Global Equality Standard

Sample for illustration only (extract of a full report)

GES

EY

Building a better working world

LIMITATIONS OF THE SAMPLE REPORT:

The following document provides an overview of the key elements of a NES final assessment report. This document is limited in scope, its purpose is to provide a snapshot and does not include the level of detail which would be provided in a client report.

In this report

1. Foreword
2. Assessment methodology
3. Summary of results
4. Detailed recommendations
5. Individual competencies

Assessing organisation

Ernst & Young LLP
1 More London Place
London
United Kingdom
SE1 2AF

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02 Assessment methodology

Geographies

Assessment in numbers:

7
Geographies engaged within the Global Equality Standard

300+
In-depth conversations with employees

900+
Pieces of supporting documentation reviewed

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02 Assessment methodology

The scope of our work

Our review took place between March and June 2021. It consisted of three key stages.

Stage 1 — Evidence review

- Evidence-gathering workshop and one-to-one interviews with key process owners from across the business
- A detailed review of the documentation submitted to support representations in the evidence-gathering workshop and one-to-one interviews
- Follow-up sessions and queries (where required)

Stage 2 — Interviews and focus groups

- Interviews and focus groups with leaders and employees covering a cross-section of departments and levels
- The purpose of these interviews and focus groups was to validate the evidence reviewed during phase one and understand how these policies and approaches are used in practice.

Stage 3 – Final results and report

- Preliminary results were shared and discussed with project stakeholders in April.
- This report lays out the final results and recommendations.

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04 Summary of results

Overview

GES assessment criteria

The GES consists of 35 competencies, each of which will be graded 'Met', 'Partially met' or 'Not met'. The criteria for each of these grades are as set out below.

Grading	Definition
Met	Your organisation presented a variety of leading practice evidence that demonstrates that you are fully compliant with this competency. The evidence presented is consistent throughout and embedded in the culture of the organisation.
Partially met	Your organisation presented partial evidence, but there are some significant gaps. The gaps could include (but are not exclusively limited to) areas where the evidence provided is inconsistent or incomplete, areas requiring further development.
Not met	Your organisation presented no documentary or qualitative evidence to demonstrate compliance with this competency. We consider there to be a significant issue that requires immediate attention.

To achieve GES certification requires:

1. 25 competencies to be graded 'Met'
2. Zero competencies to be graded 'Not met'
3. A minimum of 3/5 competencies graded 'Met' within each of the GES' 7 pillars
4. A commitment to review D&I practice at a local country level

client's GES results are as follows:

14 Competencies graded 'Met'

18 Competencies graded 'Partially met'

3 Competencies graded 'Not met'

2/7 Pillars met (min of 3/5 competencies in each)

Country-level assessments begin in XYZ

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04 Summary of results

Overview

Detailed GES results

- We have outlined client's indicative performance against the GES framework

1 Core components EDI	2 Your talent	3 Your business	4 Your personnel	5 Your leadership	6 Your relationships	7 Review and measurement
1.1 Culture	2.1 Talent attraction	3.1 Strategy	4.1 Feedback mechanism	5.1 Commitment & accountability	6.1 External relationships & CSR	7.1 Pay gap
1.2 Policies & practices	2.2 Recruitment & onboarding	3.2 Bias	4.2 Mental health & wellbeing	5.2 Visibility & messaging	6.2 Supplier relationships	7.2 Data analysis
1.3 Engagement survey	2.3 Appraisal & performance monitoring	3.3 Business case	4.3 Flexible working	5.3 Inclusive leadership	6.3 Customer insight	7.3 Action planning & implementation
1.4 Targeted training	2.4 Career progression	3.4 Governance	4.4 Adjustments & accessibility	5.4 Senior level scrutiny	6.4 Industry insight & regulations	7.4 Review
1.5 Communications	2.5 Learning & development	3.5 Setting priorities	4.5 Caring responsibilities	5.5 Middle management	6.5 Human rights & modern slavery	7.5 Measuring impact
1/5	2/5	2/5	3/5	2/5	3/5	1/5
X	X	X	✓	X	✓	X

Key: Competency has been graded Met; Competency has been graded Partially Met; Competency has been graded Not Met

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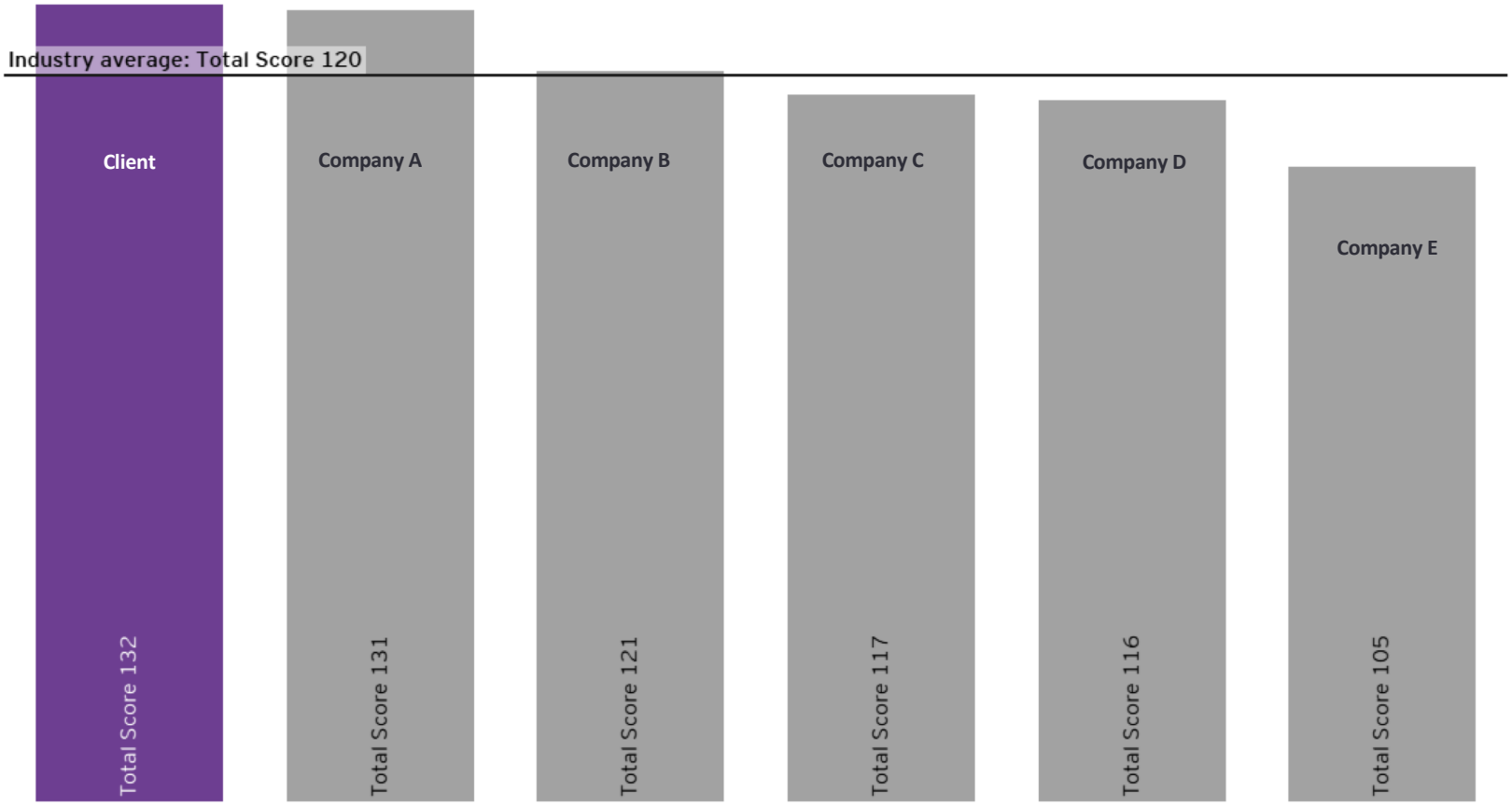
04 Summary of results

Your industry comparison

The chart below shows client's results as benchmarked against organisations in the **relevant industry** that have been assessed against the GES. *Underlying each of the 35 competencies are five-point scoring criteria. These criteria range from one point (competency Not met) to 4 or 5 points (competency Met). The maximum available score is 175, and client has scored 132.*



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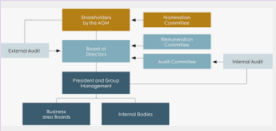
04 Summary of results

Reasons to be proud

The paid leave provisions in client's family policy are leading practice for global business

Governance structure providing strategic leadership and oversight on D&I.



Market-leading approach to LGBT+ Communications, including curated learnings, panel events and others

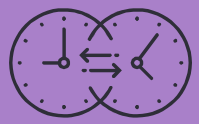
D&I is threaded through client's Talent Value Proposition

A target of

2000

volunteering and community impact hours by 2030volunteering

An ambitious approach to agile working, including the forthcoming pilot of a 3-day week



A Global D&I Commitment and underlying D&I Strategy that embrace multiple strands of diversity

Equality sessions are used to engage men with gender equality

International media coverage for D&I initiatives

Fast pace of change, with a new dress code, family leave policy and the ambition to continually move the dial

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05 Introducing your recommendations (examples)

The pages overleaf outline the steps required to move each *Partially met* or *Not met* competency to *Met*

Recommendation 1

How to embed D&I into business-as-usual for your recruitment

Client Recruitment Checklist

[Insert the business case for D&I at client]

Please check the following to confirm a yes

- [ ] Job advertisement language has been reviewed by a language decoding software
- [ ] Candidate resumes have been sourced from multiple channels
- [ ] All personal information on candidate resumes has been 'blacked out'
- [ ] A consistent set of interview questions has been used to screen all candidates

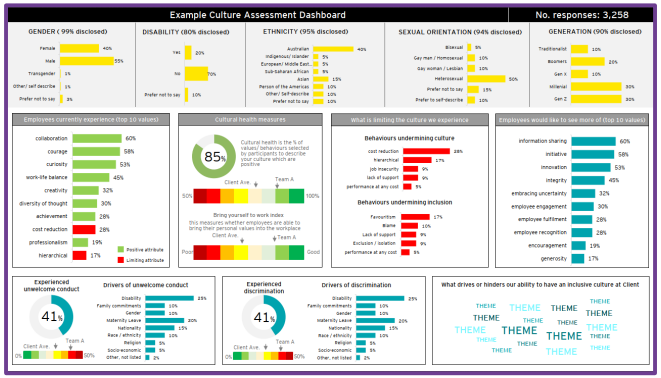
Compliance with recruitment checklists will be subject to spot checks

Recommendation 2

How to redefine client's success archetype

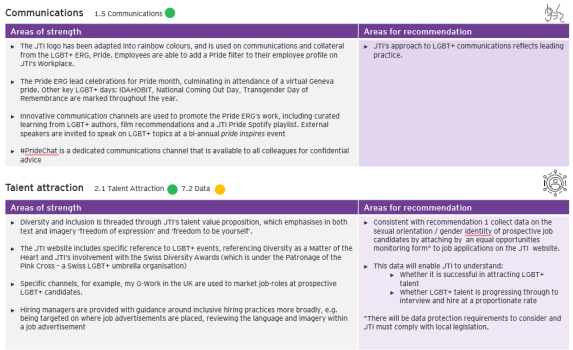
Recommendation 3

Using a diversity data



Recommendation 5 (Page 25)

How to develop your approach to LGBT+



Communications 1.5 Communications

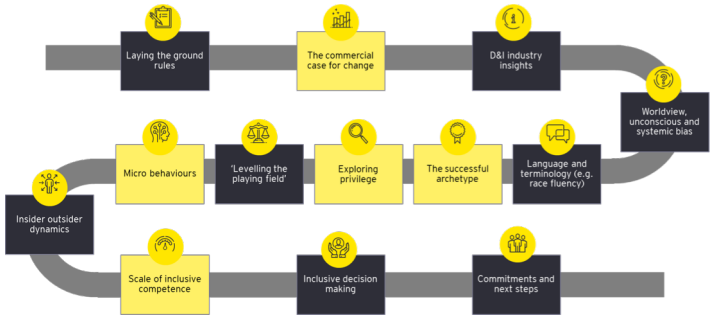
Areas of strength	Areas for recommendation
▸ The JTI logo has been adapted into rainbow colours, and is used on communications and collateral from the LGBT+ ERG, Pride. Employees are able to add a Pride filter to their employee profile on JTI's Workplace. ▸ The Pride ERG lead celebrations for Pride month, culminating in attendance of a virtual Geneva pride. Other key LGBT+ days: IDAHOBIT, National Coming Out Day, Transgender Day of Remembrance are marked throughout the year. ▸ Innovative communication channels are used to promote the Pride ERG's work, including curated learning from LGBT+ authors, film recommendations and a JTI Pride Spotify playlist. External speakers are invited to speak on LGBT+ topics at a bi-annual *pride inspires* event ▸ #PrideChat is a dedicated communications channel that is available to all colleagues for confidential advice	▸ JTI's approach to LGBT+ communications reflects leading practice.

Talent attraction 2.1 Talent Attraction 7.2 Data

Areas of strength	Areas for recommendation
▸ Diversity and inclusion is threaded through JTI's talent value proposition, which emphasises in both text and imagery 'freedom of expression' and 'freedom to be yourself'. ▸ The JTI website includes specific reference to LGBT+ events, referencing Diversity as a Matter of the Heart and JTI's involvement with the Swiss Diversity Awards (which is under the Patronage of the Pink Cross – a Swiss LGBT+ umbrella organisation) ▸ Specific channels, for example, my G-Work in the UK are used to market job-roles at prospective LGBT+ candidates. ▸ Hiring managers are provided with guidance around inclusive hiring practices more broadly, e.g. being targeted on where job advertisements are placed, reviewing the language and imagery within a job advertisement	▸ Consistent with recommendation 1 collect data on the sexual orientation / gender identity of prospective job candidates by attaching by an equal opportunities monitoring form* to job applications on the JTI website. ▸ This data will enable JTI to understand: ▸ Whether it is successful in attracting LGBT+ talent ▸ Whether LGBT+ talent is progressing through to interview and hire at a proportionate rate *There will be data protection requirements to consider and JTI must comply with local legislation.

Recommendation 4

How to thread inclusive behaviours through your ways of working



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05 Example recommendation 1

Using diversity data to put a spotlight on bias

What we observed

2.4 Career progression
3.2 Bias

- The topic of bias is one that your company is cognisant of. Courses are available, and the Talent Strategy references several leading practices that can be used to mitigate bias in the recruitment process
- Focus group participants fed back concerns around bias
- Being similar to others is perceived as a big contributor to individual success
- Diversity data is collected for gender, age and nationality. However, it is not regularly used to analyse key talent processes, e.g. succession planning, performance appraisal outcomes, recruitment with a D&I lens.

What we recommend

Rationale and context

- Diversity data is key to shining a light on the presence and impact of bias in key talent processes.
- If your company is able to identify where a particular demographic is consistently experiencing disproportionate outcomes, then the D&I team will have a basis for an intervention.
- Being able to perform this analysis requires a high level of diversity data disclosure amongst your company employees (leading practice would suggest circa 80%) and a detailed understanding of the nuances of data protection law
- To help your company to achieve this, we have broken this recommendation into two parts:
    1. How to undertake a successful diversity data gathering exercise
    2. How to analyse diversity data

Using data to drive accountability

- The recommendations outlined earlier set out the pathway for your company to create a diversity data dashboard that can be used to explore and identify the impact of bias in key talent processes.
- It is important to note that diversity data dashboards are only effective where accompanied by leadership accountability around addressing the issues they identify.
- To achieve this, leading organisations take one of two approaches:

1. The diversity dashboard is used to inform targets that leaders are held accountable for delivering on (via their performance appraisal process)
2. Leaders are required to present their department's diversity dashboard data to a committee that includes ExCom representation (e.g. the DIAC), and explain any areas of disproportionality that the data identifies.

Employee sentiment around bias

"I feel if I would take family leave, I would not be able to progress in my career, so I would not consider it"

Explaining your use of diversity data to your employees

Best practice example
A policy on equal opportunities monitoring should explain to employees what you are doing with their data, including how you collect, use, store and share the data and how long it is retained. This policy will help you meet your obligations on transparency under data protection law and reassuring staff.

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05 Example recommendation 1

Using diversity data to put a spotlight on bias (2/3)

1. How to undertake a successful diversity data-gathering exercise

- Diversity data represents a common thread across our GES recommendations and will be key to your company being able to deliver on its Global D&I Commitment. Without insight on how different groups are experiencing key talent processes, your company risks not seeing the problems or blockers that these processes may be having on diverse groups.
- In looking to address this, your company will need to have a robust data set to work with, and we advise a target of 80% disclosure rate across, at a minimum, the demographics that fall within the scope for your company's D&I Commitment*. To ensure that this is done cohesively, your company should consider a single global diversity data drive. And we have set out an approach that can be used to achieve this below.

Understand data gaps

Understand the demographic data that is currently available across your company's jurisdictions

- Before embarking on a data-gathering exercise, it is important to understand what data your company already has at its disposal and where this data sits.
- Establish why you are collecting the data and how it will support your D&I Commitment. This will form the narrative that will be used to position your diversity data drive.
- Work with legal teams and data privacy officers to compile a log of data points that can and can't be gathered across your company jurisdictions. Understand what is 'uncomfortable to ask for' vs what is a legal risk.
- Set up a regular review process with your legal teams, as what is available and acceptable to capture today may change over time.

Build a demographic baseline

Establish a campaign to capture employee demographic data

- To extend its data set, your company should consider a global campaign to encourage diversity data disclosure.
- For this style of data collection to be meaningful, your company should look to a leading-practice disclosure rate (80%) in the collection. This will take time, and trust will need to be built for employees to feel comfortable sharing data.
- When designing the campaign, aim for consistency where possible, but acknowledge that there will be challenges collecting some data across certain countries and jurisdictions.
- It is critical that employees are given an 'opt-out' and can respond to certain questions as 'Prefer not to say'.
- Communications and positioning will be critical to disclosure rates. We note that campaigns are more likely to be successful if employees feel the company is genuine about taking action and using the data they disclose to support their D&I agenda. Network groups will be an important resource for how to tailor campaign language.

Tools and techniques to support your diversity data campaign

1. Include a diversity disclosure rate within leaders scorecards to drive accountability

This will require a degree of regional sensitivity, and you may wish to stagger your disclosure rate targets dependent on the maturity of your markets.

2. Drive competition amongst departments by creating an overall disclosure rate league table

This was the approach used by EY to achieve a disclosure rate of 80% across professional services firms n the UK.

3. Append diversity data collection to a mandatory business process such as a code of conduct confirmation

Organisations have used this approach to achieve 100% disclosure from their employee base. If taking this route, it is vital that employees are offered an option of 'Prefer not to say'.

* Within the remit of local data protection laws

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05 Example recommendation 1

Using diversity data to put a spotlight on bias (3/3)

2. How to analyse diversity data

- your company should develop diversity dashboards for periodic (suggested annual) review. These dashboards would be prepared on a department basis, with department leads subject to review
- The dashboard would consist of the following component parts, in addition to the data that is already prepared on employee headcount demographics.

Recruitment

- Refer to Page 14.

Employee engagement survey

- Analysis of engagement survey results will enable your company to understand whether its organisational culture is experienced consistently.
- Employee engagement results should be reviewed in your company HQ, and where local legislation allows, by demographics as aligned to the pillars in your company's Global D&I Commitment.
- In performing this analysis, your company should consider the variances in how different demographics respond to different questions. your company may consider setting targets for leaders in relation to the maximum variation in how different demographics respond to a particular question.

Performance appraisal process

- your company has a structured performance appraisal process in place, and employees will be awarded an end-rating on a three-point scale: *Exceeds expectations, Meets Expectations, Needs improvements*
- Trends in performance appraisal ratings should be analysed, across demographics, on an annual basis, with year-on-year trends used to build up a picture of outcomes over time.
- This data can be used to spotlight whether demographics are experiencing consistently poorer performance appraisal outcomes and provide the basis for an exploration into the reasons behind this.

Talent identification

- A 9-box model is used as a basis for talent identification. An analysis should be performed, at a minimum, on the gender balance of employees that have been positioned in the: *Future Star, Consistent Star* and *Versatile Talent boxes.*

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