112 Expert Panellists • Nene Molefi • Julie O'Mara • Alan Richter, PhD

present

Global Diversity, Equity & Inclusion Benchmarks

Standards for Organizations Around the World

powered by

The Centre for Global Inclusion

2021 EDITION

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For more on the GDEIB. Go to our website www.centreforglobalinclusion.org to download the free GDEIB, user tools, and other information; to learn more about The Centre for Global Inclusion, which is the home of the GDEIB; and to sponsor or donate to help support DEI research.

Accessibility and Alternate Format. The GDEIB authors are striving to make the GDEIB and user tools accessible. Generally, we are following the guidelines provided by the W3C Web Accessibility Initiative (WAI), a worldwide initiative to make the Web more accessible for persons with disabilities, which is a critically important DEI goal.

As this 2021 GDEIB goes to press, and while we have designed this edition of GDEIB with accessibility in mind, we still have some work to do. For that reason and for further accommodation, please request an alternate format edition by emailing thecentre@centreforglobalinclusion.org.

Symbolism of the GDEIB logo. The logo is a stylized version of the GDEIB Model. It is set in a circle to convey the ongoing and never-ending importance of diversity, equity, and inclusion. The stylized equilateral triangle symbolizes equality, solidarity or strength and represents the Bridging Group.

Colours have a wide range of meaning across cultures. What is interpreted for a colour in one culture may be a nearly opposite meaning in another culture. We have been thoughtful in our selection of colours and offer our interpretation, which is a combination of a various cultural symbolism. The colour yellow was selected for Bridging because it stands for optimism and imagination. The green colour for the Foundation Group symbolizes nature and renewal, blue for the Internal Group represents harmony and order, and red for the External Group stands for passion and strength. All are in a vibrant hue, which symbolizes the vitality to succeed. The swirls of dark blue represent the power, energy, and motion needed to sustain this work. And the openness of the swirls showing the colours overlapping one another symbolizes the integration and comprehensiveness needed for DEI to succeed. Purple has been added to symbolize power and strength.

English Language. We have tried to use clear, translatable language that does not include culturally specific words and phrases (such as idioms or other local expressions). To be as neutral and global as possible, we follow the spelling guidelines of the United Nations (see: United Nations Editorial Manual online (dgacm.org) http://dd.dgacm.org/editorialmanual/ed-guidelines/style/spelling.htm)

Continual Improvement and Future Versions. Your feedback, suggestions, and stories of using GDEIB are welcomed.

User Agreement. The GDEIB is free to use. However, please submit the GDEIB User Agreement available on the website, if you want to use the GDEIB.

Voluntary Certification. We hope to offer a voluntary certification process which will help build skills for using the GDEIB. There will be a cost for it. More information will be available on The Centre website when we are ready.

Translations and Special Editions Available. French, Spanish, Portuguese, and Higher Education. Go to our website to access these editions and learn if others have become available.

Current Edition. If you have been using a prior edition, titled GDIB for Global Diversity & Inclusion Benchmarks (2006, 2011, 2014, 2016/2017), please note that it has been replaced by this edition.

Graphic Design. Shawndra Cox of Out Of Proportion Studios http://1bigoops.com

The call for systemic change in society and organizations has never been louder.

People are no longer satisfied with superficial or inauthentic intentions of change by their leaders.

Bold actions are needed to communicate clearly to all stakeholders how adamant organizations are in addressing discrimination, inequity, and exclusion.

Using the GDEIB equips you to take bold action and make a world of difference!

A MESSAGE FROM THE AUTHORS

The year 2020 will go down in history as a year of dramatic change. We do not yet know what changes will emerge after the Covid-19 pandemic. What we do know is that everything was impacted profoundly.

THE COMPLEXITY WE FACE

Contrary to earlier assertions, Covid-19 was not the great equalizer; instead, it laid bare the deep chasms of social, political, economic, and organizational inequities that blight the lives of so many.

The world faced multiple layers of complex change—global economic disruption, growing inequality, the dangers of authoritarianism, and geopolitical fragmentation. We also witnessed an unprecedented outpouring of support for social justice around the world.

We have updated these Benchmarks at a time when many people are grappling with the consequences of physical, social, and psychological trauma that stem from various forms of injustice. We, as the GDEIB authors, stand in support of all those around the world who have experienced racism, sexism, homophobia, transphobia, and all other forms of discrimination and exclusion.

THE NEED FOR SYSTEMIC AND STRUCTURAL CHANGE

Ongoing systems of oppression and inequities must be dismantled. Many organizations and communities are no longer satisfied with platitudes or superficial engagements. They desire bold action, and systemic transformation, led by committed leaders where acts of discrimination and exclusion are named for what they are.

The murder of George Floyd (and many others before and after him) and the removal of statues and symbols of oppression became catalysts for social justice all around the world. We acknowledge those who continue to stand up and speak out against oppressive laws and practices despite personal risk. The intensification of the #BLM (Black Lives Matter), #MeToo, #GBV (Gender-based Violence), and other global protest movements accelerated the need for strong action and allyship in support of marginalized voices. We honour all those who lost their lives while fighting against discrimination and injustice.

We find ourselves at a pivotal moment where we can continue down the destructive path we have been on—of inequity, injustice, and exploitation—or we can choose a different sustainable path of justice, equity, and social cohesion.
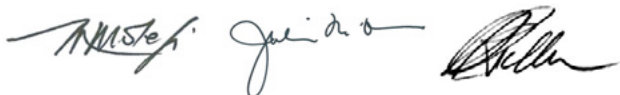
IT IS TIME FOR ACTION

Through the work of the GDEIB, we call on everyone to work towards a fair, inclusive, and equitable workplace and a society where privilege and patriarchy do not control access and opportunity—where diversity, equity, and inclusion are not just a dream but an attainable reality for all.

Now more than ever, we need to reach into our hearts and create a stronger narrative around DEI, one that recognizes our humanity at the level of every individual. The concept of "Ubuntu," which literally means "I am because we are," combines the values of respect, dignity, integrity, and community that allows us all to strive towards sustainability.

The GDEIB meets the needs of various stakeholders. It seeks to connect us based on universal values across all differences.

We must galvanize all leaders and DEI practitioners to be vocal and dismantle inequity and exclusion. It is time for decisive and courageous action.

Nene Molefi, Julie O'Mara, Alan Richter
March 2021

Global Diversity, Equity & Inclusion Benchmarks

QUOTES FROM USERS AND EXPERT PANELLISTS

You will notice that the following quotes refer to the GDIB because the GDIB preceded this new edition.

As the concept of bottom line impact expands from 3Ps: People, Planet, Profit to 5Ps People, Planet, Prosperity, Peace, and Partnership, organizations realise that inclusivity is the road to sustainable growth for the greater good of society. The unique value proposition of GDIB is that it provides comprehensive checklists which promote line of sight between operational procedures and the organization's sustainability.

ZAHID MUBARIK, SHRM-SCP, GPHR, SPHRI
CEO, HR Metrics, President **SHRM Forum Pakistan, Member ISO TC 260 HR Standard**
Islamabad, Pakistan

The research process brought DEI practitioners and DEI voices from around the world. We collaborated on the development and co-creation process to have a truly global and an inclusive GDEIB document.

MARY WACEKE MUIA,
DEI Expert, Race and Racism Dialogue **Facilitator & Executive Coach**
Nairobi, Kenya

It's challenging developing a DEI tool that can be used around the world, where the definitions of diversity and equity are different. The GDEIB accomplishes this and overcomes many of the shortcomings of other national and regional indices.

EDDY NG, PHD, James and Elizabeth Freeman Professor of Management **Bucknell University**
Lewisburg, Pennsylvania, USA

I first discovered the GDIB when I was the Senior Manager for EDI at a multi-national organization. I remembered a talk by a famous Human Rights and Humanitarian ambassador and influencer that caused me to reflect on the reach and impact of my work within the larger global context. He told us that we all have our spaces to make impact—whatever you are doing matters. The GDIB enables us to move the work forward in the spaces we occupy—however humble they may seem.

DR. LORI CAMPBELL,
Principal, Colbourne Institute for Inclusive Leadership **NorQuest College**
Edmonton, Alberta, Canada

The GDIB provides a systemic and structural approach to D&I paving the way for a truly transformative journey. Self-reflection as a leader is critical to continuous growth and learning, and as you navigate the categories and benchmarks, you have to ask yourself—'Am I walking the talk? Am I living this as a leader right now?

KAYLASH NAIDOO, Vice-President, Human Resources, Diversity & Inclusion **AngloGold Ashauti**
Johannesburg, South Africa

Building Inclusion and Diversity (I&D) is a culture change journey for which the GDEIB provides best in class guidelines along two main angles: the scope you embrace, from your first vision to a systemic focus, and the maturity of your action plan, from inactive to best practice. Therefore, the GDEIB is an essential tool for any global organization, at every step of their Inclusion and Diversity strategy.

PASCALE THORRE, Inclusion and Diversity Head, **Heineken**
The Netherlands

The most common question I am asked about equality, diversity, and inclusion is 'what do leading organizations do?' Behind this question is the desire to find out how your organization is doing and more importantly how to improve. The GDEIB fulfills this need like no other resource.

ELISABETH KELAN, PHD, Professor of Leadership and Organisation, **Essex Business School, University of Essex**
UK

I feel that a major strength of the GDEIB is that it is truly 'Global' in scope and application—devised to be relevant in all sectors around the globe, it can also be tailored to fit our specific, local context and needs. A true example of reconciliation in action!

GRANT DOUGLAS,
Senior Professor of Practice **IESEG School of Management**
Lille, France

We still have a long way to walk before we achieve authentic inclusion in its true sense in organizations and in the world at large. The 1st step to the ladder leading to the destination of authentic inclusion is to know where you stand today; and in my experience GDIB is one of the best-known tools to measure that so that one is able to successfully chalk out planned strategy for the future. I have successfully used the tool and know of many leading organizations across the world using it. It really can prove to be the light house showing you the right direction.

DR. AKSHAY KUMAR, Faculty, IIIT Delhi University, Clinical Psychologist & Head of Department, **Artemis Health Sciences**, Director, **Ask Insights**
New Delhi, India

Diversity and inclusion are core values of the NBA. The GDIB has been an invaluable contribution to our Playbook as we work to further integrate D&I into our efforts across our leagues and at each of our teams. The GDIB provides a clear view for each enterprise to see where it is currently on the continuum and what to work on to improve and reach the next level.

ORIS STUART, EVP, Chief Diversity & Inclusion Officer, **NBA**
New York, NY, USA

What sets the GDEIB apart from other D&I maturity frameworks is 1) It is truly global. Because it is reviewed regularly by DEI experts from around the world, it reflects a true global view, rather than western leaning, 2) It is holistic. The framework includes organizational change elements, not just talent management and other human resources activities. Creating true inclusion requires a cultural shift, involving organization and people elements.

NANCY L. NGOU, People Advisory Services, **Ernst & Young Advisory Co., Ltd.**
Tokyo, Japan

The GDEIB is a practical guide for leaders across a variety of business functions looking for behaviourally explicit answers to the question: 'What do you want me to do?' It is an excellent resource for leaders well beyond DEI practitioners.

NADIA YOUNES, Global Head, Employee Experience, D&I, and Wellbeing, **Zurich Insurance**
Zurich, Switzerland

Much remains to be done... we are convinced this initiative brings benefits to organizations and people. It joins a series of other successful initiatives in our country on D&I. Certainly it will not solve historical issues overnight, but the GDIB can support organizations and broaden their view, place points of attention on the map, and develop strategies to speed this movement up in our society.

CRISTINA CARVALHO, Coach e Consultora, **InterElo Consultoria**
São Paulo, Brazil

The GDEIB provides DEI practitioners and leaders with a valuable framework to create diverse and inclusive organizations. At MassMutual, we have used the GDIB as a guidepost for more than a decade as we continue to elevate our game and evolve our D&I strategy.

LORIE VALLE-YAÑEZ, Head, of Diversity & Inclusion, **MassMutual**
Springfield, Massachusetts, USA

What distinguishes the GDEIB from other global benchmarking tools is that it has both gravity and gravitas. It also has longevity and maturity due to it being developed over many years in collaboration with some of the most progressive organizations and diversity experts in the world. Taken altogether, the end result is a tool that has credibility, sustainability, and the capability to bring about real change.

PAUL DEEMER, Head of Diversity and Inclusion, **NHS Employers**
Essex, UK

The GDEIB is an essential and excellent 'go-to tool' to help organisations begin or accelerate their progress in diversity, equity, and inclusion. It is globally applicable and offers breadth and depth across a range of fundamental categories—covering the whole employee experience and more. The GDEIB provides the fundamental indicators of success needed to assess and develop a comprehensive D&I strategy and, when used properly, it effectively engages people in D&I along the way.

NATALIE SIGONA, Head of D&I, **BAE Systems**
London, UK

For the past six years, I have used the GDIB to establish a baseline of organizational performance in diversity recruitment, hiring and retention in Higher Education and not for profits. I have used a variety of assessments, but I find that the GDIB is the most reliable.

DR. CYNTHIA H. LOVE, EdD, Executive Director, **Out for Undergrad (O4U)**
New York, NY, USA

The GDIB is a fundamental tool for any organization that is serious about creating a diverse, equitable, and inclusive workplace. It lays out clearly the scope of work and what success looks like through the categories and critical benchmarks. Developed by experts around the globe through a rigorous process, it provides a comprehensive framework for systemic change.

JUDITH H. KATZ, EdD, Executive Vice President Emeritus
The Kaleel Jamison Consulting Group Inc.
Washington DC, USA

The Global Diversity, Equity & Inclusion Benchmarks continues to be a tremendous asset for guiding our DEI work. The standards provide a comprehensive framework to benchmark our DEI progress—identifying gaps and guiding our strategic action planning. The benchmarking process brings together senior leadership, staff, and stakeholders from across our organization, providing yet another opportunity to demonstrate that DEI is everyone's responsibility, and everyone has a role to play in defining and determining our progressive journey towards positive outcomes.

KAREN FRANCIS, PhD, Director, Diversity and Inclusion
American Institutes for Research
Washington DC, USA

When I get radical, I follow Audre Lorde: 'We cannot dismantle the systems with the tools we have created.' The new GDIB gives us the tools for the future. We are not just taking a seat at the table, but we are literally building the table to address the VUCA (volatile, uncertain, complex, and ambiguous) world of the Four Current Pandemics (COVID-19, Race, the Economy, and Climate change).

MERCEDES E. MARTÍN, President / CEO, **Mercedes Martín & Company**
Miami, Florida, USA

ACKNOWLEDGEMENTS AND SPONSORS

Thank you to all our Expert Panelists for their time, support, and wisdom. Some of our EPs went way beyond the requested review time to provide very specialized insights. This project could not have been successful without our amazing EPs.

Jeanne Spahr, Operations Manager for The Centre, who keeps us on target and running smoothly, and to Vuyelwa Motlali and Ama Magnin who both helped us immensely in organizing the feedback from 112 EPs, over three rounds of review. They helped streamline all the feedback making the authors' job that much easier. Another invaluable member of our team is the talented Shawndra Cox, our graphic artist and branding expert.

Thank you to our amazing sponsors for believing in the GDEIB and supporting us, and thank you to our Board of Directors, our Alliances, our Global Inclusion Council, and our many users who continuously contribute their time, feedback and insights to keep us moving forward.

DIAMOND LEVEL

AmerisourceBergen

AmerisourceBergen fosters a positive impact on the health of people and communities around the world by advancing the development and delivery of pharmaceuticals and healthcare products. As a leading global healthcare company, with a foundation in pharmaceutical distribution and solutions for manufacturers, pharmacies and providers, we create unparalleled access, efficiency and reliability for human and animal health. Our 22,000 global team members power our purpose: We are united in our responsibility to create healthier futures. Accelerating our diversity and inclusion journey is important to our global workforce and our business performance. We believe in creating an inclusive environment where people across all dimensions of diversity can bring their whole selves to work to advance health equity for all. We enable our teams with career opportunities that challenge and inspire the very best to solve complex business problems impacting diverse patient populations in communities around the world. As part of our commitment to fostering a diverse and inclusive culture, AmerisourceBergen recently conducted a comprehensive situation assessment, created a new long-term strategy, and added a new Chief Diversity role. Our strategy is focused on three critical dimensions—people, culture, and community—and is grounded in deep organizational insights, our people data, and industry research and benchmarks.

www.amerisourcebergen.com

BROWN-FORMAN

Brown-Forman Corporation enriches the experience of life by responsibly building quality beverage alcohol brands, including Jack Daniel's, Finlandia, Korbel, el Jimador, Woodford Reserve, Herradura, Sonoma-Cutrer, Benriach, GlenDronach, Slane, and others. Founded in Louisville, Kentucky in 1870 by George Garvin Brown, for more than 150 years the company has worked to uphold the signature promise of its founding brand, Old Forester, that there is "Nothing Better in the Market." Brown-Forman's brands are stewarded by approximately 4,800 employees and sold in more than 170 countries worldwide. The company is committed to creating a diverse, equitable, and inclusive organization as supported by its numerous Diversity & Inclusion Councils, ten Employee Resource Groups, and its *Many Spirits, One Brown-Forman: 2030 Diversity and Inclusion* strategy, which, for the first time, set quantifiable ambitions for the representation of women and people of color. In June 2020, Brown-Forman issued new "Be Better, Do Better" commitments as part of its ongoing journey to drive meaningful change within its organization and hometown community of Louisville, Kentucky.

www.brown-forman.com

macy's

Macy's, Inc. is committed to being a beacon of diversity, equity and inclusion for our colleagues, customers and the communities. We approach each day by embedding diversity and inclusion into how we think, act and operate. We will continue to leverage the Global Diversity, Equity & Inclusion Benchmarks (GDEIB), as a tool to guide the Macy's Inc. holistic strategy and create sustainable change across our five focus areas.

Our five focus areas are:

Colleague: Reflect the full spectrum of our colleagues
Community: Drive impact through partnerships that reflect our goals and values
Customer: Welcome, accept and respect every one of our customers
Marketing: Consistently and genuinely reflect all of our customers
Supplier: Drive growth with underrepresented suppliers

We are accelerating our diversity and inclusion efforts, guided by action, transparency and accountability to create a culture rooted in equality for our colleagues and customers. The Global Diversity, Equity & Inclusion Benchmarks (GDEIB) provides the global standard for us to get better every day.

www.macys.com

∴∵∴ MassMutual

MassMutual is a leading mutual life insurance company that is run for the benefit of its members and participating policyowners. Founded in 1851, the company has been continually guided by one consistent purpose: we help people secure their future and protect the ones they love. With a focus on delivering long-term value, MassMutual offers a wide range of protection, accumulation, wealth management and retirement products and services. We believe we are stronger when all voices are heard, and unique and varied perspectives and experiences are valued. We view diversity and inclusion as the catalysts that will continue to drive growth and innovation at MassMutual, creating a better company for our customers, employees and financial advisors. Our diversity and inclusion journey began more than a decade ago as we sought to reach more diverse customers and provide them with financial solutions to protect their loved ones. Since then, diversity and inclusion have been embedded in every aspect of our business. We prepare our leaders to drive cultural change through transformative education, transparency around our metrics, and a shared accountability model for achieving results. We're committed to fostering an inclusive and dynamic environment where our employees are valued for who they are, feel that they belong, and can build successful careers. We advocate for fairness, equity, and inclusion at our company and within our communities. We publicly stand up for the rights of others, and many times, we have led the way. We've joined regional and national efforts to advance diversity and inclusion in workplaces across America, lending our expertise and talent to the CEO Action for Diversity & Inclusion, Boston Women's Workforce Council Talent Compact, and Paradigm for Parity.

www.massmutual.com

PLATINUM LEVEL

BCT PARTNERS
Your Partner in Solutions that Matter

BCT Partners is an international, multi-disciplinary consulting firm that delivers a full range of research, consulting, training, technology, and analytics services. BCT's mission is to provide insights about diverse people that lead to equity. We are a global leader in helping organizations make better decisions, improve outcomes and amplify their impact toward a more equitable society. BCT helps organizations compete in a diverse world by unlocking the power of culture, diversity, equity and inclusion (DEI) in the workforce, workplace, marketplace and community. We offer a full range of DEI products and services including a DEI Workforce and Workplace Assessment, Through My Eyes Virtual Reality (VR) for Human Understanding, Rali learning experience platform, and Precision Analytics for determining what works for whom and measuring impact. BCT has been recognized by Forbes as one of America's Best Management Consulting Firms, Manage HR Magazine as a Top 10 Firm for Diversity & Inclusion, CIO Techie as one of the Most Trusted Government Technology Firms, and the Black Enterprise BE 100 list as one of America's largest Black-owned businesses.

www.bctpartners.com

CGL Consulting helps organizations develop a strategic focus on diversity, equity, inclusion, accessibility, and anti-racism.   Founder and President, Cathy Gallagher-Louisy, is a GDEIB Expert Panellist with over 16 years' experience specializing in diversity, equity, inclusion, accessibility, and sustainability/corporate social responsibility. CGL Consulting works extensively with leadership teams, human resources teams, and organizational diversity councils/committees to deliver customized solutions that help organizations progress in their diversity, equity, and inclusion journey. CGL Consulting provides a range of learning and coaching services including unconscious bias, anti-racism, inclusive leadership, and cultural competence development among other topics. Additionally, CGL Consulting is a trusted partner in providing assessment, measurement, and strategic planning services as well as ad hoc advisory services. CGL Consulting has pledged to donate 10% of revenues generated from consulting work using the GDEIB to The Centre for Global Inclusion.

www.cglconsulting.ca

Citi, the leading global bank, has approximately 200 million customer accounts and does business in more than 160 countries and jurisdictions. Citi provides consumers, corporations, governments and institutions with a broad range of financial products and services, including consumer banking and credit, corporate and investment banking, securities brokerage, transaction services, and wealth management.

Additional information may be found at www.citigroup.com | Twitter: @Citi | YouTube: www.youtube.com/citi
Blog: http://blog.citigroup.com | Facebook: www.facebook.com/citi | LinkedIn: www.linkedin.com/company/citi

Ville de Montréal Montréal is the largest French-speaking city in North America and is distinguished by its exceptional cultural vitality and internationally recognized creative forces. With the goal of providing Montrealers with a pleasant and prosperous place to live, our city remains attentive to the changing needs of its population and adapts on an ongoing basis. To do so, it relies on the skills and expertise of its 28,000 employees who serve 1.8 million citizens. As the biggest employer in the metropolitan area, our city's goal is to reflect the diversity of the people of Montréal in its workforce. Montréal draws on the talents of employees of different genders, ages, backgrounds, cultures and experience. Our Equal Access to Employment Program aims at ensuring a fair and equitable hiring process to all applicants. In 2020, Montréal was awarded the 2020 Platinum Equality Certification by the Women in Governance organization. This certification aims to recognize the efforts of organizations around gender equality and diversity in the workplace at all levels and categories of employment. In 2021, Montréal will implement a new DEI strategy inspired by the GDEIB.

montreal.ca

ERM is a leading global provider of environmental, health, safety, risk, social consulting services and sustainability-related services. We work with the world's leading organizations, delivering innovative solutions and helping them to understand and manage their sustainability challenges. To do this, we have more than 5,500 people in over 40 countries and territories working out of more than 160 offices. For 50 years we have been working with clients around the world and in diverse industry sectors to help them to understand and manage their environmental, health, safety, risk and social impacts. The key sectors we serve include oil & gas, mining & metals, power, manufacturing & pharmaceutical, chemical, and technology, media & telecommunications. All face critical sustainability challenges and our clients in these and many other areas rely on our ability to assist them operate more sustainably, which has a positive impact on our planet. We contribute to the global dialogue on sustainability and expect our work on sustainability challenges and opportunities to deliver growth.

www.erm.com

At Evolution, we believe that businesses, and the leaders who lead them, have the power to change our world. We believe that business is the leverage point for global change and the place that is already writing the next chapter in human history. We believe that by thoughtful and intentional growth in the heart and mind of the leader, in the team and culture, and the organization and product itself, the greatest and most sustainable impact can be had. We believe in Evolutionary Business. Evolution is a community of people who share similar values. Chief among these values is Anti-Racism, and a willingness to do our own work in the realm of Diversity, Equity, Inclusion & Sustainability (DEIS) individually, as a company, and as a community. This allows us to bring ending oppression work to our clients from an authentic place. While we are seeing change happen in this country in combating our existing systems of oppression, we understand this is an ongoing fight that requires we all join in.

www.evolution.team

The Forum on Workplace Inclusion® – or The Forum for short – expands mindsets, skill sets, and tool sets necessary for true workplace inclusion. We do this through our events and programs like our Diversity Insights Presentations and our monthly professional Webinars as well as our website and Forum Podcast. Each year, we host our flagship event – The Forum on Workplace Inclusion annual conference: the largest workplace diversity, equity, and inclusion conference in the US and one of the largest in the world.

www.forumworkplaceinclusion.org

Iceberg Cultures of Inclusion is a Diversity, Equity and Inclusion training and consulting company based in Latin America. Since 2009 training expatriates, global teams, and regional leaders with international exposure about cross-cultural work and adaptation strategies; and also working together with Diversity and Inclusion Teams, Organizational Development and Human Resources departments in international organizations with the purpose of developing inclusion, equity and diversity strategies, business case, and learning and education programs. We are an experienced, diverse and multicultural team able to understand the cultural similarities and differences when it comes to work at Diversity, Equity and Inclusion regional programs in Latin America. The countries we have been worked most are Colombia, Argentina, Brazil, México and Chile. This with international corporations of several industries as Finance and Insurance, Oil and Gas, Construction, Pharmaceutical, Agriculture, Chemistry, Manufacturing, Consumer Goods, and much more. Our team is highly qualified to work throughout all levels within organizations: from entry levels and young professionals to directors and CEO's. Shirley Saenz – Director of Iceberg Cultures of Inclusion. Intercultural, Diversity, Equity and Inclusion Expert.

www.icebergci.com

InterElo is an organizational development consulting firm based in São Paulo - Brazil. Our team is composed by experienced coaches certified by the International Coach Federation, talented mediators, and high-qualified consultants with expertise in areas such as talent and leadership development, career management, mediation and diversity (DEI). Our value proposition is sharing our knowledge to build an inclusive and collaborative working environment to support continuous learning for individuals, teams and organizations. InterElo's unique approach to delivering efficient consulting processes and strategic insights helps companies to achieve their goals. InterElo offers consulting services and advises companies to define strategies to manage diversity, equity and inclusion, as well as implements projects and manages their progress. We also analyze and map the installed diversity to identify strengths, development needs and potential threats, regarding to this field. InterElo also helps organizations to review their Recruitment, Performance Management, and Training & Development Processes. We also offer workshops to empower multipliers, partners, managers, and employees and promote a strategic discussion about the importance of diversity, equity and inclusion, having the GDEIB conceptual basis. One of the InterElo's focus on diversity, equity and inclusion, is to encourage brazilian organizations to adopt the GDEIB.

www.intereloconsultoria.com.br

MCLEOD WHITE & ASSOCIATES

McLeod White & Associates is a Canadian based global management consultancy firm providing Organization Development and Change Management services in the areas of systems thinking, facilitation and training, equity, diversity and inclusion, leadership and strategic planning, to support equitable and inclusive, sustainable work environments for all. We work with a talented network of partnerships in the field, depending on the client's needs. With a background of internal organizational experience in best practice and benchmarked equity and diversity work, and experience of broad sectorial consulting, McLeod White provides consulting services to corporate, government, and community/non-profit clients to support them leading the process of organizational change, identifying and creating initiatives that will enhance their abilities to sustain change in their own environments. Client work includes organizational diagnosis; creation and support of Committees to advance minority and organizational agendas; human rights audit support; communications support and tools; training design, development and delivery; and a wide range of change, diversity and inclusion projects to support clients achieving their goals of equity and inclusion.

lynmcwhite@aol.com

Ontario Power Generation (OPG) is a climate change leader with one of the most diverse generating portfolios in North America. We invest millions in local economies and employ thousands of people to maintain a modern, sophisticated energy fleet. We also partner with local, environmental and Indigenous groups to improve the well-being of our site communities. Over OPG's 20-year history, our reliable, low-cost, clean electricity has powered the lives of millions. We continue to provide more than half the power Ontarians rely on every day, at a price that's about 40 per cent less than the average of other generators. Having delivered one of the world's single largest climate change actions by closing our coal stations, OPG now looks to the future. We're investing in new technologies that will drive the clean economy -- from transportation electrification, to small modular reactors, to energy storage, micro grids, and medical isotopes. At OPG, we believe Ontario's energy future is bright. Learn more about OPG and our commitment to be a net-zero carbon company by 2040.

www.opg.com

PARTNERS IN DIVERSITY®

Partners in Diversity (PiD) works with employers to address critical needs for achieving and empowering a workforce that reflects the rapidly changing demographics of the Pacific Northwest. We accomplish these goals through educational programs, a career center and resources for CEOs, human resources professionals and diversity influencers. PiD also helps recently relocated professionals of color connect with the multicultural community through major networking events such as our signature Say Hey! event, civic engagement opportunities, social media and personal relationships. PiD conducts regular scientific research that inform the ways in which Oregon and southwest Washington employers can successfully diversify and retain multicultural talent. The Workforce Diversity Project, completed in 2017, and the Diversity Retention Project, completed in 2020, reveal key findings to the why employers struggle with recruitment and retention, and provides solutions to better recruiting and retention strategies. Partners in Diversity is a membership-based organization that operates as an affiliate of the Portland Business Alliance Charitable Institute, a 501 (c)(3) nonprofit organization.

www.partnersindiversity.org

Payroc is a high-growth, international payment processing powerhouse operating in 46 countries, and processing over $29 billion for more than 66,000 businesses. Our mission is to empower our clients with world class financial technology, while preserving a unique culture guided by our core values. In an inherently complex industry, we have the power and the responsibility to streamline and provide clarity. It is our mission to peel back the layers to get to the core of our customers' & partners' needs, ensuring they get everything they need and nothing they don't. Payroc offers best-in-class sales enablement and credit card processing technology with a personal touch. We partner with innovative financial institutions, independent sales agents and software companies, to create a platform that lives up to our mission. Internally, we are guided by core values and put our people at the heart of everything we do. Payroc believes in supporting and practicing diversity, inclusion, charity and integrity in all things #PeopleAreTheRoc.

www.payroc.com

Westfield was founded in 1848 by a small group of hard-working farmers who believed in the promise of the future and the power of the individual. That promise is evident today in the company's mission to enable customers' peace of mind and financial stability. Today, as one of the nation's leading P&C companies, Westfield remains true to its vision and dedication to making a positive difference in the lives of its customers offering personal insurance in 10 states, commercial insurance in 21 states and surety services in 50 states through a network of more than a thousand independent agencies. Westfield believes in the power of community – where we take care of each other and value everyone equally. Last year, in the wake of COVID-19 and social unrest, the company knew they had a responsibility to do more. Being mindful of the additional barriers that people and communities of color face, the company aims to do more in their D&I efforts and more for the community. Westfield's corporate foundation continues to help families and businesses stabilize and recover.

www.westfieldinsurance.com

GOLD LEVEL

Established in 1946, with headquarters in Arlington, Virginia, the American Institutes for Research (AIR) is a nonpartisan, not-for-profit organization that conducts behavioral and social science research and delivers technical assistance both domestically and internationally in the areas of human services, health, and international development. AIR's mission is to generate and use rigorous evidence that contributes to a better, more equitable world. AIR's commitment to diversity, equity, inclusion (DEI), cultural and linguistic competence (CLC) is essential to our mission and pivotal to our strategic goals. To support diversity, equity and inclusion in the workforce and enhance capacity to work effectively in diverse communities, we are guided by principles of cultural and linguistic competence (CLC) to enhance knowledge, skills, and dispositions of staff to effectively conduct projects, research and operations necessary to address the wide-ranging needs of clients and the communities that we serve. Staff at every level within AIR are engaged in our intentional and comprehensive approach to DEI and CLC integration efforts. We constantly assess where we are as an organization, we set goals and benchmarks, and we create opportunities to share and course correct as necessary to drive our improvement and progress. www.air.org.

Archbright is the go-to resource for Pacific Northwest USA employers. At our core, we offer easy access to expert HR, Safety, and Legal Advice through an affordable annual membership. Our focus is helping companies elevate workplace performance—by helping them be compliant with hundreds of employment laws and build more engaged workforces. With three membership levels to choose from, employers can align our services with their needs and budget. Benefits may include access to our HR and Safety Hotlines, employment law and labor law advice, compensation survey data, and mozzo, our new online platform designed to connect members to our expert HR and safety resources. Members can also purchase additional services that span every stage of the employer-employee relationship, including HR Consulting, Employee and Leadership Training, Retirement Programs, Safety Consulting, Retrospective Rating Programs, Claims Management, and Labor Relations. And all at a price and quality unmatched in the market place. We treat every employer engagement like it is the most important issue we have, because it is. It's yours, and that makes it ours. www.archbright.com

At BAE Systems, we provide some of the world's most advanced, technology-led defence, aerospace and security solutions. We employ a skilled workforce of 85,800 people in more than 40 countries. Working with customers and local partners, we develop, engineer, manufacture, and support products and systems to deliver military capability, protect national security and people, and keep critical information and infrastructure secure. BAE Systems is committed to being an inclusive organization with a diverse workforce that reflects the global communities in which we work. We believe that developing an inclusive, diverse workplace in which all employees can be their best selves and contribute their unique experiences, beliefs and insights helps us drive innovation, enhance employee engagement and accelerate our performance. It's is not just the right thing to do, it will differentiate and strengthen our competitive advantage for the future. www.baesystems.com

Blue Cross Blue Shield of Massachusetts is a community-focused, tax-paying, not-for-profit health plan headquartered in Boston. We have been a market leader for over 80 years, and are consistently ranked among the nation's best health plans. Our daily efforts are dedicated to serving our 2.8 million members, and consistently offering security, stability, and peace of mind to both our members and associates. We are dedicated to creating an inclusive and rewarding workplace that promotes excellence and provides opportunities for employees to forge their unique career path. www.bluecrossma.org

The Canadian Centre for Diversity and Inclusion is an education-led, consulting service and social organization with a mandate to drive inclusion, diversity, equity and accessibility (IDEA) as a business imperative and a social equity vehicle across North American workplaces. CCDI uses its platform to help dismantle agents and systems of prejudice and discrimination and generate the awareness, dialogue and action for people to recognize diversity not just as the right thing to do, but the smart thing to do. CCDI's largest constituency is employers. It currently has over 350 Employer Partners and helps to deliver on this mandate by hosting Community of Practice events, monthly webinars, and the annual UnConference. CCDI engages in research and utilizes thought leadership and toolkits to help drive change; conducting in-person workshops and providing eLearning solutions to help educate people on the broad subject of IDEA. www.ccdi.ca

Created in 2012, Charlotte Sweeney Associates (CSA) is one of the most sought-after consultancies for their expertise, thought leadership and track record of delivering effective Inclusion and Diversity change for companies around the world. Led by Charlotte Sweeney OBE, a leader in the field of Inclusion, Diversity and Change Management. Charlotte has won numerous awards for her work and was awarded OBE in the New Year's Honours List 2017 for services to Women and Equalities. Her book on effective I&D strategies was published by The Financial Times and was shortlisted for Management Book of the Year by the Chartered Management Institute (CMI). Charlotte Sweeney Associates specialises in supporting and enabling companies to create and deliver I&D change strategies, ensuring these are embedded throughout the organisation to form a platform for sustainable and pragmatic change. Our ethos is to tailor our services to the requirements of every client, creating a more inclusive and diverse workplace. Acknowledging where each organisation is in their I&D journey, we work in partnership, acting as part of the wider delivery team to create and deliver the right solutions at the right time. www.charlottesweeney.com

Equal Justice Works is a nonprofit organization with a vision of building a community of lawyers committed to public service to fulfill our nation's promise of equal justice for all. We are the nation's largest facilitator of opportunities in public interest law and offer programs for law students as well as post-graduate Fellowship programs for lawyers. The organization brings together an extensive network of law students, lawyers, legal services organizations, and supporters to promote a lifelong commitment to public service and equal justice. Following their Fellowships, more than 85% of Equal Justice Works Fellows remain in public service positions, continuing to pursue equal justice for underserved communities. www.equaljusticeworks.org

Mandate Molefi is a global consultancy firm based in Johannesburg, South Africa with a track record that spans over 20 years. We partner with clients to co-create innovative solutions to workplace challenges by providing customized Diversity, Equity and Inclusion facilitation services. We are a Black, female owned company specializing in Whole System Culture Change, Values Alignment, and Leadership Development. We offer DEI Coaching and Mentoring support to Leaders to help them create an Inclusive, High Performance Culture where everyone can thrive. Mandate Molefi has designed and implemented a ten-step model for iterative culture change. This model adopts a systemic approach to DEI and seeks to attain a lasting solution as opposed to short term, compliance-based solutions. Our multidisciplinary, diverse, multilingual team of consultants are experienced change champions and change advocates who have provided services in different regions and industries around the world. We specialize in facilitating courageous conversations and dialogue sessions with a variety of boards, trustees, executive committees and labour unions. Our clients vary from large, listed corporates, owner managed businesses, non-profit organizations, the Judiciary, Law Firms, and School governing bodies and teachers. Our team has spoken at numerous International conferences on the topic of DEI and Culture Change. www.mandatemolefi.co.za

At Merck, we aspire to be the premier research-intensive biopharmaceutical company in the world. For 130 years, Merck (known as MSD outside of the U.S. and Canada) has been inventing for life, bringing forward medicines and vaccines for many of the world's most challenging diseases in pursuit of our mission to save and improve lives. We demonstrate our commitment to patients and population health by increasing access to health care through far-reaching policies, programs and partnerships. Today, we continue to be at the forefront of research to prevent and treat diseases that threaten people and animals – including cancer, infectious diseases, such as HIV and Ebola, and emerging animal diseases. For more about our work in diversity, equity and inclusion, please go to our website at: www.msdresponsibility.com/employees/global-diversity-inclusion

We believe that if your people better understand how the psycho-social aspects of work and the workplace affect them, they'd be better managers, leaders and performers. Moreover, if they were better equipped to empower themselves and their teams to bring their best selves to work, more organizations would thrive. Our purpose is to develop more compassionate, enlightened leaders of tomorrow and advance the cultivation of workplaces where people feel a sense of belonging and thrive. Price Global is an award-winning consultancy that catalyzes transformative workplace change. We partner with our clients as DEI advisory on strategy and assessment. We specialize in developing people managers through deeply immersive training and coaching programs. We equip managers with the knowledge, skills and tools needed to cultivate diverse, inclusive and equitable workspaces where people can bring their best selves to work and be fully engaged. The result of our work is the creation of inclusive future leaders, more successful teams and thriving and productive workforce. www.price-global.com

QED Consulting is a 32-year-old management consulting company with broad global experience and a wide talent base of consultants and partner organizations. Our specialty is consulting, training and programme development in the areas of Leadership, Values & Ethics, Culture, Diversity & Inclusion and Change, and the alignment of Strategy, People and Processes. The United Nations Secretariat and its Agencies, Funds and Programmes are among our primary clients. QED has worked with the UN Secretariat as well as FAO, ICAO, ILO, IMF, UNAIDS, UNDP, UNFCCC, UNICEF, UNSSC, WFP, WHO, WIPO, WMO, and WTO. We have also worked with leading organizations such as NASA, CERN, and the Judiciary of South Africa, and educational and non-profit organizations such as Columbia University, Harvard, CGIAR, the IRC, and OXFAM. Private sector clients include Fortune 500 Global companies such as AXA, BP, Centrica, Deloitte, Delphi, EY, GE, GSK, Home Depot, KPMG, Nokia, Pfizer, RBS, Sony, and UBS. We have provided strategic consulting and training for leadership development, diversity and inclusion, ethics and integrity, negotiation and influencing, conflict management, teambuilding, organizational development and change management to multiple clients across industries. We have worked in over 70 countries using a talented global team of consultants. QED Consulting is a Registered United Nations Vendor. www.qedconsulting.com

R.A.C.E. for Equity, LLC is an African-American woman-owned, global management consulting firm. Our mission is to build the capacity of organizational and community leaders to advance equity through data-driven decisions that have measurable outcomes. The R.A.C.E. for Equity approach includes a customizable program, "Building an Equitable, Results Based Organization™". Through the application of Results-Based Accountability™ and a culturally responsive approach, the program emphasizes the use of data-driven decision making that centers upon lived experiences of the people directly impacted by the decisions. Founder, Deitre Epps, is a champion of achieving equity and community well-being through organizational and community development. She designed and pioneered an antiracist praxis using evidence-based decision-making and the inclusion of community member voices. She is committed to meaningful engagement, sustainable partnerships, and culturally-relevant solutions. Deitre has facilitated numerous cross-cultural conversations in the development of multi-sector community and organizational plans for government agencies, universities, philanthropic and non-profit organizations. Her work has spanned the globe, including five continents and numerous countries. She is a force for change, adroitly working through complex situations with dynamic energy and graceful guidance. www.raceforequity.net

SDS Global Enterprises, Inc. (SDS) is a woman and minority-owned C-Corporation that provides strategic development solutions that enable organizational leaders to build high-performing, equitable, and inclusive cultures that thrive in a competitive and changing environment. We specialize in such areas as HR strategy development, talent management, diversity & inclusion, leadership effectiveness, personal and professional reinvention, and organization/culture transformation. With more than thirty years of experience and proven results, we continue to be a highly sought-after resource for many organizations. We are headquartered in Tampa Bay, Florida, and in recent years we have expanded our offerings and our reach to various industry sectors and geographic locations, including outside of the U.S. to include Canada, South Africa, Europe, Latin America, Asia, United Arab Emirates, and the Caribbean. www.drshirleydavis.com

In today's workplace, it is essential that everyone is able to contribute to a culture that honours diversity and encourages inclusion. The Colbourne Institute for Inclusive Leadership (CIIL) provides a range of services that encourage and support organizations in developing and sustaining inclusive cultures. We deliver customized and focused solutions, working closely with clients to develop an inclusive culture through workshops, training, assessment, and consultation, and have been cultivating inclusion capability in organizations for over a decade. The team is committed to research informed practice, taking into account the continually shifting economic, political, and cultural landscape and the need for continual renewal of our practice to ensure our approaches are resonant to the needs and contexts of our stakeholders and communities. We are also committed to the community of practice of our colleagues and co-learners in DEI and Anti-racism and understand that it is our collective response that is critical to the organizational transformation we all seek. The CIIL is located in the Continuing Education and Partner Solutions division of NorQuest College in Edmonton, Alberta. www.linkedin.com/school/norquest-college/

SILVER LEVEL

BRONZE LEVEL

Amorell Saunders | Expedia Group | G2nd Systems | Global Organization for Leadership and Diversity

Greater Cleveland Partnership | HoopGains Training | INclusion INcorporated

Innovative Communities at the Workplace | INTERGLOBE Cross-Cultural Bsn. Scvs., Inc | Jacqueline Jenkins

Julie Winkle Guilioni | K. Iwata Associates, Inc | Long Live the Kings | MEECO Institute | Melanie Harrington

Nancy Ngou | ON Semiconductor | Organizational Concepts | Rosalind Spigel | Shelly Roth

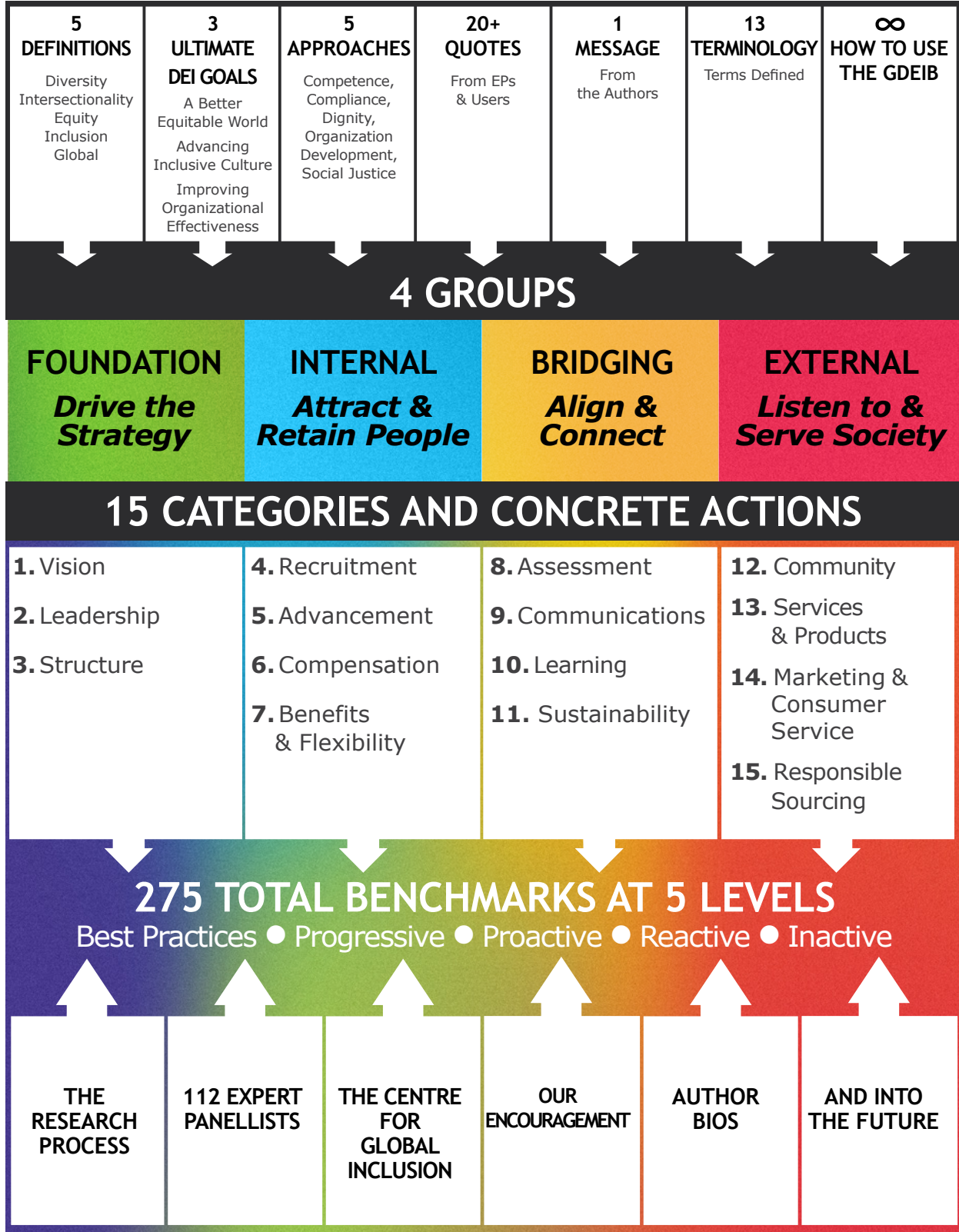The People Company | Vital Shift Consulting

Global Diversity, Equity & Inclusion Benchmarks

AT-A-GLANCE AND BY-THE-NUMBERS

For all sectors, sizes, & types of organizations around the world

5 DEFINITIONS	**3** ULTIMATE DEI GOALS	**5** APPROACHES	**20+** QUOTES	**1** MESSAGE	**13** TERMINOLOGY	**∞** HOW TO USE THE GDEIB
Diversity Intersectionality Equity Inclusion Global	A Better Equitable World Advancing Inclusive Culture Improving Organizational Effectiveness	Competence, Compliance, Dignity, Organization Development, Social Justice	From EPs & Users	From the Authors	Terms Defined	

4 GROUPS

FOUNDATION *Drive the Strategy*	INTERNAL *Attract & Retain People*	BRIDGING *Align & Connect*	EXTERNAL *Listen to & Serve Society*

15 CATEGORIES AND CONCRETE ACTIONS

1. Vision	4. Recruitment	8. Assessment	12. Community
2. Leadership	5. Advancement	9. Communications	13. Services & Products
3. Structure	6. Compensation	10. Learning	14. Marketing & Consumer Service
	7. Benefits & Flexibility	11. Sustainability	15. Responsible Sourcing

275 TOTAL BENCHMARKS AT 5 LEVELS

Best Practices ● Progressive ● Proactive ● Reactive ● Inactive

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ULTIMATE GOALS OF DEI

▶ Creating a better, equitable world for everyone

▶ Advancing an inclusive culture

▶ Improving organizational effectiveness

CREATING A BETTER, EQUITABLE WORLD FOR EVERYONE

Professionals in the field, people engaged in DEI, and colleagues at progressive organizations agree that an ultimate goal is to help create a world that is better for everyone. The goal may be stated in different words and with different points of emphasis; however, a consensus exists on a long-term purpose:

- Contribute to the greater good of society

- Create a world that is fair, just, respectful, and equitable

- Eliminate injustice and oppression to create a world where everyone can enjoy peace and prosperity

Social justice underpins much of the DEI work being done especially in public policy, community work, and development initiatives. There are many organizations firmly committed to doing what is right and ethical for all stakeholders.

ADVANCING AN INCLUSIVE CULTURE

There cannot be any doubt about the enormous benefits diversity can bring to an organization. Much research has demonstrated that organizations with diverse leadership and diverse teams can outperform those with homogenous leadership and homogeneous teams. However, a key part of successful and diverse teams is enabling an inclusive workplace culture.

An inclusive culture results in an organization where respect, equity, and positive recognition of differences are cultivated, diverse voices are heard, and everyone feels valued.

IMPROVING ORGANIZATIONAL EFFECTIVENESS

Each organization should develop its own rationale or business case for DEI. A well-designed and well-executed DEI strategy with the engagement of relevant stakeholders can help an organization:

- Achieve its organizational vision, mission, strategy

- Live its values

- Attract and retain diverse talent

- Build strong and high-performing teams

- Cultivate engaged leaders who inspire inclusion and champion diversity

- Leverage a range of backgrounds and skills to enhance creativity, innovation, and problem solving

- Increase engagement, motivation, and productivity

- Improve the quality of work/life integration

- Enhance the organization's reputation/brand as an employer or provider of choice

- Minimize risk and exposure to ensure compliance with legal requirements

- Sustain an environment that treats people fairly and equitably

INTRODUCTION

Diversity, Equity, and Inclusion (DEI) have emerged as worldwide practices that are critical to an organization's success and its sustainability. As with other disciplines, such as quality and safety, standards are needed to establish criteria to measure and monitor progress. We continue to learn from what is working across the globe.

The GDEIB is a Guidebook with a supporting Suite of Tools, many of which are found on our website at www.centreforglobalinclusion.org:

- Miscellaneous Slide Deck—about 100 slides that users can select from and use for presentations, training, and other purposes.
- Assessment Checklist and Leaders Guide. This is a 7-step collaborative process to access the current state of the organization or department on each of the 15 categories.
- Several training activities. For example, there is a short activity on The Approaches that many find an insightful experiential activity.
- Several handouts, including an overview, titled Overview, and a selection of two benchmarks per category, titled Benchmarks Sampler. There is also a handout on the 15 Actions that can be given to those who want a "one-pager."
- And more tools are coming.

DEFINITIONS OF KEY TERMS IN THE GDEIB

We believe it is important to define what we mean by "diversity," "equity," "inclusion," "intersectionality," and "global." Users may also wish to research the literature to discover other definitions and select what works best for their organization and its stakeholders.

Diversity refers to the variety of similarities and differences among people, often called diversity dimensions, including, but not limited to: gender, sex, gender identity and expression, ethnicity, race, native or indigenous identity/origin, age, generation, disability, sexual orientation, culture, religion, belief system, marital status, parental status, pregnancy, socio-economic status/caste, appearance, language and accent, mental health, education, geography, nationality, work style, work experience, job role and function, thinking style, and personality type.

Representation of various diversity dimensions within organizations may vary by geography, time, or organization.

Intersectionality refers to complex ways in which individuals hold many marginal group affiliations at the same time. These identities can combine, overlap, or intersect in a person or group resulting in multiple, interdependent systems of discrimination or oppression (for example a black woman, a poor Indigenous person, or a gay person with a disability). Thus, the intersectional experience of one person or group is greater than the sum of the individual forms of discrimination or disadvantage.

As we go to press with the 2021 version of GDEIB, there are many discussions around the world on the evolving definition of intersectionality. We recommend that before using the term in your context, you engage with local experts and read the latest articles and literature on the topic.

Equity is about fairness and justice. It is about taking deliberate actions to remove systemic, group, and individual barriers and obstacles that hinder opportunities and disrupt well-being. Equity is achieved through the identification and elimination of policies, practices, attitudes, and cultural messages that create and reinforce unfair outcomes.

The difference between equality and equity must be emphasized. Although both promote fairness, equality achieves this through treating everyone the same, regardless of need and circumstances. Equity achieves this through treating people differently dependent on need, circumstance and consideration of historical and systemic inequities.

Inclusion is a dynamic state of feeling, belonging, and operating in which diversity is leveraged and valued to create a fair, healthy, and high-performing organization or community. An inclusive culture and environment ensure equitable access to resources and opportunities for all. It also enables individuals and groups to feel safe, respected, heard, engaged, motivated, and valued for who they are.

Global simply means that the GDEIB is designed to apply to organizations anywhere in the world. These Benchmarks are not limited to multi-national organizations or those organizations that work internationally. The Benchmarks are not specific to any industry, country, or culture.

HOW TO USE THE GDEIB

If you want a quick fix,
the GDEIB is not for you!

There are several elements that distinguish the GDEIB from other maturity models or standards. Most notably, the GDEIB helps organizations focus on results.

The GDEIB offers organizations an opportunity to progressively and comprehensively address sustainable DEI growth and development.

DOING COMPREHENSIVE DEI WORK IN ORGANIZATIONS

The GDEIB is designed to guide organizations to achieve best practices. The model with its 15 categories helps leaders and DEI professionals implement strategies that work as an integrated system. Achieving many of the benchmarks in any given category is dependent on the achievement of benchmarks in other categories.

A system is composed of interactive parts connected through relationships, practices, and processes. Decisions and actions in one part of the system create consequences – intentional and unintentional—for neighboring parts of the system. For example, the decision to extend hours to provide healthcare services to shift workers may result in a hardship for existing employees and create retention and recruiting challenges.

EXAMPLES OF SYSTEM CONNECTIONS THAT MATTER

- If an organization wants to attract, retain, or promote women, it will need to have a strategy (Category 1), hold leaders accountable for goals to achieve the strategy (Category 2), develop women in the organization and leaders to support them and their advancement (Categories 5 and 10), ensure that compensation is competitive (Category 6) and that benefits are such that women will join and stay with the organization (Category 7).

- It is unlikely that good customer service will be provided (GDEIB Category 13) if employees are not well trained (Category 10) or if leaders aren't held accountable for ensuring that effective customer service is provided (Category 2).

- No matter how well leaders are briefed on the need to meet certain goals, if they aren't rewarded for meeting those goals (Categories 2 and 6) or reminded (Category 9) or educated on how to reward people (Category 10), it is less likely that the goals will be met.

FOCUS ON MORE THAN ACTIVITIES

Effective DEI work is not a simple matter of focusing on one or two activities. Often, we hear leaders and some DEI practitioners proclaim, "We plan to focus our resources on three things this year." Those three things may be good things to do, but they often are not tied together strategically or may require a significant amount of promotion and communication, which is not part of the budget. Incomplete planning like this can often fail.

For most effective DEI work, organizations will probably need to be at least a Level 3 on most of the categories in the Foundation and Bridging Groups. It is generally not effective to focus on one category or group or on a personal favourite project of someone with a strong voice. It is also inadvisable to dismantle the GDEIB model or ignore parts of it.

WHAT ARE SOME EFFECTIVE WAYS TO USE THE GDEIB?

- **To co-create the desired state of DEI in your organization.** Use the GDEIB to re-view, refresh, and agree on your organization's DEI vision, mission, strategy, and goals.

- **To assess the current state of DEI in your organization.** Those who have signed the User Agreement may request the free The GDEIB Assessment Checklist, Leader Guide and Participant Materials. This is a 7-step GDEIB implementation process using group discussion to determine how those participating perceive the organization's current state on the benchmarks.

- **To engage management and staff in DEI.** One way to engage management and staff in this process is for small groups to discuss the categories and strive to reach consensus on the level at which their departments or organizations currently rate. Repeating this process with different organizational groups, and tracking results over time, can measure the perception of the organization's progress and show the organization where gaps to achieve best practice still exist.

- **To determine short-term and long-term goals.** Once you know which benchmarks you want to attain, you can apply the levels as phases to create short-term and long-term goals either for the entire organization or specifically for its departments, functions, and locations. Integrate your DEI goals into any goal-setting process that your organization has in place.

- **To measure progress.** When you are in the process of setting goals, you will need to determine how to measure the achievement of those goals. We suggest you apply whatever process your organization uses to measure other organizational goals. For example, if your organization uses an employee opinion survey, client satisfaction survey, or employee engagement survey, you may want to use the GDEIB to craft wording for some of the survey items.

  After measuring your current state, we suggest that you agree on intervals to repeat the cycle (12 months, 18 months, and so forth) and assess progress. Our experience suggests that it can take a year or longer to move up a level. It may be best to under-promise and over-deliver than vice versa.

- **To assist in hiring DEI staff and consultants, and on a more limited basis... all employees.** Use aspects of the GDEIB to craft questions for the interviewing process. Write questions from Levels 3, 4 or 5 in each of the 15 categories to assess the breadth and depth of your candidate's experience. This will help you determine if the internal staff member or consultant you are hiring has the breadth of experience they need to help guide a comprehensive, systems-oriented DEI process. Based on the categories, ask them to describe their experience and then determine if it aligns with the work you expect them to do. This process may also cause you to reexamine what you are hiring them to do. You can use GDEIB on a more selective basis as a guide for interviewing employees for the knowledge, skills, and abilities that would foster a diverse, equitable, and inclusive workplace.

- **As a "gift" to organizations in your community.** Some organizations have volunteer programs to help nonprofits, non-governmental organizations (NGOs), or other organizations in their community or sector. Sharing the GDEIB with them is one way to do that.

What cautions or limitations should we be concerned about when using the GDEIB?

We recognize that conditions, needs, and perspectives vary greatly worldwide. Many differences need to be taken into consideration about how the GDEIB is used, including: organizational culture, country culture, approaches to DEI, sector and type of organization, organization size, legal and compliance requirements, and diversity dimensions, to name a few.

Here are several cautions and limitations:

• As with all resources that help organizations improve operations, having leadership that understands the complexities of change management and the need for an appreciative mindset is critical. It is our recommendation that organizations should, if not experienced in working with DEI, hire a staff member and/or a consultant with significant experience to guide the DEI work.

• When using the GDEIB to rate your organization's progress, remember that when you ask for opinions you are getting just that—opinions. Opinions are perceptions and reflect a point of view at a period of time. Some individuals and cultures may tend to give relatively higher ratings and others may be more critical and rate lower. Keep in mind that the communication of opinions and feedback from staff will be influenced by culture-specific factors such as past experience with prior or current employer(s), hierarchy, relationships, personal oppression, history, and location.

• Whenever possible, provide objective and factual information. We suggest the use of quantitative data, such as representation, employee engagement or culture survey data, along with qualitative data to more accurately determine the current level in any category.

• Rating the effectiveness of an organization is challenging. We caution against making a blanket statement, such as "our organization is at Level 3." While that might be true generally, it is more likely that departments and functions are perceived to be at different levels across the GDEIB categories.

Is the GDEIB an Open Source document?

No. Open Source is a software term stating that something is free, can be used and amended by others, and that derivatives may be created without permission. At times, the term is used to refer to work other than software. The GDEIB is free. However, to use it the User Agreement (See our website) must be signed.

If the GDEIB is free, why is permission to use it needed? How does one obtain permission?

The goal of the GDEIB is to improve the quality of DEI work around the world. A User Agreement must be signed because:

1) We want to ensure that GDEIB is used with integrity and in keeping with the collaborative way it has been developed.

2) We want to be in contact with users and encourage them to contribute to the quality of DEI work worldwide. Our goal is to keep the GDEIB up-to-date and as useful as possible with users sharing experiences, case studies, best practices, and ideas for improvement.

3) We want to keep in touch with users and inform them when new user tools or special editions become available.

Please note that the User Agreement contains the answers to many other questions. Go to The Centre for Global Inclusion website for the User Agreement and follow the instructions.

To what degree can we customize the GDEIB?

Customizing is permitted with some restrictions. The integrity of the opinions of the authors and the Expert Panellists must be respected. See the GDEIB User Agreement (on our website) for more specific information or contact the authors.

Will you produce other versions for healthcare, higher education, or other sectors or industries?

No. But if others are interested in doing so, we are supportive and will work with them to ensure the integrity of the GDEIB is kept and it remains free of charge. Contact one of the authors.

Do you provide more "how-to" or reference materials?

Yes. 1) In our monthly newsletter we provide examples of best practices and "how to's" from GDEIB users. Prior newsletter issues are archived on our website under NEWS. 2) We have added resources organized by category on our website. 3) In addition, several User Tools are provided on our website.

Are translated or special editions available?

Yes. We have French and Portuguese translations, which will be updated in 2021. Spanish will be available by June 2021. We have an edition for higher education which will also be updated in 2021. Please go to our website www.centreforglobalinclusion.org or ask the authors if you are interested.

Are these benchmarks just for organizations doing "global DEI" work?

No. There is confusion in the DEI field as some believe that Global DEI only applies to larger multinational organizations doing work in more than one country. The GDEIB can be used by any organization anywhere in the world.

Who can receive the GDEIB monthly newsletter?

Anyone. Either go to the website and sign up there or send your contact information to thecentre@centreforglobalinclusion.org. The newsletter and the website contain stories and examples of DEI best practices, tips to help readers achieve the benchmarks, information on the GDEIB Expert Panellists, calls for proposals in the DEI field, upcoming conferences where the GDEIB is included, and more. Past newsletters are archived on our website. We encourage you to pass the newsletter on to others and share it widely.

APPROACHES TO DEI

Regardless of how the work is approached or named, using the GDEIB can help every organization and community.

The language of DEI evolves over time:

▶ as we learn more about its effectiveness,

▶ when the political, social, or economic landscape shifts,

▶ when a new idea or phrase surfaces,

▶ when the organization tires of a name,

▶ when the organization wants a unique brand,

▶ when a program needs refreshing,

▶ when an organization wants to distinguish itself with a new or uncommon phrase for the work.

While people and organizations have personal preferences regarding certain names for the work we do, there is no one name that seems generally "better" than another. The authors and Expert Panellists use the term DEI—Diversity, Equity, and Inclusion as it covers the breadth and depth of the work we do and is used around the world.

We acknowledge that other names are emerging and gaining traction, but they do not yet have broad global usage. Some names are DEIA (Diversity, Equity, Inclusion, and Accessibility); IDEA (Inclusion, Diversity, Equity and Accessibility); JEDI (Justice, Equity, Diversity, and Inclusion). The term Belonging is being used more frequently. We also acknowledge that some organizations put words in a different order for different reasons.
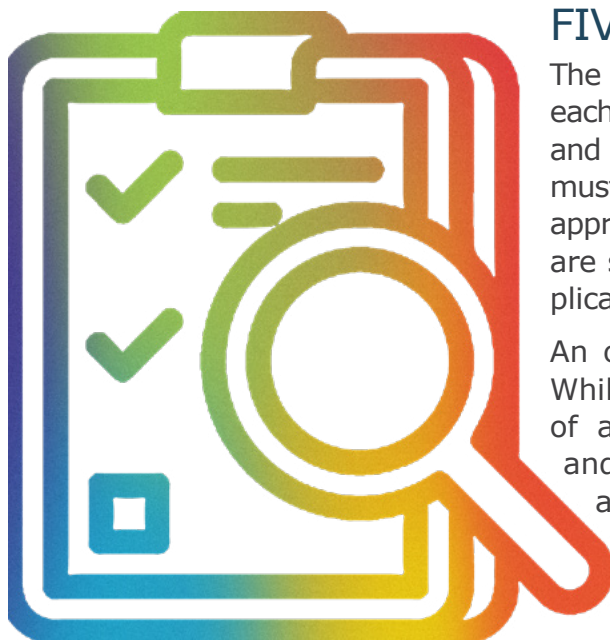
FIVE APPROACHES TO THE WORK

The intention in naming these five approaches, each of which has supporting scholarship, theory, and a body of work, is not to say that everyone must follow them or agree, nor that any of the five approaches alone will result in best practices. They are simply different approaches that will be applicable at different times and in different contexts.

An organization may use several approaches. While compliance, for example, is often thought of as the starting place of DEI competence and commitment, compliance also anchors accountability within human rights legislation and so for many organizations, it is an important approach.

ADVOCATING FOR SOCIAL JUSTICE
focuses on achieving fairness and equity locally and globally

BEING IN COMPLIANCE
focuses on adherence to rules, codes, legislation, or regulatory requirements

BUILDING COMPETENCE
focuses on increasing the DEI competence of individuals

DEVELOPING THE ORGANIZATION
focuses systemically on improving organizational performance

HONOURING DIGNITY
focuses on secular, religious, or spiritual recognition of the value and interdependence of every human being

IMPORTANT ASPECTS OF EACH APPROACH

- There is a relationship and overlap among the five approaches. The descriptors provided are not meant to be exhaustive or complete.

- When work is being done under the heading of one approach it may also capture elements of another approach.

- The descriptors may have different meanings in different cultures, and language translations may alter the meaning of specific words.

We encourage GDEIB users and their stakeholders to reflect on the perspectives and values inherent in each approach. Understanding the ultimate aims we share for DEI work (See page 2), especially when the emphasis on one or more approach is different, enriches our practice and dialogue and is important to the continual renewal of this field.

Go to our website to see a list of words used to describe the work done as a specific approach and other information about the names used to describe the work of DEI.

www.centreforglobalinclusion.org/approaches

THE GDEIB MODEL

The equilateral triangle symbolizes equality and solidarity or strength. The Foundation categories form the base of the triangle. The Bridging categories are displayed as a circle in the centre connecting the Foundation, Internal, and External categories.

The lines separating the four groups are differently sized dashes symbolizing permeability and inter-connectivity reflecting the systemic nature of DEI.

Colours have great variations in symbolism across cultures. What may be an interpretation for a colour in one culture may have nearly an opposite meaning in another culture. We have been thoughtful in our selection of colours and offer our interpretation, which is a combination of various cultural symbols. We chose green for Foundation representing nature and renewal, blue for Internal representing harmony and order, red for External representing passion and strength, and yellow for Bridging representing optimism and imagination. All are in a vibrant hue representing the vitality needed for the work to succeed. Purple symbolizes power and strength.

THE GDEIB MODEL

INTERNAL
Attract & Retain People
- Recruitment
- Advancement
- Compensation
- Benefits & Flexibility

EXTERNAL
Listen to & Serve Society
- Community
- Services & Products
- Marketing
- Responsible Sourcing

BRIDGING
Align & Connect
- Assessment
- Communications
- Learning
- Sustainability

FOUNDATION
Drive the Strategy
- Vision
- Leadership
- Structure

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Global Diversity, Equity & Inclusion Benchmarks

We believe the 15 categories, organized into four groups, cover the important elements that need to be addressed to create a world-class Diversity, Equity & Inclusion initiative. Each category is divided into five levels, with the benchmarks at Level 5 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. Addressing all 15 categories is the most comprehensive and systemic approach.

THE FIVE LEVELS

For each category, the benchmarks are divided into five levels that indicate progress toward the best practices in that category.

THE FIVE LEVELS

For each category, the benchmarks are divided into five levels that indicate progress toward the best practices in that category:

LEVEL 5: BEST PRACTICE
Demonstrating current global best practices in DEI; exemplary.

LEVEL 4: PROGRESSIVE
Implementing DEI systemically and showing improved results and outcomes beyond what is required or expected.

LEVEL 3: PROACTIVE
A clear awareness of the value of DEI; starting to implement DEI systemically. This is what is required and expected of all organizations.

LEVEL 2: REACTIVE
A compliance-only mindset; actions are taken primarily to comply with relevant laws and social pressures. Doing the bare minimum.

LEVEL 1: INACTIVE
No DEI work has begun; diversity, equity, and inclusion are not part of organizational goals.

SCOPE OF THE GDEIB

What is a benchmark?

A benchmark is an organizational standard of performance. Benchmarks are usually described in language stated as an end result or outcome. They are definable levels of achievement. They help people in organizations identify and describe high-quality results or aspirations and to assess progress in reaching them over time. In a young and multidisciplinary field such as DEI, it is important to develop standards, even though what people consider excellent work may vary significantly due to different perspectives and cultural contexts.

How do benchmarks relate to competencies and behaviours?

Benchmarks are organizational standards stated as outcomes. Competencies and behaviours describe the actions, skills, knowledge, ability, and capability of individuals. Clearly, meeting the higher-level benchmarks will require a high level of competence.

What is benchmarking?

Benchmarking is the process of comparing your organization to other organizations that are regarded as having successfully accomplished what your organization wants to achieve. Sometimes organizations benchmark within their organization (across divisions and regions for example) over a period of time to assess progress and improvements; at other times they benchmark across or within sectors, sizes, or industries, or with specific organizations. External benchmarking can be time-consuming and expensive. What the GDEIB offers is a more cost-effective method for discovering what others consider excellent DEI work.

Are the benchmarks in the GDEIB aspirational or proven best practices?

Most of the best practices are proven according to the collective opinion of the authors and the Expert Panellists. Some of the benchmarks added to this GDEIB are what Expert Panellists believe will become best practices.

However, with so much change brought about because of Covid-19, accelerated technology advances, and the increased emphasis on racism, sexism, heightened calls to address equity and social justice, and other forms of oppression, we believe best practices may

change in a short period of time. For many, the Benchmarks, especially those at the upper levels, will be aspirational. It is up to each organization to determine how to achieve the benchmarks they set for their organization.

How many benchmarks are in the GDEIB?

There are 275 benchmarks in 15 categories and four groups in five levels. Benchmarks in Levels 4 and 5 are the most important. Level 3 benchmarks are considered the minimal place to be achieving DEI results.

How can you be sure the GDEIB crosses cultures?

Culture is a fluid concept. In each region of the world different diversity dimensions may be the focal point or controversial and there may be different approaches and levels of maturity of DEI concepts and practices. Each organization in the different regions of the world may want to adapt and customize the GDEIB to the specific characteristics of their country/culture. Culture-specific knowledge and competence are extremely important in this process. This GDEIB has been created by a large, multicultural group of 112 Expert Panellists from around the world building on the thought leadership of past Expert Panellists. Therefore, we are confident that it crosses cultures.

Why isn't there a category on Organizational Culture in the GDEIB?

We define organizational culture as a system of shared beliefs, values, norms, habits, and assumptions that impact the organization's environment and influence how people behave within it. The authors and Expert Panellists concluded that it would be difficult to develop a category on culture with five levels of benchmarks without making assumptions about what an organization's culture should be. That seems too prescriptive for what we are striving to accomplish with the GDEIB. Just as we say that the GDEIB applies to and is useful in organizations of a variety of sizes, sectors, and approaches, GDEIB is also useful in a variety of organizational cultures.

In addition, certain aspects of organizational or national cultures may assist or hinder the implementation of DEI initiatives and/or the ability of an organization to achieve the benchmarks. These aspects of organizational or national culture should be taken into account when embarking on any DEI initiative or strategy.

Are we to infer that the numbering of the benchmarks in each category level is a statement of importance? (For example, in Category 8: Assessment, Measurement, and Research, is 8.1 considered more important than 8.2 or 8.3 or 8.4)?

No. We numbered the benchmarks purely for the convenience of talking about them. All the benchmarks within each level (Best Practice, Progressive, Proactive, Reactive, and Inactive) of each category are equal in importance for our purposes. However, in specific organizations you may have reason to consider a certain benchmark more impactful on your organization mission than another and in that case, you may want to weight its importance higher or lower.

What size organization can benefit the most from working with the GDEIB?

Large and medium organizations would benefit most because they potentially have more resources to deploy the staff, programs, and activities needed to achieve the benchmarks. That said, we believe small organizations will also find these useful, although more customization may be required. It should be noted that small organizations may be just as capable of reaching the higher-level benchmarks as medium and large ones.

How does the GDEIB address legal requirements?

The GDEIB is not written to serve as legal advice. We suggest that DEI practitioners have their organization's legal department review policies, practices, and procedures to ensure that they conform to ongoing or new legal requirements. Legal requirements (such as Employment Equity and disabilities legislation) are an important aspect of DEI work. Some categories, such as Category 4: Recruitment, may be impacted by the various legal requirements in different countries more than other categories.

How can we apply GDEIB across different legal systems where certain diversity dimensions are not recognized or are forbidden?

We rely on the judgment and discretion of GDEIB users to determine which diversity dimensions in the Benchmarks are applicable in their country or locale. Laws sometimes lag behind norms related to DEI. It is up to each individual—and each organization—to determine how to balance the ideas described in GDEIB with the contextual understanding that comes from living in an imperfect world.

Is there a values basis for GDEIB?

Yes. The Universal Declaration of Human Rights published by the United Nations in 1948 is a worldwide platform supporting a range of global values including diversity, equity, and inclusion. There are also several related UN conventions that impact DEI directly, such as the Convention for the Rights of Persons with Disabilities and UNDRIP, the UN Declaration of the Rights of Indigenous Peoples. In addition, in 2015 the United Nations published Transforming Our World: The 2030 Agenda for Sustainable Development. Most of the 17 Sustainable Development Goals (SDGs) in it are about equity and inclusion. In keeping with this agenda, a category on Connecting D&I and Sustainability was added to the 2016 GDEIB edition and has been updated in this 2021 edition.

What organizations are considered best practice organizations in DEI?

Stories about DEI best practice organizations appear frequently in professional literature, social media, blogs, and presentations at many conferences. Often these are large organizations that have been doing this work for some time, have experienced DEI functions, and invest time and resources into their efforts. It is likely that many organizations can claim some best practices in some of the 15 categories, but not all. We are confident that there are many best practice organizations that are not well known. See The Centre for Global Inclusion monthly newsletters and website for examples of organizations doing best practice work in various GDEIB categories.

TERMINOLOGY

To be clear about the meaning and to avoid repeating lengthy terminology throughout the document, we have defined below what we mean by certain terms.

Boards or Boards of Directors: This encompasses corporate boards of directors or elected or appointed governance structures, commissions in government or non-profit organizations, regents, advisers, governors, Non-Executive Directors (NEDs), and owners, such as a family that has oversight responsibility but may not be engaged in day-to-day operations.

Business Case or Impact: Business case/impact refers to the rationale or benefits derived from DEI. We find that the "business case" for diversity is generally an acceptable term in for-profits, government, education, nonprofit, unions, and other organizations. Substitute terms may include "rationale," "imperative" or any other term that would be widely accepted and understood within the organization.

Diversity Champion: This refers to someone who advocates for the interests and causes of DEI. A diversity champion is usually active in DEI initiatives and is seen as a knowledgeable, tenacious, and tireless advocate of DEI. Ambassador is another term used for Diversity Champion.

Culture: Culture is a complex set of shared values, beliefs, language, communication, and behaviours that are taught, learned, and shared by a group of people. Culture also includes the material objects and symbols that are common to that group or society. Culture can refer to organizational culture in addition to national, ethnic, or regional culture.

Decent Work: The ILO (International Labour Organization) says: decent work sums up the aspirations of people in their working lives. It involves opportunities for work that is protective and delivers a fair income, security in the workplace and social protection of families, better prospects for personal development and social integration, freedom for people to express their concerns, organize, and participate in the decisions that affect their lives and equality of opportunity and treatment for all women and men.

DEI: Abbreviation for Diversity, Equity, and Inclusion.

Diversity Dimensions: We use diversity dimensions to refer to all the key ways in which people vary and form the basis for group identities mentioned in the GDEIB definition of diversity on page 4.

Diversity Networks: A general term that also includes employee networks, employee resource groups (ERGs), interest groups, affinity groups, business resource groups, and ambassador programs, among other terms. It refers to groups of employees or other stakeholders who join together to support one or more diversity dimensions with the express purpose of making progress in DEI for the group and wider organization.

Equal Opportunity: The aggregation of policies and practices in employment and other areas that do not discriminate against persons on the basis of race, colour, age, gender, sex, gender identity, sexual orientation, national origin, religion, or mental or physical disability. Terms such as equal opportunity and employment equity or employment equality are used to ensure that barriers to inclusion and historical sources of exclusion are eliminated. Specific meaning may vary by culture or country.

Leaders: Everyone in the organization who has the responsibility for showing leadership to accomplish the organization's vision and goals. Leaders are responsible for motivating a group of people to act toward achieving a common goal. In some cases, these leaders will be senior managers, and in other cases leaders will include all managers and supervisors and/or individual contributors.

Senior Diversity Professional: A person leading the DEI initiative, function, team or programme, or the chief diversity officer (CDO) in an organization. This person has expertise in DEI but may or may not be a full-time diversity professional. While we believe that the senior executive or owner should also have DEI responsibility, we also believe it is important to have a senior person in the organization with specific knowledge of DEI. The title of this position may differ across organizations and regions.

Stakeholder: Any individual or group who has something to gain or lose from the process or activities of the organization. This includes employees, unions, managers, owners, shareholders, customers, sponsors, associates, partners, allies, the community, potential employees, suppliers, government, and others.

Underrepresented: Those groups that have been historically underrepresented in the organization or customer base, or who have been oppressed, marginalized, or ignored in society, whether or not legislation exists to recognize and protect them. This covers protected groups or classes identified in some legal systems and those groups sometimes referred to as disadvantaged, vulnerable, or underprivileged, or as minorities or out-groups.

THE FOUNDATION GROUP

Drive the Strategy

The three foundational categories build a strong DEI initiative. They are necessary for the effective operation of all other categories. The authors and Expert Panellists believe that it is difficult to have an impactful DEI program without being at least a Level 3 in all of the categories in the Foundation group.

Drive the Strategy

▶Develop a strong rationale for DEI vision, mission, and strategy and align it to organizational goals.

▶ Hold leaders accountable for implementing the organization's DEI vision, setting goals, achieving results, and being role models.

▶Provide visible, dedicated support and structure with authority and budget to effectively implement DEI.

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FOUNDATION

Drive the Strategy

• Vision   • Leadership   • Structure
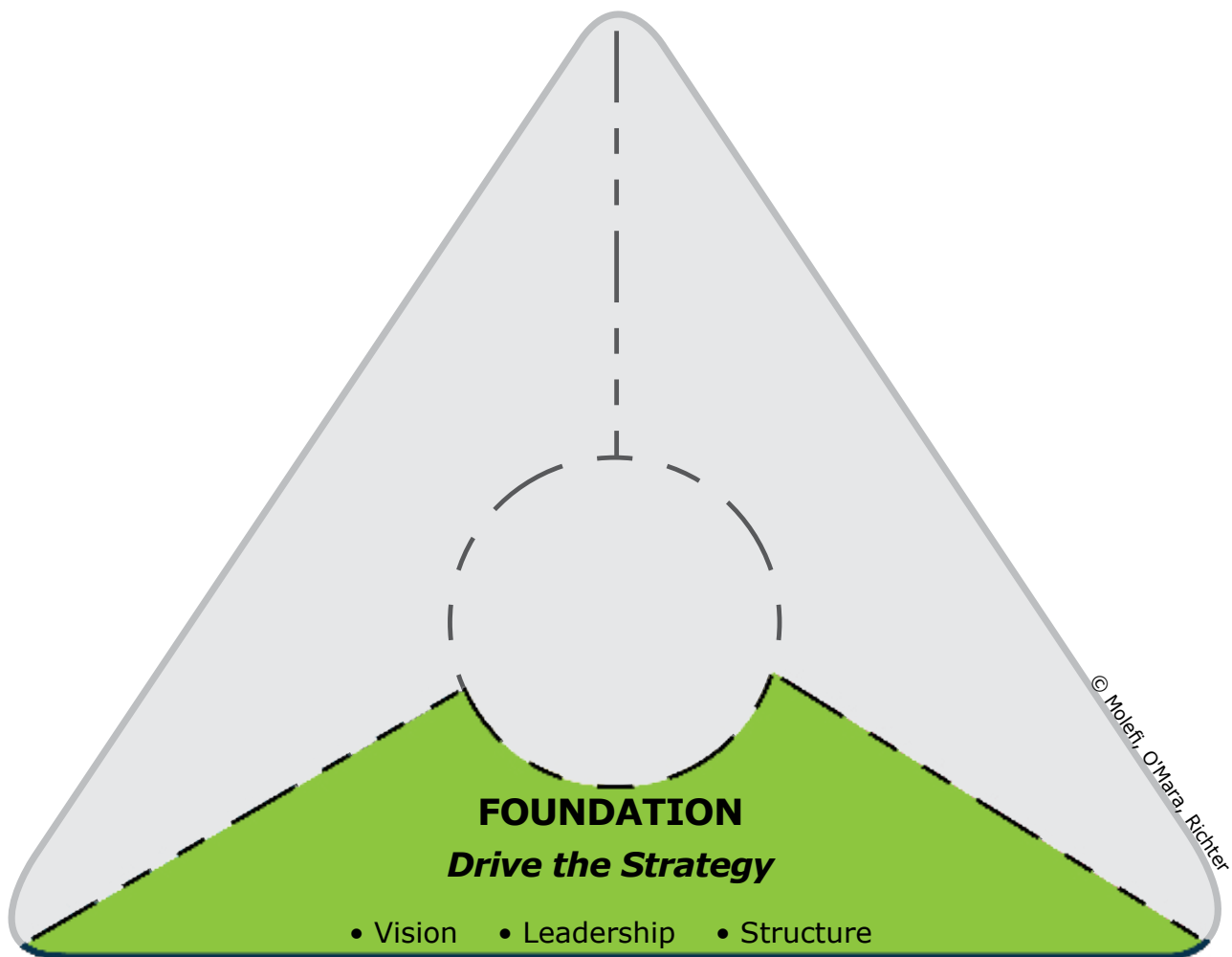
Global Diversity, Equity & Inclusion Benchmarks

CATEGORY 1: VISION, STRATEGY, AND BUSINESS IMPACT

*Action: Develop a strong rationale
for DEI vision and strategy
and align it to organizational goals.*

DEI is embedded in the values, mission, culture, and processes of the organization and plays an integral part in achieving organizational growth and success. There is a clear DEI vision and mission, and an explicit understanding of the business impact, which allows for the development of measurements to track progress towards meeting DEI goals. The organization's strategy includes numerical goals for equitable representation. It also includes goals that create inclusion and belonging. The organization is a known leader in DEI and is frequently benchmarked by other organizations.

CATEGORY 1: VISION, STRATEGY, AND BUSINESS IMPACT

LEVEL 5: BEST PRACTICE

☐ **1.1** DEI strategy is an integral part of the overall organizational strategy and is reflected in vision, values, policies, and practices.

☐ **1.2** DEI is embedded in organizational culture as a core value, a source of innovation, and a means to belonging, sustainability and success.

☐ **1.3** The organization is frequently acknowledged, cited, and benchmarked by others for its DEI accomplishments.

☐ **1.4** The organization is proactive and responsive to DEI challenges that are faced by society, including but not limited to political and economic trends, and recognizes that organizations are microcosms of the societies in which they operate.

☐ **1.5** The organization continues to strive for excellence and is known for its pioneering DEI initiatives that help change the patterns which perpetuate systemic oppression.

☐ **1.6** The organization's strategy includes numerical goals resulting in equitable representation of underrepresented groups across functions and levels.

LEVEL 4: PROGRESSIVE

☐ **1.7** The organization's DEI vision and goals to embed equity, prevent harassment, and reduce or eliminate discrimination and oppression are part of the organizational strategy.

☐ **1.8** The majority of stakeholders acknowledge that DEI is important to the success of the organization.

☐ **1.9** DEI competencies that help achieve the DEI strategy are demonstrated by most leaders and a majority of employees.

☐ **1.10** The organization has examined its organizational culture and created strategies to eliminate inequities and reduce barriers to inclusion.

☐ **1.11** DEI qualitative and quantitative goals are developed with the help of new technologies and algorithms that include input from a variety of stakeholders.

☐ **1.12** The organization invests in ethical artificial intelligence to ensure that barriers to inclusion and equity are minimized.

LEVEL 3: PROACTIVE

☐ **1.13** A DEI vision, mission, strategy, and business impact statement has been developed and communicated to all employees.

☐ **1.14** DEI is defined broadly to include visible, non-visible, inherent, and acquired dimensions.

☐ **1.15** DEI qualitative and quantitative goals that include input from a variety of internal and external stakeholders are being developed.

☐ **1.16** Compliance with legislation that protects human rights and ensures safe workplaces is included in the strategy.

LEVEL 2: REACTIVE

☐ **1.17** A basic DEI vision, mission, and strategy have been developed and communicated to all employees.

☐ **1.18** DEI is defined broadly to include some dimensions beyond gender, race, and ethnicity.

☐ **1.19** Compliance with basic legislation is in place.

LEVEL 1: INACTIVE

☐ **1.20** There is no DEI vision, mission, strategy, goals, policies, principles, or program.

CATEGORY 2: LEADERSHIP AND ACCOUNTABILITY

Action: Hold leaders accountable for implementing the organization's DEI vision, setting goals, achieving results, and being role models.

Leaders and board members view the accomplishment of DEI goals and objectives as an important part of their management and oversight responsibilities. They publicly support internal and external diversity-related activities and are seen as DEI change agents. Leaders are held accountable for implementing the DEI strategy. They position DEI as a key component of their organization's sustainability agenda and provide DEI coaching to those they manage, creating both a psychologically and physically safe workplace. Leadership development includes DEI competency building and this is evaluated when determining succession pools for leadership.

CATEGORY 2: LEADERSHIP AND ACCOUNTABILITY

LEVEL 5: BEST PRACTICE

☐ **2.1** Leaders are change agents and role models for DEI. They inspire others to take individual responsibility and become role models themselves.

☐ **2.2** A large majority of employees across a wide array of diversity dimensions rate their leaders as trustworthy, citing equitable and inclusive treatment.

☐ **2.3** Leaders and board members publicly support DEI-related initiatives, even if they are perceived to be controversial or come with personal risk.

☐ **2.4** Leaders ensure that DEI is systemic, sustainable, and involves cross-functional collaboration.

☐ **2.5** Leaders take accountability for DEI, help create both a psychologically and physically safe workplace, and accept consequences for their actions.

LEVEL 4: PROGRESSIVE

☐ **2.6** Leaders promote DEI initiatives, communicate the strategy, and provide recognition for DEI champions and advocates.

☐ **2.7** The leadership and board of directors are diverse, engaged in DEI issues, and accountable for achieving the DEI strategy.

☐ **2.8** Leaders are competent in applying conflict resolution skills to resolve DEI-related grievances and challenges.

☐ **2.9** Leaders are rewarded for demonstrating high competency in DEI.

LEVEL 3: PROACTIVE

☐ **2.10** DEI is an essential leadership competency and leaders are rated on it.

☐ **2.11** Leaders engage in DEI issues important to employees and prevalent in the societies in which they operate.

☐ **2.12** To increase their knowledge and competence, leaders seek coaching in DEI and provide coaching, sponsoring, and mentoring to others.

LEVEL 2: REACTIVE

☐ **2.13** Leaders are generally unfamiliar or uncomfortable with DEI.

☐ **2.14** Although leaders accept some responsibility for DEI, the focus is mainly on complying with regulations.

☐ **2.15** Leaders defer regularly to HR or Legal when concerns regarding DEI are observed or reported.

LEVEL 1: INACTIVE

☐ **2.16** There is no leadership involvement or accountability for DEI.

☐ **2.17** Leaders do not see differences as opportunities for enrichment, progress, and success.

CATEGORY 3: DEI STRUCTURE AND IMPLEMENTATION

Action: Provide visible, dedicated support and structure with authority and budget to effectively implement DEI.

As a reflection of the importance of DEI, there is a dedicated person with DEI expertise on the executive management team and at the Board level. These leaders interact with and have full access to other leaders and the rest of the board, and, if the organization's size merits it, has a professional staff dedicated to DEI. In addition, there are teams, committees or networks within the organization that champion DEI initiatives. DEI professional staff have an adequate budget and resources to implement the strategy.

CATEGORY 3: DEI STRUCTURE AND IMPLEMENTATION

Special Note for Category 3: If your organization chooses not to have diversity networks (see Terminology) or diversity councils/committees then just skip those benchmarks below. If you have those groups, then all the benchmarks apply.

LEVEL 5: BEST PRACTICE

☐ **3.1** The most senior person responsible for DEI is an equal and influential partner on the senior leadership team.

☐ **3.2** DEI is integrated into core organizational structures, policies, systems, and practices.

☐ **3.3** Diversity is reflected equitably in all levels and functions.

☐ **3.4** Inclusive/universal design of buildings, products, services, and emerging technologies helps ensure accessibility for all.

☐ **3.5** The organization's governance structure is supported by inclusive practices to mitigate concentrations of power and dominance.

☐ **3.6** The organization ensures that structures for elected positions (for example in unions and diversity networks, and community/political positions) are fair and equitable.

LEVEL 4: PROGRESSIVE

☐ **3.7** The board of directors has a committee dedicated to DEI.

☐ **3.8** The organization provides resources, staffing, and support to help ensure implementation of its DEI strategy.

☐ **3.9** The DEI function is headed by an influential leader who is knowledgeable about and committed to DEI.

☐ **3.10** An organization-wide DEI council/ committee, which includes line and staff employees, is given visible and meaningful support by leaders.

☐ **3.11** Diversity networks are recognized as credible, influential, and valued resources to the organization. They sometimes coordinate in recognition of their intersectionality.

☐ **3.12** All departments/business units collaborate to ensure a holistic and integrated approach to DEI.

LEVEL 3: PROACTIVE

☐ **3.13** The organization has a DEI champion/ leader with responsibility for DEI.

☐ **3.14** Departments have their own DEI councils/committees.

☐ **3.15** A budget has been allocated to cover DEI implementation, including support for diversity networks.

☐ **3.16** If the organization has labour unions or similar groups, they are engaged and included in DEI efforts.

☐ **3.17** Members of the DEI department or function are called upon for advice, counsel, and expertise.

LEVEL 2: REACTIVE

☐ **3.18** DEI is simply an additional duty of the human resources, legal, or other department.

☐ **3.19** Diversity networks and DEI committees may exist, but they have no real power, influence, or resources.

LEVEL 1: INACTIVE

☐ **3.20** There is no organizational structure, policy, or budget for DEI.

☐ **3.21** No one in the organization has formal responsibility for DEI.

THE INTERNAL GROUP

Attract & Retain People

The four categories in the Internal Group focus primarily on strengthening policies, systems and processes to advance DEI. Many DEI programmes have emphasized categories in the Internal Group. One reason is that this group is part of the Human Resources function, which is where DEI has traditionally been placed on the organization chart. Consideration should be made to position DEI where it can effectively work with all other functions and departments to facilitate change.

⊘ *Attract & Retain People*

▶ Ensure that attraction, sourcing, and recruitment is done through the lens of DEI.

▶ Ensure that DEI is integrated into professional development, performance management, advancement, and retention.

▶ Ensure that job design and classification are evaluated for bias and that compensation is equitable across key dimensions of diversity.

▶ Achieve work-life integration, flexibility, and equitable benefits. Flexible work options are widely available and accessible.
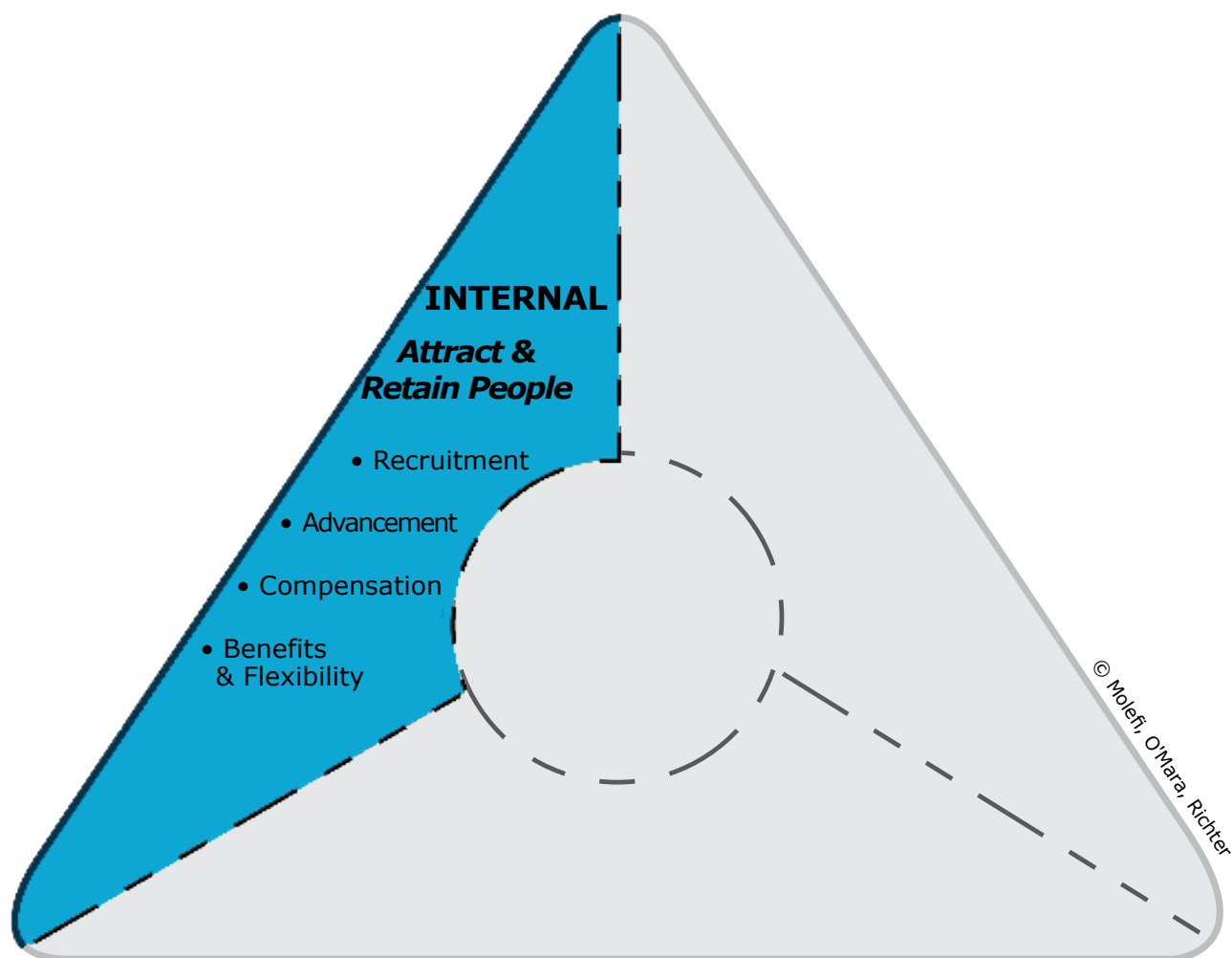
Global Diversity, Equity & Inclusion Benchmarks

CATEGORY 4: RECRUITMENT

Action: Ensure that attraction,

sourcing, and recruitment

is done through the lens of DEI.

A conscious effort is made to attract applicants from diverse groups to achieve and maintain a workforce that is equitably representative across levels and functions. Advertising and recruitment are targeted to diverse communities. Diversity on interviewing panels is standard, and staffing/ hiring managers are educated on the impact of conscious and unconscious bias. The recruitment process is regularly reviewed to ensure it is equitable and fair. Hiring of underrepresented groups is roughly proportionate to their representation. There are clear DEI measures of success throughout the recruitment process.

CATEGORY 4: RECRUITMENT

LEVEL 5: BEST PRACTICE

☐ **4.1** The organization's attraction and hiring processes result in measurable, transparent, and equitable recruitment.

☐ **4.2** The organization's reputation for quality DEI efforts enhances its ability to attract diverse and underrepresented employees.

☐ **4.3** When technological solutions are used for recruitment, the organization implements practices to minimize or remove algorithmic bias.

☐ **4.4** The organization conducts regular evaluations of recruiting practices to ensure that candidates from different groups and identities are given equitable opportunities.

☐ **4.5** There are clear measures of success throughout the recruitment process, such as the percentage of diverse and underrepresented applicants at each stage.

LEVEL 4: PROGRESSIVE

☐ **4.6** The organization effectively recruits from representative labour markets.

☐ **4.7** Recruitment includes advertising on DEI-focused websites and in a variety of other media.

☐ **4.8** Recruitment and selection panels are diverse and knowledgeable about recruiting processes and in mitigating biases.

LEVEL 3: PROACTIVE

☐ **4.9** Interviewers conduct culturally competent interviews.

☐ **4.10** Staff are hired for their competence and their ability to bring diverse perspectives to the work and not only because they are from an underrepresented identity group.

☐ **4.11** The organization's advertisements and/or diversity networks reach broad pools of diverse talent.

☐ **4.12** External search firms are selected based in part on their expertise in diversity recruiting.

LEVEL 2: REACTIVE

☐ **4.13** Recruitment is based primarily on representation to meet numerical goals or targets.

☐ **4.14** Recruitment practices do not include sourcing diverse candidates from underrepresented groups.

☐ **4.15** Interviewers do not consider how people from different cultures and backgrounds may respond to interview questions and methods.

LEVEL 1: INACTIVE

☐ **4.16** There is no effort to recruit employees from underrepresented groups.

☐ **4.17** Other than a short statement that the organization has an equal opportunity or similar policy, there is no mention of DEI in the organization's recruitment practices.

CATEGORY 5: ADVANCEMENT AND RETENTION

Action: Ensure that DEI is integrated into talent development, performance management, advancement, and retention.

A conscious effort is made to maintain a workforce that is diverse across levels and functions. High-potential employees from underrepresented groups are provided with coaching, mentoring, and sponsorship opportunities to advance within the organization. The onboarding process results in all new employees feeling valued and included. Promotion and advancement of underrepresented groups is proportional to the representation of those groups in the organization. Performance reviews, and involuntary and voluntary turnover of underrepresented groups are measured and analyzed using interviews, employee engagement surveys, and so forth.

CATEGORY 5: ADVANCEMENT AND RETENTION

LEVEL 5: BEST PRACTICE

☐ **5.1** The organization's talent management, advancement, and retention processes result in equitable treatment of employees.

☐ **5.2** Diverse employees hold positions at all levels and functions to ensure equitable representation.

☐ **5.3** The organization's reputation for quality DEI initiatives enhances its ability to retain and advance diverse employees.

☐ **5.4** The pool of candidates in the organization's succession plan is diverse along multiple dimensions and prioritizes underrepresented groups.

☐ **5.5** Turnover is at an acceptable rate. Adverse impact, unfairness, and discrimination are not the primary cause of turnover.

☐ **5.6** The onboarding process results in all new employees feeling valued and included.

LEVEL 4: PROGRESSIVE

☐ **5.7** The organization's talent management plan emphasizes retention of underrepresented employees at most levels and in most functions.

☐ **5.8** All employees are encouraged to consider advancement opportunities and positions outside their current functional, technical, or professional area.

☐ **5.9** The organization counteracts bias in advancement and develops practices to overcome inequities.

☐ **5.10** The organization has established mentoring and/or coaching processes to help ensure advancement and retention.

☐ **5.11** The organization conducts regular stay and exit interviews to understand its culture of inclusion and belonging.

LEVEL 3: PROACTIVE

☐ **5.12** An onboarding process is beginning to show effectiveness at integrating underrepresented employees into the organization.

☐ **5.13** The workforce is beginning to reflect the diversity found in the organization's labour markets.

☐ **5.14** Turnover is actively and regularly tracked with exit interviews to understand DEI issues and remove barriers to retention.

☐ **5.15** The organization offers a variety of advancement opportunities responsive to diverse needs.

☐ **5.16** The organization addresses conscious and unconscious bias in its entire talent development processes.

LEVEL 2: REACTIVE

☐ **5.17** Advancement and promotion processes are based primarily on representation to meet numerical or equity goals or targets.

LEVEL 1: INACTIVE

☐ **5.18** There is no effort to advance or retain employees from underrepresented groups at any level.

☐ **5.19** The entire talent management process is not sensitive to cultural and other differences.

CATEGORY 6: JOB DESIGN, CLASSIFICATION, AND COMPENSATION

Action: Ensure that job design and classification are evaluated for bias and that compensation is equitable across key dimensions of diversity.

The organization systematically reviews job requirements, classifications, technology and compensation for potential bias and adverse impact. Job descriptions and requirements are understandable and do not include non-job-related factors. The organization designs work to accommodate—as much as possible—individual needs as well as the organization's needs. Remuneration is based on job requirements and performance. The organization aspires to pay at minimum a living wage, in accordance with locally agreed upon standards. Compensation analyses are conducted regularly to ensure that biases based on race, ethnicity, age, gender, gender identity, gender expression, sexual orientation, function, and other potential areas of discrimination are significantly reduced.

CATEGORY 6: JOB DESIGN, CLASSIFICATION, AND COMPENSATION

LEVEL 5: BEST PRACTICE

☐ **6.1** The organization maintains equitable job design, classification, and compensation practices.

☐ **6.2** Jobs are designed to ensure that roles and responsibilities support work/life integration and decent work for all.

☐ **6.3** Regular reviews of pay differentials are conducted and discrepancies between underrepresented groups and dominant groups are eliminated.

☐ **6.4** Performance, pay, bonuses, and promotions are tied to a variety of DEI measures.

LEVEL 4: PROGRESSIVE

☐ **6.5** Classification and compensation systems are regularly reviewed to address inequities.

☐ **6.6** There are measures in place to ensure that the role, authority, decision making, and benefits of a job do not change when a member of an underrepresented group is appointed.

☐ **6.7** Employees are paid for performance and outcomes rather than attendance.

☐ **6.8** Job requirements and descriptions are clear and not confused with non-job-related factors, especially those based on preferences and biases.

☐ **6.9** Job design accommodates employees' need for part time or flexible work, working non-standard hours, working remotely, and taking leave for personal or other reasons.

LEVEL 3: PROACTIVE

☐ **6.10** The organization pays wages that exceed the legal minimum for the local marketplace.

☐ **6.11** Work and job roles are designed to align individual talents and needs with organizational requirements.

☐ **6.12** Job classification and compensation systems are understood by most employees.

☐ **6.13** The organization has standardized job designs to minimize subjectivity and ensure equity.

LEVEL 2: REACTIVE

☐ **6.14** Some written procedures exist for classifying jobs and determining compensation, but these are frequently determined by supervisors' personal preferences.

☐ **6.15** Pay equity is measured and audited only if required by law.

☐ **6.16** The organization adheres to locally agreed upon minimum wage levels.

☐ **6.17** Based on stereotypes involving language, gender, age, race, culture or disability, some jobs are thought to be a "better fit" for members of certain groups.

LEVEL 1: INACTIVE

☐ **6.18** The organization lacks methods for classifying jobs, determining compensation, and assessing pay differences of underrepresented groups.

CATEGORY 7: WORK-LIFE INTEGRATION, FLEXIBILITY, AND BENEFITS

Action: Achieve work-life integration, flexibility, and equitable benefits. Flexible work options are widely available and accessible.

Work-life integration, flexibility, and equitable benefits are encouraged, actively promoted, recognized as enhancements of productivity, and are not career limiting. To this end, the organization's performance management focusses on output, contribution and impact. Benefits and services that are specific to the diverse needs of employees are provided based on ongoing assessments of employee needs. Some examples are: subsidized dependent-care, parental leave, extended family consideration, eldercare, emergency care, fitness programs, and paid leave. Accommodations for religious practices, persons with disabilities, and others are achieved with care and consideration and go beyond legal requirements. Organizations and their leaders prioritize psychological safety, security, and wellness within their employees' work environment.

CATEGORY 7: WORK-LIFE INTEGRATION, FLEXIBILITY, AND BENEFITS

LEVEL 5: BEST PRACTICE

☐ **7.1** The organization's policies and practices regarding benefits, work-life integration and flexibility meet the organization's commitment to decent work, psychological safety, and respect for human rights.

☐ **7.2** A comprehensive range of flexible benefits and services, including education, counselling, and physical and mental health services are provided equitably to all employees whether permanent or temporary.

☐ **7.3** The organization gives benefits to part-time and temporary employees.

☐ **7.4** All leaders model and encourage work-life integration.

☐ **7.5** Working part-time, job sharing, working remotely, and other flexible work arrangements are available for all appropriate positions and levels.

☐ **7.6** Benefits and services are regularly adapted to changing conditions such as pandemics and natural disasters, and technological breakthroughs.

LEVEL 4: PROGRESSIVE

☐ **7.7** Policies and practices guard against favouritism and are communicated and applied equitably across the organization in a culturally sensitive way.

☐ **7.8** An inclusive concept of family that is multicultural and non-patriarchal guides family-friendly policies including childcare and eldercare, emergency care.

☐ **7.9** Paid leave beyond what is legally required is provided and used. The definition of family is inclusive. This may include caregiving for partners, children, and adult dependents or bereavement for extended families.

☐ **7.10** Using flexible work arrangements does not negatively impact employee performance, evaluation, advancement, or benefits.

☐ **7.11** Facilities and accommodations for meditation, religious practices, lactation, and other needs are provided.

☐ **7.12** Technology support for mobility, disabilities, mental health, and flexible work arrangements are available for employees.

LEVEL 3: PROACTIVE

☐ **7.13** The organizational culture equitably treats those who work flexible schedules.

☐ **7.14** Religious practices, cultural celebrations, and holidays are accommodated, even when they are not the practices of the dominant culture.

☐ **7.15** Flexibility in personal appearance and designing one's workspace are accepted if done in a non-offensive manner and under an agreed upon policy.

LEVEL 2: REACTIVE

☐ **7.16** Benefit programs generally are "one-size-fits-all" and their value or relevance to employees is not monitored.

☐ **7.17** Work schedules are generally traditional, inflexible, or compliance driven.

☐ **7.18** Flexibility may be applied inconsistently or perceived as favouritism.

LEVEL 1: INACTIVE

☐ **7.19** There is no provision for childcare and family needs, schedule flexibility, or work leave other than what is legally required.

THE BRIDGING GROUP

Align & Connect

The four categories in this group provide critical linkages that bridge foundational work with the internal and external focus of DEI in the organization. It would be difficult for any of the benchmarks in the other Groups to be achieved without effective work in the Bridging Group.

⊕ *Align & Connect*

▶ Ensure that all assessments, measurement, and research guide DEI decisions.

▶ Make communication clear, simple to understand and a crucial force in achieving the organization's DEI goals.

▶ Educate all to achieve the level of DEI competence and confidence needed to create a diverse, equitable, and inclusive organization.

▶ Connect the organization's DEI and Sustainability initiatives to increase the effectiveness of both.

BRIDGING
Align & Connect

• Assessment

• Communications

• Learning

• Sustainability

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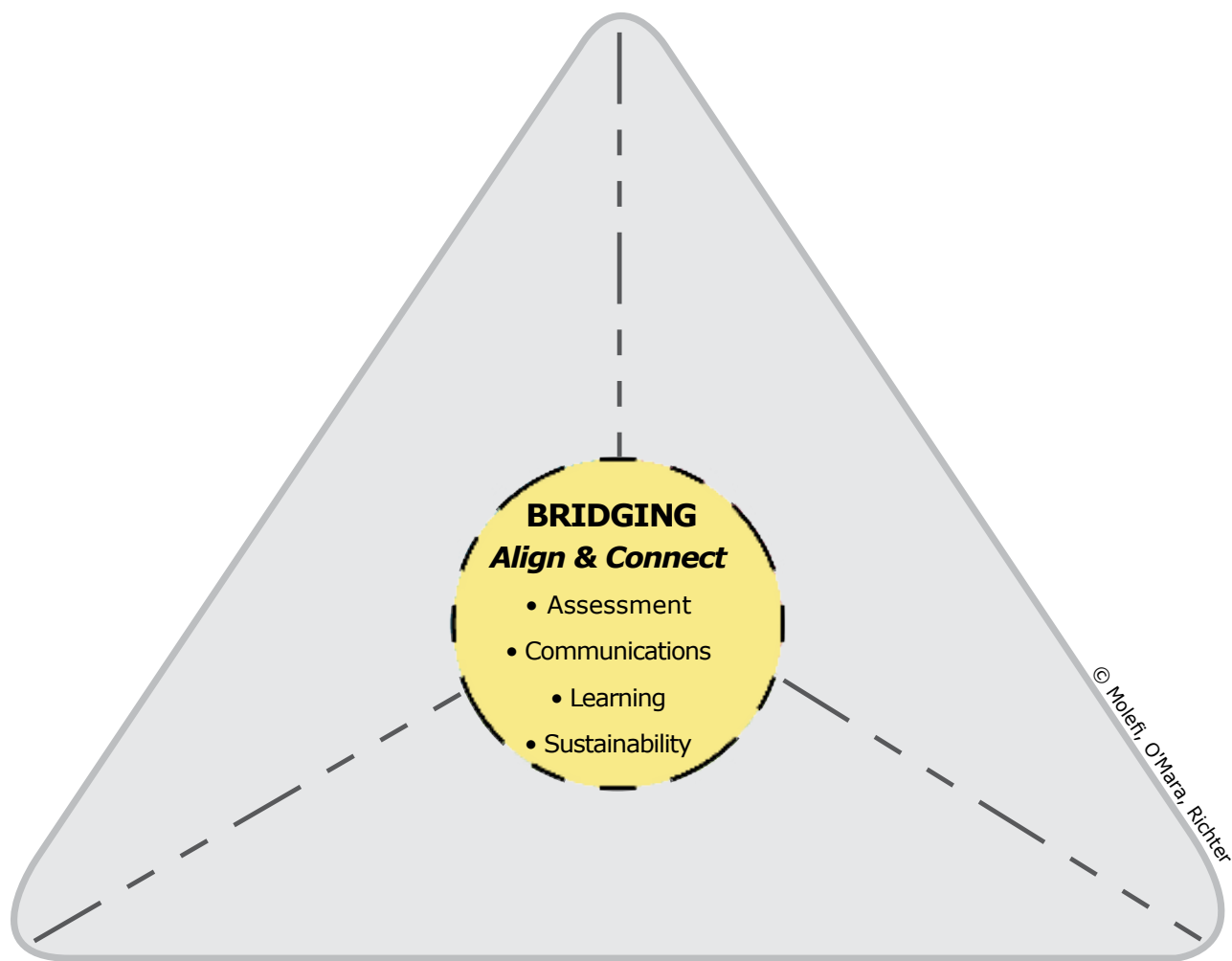
Global Diversity, Equity & Inclusion Benchmarks

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 organization 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 organization 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 organizational audits.

CATEGORY 8: ASSESSMENT, MEASUREMENT, AND RESEARCH

LEVEL 5: BEST PRACTICE

☐ **8.1** In-depth DEI assessments are regularly conducted on the overall organization and within departments, and the results are incorporated into strategy and implementation

☐ **8.2** The organization regularly reports and reviews progress against benchmarks and has consistently demonstrated significant improve-ments in meeting DEI goals over several years.

☐ **8.3** The organization is known for its investment in DEI research and the impact of research on organizational performance.

☐ **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.

☐ **8.5** The organization ensures that the design of its assessment, measurement, and research incorporate DEI perspectives.

LEVEL 4: PROGRESSIVE

☐ **8.6** Integrated, multiple approaches to monitoring and evaluating DEI goals are implemented to track their impact, outcomes, and effectiveness.

☐ **8.7** The organization invests in research to study DEI for both internal and external purposes.

☐ **8.8** DEI measurement is integrated into assessment tools, such as engagement surveys or cultural audits.

☐ **8.9** All employees are measured on their performance, which includes DEI goals.

☐ **8.10** Information from all assessments from employees, former employees, and customers shape future DEI initiatives.

☐ **8.11** Culturally competent artificial intelligence is used to identify and minimize bias in assessment tools.

☐ **8.12** All organizational assessments have been reviewed from a DEI perspective and work to counteract bias.

LEVEL 3: PROACTIVE

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

☐ **8.14** Cultural audits, assessments, and surveys take into account such issues as language, education levels, complexity, and accessibility.

☐ **8.15** Data are sorted by self-identified characteristics and diversity dimensions to increase an organization's learnings about employee groups.

☐ **8.16** The organization regularly conducts a census of employee demographics and monitors representation throughout the organization.

☐ **8.17** The principles of self-identification for use in collection of employee information is clear, applied ethically, and agreed-upon by all impacted parties.

LEVEL 2: REACTIVE

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

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

LEVEL 1: INACTIVE

☐ **8.20** There are no assessments to gather information about underrepresented employee or customer needs and concerns.

☐ **8.21** There is no effort to evaluate or monitor diversity-related issues or DEI progress.

CATEGORY 9:
DEI COMMUNICATIONS

Action: Make communication clear, simple to understand, and a crucial force in achieving the organization'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 organization 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 organization's websites and social media platforms. DEI communication is frequent, ongoing, innovative, and contributes to an enhanced reputation for the organization. Progress on reaching DEI vision and goals is reported to the public regularly.

CATEGORY 9: DEI COMMUNICATIONS

LEVEL 5: BEST PRACTICE

☐ **9.1** The organization is known for its high-quality DEI initiatives that are regularly communicated internally and externally enhancing the organization's reputation.

☐ **9.2** DEI content is easily and quickly located on the organization's websites. Information is thorough, regularly updated, and fully accessible.

☐ **9.3** The organization 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.

☐ **9.4** The organization uses bold and transparent communication in naming and dealing with challenging issues such as racism, sexism, homophobia, privilege, toxic masculinity, and white supremacy.

☐ **9.5** The organization uses live and accurate translation services to ensure accessibility and linguistic inclusion.

LEVEL 4: PROGRESSIVE

☐ **9.6** The purposes of DEI initiatives are clearly stated, and communication strategies are adapted for different stakeholders.

☐ **9.7** Information on DEI is sent frequently and systematically through a variety of channels to employees and other stakeholders.

☐ **9.8** Communications professionals and speechwriters are knowledgeable about DEI and they include DEI messages in general communications.

☐ **9.9** The organization has an ethical framework to leverage social media in both internal and external communication platforms.

☐ **9.10** The organization proactively addresses socially-charged issues and events related to DEI internally and externally, including on social media.

LEVEL 3: PROACTIVE

☐ **9.11** The organization integrates DEI into many aspects of communication.

☐ **9.12** The organization encourages employees to discuss DEI and provide input to the organization's initiatives.

☐ **9.13** The organization enables employees to indicate gender pronouns, if desired, on email signatures and other written communication.

☐ **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.

LEVEL 2: REACTIVE

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

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

☐ **9.17** Language translations are only provided when legally required.

LEVEL 1: INACTIVE

☐ **9.18** There is no explicit communication about DEI.

☐ **9.19** Discussions on DEI are perceived to be risky and are avoided.

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 organization.

Leaders and employees throughout the organization receive DEI training specific to their job and level geared to achieving the organization'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 organization uses blended DEI learning and continuously updates and customizes 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, internalized 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: DEI LEARNING AND DEVELOPMENT

LEVEL 5: BEST PRACTICE

☐ **10.1** DEI is integrated into all learning offered internally and externally.

☐ **10.2** DEI learning programs result in behaviour change that advances the organization's strategy and enhances inclusion and equity.

☐ **10.3** Learning and education addresses racism, anti-racism, sexism, white supremacy, privilege, internalized oppression, classism/casteism, homophobia, transphobia, religious bias, disabilities, mental health awareness, and other issues.

☐ **10.4** Development through involvement in high-profile projects is transparent and encouraged for underrepresented groups.

LEVEL 4: PROGRESSIVE

☐ **10.5** DEI professionals, experts in learning methods and intercultural education, members of diversity networks, and organizational leaders are involved in the design, development, delivery, workplace application, and evaluation of DEI learning and education.

☐ **10.6** DEI content is adapted and customized to the local environment, cultural nuances, languages, and social and political realities.

☐ **10.7** DEI learning and education involves ongoing, multi-year, developmental curricula.

☐ **10.8** All employees and key external stakeholders are educated on the importance of equity and ways to mitigate and remove discrimination and bias.

☐ **10.9** The organization provides training to both current and new suppliers on how to engage and access supplier opportunities.

☐ **10.10** A variety of innovative DEI tools including micro-learning, chatbots, gaming, social media, blended learning, coaching, physical classrooms and virtual platforms, and instructor-led learning, are accessible to all employees regardless of level, location, or function.

LEVEL 3: PROACTIVE

☐ **10.11** Employees are exposed to and actively seek engagement across organizational functions, as well as externally with diverse markets and stakeholders.

☐ **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.

☐ **10.13** The organization ensures that all staff are able to fully participate in virtual meetings, innovative learning methods, and the use of technology.

☐ **10.14** All employees and, if needed, their families, receive cultural awareness training when relocating internationally, and when working with international teams.

☐ **10.15** The organization encourages cultural celebrations and organization-wide activities that combine social interaction with DEI learning.

☐ **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.

LEVEL 2: REACTIVE

☐ **10.17** DEI learning is brief and focused only on educating employees about policies, meeting legal requirements, or addressing inappropriate language or labels.

☐ **10.18** DEI programs are primarily packaged and are not tailored for local and specific cultural needs and issues.

☐ **10.19** Learning programs may be offered in reaction to special dates such as women's or pride month, with no linkage to strategy.

LEVEL 1: INACTIVE

☐ **10.20** There are no formal DEI learning or educational activities.

CATEGORY 11: CONNECTING DEI AND SUSTAINABILITY

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

The organization connects and aligns DEI and sustainability initiatives. There is a clear link between the organization'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.

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."

CATEGORY 11: CONNECTING DEI AND SUSTAINABILITY

LEVEL 5: BEST PRACTICE

☐ **11.1** DEI is seen as integral to the sustainability of the organization and its stakeholders. Sustainability is fully integrated into DEI strategies/initiatives.

☐ **11.2** The organization 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.

☐ **11.3** The organization 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.

☐ **11.4** The organization adapts its sustainability strategy, policies, and practices based on collaboration with diverse stakeholders.

☐ **11.5** The organization's public reporting on sustainability integrates its performance on DEI and includes an accurate assessment of its challenges.

LEVEL 4: PROGRESSIVE

☐ **11.6** Innovative digital technologies contribute to the organization's commitment to ESG and the UN's Sustainable Development Goals.

☐ **11.7** The organization has a sustainability strategy, which recognizes the link between DEI and sustainability.

☐ **11.8** DEI leaders partner with the organization's sustainability initiative. Likewise, sustainability leaders partner with the DEI initiative.

☐ **11.9** The organization's sustainability data are analyzed and sorted to enable reviewers to determine the impact on diverse groups.

☐ **11.10** The organization financially supports DEI and sustainability initiatives, whether global, regional, or local.

LEVEL 3: PROACTIVE

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

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

LEVEL 2: REACTIVE

☐ **11.13** There is a superficial effort to connect DEI and the organization's sustainability goals.

LEVEL 1: INACTIVE

☐ **11.14** There is no sustainability function or no organizational connection between DEI and sustainability.

THE
EXTERNAL GROUP
## Listen to & Serve Society

The four categories in this group relate to how the organization offers its services and products to and interacts with its customers, clients, communities, and other stakeholders. The External Group is critically important because it is through an emphasis on these categories that the most direct results of the organization's DEI rationale/business impact will be shown.

🔺 *Listen to & Serve Society*

▶ Be proactive in working with community, public and private partnerships, government, society at large, and through philanthropy.

▶ Embed DEI in services and products development to serve diverse customers and clients.

▶ Integrate DEI into marketing and customer service.

▶ Practice responsible and ethical sourcing. Develop and nurture underrepresented suppliers.

EXTERNAL

Listen to & Serve Society

- Community
- Services & Products
- Marketing
- Responsible Sourcing

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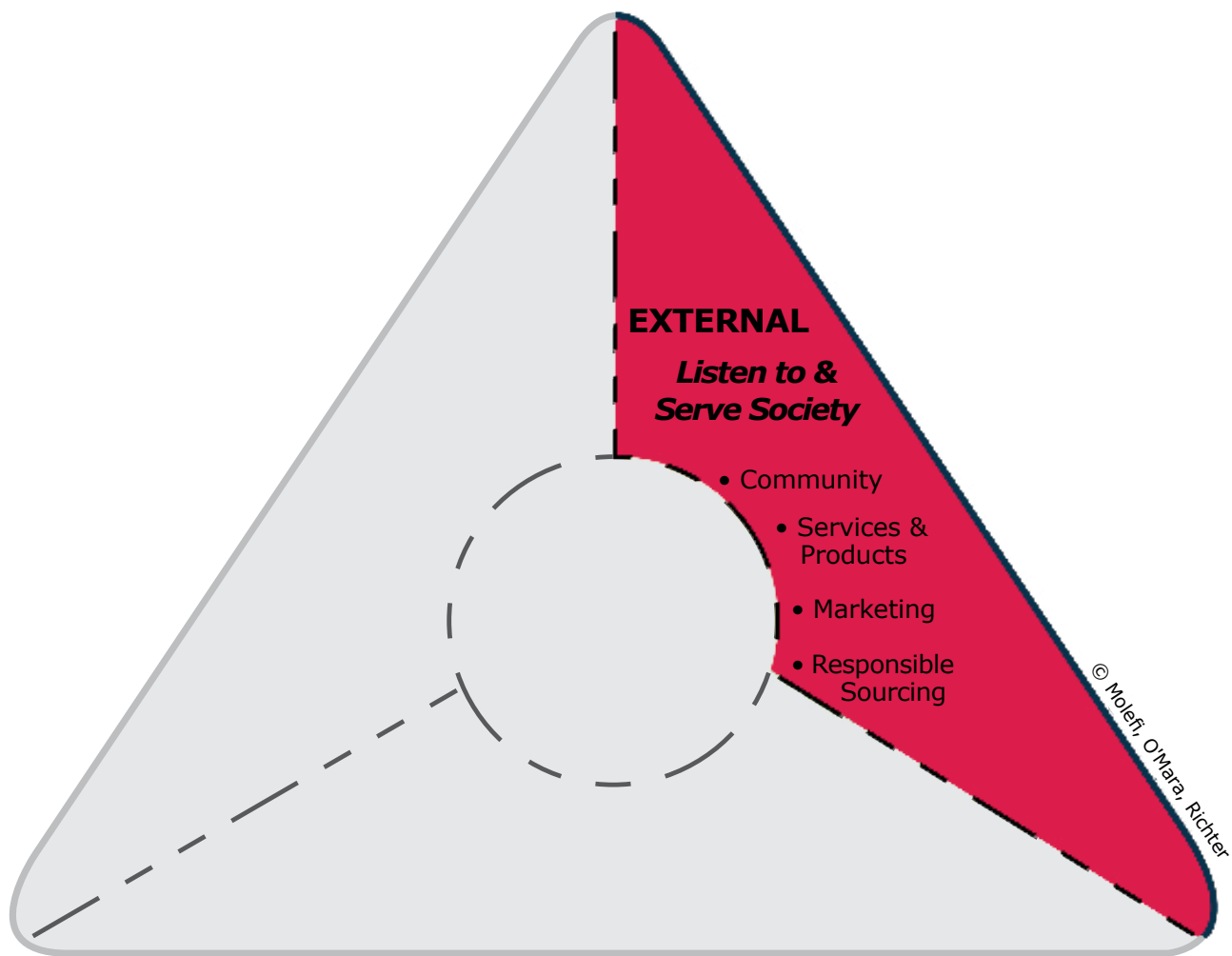
Global Diversity, Equity & Inclusion Benchmarks

CATEGORY 12: COMMUNITY, GOVERNMENT RELATIONS, AND PHILANTHROPY

Action: Be proactive in working with community, public and private partnerships, government, society at large, and through philanthropy.

The organization is a recognized leader for supporting and advocating for DEI interests in communities and society, and in working with government. The organization is socially responsible and leverages efforts with industry or sector peers. It is generous in partnering with or supporting other organizations in their DEI initiatives to advance DEI in the community.

Where appropriate, special efforts are made to acknowledge indigenous communities and to respect their territory and adhere to legal and cultural requirements when entering their space. Employees are encouraged to participate in and support various community projects, share DEI learning from such activities, and reinforce the organization's commitment to DEI. These efforts are explicitly linked to the organization's sustainability strategy.

CATEGORY 12: COMMUNITY, GOVERNMENT RELATIONS, PHILANTHROPY

LEVEL 5: BEST PRACTICE

☐ **12.1** The organization is explicit in living its DEI values and actively supports, invests in, and advocates for DEI-related initiatives in the community, government, and society at large.

☐ **12.2** The organization takes bold stands in word and action on societal issues related to achieving equity and justice for marginalized people, such as #BlackLivesMatter, #MeToo, #Genderbasedviolence, #UnitedAgainstRacism, and #Standup4humanrights.

☐ **12.3** The organization has addressed and atoned for any past behaviours and policies with regard to the mistreatment of people.

☐ **12.4** The organization helps its community by promoting economic growth, addressing income inequality and groups that have been historically disadvantaged.

☐ **12.5** The organization encourages employee volunteerism in community projects by providing time off and/or compensation and rewards where appropriate.

LEVEL 4: PROGRESSIVE

☐ **12.6** The organization's philanthropy and social responsibility strategies promote DEI.

☐ **12.7** The organization's community investment supports those most in need.

☐ **12.8** The organization supports scholarship, paid internship programs and/or apprenticeships for underrepresented populations.

☐ **12.9** Employees are encouraged to volunteer in their community. In some cases, the organization "loans" them to work for community organizations or matches their volunteer hours with monetary contributions.

☐ **12.10** Community development plans are designed in collaboration with diverse groups, including those from underrepresented or marginalized groups.

☐ **12.11** The organization uses objective criteria to fund nonprofit organizations to ensure that bias in philanthropy is mitigated.

LEVEL 3: PROACTIVE

☐ **12.12** The organization partners with other organizations that work to advance the rights of underrepresented groups in the community.

☐ **12.13** The organization supports DEI publicly when exclusionary and discriminatory actions occur in the community or society at large.

☐ **12.14** Individuals who have made a significant difference with DEI in their communities are recognized and honoured by their organization.

LEVEL 2: REACTIVE

☐ **12.15** There is some involvement in or support for societal DEI issues but only if considered non-controversial.

☐ **12.16** There is some support for the community, schools, and/or local government projects, primarily for public relations purposes.

LEVEL 1: INACTIVE

☐ **12.17** There is no involvement or support provided to community, government, and societal initiatives related to DEI.

☐ **12.18** The organization has no philanthropy.

CATEGORY 13: SERVICES AND PRODUCTS DEVELOPMENT

Action: Embed DEI in services and products development to serve diverse customers and clients.

DEI considerations are integrated into the services and products development cycle to leverage the diversity of the communities they serve. The process contributes to social and economic progress and eliminates or reduces inequities. Service or product development teams are diverse and include customers, stakeholders, and community representatives. Recognition is also given to the value of DEI in innovation, and the organization consistently leverages the diversity of cultures, lived experiences, perspectives, and thought for product and service improvement.

CATEGORY 13: SERVICES AND PRODUCTS DEVELOPMENT

The term customers may also refer to constituents, stakeholders, clients, students, educators, patients, and so forth—whoever is the intended beneficiary of the organization's work. Some other terms may need customizing for this category to be useable for all sectors.

LEVEL 5: BEST PRACTICE

☐ **13.1** The organization successfully leverages diverse teams, including diversity networks, customers, partners, the community, and other stakeholders, to improve its products and services.

☐ **13.2** The product and service development cycles prioritize diversity and accessibility from the start. The organization doesn't merely adapt products first developed for the dominant group or culture.

☐ **13.3** The organization contributes to equity by creating services and products that advance social and economic progress.

☐ **13.4** Humane and ethical technology is used to ensure access and equity, for example in inclusive facial recognition systems.

☐ **13.5** Voice and facial recognition software is sensitive to accents, dialects, gender, race/ ethnicity, age, and other characteristics.

LEVEL 4: PROGRESSIVE

☐ **13.6** Changes in demographics, values, and consumer behaviours are researched, anticipated, and addressed.

☐ **13.7** Culturally responsive products and services, such as engaging a traditional healer in a hospital, Sharia-compliant financial products, and products for left-handed users, are accepted and provided.

☐ **13.8** The organization leverages diverse teams to improve the quality and innovation of products and services.

LEVEL 3: PROACTIVE

☐ **13.9** Products and services are analyzed for their value to current and potential customers and are tailored appropriately.

☐ **13.10** Staff and/or consultants with expertise in DEI are involved in products and services development.

☐ **13.11** Research and product testing help analyze how different customer/stakeholder groups and cultures may perceive, value, and use the organization's products and services.

☐ **13.12** Accessibility for persons with disabilities is routinely considered in the development and delivery of products and services.

LEVEL 2: REACTIVE

☐ **13.13** There is limited interest in developing or altering products and services based on customer preferences, needs, or demographics.

☐ **13.14** Only when required by law is there adaptation of services and products for accessibility.

LEVEL 1: INACTIVE

☐ **13.15** No effort is made to adapt products or services for diverse customers.

☐ **13.16** Development teams are mostly homogenous.

CATEGORY 14: MARKETING AND CUSTOMER SERVICE

*Action: Integrate DEI into marketing
and customer service.*

Marketing and customer service strategies meet the needs of diverse groups. Sophisticated market analysis techniques are deployed on an ongoing basis to understand the organization's diverse customer and stakeholder base. The organization uses DEI relevant marketing and customer service approaches within and across countries, regions, cultures, generations, and languages.

Marketing and advertising strategies are inclusive and challenge stereotypes. While outside DEI expertise may sometimes be sought, the organization leverages the expertise of its diverse staff. Accessibility and cultural sensitivity are incorporated into the process of design and development of all marketing materials and customer service strategies.

CATEGORY 14: MARKETING AND CUSTOMER SERVICE

The term customers may also refer to constituents, stakeholders, clients, students, educators, patients, and so forth—whoever is the intended beneficiary of the organization's work. Some other terms may need customizing for this category to be useable to all sectors

LEVEL 5: BEST PRACTICE

☐ **14.1** The organization uses advanced and unbiased analysis techniques to understand and respond to the diversity of its customer base, including nuances of intersectionality.

☐ **14.2** Artificial intelligence-based customer service applications, such as personal assistants, are programmed to speak to people in ways they prefer and can understand, such as gender, language, accent, and dialect.

☐ **14.3** Marketing strategies developed for specific communities are tracked to ensure they are culturally relevant and valued.

☐ **14.4** While outside DEI expertise may also be sought, the organization leverages the marketing, sales, distribution, and customer service expertise of its diverse staff.

LEVEL 4: PROGRESSIVE

☐ **14.5** The organization successfully incorporates marketing, sales, and distribution strategies to meet the needs of diverse customers.

☐ **14.6** All marketing materials, including images and language are reflective of the organization's commitment to DEI.

☐ **14.7** Marketing, advertising, public relations, and all customer contact methods promote positive role models and do not perpetuate stereotypes.

☐ **14.8** The marketing and sales force is interculturally competent and can adapt and work effectively with customers from many backgrounds.

☐ **14.9** All marketing and customer service processes are fully accessible.

LEVEL 3: PROACTIVE

☐ **14.10** Diverse groups of customers and potential customers are surveyed to help shape marketing, sales, distribution, and customer service strategies.

☐ **14.11** Market testing includes diverse groups.

☐ **14.12** Inclusion of various diversity dimensions is a strong consideration in staffing marketing and customer service.

☐ **14.13** Marketing collateral print and digital materials represent and reflect diverse markets.

LEVEL 2: REACTIVE

☐ **14.14** The organization only recognizes broad differences among its customers, such as young and old or men and women.

☐ **14.15** Even if products and services are marketed differently to different groups, the advertising is not culturally sensitive.

☐ **14.16** Customer service and marketing are accessible for persons with disabilities only where required by law

LEVEL 1: INACTIVE

☐ **14.17** No oversight exists to ensure that advertising or public communications do not perpetuate stereotypes.

☐ **14.18** There are no marketing or customer service initiatives to serve the diverse needs of customers.

CATEGORY 15:
RESPONSIBLE SOURCING

Action: Practice responsible and ethical sourcing. Develop and nurture underrepresented suppliers.

Responsible and ethical sourcing refers to a commitment to purchase a significant percentage of goods and services from organizations committed to high standards in DEI, sustainability, ethical behaviour, and Fair Trade.

Further, the organization supports its current and potential suppliers in maintaining high standards through education and systems that enable them to compete equitably with other suppliers—the ultimate goal being to create sustainable, successful, and prosperous societies.

CATEGORY 15: RESPONSIBLE SOURCING

Note: This category is impacted by legal regulations in many countries. In this category, underrepresented groups may include Fair Trade, Direct Trade, or other similar suppliers.

LEVEL 5: BEST PRACTICE

☐ **15.1** The organization has embedded DEI in its responsible and ethical sourcing as evidenced by its policies, systems, and inclusive practices.

☐ **15.2** The organization treats its suppliers with respect and dignity, pays them in a timely manner and collaborates with them to make the supply process work for all.

☐ **15.3** The economic benefit of responsible sourcing to the community is measured and reported.

☐ **15.4** The organization's suppliers provide evidence that both they and their suppliers achieve their own DEI goals.

LEVEL 4: PROGRESSIVE

☐ **15.5** The organization allocates a specific amount of what it spends on essential and non-essential goods and services from under-represented suppliers.

☐ **15.6** The organization is proactive in seeking and attracting underrepresented groups by informing both potential and established suppliers about business opportunities.

☐ **15.7** DEI criteria are included in the supplier selection process and given weight in decision-making.

☐ **15.8** Checks and balances are built into the responsible and ethical sourcing process to counteract the impact of unconscious bias and discrimination.

☐ **15.9** Educational support and coaching is provided to underrepresented suppliers to help them be competitive.

☐ **15.10** The organization publishes information about its annual expenditures with underrep-resented suppliers including progress against goals, and successful contracting rates.

LEVEL 3: PROACTIVE

☐ **15.11** All staff responsible for sourcing are pro-vided with DEI education and are held account-able for achieving responsible sourcing goals.

☐ **15.12** The organization's supplier database includes information about the diversity of owners and employees that supply goods or services.

☐ **15.13** The organization uses the services of organizations globally /nationally/locally that certify or accredit businesses owned by underrepresented suppliers and that regulate Fair Trade.

☐ **15.14** The organization seeks opportunities to engage with and inform underrepresented suppliers that their business is welcomed.

LEVEL 2: REACTIVE

☐ **15.15** Engaging in DEI may be a supply proposal criterion, but it is given minimal importance.

☐ **15.16** There is some attempt to include a few underrepresented suppliers, but primarily for small, one-time, or low-fee contracts or because it is required by law.

LEVEL 1: INACTIVE

☐ **15.17** No consideration is given to DEI when determining suppliers.

☐ **15.18** There is no recognition of the value that underrepresented suppliers could bring to the organization.

THE RESEARCH PROCESS

This edition of the GDEIB is based on consensus among 112 Expert Panellists with the three authors adding their thought leadership. It represents deep expertise in DEI practice. Many of the Expert Panellists have worked with several organizations spanning various industries and sectors, using a variety of approaches to DEI work, and in different geographic locations. Expert Panellists are selected for the totality of their experience, not to represent their current organization. Many of the Expert Panellists are also highly familiar with empirical research on DEI and bring that to the GDEIB. (See Section on Expert Panellists on pages 68 & 69).

What approach did you use to construct the GDEIB?

Our approach in generating consensus involved a systematic, recursive, and rigorous process of collecting expert input, combining suggestions, cross-checking ideas, and submitting changes for further review and comment. We purposely collected the wisdom of a very diverse group of practitioners from various fields, including academia, government, nonprofits, corporations, and the consulting world. We used a consensus model that accelerates the usual way in which a field of study or practice evolves on the basis of common agreement and peer review.

By bringing together the insights of this diverse group of experts and filtering their common understanding of the essential elements of diverse, equitable, and inclusive organizations at various stages of development, we have sought to ensure that the GDEIB reflects the current consensus and best thinking about future practices in the field.

How have the GDEIB editions evolved over the years?

The need to create benchmarks grew out of an ongoing discussion Julie O'Mara and Alan Richter were having with each other and with other practitioners. They were bemoaning the fact that in the 1990s so many D&I practitioners considered activities such as having ethnic food in the cafeteria, placing pictures of minorities and international places in the organization lobby, offering cultural fairs, and creating some employee groups; the extent of their diversity program. Julie and Alan began creating the GDIB (Global Diversity & Inclusion Benchmarks) to help organizations make systemic interventions needed to produce effective DEI results.
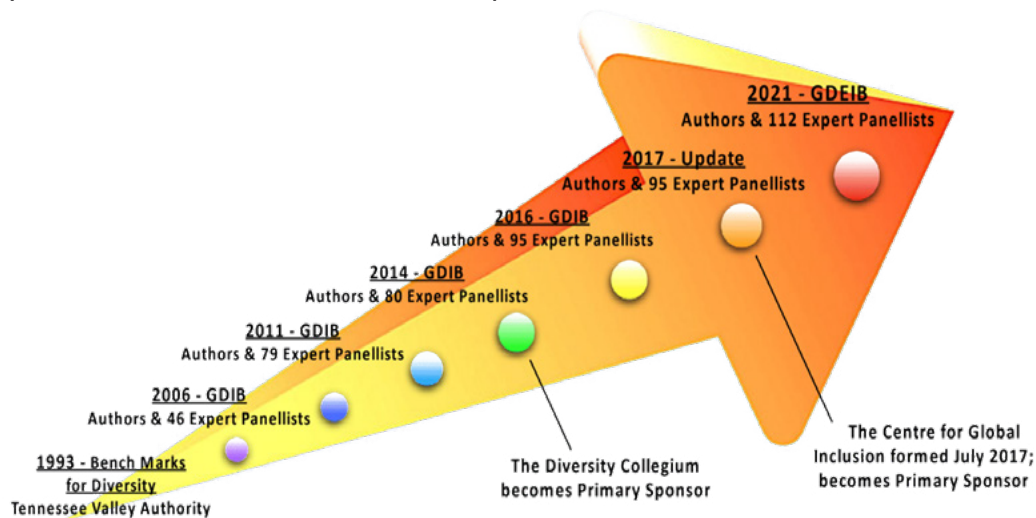
The origin of the GDIB began with the Bench Marks for Diversity, published in 1993 by the Tennessee Valley Authority (TVA), a government organization in the United States. The original researchers were Kate Atchley, JoAnne Howell, Gerald Landon, Vergil Metts, and Hector Qirko. Because Bench Marks for Diversity was developed with federal U.S. funds, it was not copyrighted.

That original document was substantially reconfigured, revised, and made to reflect a global perspective. The first GDIB was published in 2006 by the GDIB authors at the time, Julie O'Mara and Alan Richter, PhD. It was sent to 47 Expert Panellists asking for comments and suggestions. Those were compiled by the authors and then sent for review by the Expert Panellists. The authors finalized the work, making judgments on what to accept and what not to accept.

For the 2011 edition, the Expert Panellist group was expanded to 80, with some original members leaving and new ones joining. The process was similar to the 2006 process. With this edition we added the model.

In 2013, The Diversity Collegium, a think tank of practitioners, scholars, and thought leaders became the primary sponsor and home of the GDIB. We created a 2014 edition to include the sponsorship and improved the look and feel of the 2011 GDIB as well as improvements to the introductory material. No substantial changes that required research by the Expert Panellists were made.

For the 2016 Tenth Anniversary Edition the number of Expert Panellists grew to 95, including many who worked on the earlier editions. In addition to updating the benchmarks themselves to reflect current practices, we changed the conceptual frameworks to approaches for D&I to reflect the way D&I work was practiced added a new category on Connecting D&I and Sustainability, added a description of the Ultimate Goals of D&I, added an explanation of practicing D&I work as a systems approach, and revised the model.

In 2017, we formed The Centre for Global Inclusion and created a new edition of the GDIB with minor updates.

The 2021 edition is the first one to adopt the new name—GDEIB (Global Diversity, Equity & Inclusion Benchmarks). This edition is a major revision with numerous improvements. We added a third author, Nene Molefi, who had been an Expert Panellist, and enlarged the global panel of experts (EPs) to 112.

We included input from a DEI Futures Project in 2018 which included a 2.5-day conference attended by 85 people from around the world.

We also incorporated feedback from our users, including conducing a user group survey.

There were three rounds of feedback from our Expert Panellists, including small group work that focused on specific dimensions, categories or issues. These small groups of Expert Panellists were asked to delve deeply into pressing issues to be sure that the 2021 edition was relevant to the changes—some said disruption—that has been a factor over the last several years. These were the small groups:

- Sustainability
- New Normal / Pandemic
- Technology of the Future / Artificial Intelligence / Robotics
- Ability / Disabilities
- Ensuring Global Inclusion in All Aspects
- Gender, Sex, Gender Identity, Transgender / Pronouns / LGBTQ+
- Race, Racial Identity, Terminology & Related Complexities
- Religion
- Incorporating Equity and Renaming the GDEIB
- Generational Differences
- Socio-Economic Class
- The Different Approaches to DEI
- Improve the Benchmarks that are Internally Focused
- Refresh Supplier Diversity

What supports the claim that the benchmarks at the highest level are best practices?

We believe a best practice is also something that organizations can measure or assess. We believe the benchmarks at the highest level are current global best practices based on the collective experience of our Expert Panellists. Given the current changes in the world, some benchmarks in the 2021 edition are aspirational.

Have you done validity and reliability studies on the GDEIB?

No. The GDEIB represents the collective viewpoint of the Expert Panellists and the authors, who bring years of knowledge and experience in the DEI field. With regard to reliability, our multiple rounds for comment and input provided an opportunity to check not only consensus but also consistency. In the future, as the GDEIB becomes more widely used, we anticipate that further studies—including quantitative ones—might be undertaken.

The GDEIB seems to come from a Western cultural perspective. How does that impact its validity?

Although the GDEIB has been developed from a Western perspective in English it has been revised, adapted, and expanded four times to incorporate a growing global mindset. This current edition of the GDEIB is the consensus thinking of 112 Expert Panellists from around the world who have used their cultural lenses, experiences, and perspectives to mold the GDEIB into a guidebook that is globally relevant.

Is the GDEIB validated or sanctioned by a professional association or independent organization?

No. Currently there is no worldwide organization that operates as a DEI professional association. There are some sector-specific, country-specific, and topic-specific or dimension-specific organizations, as well as sub-groups of well-established professional associations that address portions of the field. Likewise, there are some private, nonprofit, and educational organizations that contribute to the body of work of this young field. Perhaps in the future a professional association will exist that serves the entire field. There is no doubt that the field will evolve over time. It is quite likely that our Expert Panellists comprise one of the broadest sets of DEI experts ever assembled for the purpose of reaching consensus on practices in this field.

THE EXPERT PANELLISTS

The authors are grateful for the thought leadership and dedication of the 112 Expert Panellists, who contributed significantly to this GDEIB.

Who serves on the Expert Panel?

Because the GDEIB is the collective viewpoint of the authors and the Expert Panellists (EPs), it is critically important that the EPs represent a broad variety of backgrounds and areas of expertise.

The depth and breadth of the GDEIB is a testament to the process of including different viewpoints and perspectives. Not all EPs agree with all items and statements in this document despite attempts to be as comprehensive and all-inclusive as possible—of organization size, sector, industry, world region, diversity approach, diversity dimensions. The truth is that most people are at least somewhat biased to what they know best. Therein lies the value in having an expert panel comprising a diverse group of people.

The EPs are listed on page 68. Because people move across both countries and organizations, and many have extensive global experience beyond their current affiliation or location, we have listed names without affiliation, title, or location.

How were the Expert Panellists selected?

The authors determined the selection criteria, which were designed to result in a diverse group of experts who would be willing and able to contribute to the GDEIB. Each person needs to have expertise in a broad scope of DEI work or a specific sector/type of organization, approach to DEI, or world region. In addition, we sought a variety of diversity dimensions. We were interested in the totality of their experience, not only their current organizational or personal situation. In addition, a passion for this work was an important consideration.

Then the authors invited those who met these criteria to serve as EPs and also asked them to recommend others. As the process evolved, the authors searched for areas where they felt additional expertise or a particular identity would enhance the GDEIB.

How will future Expert Panellists be selected?

Future EPs will be selected in a similar manner—using criteria and networking with a goal of creating a group willing to do the work of constructing the next edition and having the varied backgrounds to do so. It is unlikely we will add more EPs until closer to the next major research review.

What are the Expert Panellists expected to do? Are they paid?

In addition to participating in the research, EPs assist the authors in meeting the three current GDEIB goals: increasing visibility, usability, and relevance. Go to The Centre for Global Inclusion website to see a document titled "Qualifications and Expectations of Expert Panellists." The authors and EPs are contributing their expertise to this work without remuneration and as a gift to the field.

THE EXPERT PANELLISTS FOR THE 2021 EDITION

Biographical sketches and contact information for each Expert Panellist are available on The Centre for Global Inclusion website.

Deepa Agarwal
Naseem Ahmed
Natasha Aruliah
Mariana Barros
Aditya Batavia
Laura Belfiore
Joel A. Brown
Sabah Cambrelen
Lori Campbell
Liliana Cantú
Lorelei Carobolante
Maria Cristina (Cris) da Costa
  Rodrigues de Carvalho
Gina Cheverine
Kristal Moore Clemons
Mellener Anne Coelho
John Kingsley Cornwell
Cristina Cruz-Hubbard
Delfina Daglio
Shirley Davis
Barbara Deane
Ralph de Chabert
Paul Deemer
Grant Douglas
Nayla Farah
Ibtehal Fathy
Bernardo M. Ferdman
Karen Francis
Cathy Gallagher-Louisy
Judy Greevy
Priyadarshini Gupta
Saehi Han
Steve Hanamura
Melanie Harrington
Robert Hayles
Peggy Hazard
Dianne Hofner Saphiere
Patricia Mushim Ikeda

Kay Iwata
Hans W. Jablonski
Judith H. Katz
Elisabeth Kelan
Lisa Kepinski
Akshay Kumar
Alejandra González Landeros
Juan T. Lopez
Cynthia Love
Sinenhlanhla Magagula
Mpho Makwana
Basil Manning
Mercedes Martin
Liziwe Masoga
Pamela A. McElvane
Kelli McLoud-Schingen
Chris Michael Mendoza
Jessica Milam
Lindiwe Miyambu
Nazeema Mohamed
Eddie Moore, Jr.
Zahid Mubarik
Mary Waceke Muia
Deborah Munster
Sharon Nash
Eddy Ng
Fo Niemi
Kenneth Nowack
Stéphane Patry
Heather Price
Suzanne Price
Farrah Qureshi
Sidalia G. Reel
Margaret Regan
Jennifer "Jae" Pi'ilani Requiro
Tatiana Revilla S
Howard Ross

Shirley Johana Saenz
Riikka Salonen
Thomas Sasso
Natalie Sigona
George F. Simons
Duncan Smith
Gamze Sofuoğlu
Jeremy Solomons
Jinny Son
Oris Stuart
Charlotte Sweeney
Jawad Syed
Hiroko Tatebe
Tanya Cruz Teller
Sondra Thiederman
Minjon Tholen
Yumiko Thomas
Pascale Thorre
Adam Travis
Lillian Tsai
Tsukiko (Tsuki) Tsukahara
Lorie Valle-Yañez
Tom Verghese
Celeste Warren
Ilene Wasserman
Caroline Waters
Lynda White
Pamela Williamson
Toni Wilson
Natasha Winkler-Titus
Mary-Frances Winters
Catherine Wong
Rita Wuebbeler
Ursula Wynhoven
Gamiel Yafai
Ema Yoshikawa
Nadia Younes
Renée Yuengling

FORMER EXPERT PANELLISTS

We are grateful to the following for the help they provided when they served as an EP. Their contributions continue to be felt as the work evolves.

Rachael Nyaradzo Adams	Herschel Herndon	Katherine W. Phillips (1972-2020)
Rohini Anand	Kimiko Horii	Jacquelyn Valerie Reza
Redia Anderson	Lucie Houde	Armida Mendez Russell
JuanCarlos Arauz	Edward E. Hubbard	Ann Sado
Jeya Ayadurai	Lobna "Luby" Ismail	Rosalind Sago
Janet Bennett	Helen Jackson	Janelle Reiko Sasaki
David Benton	Tisa Jackson	Srimathi Shivaskankar
Fleur Bothwick	Betsy Jacobsen	Donna Stringer
Jacqueline Celestin-André	Nia Joynson-Romanzina	Cynthia Scott
Mee-Yan Cheung Judge	Prasad Kaipa	Johanna Sherriff
Price Cobbs (1928 - 2018)	Beverly Kaye	Parag Tandon
Stacey Cunningham	Lynn (Rui-ling) King (dec. 2020)	Roosevelt Thomas (1944 –2013)
Tracy Ann Curtis	Gerald Landon	Zaida Morales Torres
Maria Dupras	Randall Lane	David Tulin
Emilio Egea	Joe-Joe McManus	Josephine Van Zanten
Mary Farmer	Donna McNamara	Kate Vernon
Kim Farnham	Margo Murray	Yves Veulliet
Richard Gaskins	Stella M. Nkomo	Michael Wheeler
Jacey Graham		Avivah Wittenberg-Cox

THE CENTRE FOR GLOBAL INCLUSION

On 5 July 2017 a nonprofit entity, The Centre for Global Inclusion, was established as the home for The Global Diversity, Equity & Inclusion Benchmarks: Standards for Organizations Around the World (GDEIB) and all related tools and materials.

The Centre for Global Inclusion

The Centre's mission is: *to serve as a resource for research and education for individuals and organizations in their quest to improve diversity, equity, and inclusion practices around the world.*

Although our research and education are focused globally, we are organized as a US nonprofit entity. Specifically, we are a 501c3 public charity. Founding Board members and officers are: Julie O'Mara as Board Chair and President, Alan Richter as Treasurer, and Nene Molefi as Secretary.

Board members:
• Lorelei Carobolante
• Ralph de Chabert
• Melanie Harrington
• Nene Molefi
• Zahid Mubarik
• Julie O'Mara
• Alan Richter
• Charlotte Sweeney
• Lynda White

The Global Inclusion Council members:
• Naseem Ahmed
• Rohini Anand
• Amy Borsetti
• Maria Cristina (Cris) da Costa Rodrigues de Carvalho
• Ron Copeland
• Mpho Makwana
• Mmasekgoa Masire-Mwamba
• Suzanne Price
• May E. Snowden
• Mónica L. Villalta

In addition, we are creating a GDEIB User Council and have Alliances with many organizations.

Here are some of the goals and strategies of The Centre for Global Inclusion:

• Conduct ongoing research on the evolution and effectiveness of DEI practices of organizations in various sectors, industries, and regions around the world.
• Provide thought leadership.
• Create translations into languages other than English, including Spanish, French, Portuguese, and others as the need arises.
• Develop a digital version.
• Customize GDEIB editions as the need arises.
• Offer a voluntary certification program for users of the GDEIB.
• Build global Alliances.
• Publish a monthly newsletter that helps with current news, resources, and best practice stories.
• Offer live and virtual gatherings of practitioners and DEI advocates.
• Expand the use of social media, infographics, posters, and flyers.
• Continue to develop resources that create an extensive global footprint.

OUR ENCOURAGEMENT

As authors, we:

• Are ultimately responsible for the content,

• Make final decisions on who becomes an Expert Panellist,

• Manage the user process, and

• Strive to increase GDEIB usability, visibility, and relevance.

We believe DEI will continue to evolve as more and more individuals, organizations, communities, and countries gain and share experience and see the results that high-quality DEI efforts help achieve. It is also possible that DEI will become a more essential ingredient in social and political movements, such as inclusive growth and development, sustainability, economic equity, and peace-building. As DEI work evolves and new insights and innovations arise, we will work diligently to incorporate them into the latest GDEIB.

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

Please keep us informed about the work you are doing and share any ideas you have to strengthen Global Diversity, equity & Inclusion Benchmarks: Standards for Organizations Around the World.

Nene Molefi, Julie O'Mara & Alan Richter

The Centre for Global Inclusion

AUTHOR BIOS

NENE MOLEFI, is the President and owner of Mandate Molefi HR Consultants. She is an experienced consultant with a track record that spans over 22 years. She was born in Soweto, South Africa. Her work involves consulting & facilitation in Whole System Culture Change; Transformation, Diversity, Equity and Inclusion & Values Driven Leadership interventions for large and medium-sized organizations. Nene is an international speaker with a creative storytelling approach to sharing complex issues of South Africa's journey to democracy - helping participants navigate the difficult terrain of race and intersectionality in society and their workplace. She has facilitated numerous dialogue sessions and moderated courageous conversations with Boards, Executive Committees & Senior leadership across different countries and a variety of industries and sectors. She has written many articles and is an author of a book, A Journey of Diversity and Inclusion in South Africa: Guidelines for Leading Inclusively. She has been mentioned in the Global Talent Competitiveness Index report of 2018 as an example of an international thought leader on Diversity and Inclusion. She sits on the Advisory structure of the Auditor General of South Africa. She is a board member and Secretary of The Centre for Global Inclusion. Nene studied at the University of Fort Hare (SA), University of Cape Town (SA) and York St John University (UK)where she obtained Masters in Leading Innovation and Change. Her aim is to use dialogue to show leaders how to lead equitably and inclusively in meeting their organizational objectives and advance social cohesion in society.

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JULIE O'MARA, is President and Board Chair of The Centre for Global Inclusion. For over 40 years, she was an active DEI consultant as president of O'Mara and Associates, an organization development consulting firm. She is considered a pioneer for her work having been engaged in numerous successful initiatives with major clients. She is active in several diversity organizations and often collaborates with others to advance the field. She is a shareholder and former Board of Directors member of Berrett-Koehler Publishers and is an Authorized Partner for Wiley's DiSC® and Five Behaviours products. A former National President of the American Society for Training and Development (now ATD), Julie was instrumental in developing professional competencies for the training and development field. She is co-author of Managing Workforce 2000: Gaining the Diversity Advantage, a bestseller published by Jossey-Bass, and author of Diversity Activities and Training Designs, published by Pfeiffer and Company. She has received several awards for her leadership and diversity work, including named to the Economists Global Diversity List 2015; a Diversity Legacy Leader by The Forum on Workplace Inclusion; Pioneer of Diversity by the Diversity Journal; ASTD's Torch Award for outstanding service; the ASTD Women's Network Professional Leadership Development Award; the Honored Instructor award for outstanding service from the University of California Extension, Berkeley; Ben Bostic Trainer of the Year Award from ASTD's Multicultural Network; and ASTD's Valuing Differences Award. She lives in Las Vegas, Nevada, USA.

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ALAN RICHTER, PhD, the Founder and President of QED Consulting, has consulted to organizations for over 30 years in multiple capacities and specializes in the areas of leadership, ethics and values, diversity and inclusion, culture and change. He serves as Treasurer of The Centre for Global Inclusion. He has designed and developed innovative global diversity and inclusion curricula. He is the co-author of the award-winning Global Diversity Game and the Global Diversity Survey as well as the Global Gender Intelligence Assessment. In addition to the GDEIB, he has also co-authored the Global Ethics & Integrity Benchmarks, which follows an approach similar to the GDEIB. Alan is also the coeditor of the recent global study: An Inquiry into Global Values: Through the Lens of Comparative Constitutions (Hart 2015). Alan has been a presenter at many conferences and has delivered workshops on DEI and ethics around the world for a wide variety of clients both for-profit and nonprofit. The United Nations and many of its agencies have been major clients for decades. He has worked in over 50 countries across all continents. He has an M.A. and a B.A.B.Sc. from the University of Cape Town, and a PhD in Philosophy from Birkbeck College, London University. He currently lives in New York City, New York, USA.

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*"We believe the thoughtful use of the
Global Diversity, Equity & Inclusion Benchmarks
coupled with dedication, competence, and commitment
will help achieve the ultimate DEI goals:*

*Creating a better, equitable world for everyone,
advancing an inclusive culture,
and improving organizational effectiveness."*

–Nene Molefi, Julie O'Mara, and Alan Richter

Global Diversity, Equity & Inclusion Benchmarks