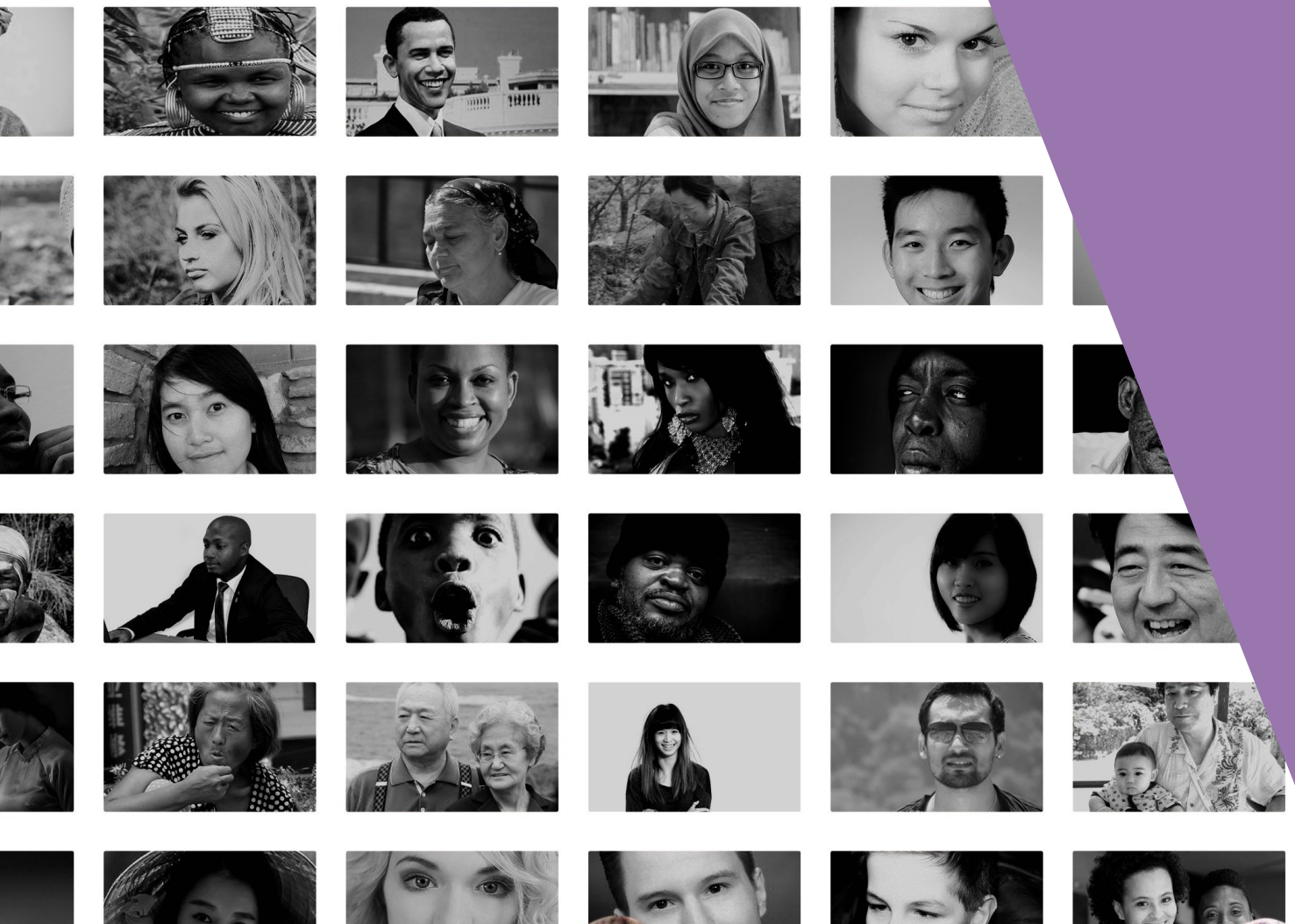


DIVERSITY MATURITY MATRIX

D&I FRAMEWORK



DIVERSITY AND INCLUSION

Organization now recognize that a strong diversity and inclusion strategy can not only increase their performance and positioning but can also help attract top talent and drive innovative results.

A 2018 research from McKinsey shows, greater diversity in the workforce results in greater profitability and value creation. They also found out that Companies in the top quartile for ethnic diversity and gender diversity are more likely to have above-average profitability than companies in the bottom quartile, thus building a statistically significant correlation between diversity and better financial performance.

The research also reveals that organizations with inclusive cultures are six times more likely to be innovative and to anticipate change and respond effectively to it.

*"INCLUSION IS NOT A
MATTER OF POLITICAL
CORRECTNESS. IT IS THE
KEY TO GROWTH."*

JESSE JACKSON

OUR APPROACH

Despite the demonstrated benefits of embracing a Diversity and Inclusion at workplace, the research also indicates that only 12 percent of organizations around the world have reached full maturity.

Diversity and Inclusion needs to become an Integral and critical component of the organization's business strategy through both formal communications and reporting relationships if an organization wants to achieve maturity.

Our Diversity and Inclusion Maturity Model shows that the most effective way to achieve significant gains is through leadership ownership, strategic measurement, and a culture of accountability for inclusion that is driven from top to bottom

ASCEND: OUR D&I DIMENSIONS

Our D&I Framework is based on the premise that in an organization a number of factors need to come together. We have grouped these tangible and intangible parameters to form the 5 dimensions of **ASCEND**

- **A Strategy:** This dimension focuses on building a D&I strategy that values employees, treating them with open-mindedness and respect in a safe environment gives them the space to thrive. It aims to find out how integral is the D&I agenda in to the everyday operations of the business. Executive committee focused on diversity/ Diversity Council are some of the measures.
- **Culture:** Diversity is not policy or a program it is a mindset. it is deeply linked to how the employees feel about their workplace and their co-workers. This dimension focuses on the attitudes, behavior and Inclusive mindset of the workforce.
- **Educational and Developmental Programs:** An organization can use various things like Training, coaching, Sponsorship/ mentoring and creating support groups like women's network to educate its workforce on issues linked to diversity. The key is to move away from a "program" approach to a more holistic way of development
- **Nurturing Equality:** This dimension explores the tangible aspects of workplace diversity be it options like Flexible work/ extended maternity and leave policy or back to work programs
- **Deliverable:** To what extent are the Metrics and tracking of key performance indicators , KPIs and Objectives linked diversity? How are they performing?

*"A DIVERSE MIX OF
VOICES LEADS TO
BETTER DISCUSSIONS,
DECISIONS, AND
OUTCOMES FOR
EVERYONE."*

SUNDAR PICHAI

D&I STAGES

Our D&I diagnostic scores will plot an organization's performance on each of the **ASCEND** parameters. Each dimension will be evaluated at the 4 levels of Awareness, Adoption, Integration and Transformation

Awareness: At this stage Organization acknowledges the need to focus on D&I. However, no plans are in place to define or achieve the desired outcomes. The focus is on meeting the Regulations. Their approach to D&I tends to be more reactive; they may define diversity along one or two visible aspects of diversity, and leaders usually have very limited involvement in driving D&I agenda forward

Adoption: Organizations at this stage recognize D&I as business benefit. D&I initiatives are deployed however are at 'Program level'. The focus is essentially on to what extent the organization has the infrastructure, capabilities, and behaviours necessary to identify, mitigate, and prevent D&I related risks and opportunities. Measures to what extent an organization's leaders and employees are aware of and committed to the value of D&I.

Integration: At this stage D&I is fully integrated into all operations of the Organization. Leaders and employees display inclusion skills and leverage talent diversity for better decision making and team performance. They are held accountable for D&I Integration into management and robust analytics are applied to inform management decisions.

Transformation: D&I drives Strategy and is embedded in day-to-day activities. The organization deliberately puts together high performing diverse-by-design teams for operational tasks and projects. Organizations who are this stage of D&I are those where inclusion and cross-cultural competencies are applied in key decisions and market initiatives and where leaders and employees recognize their own need for cross-cultural competency and seek out further education.

How it all comes together

Our Diversity and Inclusion Maturity model brings it all together by mapping the stage of attainment for each of the dimensions. This gives the organizations a clear understanding of where they need to focus so as to reach the desired state in the journey towards building inclusive workplaces

Category	Awareness	Adoption	Integration	Transformation
A Strategy	D&I initiatives are governed by compliance norms	Establish the D&I Council to govern the inclusion policy	D&I is part of policies and assesses employees under the performance matrix.	Organization has a Sustainable approach toward D&I
Culture	Focus is on creating employees aware on D&I	Channels for employees to express their grievances	Leaders and people managers walk the talk and foster a safe environment	Employees can bring their authentic selves to work, have the comfort to be themselves, and feel a sense of belonging
Educational and developmental Programs	Have activities and sessions more to fulfil compliance needs	Have a program based approach on D&I	Visible aspects of diversity adoptions can be seen; opportunities for employees to be a part of the diversified groups exist	ERG and informal networks are effective in meeting their goals; D&I is woven into all learning initiatives
Nurturing Equality	The organisation is sensitized to the needs of their employees	companies and HR prioritize having policies in place to demonstrate what's acceptable and what isn't.	The employee feels safe to express their needs in the organisation regardless of their gender, culture, abilities and ages.	External Advisory board on D&I
Deliverables: Metrics and tracking of key performance indicators	No clear Links established	Metrics linked but lagging behind target	Metrics exceeding targets	Metrics can predict D&I performance

We believe that this approach to D&I addresses all the critical aspects of a business and employee life-cycle and an organization can be at different levels of success at each of these dimensions. A deep dive into this dimensional approach can help organizations clearly understand where they need to focus on so as to translate the vision into business as usual