its sustainability and DEI initiatives benefit from their alignment with each other and show more meaningful impact than if they were separate and unconnected.*

- **Guidance**: Collect and analyse data to demonstrate the tangible benefits of integrated DEI and sustainability efforts.
- **Example**: Sustainability reports highlight joint DEI-environmental projects, such as workforce development programs that provide green job training to underrepresented groups.
- **Measurement**: Use impact assessments to compare outcomes of integrated versus separate initiatives, showing added value from alignment.

•**Benchmark 11.3**: *The organisation takes a leadership role in influencing and supporting the connection of DEI and sustainability initiatives locally and globally, including being a champion of ESG and the UN's Sustainable Development Goals.*

- **Guidance**: Actively engage in advocacy and partnerships that promote DEI and sustainability at all levels, from local communities to global networks.
- **Example**: The company sponsors global forums on sustainable development and equity, sharing best practices and resources.
- **Measurement**: Track participation and influence in international sustainability and DEI advocacy efforts.

•**Benchmark 11.4**: *The organisation adapts its sustainability strategy, policies, and practices based on collaboration with diverse stakeholders.*

- **Guidance**: Regularly update sustainability practices to reflect the input and priorities of diverse groups, ensuring inclusivity.
- **Example**: Community consultations shape policies on sustainable urban development, focusing on the needs of underserved populations.
- **Measurement**: Document stakeholder engagement and subsequent policy adjustments.

•**Benchmark 11.5**: *The organisation's public reporting on sustainability integrates its performance on DEI and includes an accurate assessment of its challenges.*

- **Guidance**: Be transparent in sustainability reporting, incorporating DEI metrics and acknowledging areas for improvement.
- **Example**: Annual reports detail DEI progress alongside environmental metrics, with sections on challenges and lessons learned.
- **Measurement**: Evaluate the comprehensiveness of integrated reports and analyse their impact on stakeholder trust.