Global Equality Standard

Sample for illustration only (extract of a full report)
In this report

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

Assessing organisation

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The Global Equality Standard (GES) assessment took place between 25 February and 11 March and consisted of three key stages.

Assessment methodology

Geographies engaged within the Global Equality Standard: 7

In-depth conversations with employees: 300+

Pieces of supporting documentation reviewed: 900+

This document is a sample report, its purpose is to provide a snapshot and does not include the level of detail which would be provided in a client report.
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.
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.

<table>
<thead>
<tr>
<th>Grading</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Met</td>
<td>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.</td>
</tr>
<tr>
<td>Partially met</td>
<td>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.</td>
</tr>
<tr>
<td>Not met</td>
<td>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.</td>
</tr>
</tbody>
</table>

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:

- Competencies graded ‘Met’
  - 14
- Competencies graded ‘Partially met’
  - 18
- Competencies graded ‘Not met’
  - 3
- Pillars met (min of 3/5 competencies in each)
  - 2/7
- Country-level assessments begin in XYZ

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Summary of results

Overview

Detailed GES results

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

<table>
<thead>
<tr>
<th>Core components</th>
<th>Your talent</th>
<th>Your business</th>
<th>Your personnel</th>
<th>Your leadership</th>
<th>Your relationships</th>
<th>Review and measurement</th>
</tr>
</thead>
<tbody>
<tr>
<td>11 Culture</td>
<td>21 Talent attraction</td>
<td>31 Strategy</td>
<td>41 Feedback mechanism</td>
<td>51 Commitment &amp; accountability</td>
<td>61 External relationships &amp; CSR</td>
<td>71 Pay gap</td>
</tr>
<tr>
<td>12 Policies &amp; practices</td>
<td>22 Recruitment &amp; onboarding</td>
<td>32 Bias</td>
<td>42 Mental health &amp; wellbeing</td>
<td>52 Visibility &amp; messaging</td>
<td>62 Supplier relationships</td>
<td>72 Data analysis</td>
</tr>
<tr>
<td>13 Engagement survey</td>
<td>23 Appraisal &amp; performance monitoring</td>
<td>33 Business case</td>
<td>43 Flexible working</td>
<td>53 Inclusive leadership</td>
<td>63 Customer insight</td>
<td>73 Action planning &amp; implementation</td>
</tr>
<tr>
<td>14 Targeted training</td>
<td>24 Career progression</td>
<td>34 Governance</td>
<td>44 Adjustments &amp; accessibility</td>
<td>54 Senior level scrutiny</td>
<td>64 Industry insight &amp; regulations</td>
<td>74 Review</td>
</tr>
<tr>
<td>15 Communications</td>
<td>25 Learning &amp; development</td>
<td>35 Setting priorities</td>
<td>45 Caring responsibilities</td>
<td>55 Middle management</td>
<td>65 Human rights &amp; modern slavery</td>
<td>75 Measuring impact</td>
</tr>
</tbody>
</table>

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

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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.
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.

A target of 2000 volunteering and community impact hours by 2030 volunteering.

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.

D&I is threaded through client’s Talent Value Proposition.

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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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**
(Inset the business case for D&I at client)

- 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 ‘contexted 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 4**
How to thread inclusive behaviours through your ways of working

**Recommendation 5 (Page 25)**
How to develop your approach to LGBT+

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**Example recommendation 1**

*Using diversity data to put a spotlight on bias*

<table>
<thead>
<tr>
<th>What we observed</th>
<th>What we recommend</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2.4 Career progression</strong></td>
<td><strong>Rationale and context</strong></td>
</tr>
<tr>
<td><strong>3.2 Bias</strong></td>
<td>▶ Diversity data is key to shining a light on the presence and impact of bias in key talent processes.</td>
</tr>
<tr>
<td></td>
<td>▶ If your company is able to identify where a particular demographic is consistently experiencing disproportionate outcomes, then the D&amp;I team will have a basis for an intervention.</td>
</tr>
<tr>
<td></td>
<td>▶ 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</td>
</tr>
<tr>
<td></td>
<td>▶ To help your company to achieve this, we have broken this recommendation into two parts:</td>
</tr>
<tr>
<td></td>
<td>1. How to undertake a successful diversity data gathering exercise</td>
</tr>
<tr>
<td></td>
<td>2. How to analyse diversity data</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Employee sentiment around bias</th>
<th>Using data to drive accountability</th>
</tr>
</thead>
<tbody>
<tr>
<td>“I feel if I would take family leave, I would not be able to progress in my career, so I would not consider it”</td>
<td>▶ 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.</td>
</tr>
<tr>
<td></td>
<td>▶ It is important to note that diversity data dashboards are only effective where accompanied by leadership accountability around addressing the issues they identify.</td>
</tr>
<tr>
<td></td>
<td>▶ To achieve this, leading organisations take one of two approaches:</td>
</tr>
<tr>
<td></td>
<td>1. The diversity dashboard is used to inform targets that leaders are held accountable for delivering on (via their performance appraisal process)</td>
</tr>
<tr>
<td></td>
<td>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.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Explaining your use of diversity data to your employees</th>
<th>Best practice example</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>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.</td>
</tr>
</tbody>
</table>

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This document is a sample report, its purpose is to provide a snapshot and does not include the level of detail which would be provided in a client report.
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
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

Employee engagement survey

Survey

Performance appraisal process

Talent identification

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.