



Diversity and Inclusion self-assessment tool

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Contents

1. Commitment	5
2. Diversity and inclusion work processes	7
3. Employees	11
4. Customers, users and other collaboration partners.	22

Diversity and Inclusion self-assessment tool

The goal of this tool is to help people who promote diversity and inclusion in the organisation to identify different aspects and practices of diversity and inclusion work, and see which areas are the most important and should be developed further in their own organisation.

The tool lists the key themes of diversity and inclusion work on three different levels. At the beginner level, the organisation has become aware of the importance of the topic and identifies different challenges and needs for practices. At the developer level, the organisation has developed and is developing new practices, while on the advanced level, practices supporting diversity and inclusion are systematically used and the impact is measured.

The tool helps make the organisation's current strengths and development needs related to diversity and inclusion visible. You might be a beginner in one theme and advanced in another. This means that the tool will not give the organisation an overall grade, and it does not allow you to compare your own level with the levels of other organisations. The current level of

the organisation is assessed and determined by the users themselves. When monitoring the progress of D&I work, we recommend that you do so in more detail: set goals for different areas of the work and monitor them with clear metrics. The tool can act as a source of inspiration for setting your own goals and metrics and planning your diversity strategy.

The tool can be seen as a map. The map describes diversity and inclusion work from different perspectives and guides the user to reflect over practices related to commitment, D&I leadership processes, employees, customers and other stakeholders. We encourage you to travel the map in the way that suits you best and choose your route freely.

The second part of the tool is the user manual. In the manual, each theme is described in more detail, and the practices related to it are listed. If the practices related to the theme differ considerably from each other between large organisations and small and medium-sized organisations, for instance, this is also mentioned in the manual. The manual also includes a list of references for each theme.

1. Commitment

	Beginner	Developer	Advanced
1.1 Organisation's commitment	The organisation has identified a need to signal its commitment to promoting diversity and inclusion.	The organisation communicates internally and externally about diversity and inclusion work and in so doing describes its commitment on a general level.	The organisation communicates internally and externally about diversity and inclusion work as well as about its commitment and the focus areas of the work.
1.2 Resourcing and responsibility	<p>A need to allocate person hours for diversity and inclusion work has been identified. Currently D&I is promoted as part of larger job responsibilities.</p> <p>The need to establish a network to support the work in the organisation is being discussed.</p>	<p>There is a person responsible for diversity and inclusion work. A clear percentage of their working hours has been allocated to this work.</p> <p>In larger organisations, a network to promote diversity and inclusion work is being developed.</p>	<p>One or more experts has been appointed to a full-time diversity and inclusion position.</p> <p>Matters related to diversity and inclusion have been assigned to a member of the management team.</p>

	Beginner	Developer	Advanced
1.3 Composition of the board of directors	The organisation has paid attention to the importance of diversity in the board of directors. Publicly listed companies are aware of the obligation to communicate about the diversity of the board of directors.	The organisation has set goals to increase board diversity. Publicly listed companies communicate about the diversity of their board of directors.	The board of directors of the organisation is diverse, and the organisation has goals and set practices for increasing/maintaining diversity in the future. Publicly listed companies communicate about the composition and diversity goals of the board of directors.
1.4 The role of the board of directors	In diversity and inclusion work, a need to discuss diversity and inclusion issues at the board level has been identified.	Diversity and inclusion is occasionally on the board of director's agenda.	The board of directors regularly discusses diversity and inclusion, including the related goals and targets. A named member of the board of directors is responsible for the matter.
1.5 Composition of the executive team	The organisation has paid attention to the importance of diversity in the executive team.	The organisation has set goals to increase the diversity of the executive team.	The executive team of the organisation is diverse, and the organisation has goals and set practices for increasing /maintaining diversity in the future.
1.6 The role of the executive team	In diversity and inclusion work, the need for the executive team to discuss promoting diversity and inclusion has been identified.	Diversity and inclusion is occasionally on the executive team's agenda.	Diversity and inclusion is regularly on the executive team's agenda.
1.7 Public support by the top management	In diversity and inclusion work, a need for top management to communicate about the importance of diversity and inclusion has been identified.	Top management occasionally communicates internally and/or externally about the importance of diversity and inclusion.	Top management regularly communicates about the importance of diversity and inclusion to different stakeholders: internal and external communications, events, media, chosen actions.

2. Diversity and inclusion work processes

	Beginner	Developer	Advanced
2.1 Definition	The organisation has identified a need to define diversity.	Diversity has been defined on a general level, and the importance of diversity and inclusion to the organisation is openly stated.	Diversity has been defined in detail. The definition takes the organisation's diversity challenges into account. The definition of diversity supports the organisation's strategy.
2.2 Focus	Diversity and inclusion work is planned based on the organisation's internal needs.	Diversity and inclusion work is planned taking the organisation's internal needs into account. The work occasionally takes discriminatory structures in the field and surrounding society into account.	<p>Diversity and inclusion work is planned taking both the organisation's internal situation as well as the discriminatory structures in the field and the surrounding society into account.</p> <p>Especially groups that are underrepresented or in a weaker position in society or the organisation's sector are focused on.</p> <p>Diversity and inclusion work is built on an awareness of discrimination with an attention to intersectionality.</p>

	Beginner	Developer	Advanced
2.3 Targets	In diversity and inclusion work, a need to set clear targets has been identified. A discussion about target setting has been initiated.	Top level targets have been set for diversity and inclusion work. Setting targets for different aspects of the work is being discussed.	Targets have been set for diversity and inclusion work at different levels, functions and periods of time. The organisation has set targets for the whole organisation as well as local targets for different units to support them, in addition to individual targets for those in a managerial position. Both performance and process targets are used.
2.4 Measuring progress	In diversity and inclusion work, a need to create clear indicators to monitor the achievement of targets has been identified.	Measurement is discussed as a part of target setting. Clear indicators are used for some of the targets set to monitor the progress.	Clear indicators are used for all of the set targets. The progress is monitored on different levels (organisation, unit, individual) and in different functions.
2.5 Linking performance in diversity and inclusion work to rewards	In diversity and inclusion work, rewards /incentives have been identified as one tool to strengthen managers' commitment.	Measurement is discussed as a part of target setting. Clear indicators are used for some of the targets set to monitor the progress. In diversity and inclusion work, practices for linking organisational-level targets clearly to the reward system are being developed. Some practices are already in place. Setting targets for different areas and managers on the individual level as well as linking these targets to rewards is also discussed.	Diversity and inclusion targets at different levels are clearly linked to the reward system. In rewarding the managers, reaching targets both on the individual level and the organisation-level counts.

	Beginner	Developer	Advanced
2.6 Diversity survey	<p>In diversity and inclusion work, a need to map the composition of the workforce has been identified. The current mappings focus on gender, age and education.</p>	<p>Employee diversity is occasionally and anonymously mapped, taking several identities in addition to gender, age and education into account.</p> <p>The organisation occasionally communicates the results of the diversity survey to different stakeholders.</p>	<p>Employee diversity is regularly surveyed, taking several identities, in addition to gender, age and education, into account. The survey takes respondents' hierarchical positions and roles into account.</p> <p>The organisation regularly communicates about the survey results to different stakeholders, such as employees, customers and financiers.</p>
2.7 Inclusion survey	<p>In diversity and inclusion work, a need to map the experience of staff inclusion has been identified.</p> <p>A discussion has been initiated about the different ways to proceed. Currently inclusion is monitored with a few questions in the employee engagement/occupational wellbeing survey.</p>	<p>Inclusion is occasionally mapped with the help of an inclusion survey sent to all employees.</p> <p>A discussion about how to gain information about a wider set of identity groups is ongoing.</p> <p>The organisation occasionally communicates about the survey results to different stakeholders.</p>	<p>Regular inclusion surveys are conducted.</p> <p>The process consists of an anonymous survey sent to all employees as well as interviews/observations. The survey makes it possible to identify the experiences of different identity groups.</p> <p>Inclusion is also monitored throughout the year with regular pulse questions.</p> <p>The organisation regularly communicates about the survey results to different stakeholders, such as employees, customers and financiers.</p>

	Beginner	Developer	Advanced
2.8 HR analytics	<p>HR analytics is currently drawn on when conducting the pay survey for the equality plan.</p> <p>The possibility of drawing on HR analytics more extensively has been considered in diversity and inclusion work.</p>	<p>HR analytics is occasionally drawn on in diversity and inclusion work, in addition to the pay survey.</p>	<p>HR analytics is systematically drawn on in diversity and inclusion work.</p>
2.9 Documenting the diversity and inclusion strategy	<p>In diversity and inclusion work, a need to create a clear strategy for the work has been recognised. The strategy needs to be documented so that it is available to all employees.</p>	<p>The organisation is developing its diversity strategy. The aim is to develop the documentation to cover all aspects of the diversity strategy. Parts of the strategy (such as the upper-level goals) have now been documented and are available to all employees.</p>	<p>The organisation has drawn up a diversity strategy. The strategy document is available to all employees.</p>

3. Employees

	Beginner	Developer	Advanced
3.1 Job advertisements	A need to pay attention to diversity in job advertisements has been identified. Discussions about job advertisements' wordings and visuals as well as about the used advertising channels have started.	<p>The organisation is developing and has developed practices for taking diversity into account in job advertisements and for selecting advertising channels that reach a diverse pool of applicants.</p> <p>The organisation has some practices in place for advertising open positions that support reaching a diverse group of applicants.</p>	<p>The organisation has systematic practices in place to ensure job advertisements reach and attract a diverse group of applicants.</p> <p>Success is monitored with regard to age and gender and solutions for monitoring other identities are discussed.</p>

	Beginner	Developer	Advanced
3.2 Assessing applicants	In diversity and inclusion work, a need to pay attention to different forms of discrimination in applicant assessments has been identified. Discussions about practices to ensure objectivity in assessments have started.	The organisation is aware of different forms of discrimination and the impact of unconscious biases on applicant assessments. Assessment practices are and have been developed to ensure objectivity: e.g designing processes and training those involved in evaluating applicants.	<p>Practices that ensure objectivity in applicant assessments are widely used in the organisation.</p> <p>The organisation monitors the impact of the practices.</p> <p>When choosing external recruitment service providers, the ability to ensure objectivity in applicant assessment is an important selection criterion.</p>
3.3 Interview	In diversity and inclusion work, a need to develop interview practices that take diversity and inclusion into account has been identified.	The organisation has developed some practices to account for diversity and inclusion in interview situations, and they are used on an occasional basis. The organisation is developing more practices for interview situations and striving to use them more systematically.	<p>The organisation has developed practices for taking diversity and inclusion into account in interview situations.</p> <p>Everyone involved in interviewing systematically utilises these practices in all interview situations.</p> <p>The organisation monitors the success of interviews from a diversity and inclusion perspective.</p>

	Beginner	Developer	Advanced
3.4 Definition and description of duties	<p>The organisation has recognised that only factors essential for succeeding in a job should be taken into account when defining job descriptions.</p> <p>The organisation has identified the need to take diversity into account in defining and describing job duties.</p>	<p>The organisation develops practices to ensure that only the factors essential for succeeding in the job are taken into account when defining job duties.</p> <p>The organisation occasionally takes diversity into account when defining and describing job duties.</p>	<p>Only the factors essential to succeeding in the job are taken into account when defining job duties.</p> <p>The organisation always takes the diversity of people into account when defining and describing job duties.</p> <p>The organisation has the ability to design job duties from the start and organise work while taking e.g. disability or language skills into account.</p>
3.5 Job classification	<p>In diversity and inclusion work, a need for a job classification and ensuring that it enables equality and non-discrimination has been identified.</p>	<p>The organisation uses a job classification.</p> <p>The organisation develops communication about the job classification from the perspective of equality and non-discrimination. At the moment, there is occasionally communication about parts of the topic.</p>	<p>The job classification used by the organisation is known and understood.</p> <p>The job classification is transparent, and everyone is aware of its assessment criteria.</p> <p>The organisation regularly communicates about the job classification from an equality and non-discrimination perspective.</p>

	Beginner	Developer	Advanced
3.6 Pay Equality	In addition to monitoring pay in the pay survey for the equality plan, a need to develop practices to strengthen pay equality has been identified.	The organisation is developing and has developed some practices for strengthening pay equality. The practices are used occasionally/in a part of the organisation.	The organisation has well-defined practices in place to support pay equality, and their impact is regularly monitored.
3.7 Career advancement	In diversity and inclusion work, a need to take diversity and potential discrimination in career advancement into account has been identified. Discussions about developing practices for supporting career advancement have been initiated.	<p>The organisation has identified key challenges in career advancement that apply to different groups.</p> <p>Initiatives for ensuring the equality of career advancement have been developed, and certain practices are used occasionally.</p>	<p>The organisation understands the key challenges of career advancement that apply to different groups. Well-defined and systematic practices are in place for identifying and addressing challenges.</p> <p>The advancement of groups that may potentially face discrimination is actively supported.</p> <p>The effectiveness of the support and practices is monitored.</p> <p>If the monitoring shows that the measures to ensure equality have not been effective, the matter is addressed.</p>

	Beginner	Developer	Advanced
3.8 Learning and development	<p>In diversity and inclusion work, a need to take diversity and inclusion into account in learning and development has been identified.</p> <p>The organisation discusses ways in which a diversity and inclusion perspective could be taken into account in both the content as well as the targeting of trainings.</p>	<p>Diversity and inclusion is occasionally taken into account in learning and development.</p> <p>The organisation discusses ways in which an inclusion perspective can systematically be taken into account in both the content as well as the targeting of trainings.</p>	<p>Diversity and inclusion is systematically taken into account in learning and development.</p> <p>The organisation monitors the targeting and the contents of trainings and other development possibilities offered.</p>
3.9 Employee wellbeing	<p>In diversity and inclusion work, a need to take employee diversity into account in supporting wellbeing at work has been identified.</p>	<p>The organisation is developing and has developed practices for taking employee diversity into account in supporting wellbeing at work. Some initiatives supporting wellbeing that have taken diversity into account are in use.</p>	<p>The organisation systematically takes employee diversity into account in supporting wellbeing at work.</p> <p>The consideration of employee diversity in initiatives supporting well-being is monitored. The impact of the initiatives is monitored.</p>

	Beginner	Developer	Advanced
3.10 Diversity and inclusion training	<p>In diversity and inclusion work, a need to give employees training about diversity and inclusion in working life has been identified.</p> <p>Discussions on the themes and the implementation of trainings have been initiated.</p>	<p>Training on diversity and inclusion has been offered to those in a supervisory position.</p> <p>Trainings on various diversity and inclusion related topics are occasionally arranged for some employees.</p> <p>New members joining the organisation are given training on diversity and inclusion targets and values during their induction.</p>	<p>All employees are systematically given training on diversity and inclusion. The training covers different topics, and targeted training for different employee groups is also available.</p> <p>New members joining the organisation are systematically given training on diversity and inclusion targets and practices during their induction.</p> <p>The effects of diversity and inclusion trainings are monitored.</p>
3.11 Building an inclusive culture – a workplace free from norms	<p>Those doing diversity and inclusion work are aware of the need to identify the norms prevalent in the organisation and challenge them.</p>	<p>The organisation is developing and has developed practices for supporting employees in identifying and challenging norms.</p>	<p>The organisation maintains a diversity assumption: the organisation has 1) identified and challenged norms, and 2) acknowledged the fact that any employee may be a member of different kinds of minority groups, and 3) acknowledged that an employee's work ability may vary.</p>

	Beginner	Developer	Advanced
3.12 Building an inclusive culture – active bystander intervention	In diversity and inclusion work, the importance of role of those noticing inappropriate behaviour has been identified. Acknowledging instances of inappropriate behaviour is a prerequisite for building an inclusive culture and creating the preconditions for actively addressing problems.	The organisation has discussed and is developing practices to give those noticing inappropriate behaviour the skills and courage to do so in a respectful way.	<p>The organisation actively supports respectful intervention in situations of inappropriate behaviour, and respectful intervention is regularly discussed.</p> <p>The organisation monitors experiences of successes and challenges related to addressing inappropriate behaviour with the aim of addressing the challenges.</p>
3.13 Building an inclusive culture - language awareness	In diversity and inclusion work, a need to consider the role of language in building an inclusive culture has been identified.	The organisation is developing and has developed practices for strengthening inclusiveness via language as well as the language awareness of employees. The existing practices are used occasionally.	<p>The organisation has practices for supporting inclusiveness from the perspective of language, and they are used systematically.</p> <p>The realisation of inclusion from the perspective of language is monitored and challenges are addressed.</p>
3.14 Tools and instructions in case of discrimination	In diversity and inclusion work, a need to develop instructions for different discrimination and harassment situations, as well as increase employees' awareness about the instructions, has been identified.	The organisation is developing and has developed operating instructions for different discrimination and harassment situations. There is occasional communication about the instructions in different situations.	<p>The organisation has instructions on what to do in different kinds of situations involving discrimination and harassment, and there is regular communication about them in different channels.</p> <p>The organisation uses an anonymous channel for reporting discrimination and harassment.</p>

	Beginner	Developer	Advanced
3.15 Physical premises	<p>In diversity and inclusion work, the need to consider the impact of an organization's physical premises on the experience of inclusion has been identified.</p> <p>For example: accessibility, gender neutrality and safety.</p>	<p>The organisation is developing and has developed practices for ensuring the inclusiveness of the organisation's physical premises. The practices are used occasionally.</p>	<p>The organisation systematically takes inclusion into account in terms of physical premises in relation to different groups - not just with the current employees in mind, but also potential future staff.</p> <p>The realisation of inclusiveness with regard to physical premises is monitored regularly and challenges are addressed.</p>
3.16 Job accommodations	<p>In diversity and inclusion work, a need to develop practices to adjust work has been identified, and job accommodations are implemented as needed.</p>	<p>The organisation is developing and has developed practices for taking job accommodations into account more systematically.</p> <p>The organisation is developing communication for raising employees' awareness of the possibilities and processes related to job accommodations.</p>	<p>The organisation has a clear process, budget and persons responsible for implementing job accommodations.</p> <p>The organisation has systematic and clear internal and external communications about the process, possibilities and persons responsible for job accommodations.</p> <p>The organisation monitors the success of job accommodations.</p>

	Beginner	Developer	Advanced
3.17 Sexual and gender minorities in the workplace	In diversity and inclusion work, a need to increase employees' awareness of sexual and gender minorities has been identified.	<p>The organisation is developing and has developed ways of increasing employees' awareness of sexual and gender minorities. Some initiatives are in use.</p> <p>The next measures are being planned.</p>	<p>The organisation has well-defined practices for increasing employees' awareness of sexual and gender minorities, taking the inequalities within the LGBTQ+ community into account.</p> <p>The organisation has various practices to support the opportunities of sexual and gender minorities in working life.</p> <p>The organisation communicates regularly and publicly about its support for different sexual and gender minorities over different channels.</p>

	Beginner	Developer	Advanced
3.18 Combining family and work	In diversity and inclusion work, a need to take diverse family situations into account and develop practices to support combining family and work has been identified.	<p>The organisation is developing and has developed some practices to support combining family and work, taking the diversity of families into account.</p> <p>The practices that have already been developed are utilised and there is communication about the topic.</p>	<p>The organisation has well-defined practices that support combining family and work throughout the employee's life cycle, taking the diversity of families into account.</p> <p>The organisation has a systematic monitoring system for ensuring that using the different forms of support for combining family and work does not lead to discrimination.</p> <p>In everyday situations and the organisation's culture, employees are actively encouraged to take advantage of the different forms of support for combining family and work as well as the flexibility available. Supervisors know how to act professionally in different situations related to combining family and work and take a constructive approach towards resolving situations.</p>

	Beginner	Developer	Advanced
3.19 Boundaries between work and leisure time	In diversity and inclusion work, a need to develop practices to support employees in drawing boundaries between work and leisure time, while taking employee diversity and diverse life situations into account, has been identified.	<p>The organisation is developing and has developed practices for supporting employees in drawing boundaries between work and leisure time while taking employee diversity into account.</p> <p>The existing practices are utilised and there is communication about the topic.</p>	<p>The organisation has well-defined practices for setting boundaries between work and leisure time; the practices take employee diversity into account.</p> <p>The organisation monitors the career impact of practices that support setting boundaries between work and leisure time, and ensures that their use does not lead to discrimination.</p> <p>The organisation communicates systematically about the different solutions for setting work life boundaries, and everyone is encouraged to use the practices that best suit their needs.</p>

4.

Customers, users and other collaboration partners

	Beginner	Developer	Advanced
4.1 Research and development	In diversity and inclusion work, a need to take diversity into account in research and development has been identified.	The organisation is developing and has developed practices for ensuring that diversity is taken into account in research and development activities, e.g. in relation to work force composition and research data.	The organisation has well-defined practices that support taking diversity into account in research and development. The practices are used systematically, and the effects are monitored.

	Beginner	Developer	Advanced
4.2 Product and service development	In diversity and inclusion work, a need to take the diversity of users into account in product and service development has been identified. Ways to develop the inclusiveness of products and services are discussed.	<p>The organisation is developing and has developed some practices for taking the diversity of users into account in product and service development.</p> <p>The developed practices are in use, and the organisation communicates about them.</p>	<p>The organisation has practices for ensuring that the diversity of users is taken into account in all product and service development.</p> <p>The organisation systematically monitors the success of diversity practices in development of the product and service offering.</p> <p>The organisation systematically communicates to different stakeholders about diversity practices in product and service development (e.g. responsibility communications).</p>

	Beginner	Developer	Advanced
4.3 Sales and marketing	In diversity and inclusion work, a need to take diversity into account in sales and marketing has been identified.	<p>The organisation is developing and has developed practices that take diversity into account in sales and marketing, avoiding stereotypes and challenging norms.</p> <p>The organisation increases its expertise regarding different minority groups as customers.</p> <p>The organisation actively communicates to customers about the ways in which diversity has been taken into account in products and services.</p>	<p>The organisation has practices for ensuring that diversity is taken into account in sales and marketing, that norms and discriminatory assumptions are challenged.</p> <p>The organisation systematically monitors the success of inclusiveness in sales and marketing.</p> <p>The satisfaction and needs of existing and potential customers in different groups are monitored.</p> <p>The organisation systematically communicates to customers about the ways in which diversity has been taken into account in products and services.</p>
4.4 Purchasing and subcontracting	A need to pay attention to diversity in selecting subcontractors has been identified.	The organisation is developing and has developed subcontracting instructions that to some extent take diversity and inclusion into account.	<p>The organisation uses subcontracting instructions that systematically take diversity and inclusion into account in all subcontracting.</p> <p>The activities of subcontractors are monitored, and if there is any wrongdoing, the organisation has contractual and other means of raising the issue in negotiations with the subcontractor.</p>

	Beginner	Developer	Advanced
4.5 Communication	A need to take diversity and non-discrimination into account and apply a norm-critical approach in communication has been identified.	The organisation is developing and has developed practices that support taking diversity and non-discrimination into account and applying a norm-critical approach in communication. The practices are used in some of the communication.	<p>The organisation has well-defined practices that are systematically used in all communication to ensure that diversity and non-discrimination are taken into account and a norm-critical approach is applied.</p> <p>The effectiveness of the practices is monitored by various methods.</p>
4.6 Community relations	A need to take community relations into account as a part of diversity and inclusion work has been identified.	The organisation is developing and has developed community relations that support diversity and inclusion work.	<p>The organisation regularly cooperates with different communities with the goal of promoting diversity and inclusion in working life.</p> <p>A budget has been reserved for community relations that promote diversity and inclusion, and the effects of the community relations are monitored.</p> <p>The organisation shares its expertise and communicates about its goals and practices in its community relations initiatives.</p>