

Global Equality Standard (GES)

Sample for illustration only (extract of a full report)

LIMITATIONS OF THE SAMPLE REPORT: The following document provides an overview of the key elements of a GES 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.



Contents

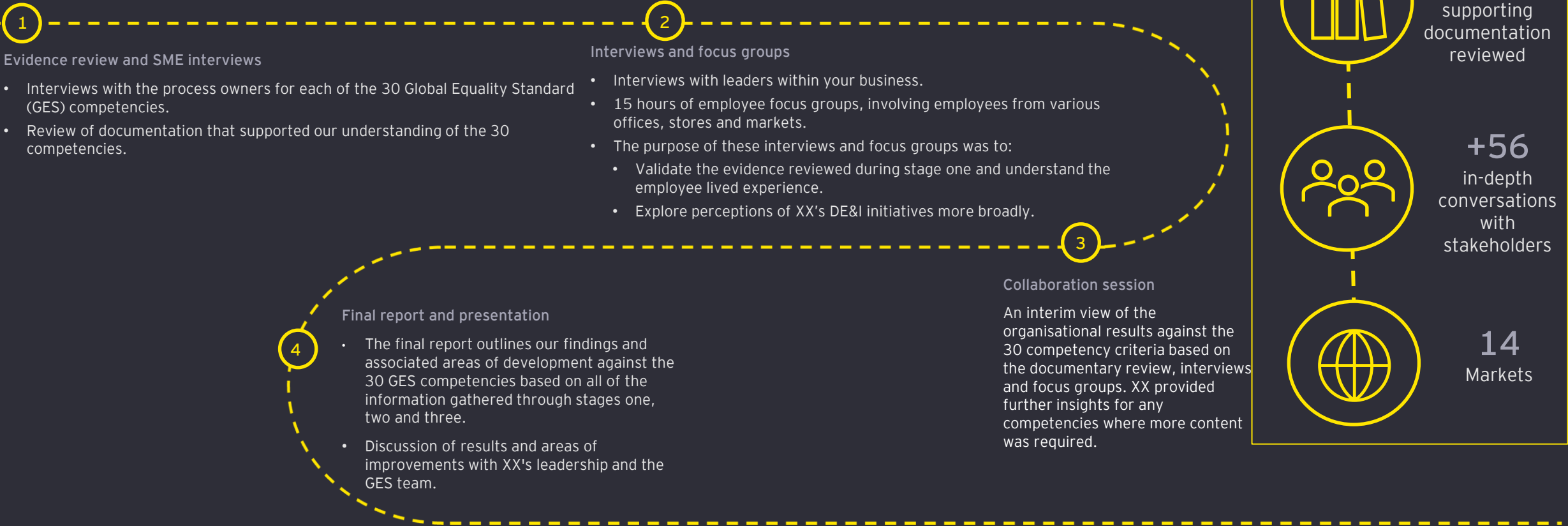
1	Executive summary	XX
2	Methodology	03
3	Summary of results	05
4	Areas for improvement	09
5	Detailed findings per competency	14

2. Methodology

2. Methodology

The scope of our work

Our review took place between X and X. It consisted of the following four stages:



3. Summary of results

3. Summary of results: Scoring

GES assessment results

Below, we have outlined XX's results against the assessment framework.

1	Core components DE&I	2	Your People	3	Your Talent	4	Your Business	5	Your Leadership	6	Your Relationships	7	Review and measurement
● 1.1	Inclusive culture	● 2.1	Feedback mechanism	● 3.1	Talent attraction	● 4.1	Strategy	● 5.1	Commitment & accountability	● 6.1	Social & community impact	● 7.1	Pay equity
● 1.2	Regulations & reporting	● 2.2	Health & wellbeing	● 3.2	Recruitment & onboarding	● 4.2	Business case	● 5.2	Visibility & messaging	● 6.2	Supplier relationships	● 7.2	Data analysis
● 1.3	Policies & practices	● 2.3	Flexible working	● 3.3	Appraisal & performance monitoring	● 4.3	Governance	● 5.3	Inclusive leadership	● 6.3	Stakeholder insight	● 7.3	Implementation
● 1.4	Targeted training	● 2.4	Adjustments & accessibility	● 3.4	Career progression	● 4.4	Setting priorities	● 5.4	Middle management	● 6.4	Human rights & modern slavery	● 7.4	Measuring impact (equity impact)
● 1.5	Communications	● 2.5	Caring responsibilities										
X/5		X/5		X/4		X/4		X/4		X/4		X/4	

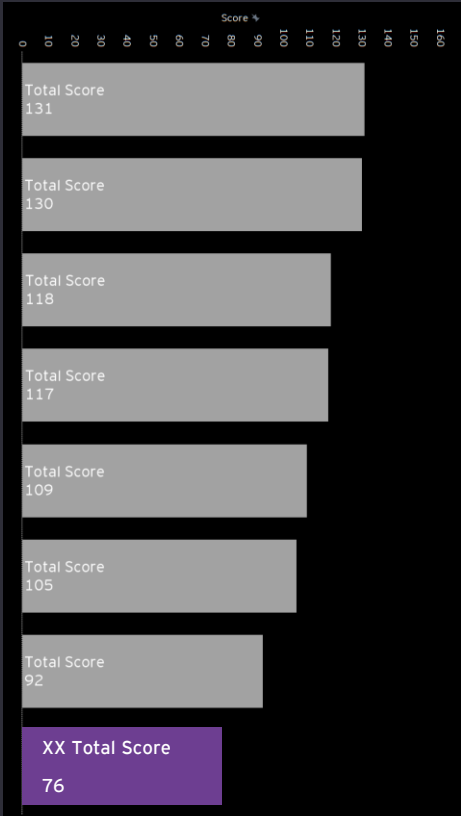
Key: ● Competency has been graded **Not Met** ● / ● Competency has been graded **Partially Met** ● / ● Competency has been graded **Met**

3. Summary of results: Benchmarking

GES assessment results

The table below benchmarks XX's cumulative GES score against all organisations that have undertaken a GES assessment. The graphs below demonstrate how XX scored against some relevant comparator organisations.

Comparison to other organisations within your sector



Comparison to organisations with >10,000 employees



3. Summary of results

Areas for improvements

In the pages overleaf, we have set out a detailed areas for improvements. These areas for improvements outline the current gaps and development areas for XX and provide external leading practice to bring additional insight.

EXAMPLE RECCOMENDATION
P.12-14



1. Strategy

Leading organisations that are making progress with DE&I have some critical elements and structures in place. These include a well-defined vision and business case, clear priorities at both global and local levels, key workstreams, and a detailed action plan. These elements are supported by enablers such as a strong governance structure, a data-driven approach to review progress, and an effective communication strategy.

Page XX



2. Culture

Leading organisations create a more inclusive environment by gaining a deeper understanding of the current organisational culture and measuring it through identification of the prevalent behaviors in the workplace. Additionally, in order to retain and support diverse employees, successful approaches involve updating and reviewing existing policies, as well as improving engagement surveys to include questions focused on DE&I and mental health.

Page 12-14



3. Leadership

Leading organisations hold leaders accountable for DE&I responsibilities. Leaders demonstrate commitment through clear communications, they prioritise inclusive leadership and review diversity data. Organisations define DE&I roles in middle management and measure inclusive behaviors through behavioral competencies.

Page XX

4. Areas for improvement

4. Area for improvement 2: Culture (1/5)

What we observed



Our employee interviews indicated differing views on culture, whether its individual teams/managers or store vs. corporate offices, with almost all agreeing that the culture varied depending on geographical locations. Additionally focus groups with middle management and frontliners, showed a presence of the “fear of speaking up culture”. XX’s policies are advanced in some areas as they include adoption related policies, however they don’t have any policies on accessibility or mental health, and the majority of policies aren’t consistently applied among the different markets resulting in different experiences. As such, the below are examples of leading practice approaches which assist organisations to create a positive and consistent culture across their businesses.

What leading practice organisations do

Leading organisations cultivate a more inclusive culture by better understanding and measuring the existing organisational culture through identifying the prevalent behaviours currently in the business. Moreover, to increase attractiveness to diverse candidates, leading practices consider modernising and reviewing existing policies and enhancing engagement surveys to include DE&I and mental health focused questions.

C1. Values and speak up programmes

These leading practices define and embed a set of desired values and inclusive behaviours and measure to what extent these are being adopted throughout the organisation. There are three stages to this:

a. Defining and promoting the values and behaviours required to foster an inclusive culture

- Leading organisations define this by adding a new or promoting an existing inclusion related value in the ‘the fundamentals’ to highlight the organisational commitment to DE&I and how it should be core to their company(e.g. XX’s Together value and its attribute on respecting diversity).
- They ensure this inclusion related value is engaging and in keeping with the current culture at their organisation, going beyond just ‘inclusive’ to capture the workforce passion around DE&I (e.g. XX’s Passionate value).

b. Developing existing “speak up” programmes

As part of the effort of creating an inclusive organisational culture, leading businesses focus on developing a “speak up” programme that will allow employees to be open and transparent when experiencing or witnessing inappropriate behaviours. Outlined below are components of what a successful speak-up programme looks like at a leading practice :

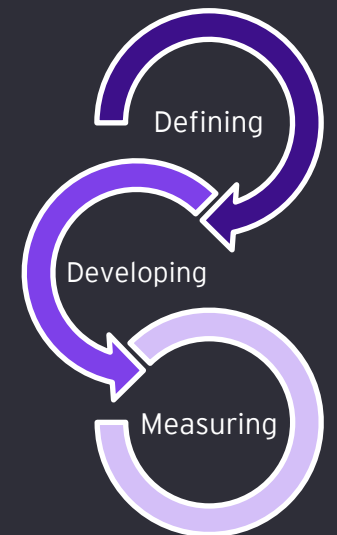
- Improve data capture around unacceptable behaviours and carry out detailed and granular trends analysis.
- Emphasis on positive messaging around speaking up will increase the likelihood of employees feeling comfortable to speak up.
- Review the diversity of those fielding complaints and the diversity of those that have the responsibility for responding to complaints and concerns. Where in these organisation the option would exist for diverse employees to have the opportunity to talk with personnel from a similar demographic when speaking up.

c. Measuring and monitoring culture to quantify inclusion

- Leading organisations undertake regular organisational reviews (such as every two years) to understand the attributes which staff are experiencing in the culture at their company. These reviews are in the form of short, or pulse, culture surveys which provide a quantified measure on inclusion and any potentially limiting attributes which employees may be experiencing in the culture.
- These reviews also help to understand how well organisational values are embedded, how they align with employees personal values and whether there are any specific attributes that employees desire more of

(See Figure 3)

Figure 3



4. Area for improvement 2: Culture (2/5)

C2. Feedback

XX feedback surveys in place, however, only a few reach everyone including frontliners. Engagement surveys are important tools for businesses to predict future behaviors of employees. A business can only excel with thriving employees, which is why employee engagement and gathering feedback is so important and needs to be measured and accessible to all. Engagement surveys also give employees the chance to feel heard, a prominent trait desired by employees identified through our focus groups.

a. Enhancing engagement surveys and impact measurement

- Leading practices should gain a deeper understanding of the experiences of diverse groups by deploying more regular employee listening mechanisms that reach to all employees including deskless employees (i.e. without email access) and correlating the results from these to other organisational data such as attrition data.
- Leading businesses consider focusing on other protected characteristics beyond gender as part of the DE&I data analysis of employee survey results. Companies of similar size and scale typically focus for example on ethnicity, age, disability and caring responsibilities.
- These organisations consider not only adding but also continuously enhancing the DE&I question set of the current engagement survey with more targeted questions relating to the employee experience and mental health. Alternatively, many organisations choose to run dedicated annual DE&I surveys which provide a much more detailed lens into the challenges for diverse employee groups at different ranks.
- This could be supported with feedback from the listening sessions and/or 'lunch and learn' DE&I awareness sessions chaired by the DE&I Champions or members of the employee network groups.

b. Introducing Listening sessions

- In order to understand the experience of diverse groups better, such as employees from different ethnicities, religions, and disability statuses, leading organisations should consider running a series of dedicated targeted focus groups or 'listening sessions' hosted by the DE&I champion and relevant employee network.
- In these organisations, employees should be consulted and their feedback taken into account in relation to any policy updates and reviews, ensuring that policies are reflective of the employee needs as well as the business needs and any legislative obligations.
- Leading organisations create listening sessions to understand employee experience in relation to the organisational culture, career aspirations, mental health and flexible working needs.

4. Area for improvement 2: Culture (3/5)

C3. Policies and procedures

As part of strengthening the organisational culture, leading organisations start by undergoing a global policy review to ensure that sufficient detail is provided on eligibility, as well as ensuring that the language used is inclusive. They then look to communicate and promote any policy amendments so that employees are aware of their latest entitlements.

a. Global consistent approach with Inclusivity of diverse circumstances

- With the exception of the maternity leave policy, all policies and procedures that XX have in place are created at a group level to be cascaded down and are not applied consistently among all the markets. Leading practices have a globally consistent approach to their flexible working policy and other key DE&I related areas, rather than leaving it to the country managers to implement.
- Leading organisations develop a number of new policies (or additions to existing content) to ensure that there are established procedures in place to support a diverse workforce and the variety of circumstances that are encountered. Most notably:
 - Broader caring responsibilities that go beyond childcare, i.e. elderly care.
 - Flexible working that is inclusive to all the workforce, i.e. Part time and shift systems for frontliners.

b. Culture Change

- To create effective new policies and update existing ones, leading organisations often form listening sessions, to identify trends and insight, create objectives and targets around the policy and provide regular updates to all.
- Leading organisations increase communications, ensuring senior leadership are visibly supporting new policies and initiatives and that managers are aware of how to apply these in practice. For these organisations, it is also important that decisions to grant requests are based on an objective assessment of the business case and not about the reasoning (i.e. the reasons why individuals wish to move to flexible working).
- These organisations drive a culture where staff, across all regions, feel comfortable to take leave (e.g. shared parental leave, paternity leave beyond two weeks). This is actively encouraged, the enhanced pay available is promoted and leaders who take the time off are showcased to help normalise this. Considerations are also given to further improving the enhanced pay options to be in-line with regional leading practice.

c. Coaching

These organisations introduce a maternity/paternity leave coaching scheme to support parents. The key areas for training and coaching support are outlined below.

When	Key areas of coaching and support
In the lead up to leave	<ul style="list-style-type: none"> ▪ Announcing the leave (e.g. pregnancy, sabbatical, long term sick) ▪ Managing a positive handover to minimise impact on the business and ensure team support ▪ Preparing for the journey ahead, dealing with anxieties ▪ Determining the level of communications whilst on leave ▪ Considering how to manage career progression
During the period of leave	<ul style="list-style-type: none"> ▪ Preparing for a confident return, managing expectations, setting boundaries, stakeholder management, engaging again with clients ▪ Considering or planning for alternative work patterns, managing childcare
Upon return to the workplace	<ul style="list-style-type: none"> ▪ Finding and maintaining balance, managing anxieties in a positive way ▪ Defining future career aspirations and development plans ▪ Helping to ensure clarity around role/portfolio ▪ Managing childcare challenges (i.e. what support is available, setting realistic ambitions, determine how your team can help)

5. Detailed findings per competency

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Pillar 1: Core components DE&I (1/3)

1.1

Inclusive Culture: The organisation has undertaken efforts to promote an inclusive culture: staff are aligned to the values and purpose of the organisation and there are efforts to understand any areas of cultural dysfunction.

Current State:

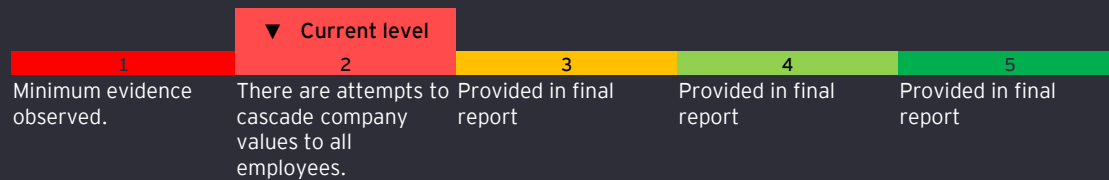
XX's three values (X,X,X) have been defined at Group level and are referenced in numerous organisational documents. It was reported that these are not promoted or truly understood and lived by the employees. Some of the values and related attributes of XX employees were noted to be: being **bold**, speaking your mind, having **passion**, taking pride in what you do, **togetherness** in respecting diversity.

Even though speaking up is an attribute of the "x" value, the culture at XX appears to be hierarchical and shows elements of fear culture, where most of the speak up is done anonymously because employees are afraid of losing their jobs. The "together" value has an attribute about respecting diversity, however the culture doesn't appear to practice inclusion or celebrate differences.

Most of the culture initiatives are ad hoc and reactive in nature, helping employees when matters are raised. There are not any continuous monitoring channels for Culture. There isn't a global, consistent approach to action planning in relation to changing/improving the culture.

The diversity at XX is worthy of recognition since organisation contains over 90 nationalities, however inclusion can only be achieved when this diversity is given a voice, and belonging will only be possible if that voice is heard.

Where you stand according to the XX DE&I framework?



1.3

Policies and practices: Comprehensive policies are in place which reflect current legislation, and practices that support the policy ambition by considering the diverse needs of all staff. Appropriate support is provided to employees and managers to enable the consistent application of policies.

Current state:

XX has several well-defined policies that address diversity and inclusion elements, including a holding level DE&I policy, an advanced retail-level maternity and adoption policy, and a disciplinary policy.

XX's DE&I policy covers numerous DE&I attributes such as gender, age, religion, education, nationality, ethnicity, race, cognitive diversity, and physical and mental abilities. The policy provides operating companies in the group guidance on DE&I governance structure, references reporting channels for any ethical concerns and whistleblowing. The policy doesn't include how the companies should assess and monitor the effectiveness of the policy or the governance structures proposed. It also doesn't appear to have much of a direct reach to employees, as not many from our focus groups knew that the policy existed.

Where you stand according to the XX DE&I framework?

