

GLOBAL DIVERSITY & INCLUSION BENCHMARKS: STANDARDS FOR ORGANIZATIONS AROUND THE WORLD

SAMPLES OF BEST PRACTICE BENCHMARKS

GDIB, which is free, contains 266 benchmarks in four groups and 14 categories. Each category is in 5 levels from where little work is being done to best practices. Below is a sampler of a few benchmarks at the best practices level of each category.

FOUNDATION GROUP

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

- D&I is embedded in organizational culture and is not seen as an isolated program but rather as a core value, a source of innovation, and a means to growth and success.
- All the major components of D&I work, including vision, strategy, business case or rationale, goals, policies, principles, and competencies, are regularly reviewed.

Category 2: LEADERSHIP AND ACCOUNTABILITY

- Leaders are seen as change agents and role models and inspire others to take individual responsibility and become role models themselves.
- A large majority of employees across an array of diversity dimensions rate their leaders as treating them fairly and inclusively.

Category 3: D&I STRUCTURE AND IMPLEMENTATION

- The most senior D&I professional is an equal and influential partner on the senior leadership team.
- D&I is well integrated into core organizational systems and practices.

INTERNAL GROUP

Category 4: RECRUITMENT, RETENTION, DEVELOPMENT, AND ADVANCEMENT

- The organization's talent development processes have resulted in equitable and accessible recruitment, retention, and advancement and a pervasive feeling of inclusion.
- The organization's reputation for quality D&I efforts enhances its ability to attract and retain employees who contribute to outstanding organizational results.

Category 5: BENEFITS, WORK-LIFE INTEGRATION, AND FLEXIBILITY

- Based on research and assessment, benefits and services are regularly adapted to changing conditions, technology, and innovative ideas.
- A comprehensive range of flexible benefits and services, including education, health, and counseling, is provided.

Category 6: JOB DESIGN, CLASSIFICATION, AND COMPENSATION

- Inequitable previous compensation systems have been addressed and individuals compensated.
- Innovative job design results in employees being paid for performance rather than "putting in time," and enables flexible work options.

Category 7: D&I LEARNING AND EDUCATION

- D&I is integrated into all learning and advances the organization's strategy.
- Challenging and sometimes controversial issues such as racism, sexism, ageism, classism, heterosexism, religious bias, stereotype threat, and unconscious bias are effectively addressed with sensitivity, fairness, conviction, and compassion.

BRIDGING GROUP

Category 8: ASSESSMENT, MEASUREMENT, AND RESEARCH

- In-depth D&I assessments covering behavior, attitude, and perception are regularly conducted for the overall organization and within organizational units and feed into strategy and implementation.
- D&I measurements are included as part of the organization's overall performance, linked to the organizational strategy, and tied to compensation, and publically shared.

Category 9: D&I COMMUNICATIONS

- D&I communication is frequent, ongoing, innovative, and contributes to an enhanced reputation for the organization.
- D&I topics are easily and quickly located on the organization's internal and external websites. Information is thorough, fully accessible, and regularly updated.

Category 10: CONNECTING D&I AND SUSTAINABILITY

- The organization has evidence that its sustainability and D&I initiatives benefit from their alignment with each other and show more meaningful impact than if they were separate and unconnected initiatives.
- D&I results reflect actions in at least three of the following aspects of sustainability as defined by the United Nations—People, Planet, Prosperity, Peace, or Partnership.

EXTERNAL GROUP

Category 11: COMMUNITY, GOVERNMENT RELATIONS, AND SOCIAL RESPONSIBILITY

- The organization leads in supporting and advocating for diversity-related interests in government and societal affairs.
- The organization's D&I initiatives in the community are treated as more than philanthropy. They are perceived as a core function mainstreamed into organizational strategy.

Category 12: PRODUCTS AND SERVICES DEVELOPMENT

- The product, service, and policy development cycle recognizes diversity and accessibility from the outset. It doesn't merely adapt products first developed for the dominant group or culture.
- The organization shows the link between diversity and innovation, consistently leveraging D&I to increase product and service innovation.

Category 13: MARKETING AND CUSTOMER SERVICE

- The organization is keenly aware of the needs, motivations, and perspectives of diverse customer and stakeholder groups and successfully adapts marketing, sales, and distribution strategies to meet these needs.
- The organization uses sophisticated analysis techniques on an ongoing basis to understand and respond to its diverse customer base.

Category 14: SUPPLIER DIVERSITY

- The organization's suppliers reflect the community's composition across a broad array of diversity dimensions.
- 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.



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