

THE GDEIB MODEL

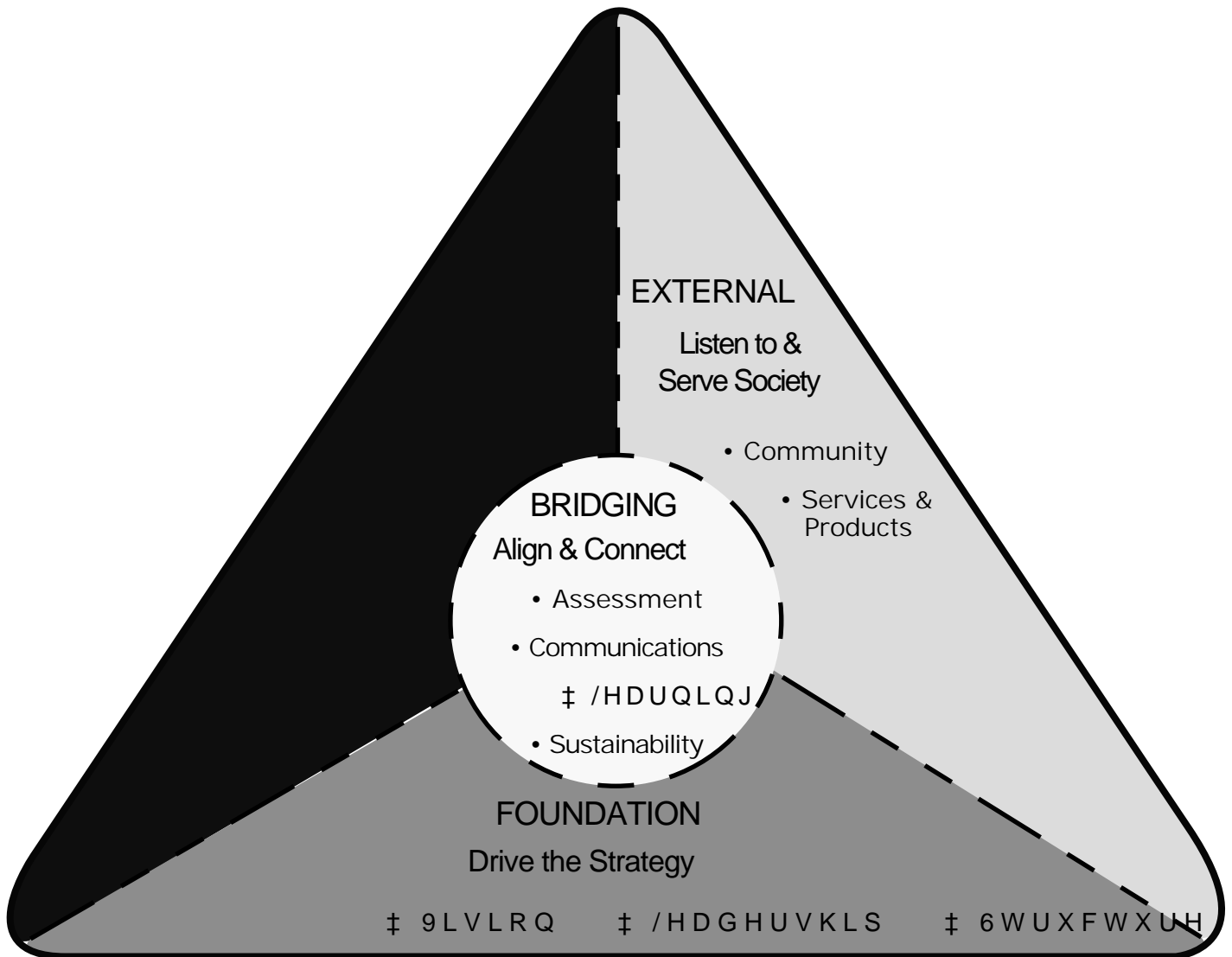
The equilateral triangle symbolizes equality and solidarity or strength. The Foundation categories form the base of the triangle. The Bridging categories are displayed as a circle in the centre connecting the Foundation, Internal, and External categories.

The lines separating the four groups are differently sized dashes symbolizing permeability and inter-

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Colours have great variations in symbolism across cultures. What may be an interpretation for a colour in one culture may have nearly an opposite meaning in another culture. We have been thoughtful in our selection of colours and offer our interpretation, which is a combination of various cultural symbols. We chose green for Foundation representing nature and renewal, blue for Internal representing harmony and order, red for External representing passion and strength, and yellow for Bridging representing optimism and imagination. All are in a vibrant hue representing the vitality needed for the work to succeed. Purple symbolizes power and strength.

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We believe the 15 categories, organized into four groups, cover the important elements that need to be addressed to create a world-class Diversity, Equity & Inclusion initiative. (DFK FDWHJRU\ LV GLYLGHG LQWR ȷYH OHYHOV ZLWK WKH EHQF best practice. Most organizations will need to address all the Foundation and Bridging Categories. Organizations may be more selective about which of the Internal and External Categories to address. Addressing all 15 categories is the most comprehensive and systemic approach.

THE FIVE LEVELS

For each category, the benchmarks are divided into

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practices in that category.

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)RU HDFK FDWHJRU\ WKH EHQFKPDUNV DUH GLYLGHG LQWR ¿YH O
toward the best practices in that category:

Demonstrating current global best practices in DEI; exemplary.

LEVEL 4: PROGRESSIVE

Implementing DEI systemically and showing improved results and outcomes beyond what is required or expected.

LEVEL 3: PROACTIVE

A clear awareness of the value of DEI; starting to implement DEI systemically. This is what is required and expected of all organizations.

LEVEL 2: REACTIVE

A compliance-only mindset; actions are taken primarily to comply with relevant laws and social pressures. Doing the bare minimum.

LEVEL 1: INACTIVE

No DEI work has begun; diversity, equity, and inclusion are not part of organizational goals.

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Action: Provide visible, dedicated support
 and structure with authority and budget
 to effectively implement DEI .

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 DEI expertise on the executive management team and at the Board level.
 These leaders interact with and have full access to other leaders and the
 UHVW RI WKH ERDUG DQG LI WKH RUJDQL]DWLRQ¶V VL]H PHULV
 staff dedicated to DEI. In addition, there are teams, committees or networks
 within the organization that champion DEI initiatives. DEI professional staff
 have an adequate budget and resources to implement the strategy.

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Special Note for Category 3: If your organization chooses not to have diversity networks (see Terminology) or diversity councils/committees then just skip those benchmarks below. If you have those groups, then all the benchmarks apply.

LEVEL 5: BEST PRACTICE

3.1 The most senior person responsible for
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senior leadership team.

3.2 DEI is integrated into core organizational
structures, policies, systems, and practices.

3.3 'LYHUVLW\ LV UHÀHFWHG HTXLWDEO\ LQ DOO
levels and functions.

3.4 Inclusive/universal design of buildings,
products, services, and emerging technologies
helps ensure accessibility for all.

3.5 7KH RUJDQLJDWLRQ¶V JRYHUQDQFH VWUXFWXUH
is supported by inclusive practices to mitigate
concentrations of power and dominance.

3.6 The organization ensures that structures
for elected positions (for example in unions
and diversity networks, and community/political
positions) are fair and equitable.

LEVEL 4: PROGRESSIVE

3.7 The board of directors has a committee
dedicated to DEI.

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Action: Ensure that attraction,
sourcing, and recruitment
is done through the lens of DEI .

A conscious effort is made to attract applicants from diverse groups to achieve and maintain a workforce that is equitably representative across levels and functions. Advertising and recruitment are targeted to diverse FRPPXQLWLHV 'LYHUVLW\ RQ LQWHUYLHZLQJ SDQH OV LV VW hiring managers are educated on the impact of conscious and unconscious bias. The recruitment process is regularly reviewed to ensure it is equitable and fair. Hiring of underrepresented groups is roughly proportionate to their representation. There are clear DEI measures of success throughout the recruitment process.

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\$FWLRQ \$FKLHYH ZRUN OLIH LQWHJU DQG HTXLWDEOH EHQHÀWV)OH[LEO are widely available and accessible.

:RUN OLIH LQWHJUDWLRQ ÀH[LELOLW\ DQG HTXLWDEOH EHQH¿WV promoted, recognized as enhancements of productivity, and are not career OLPLWLQJ 7R WKLV HQG WKH RUJDQL]DWLRQ¶V SHUIRUPDQFH P RQ RXWSXW FRQWULEXWLRQ DQG LPSDFW %HQH¿WV DQG VHUYL the diverse needs of employees are provided based on ongoing assessments of employee needs. Some examples are: subsidized dependent-care, parental OHDYH H[WHQG HG IDPLO\ FRQVLGHUDWLRQ HOGHUFDUH HPHUJH grams, and paid leave. Accommodations for religious practices, persons with disabilities, and others are achieved with care and consideration and go beyond legal requirements. Organizations and their leaders prioritize psycho- ORJLFDO VDIHW\ VHFUXULW\ DQG ZHOOQHVV ZLWKLQ WKHLU HPSOR

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7.1 7KRUJDQLJDWLRQ¶V SDEWLLFWVDQG UHJDUGLQJ EHQHILWV ZRUN OLIH LQWHJUDWLRQ DQG IOH[LLELOLVKHPHUV]DWLRQ¶V FRPPLWPHQW

to decent work, psychological safety, and respect for human rights.

7.2 \$FRPSUHKHQVLYH UDQJHRIOWMEOH and services, including education, counselling, and physical and mental health services are provided equitably to all employees whether permanent or temporary.

7.3 7KRUJDQLJDWLRQ EHQHILWV WR part-time and temporary employees.

7.4 All leaders model and encourage work-life integration.

7.5 Working part-time, job sharing, working UHPRWHORWDIGU IOZRUJUDQJHPHUV All ppriate posiratiees anleveles.

6.2.3 Est Opide Vch dG Vck hUPlEkuV asDv)Hj/02H

& \$ 7 (* 2 5 < DEI COMMUNICATIONS

Action: Make communication clear, simple to understand, and a crucial force in achieving the organization's DEI goals.

Communications professionals are educated about DEI and its link with sustainability. All internal and external communication is fully accessible and available in multiple formats and, if applicable, in locally spoken languages. The organization has made and communicated a decision on the use of inclusive language to account for various diversity dimensions. The communication sent out both internally and externally does not prejudice or harm any group intentionally and where this occurs, it is corrected quickly on websites and social media platforms. DEI communication is frequent, ongoing, innovative, and contributes to an enhanced reputation for the organization. Progress on reaching DEI vision and goals is reported to the public regularly.

9.1-9.20 DEI Initiatives and Communication

9.1 The organization is known for its high-quality DEI initiatives that are regularly communicated internally and externally

9.2 DEI content is easily and quickly located thorough, regularly updated, and fully accessible.

9.3 The organization has made and communicated a policy on the use of inclusive language on race and ethnicity, gender, gender identity, and gender expression, sexual orientation, disability, and other dimensions.

9.4 The organization uses bold and transparent communication in naming and dealing with challenging issues such as racism, sexism, homophobia, privilege, toxic masculinity, and white supremacy.

9.5 The organization uses live and accurate translation services to ensure accessibility and linguistic inclusion.

9.6 The purposes of DEI initiatives are clearly stated, and communication strategies are adapted for different stakeholders.

9.7 Information on DEI is sent frequently and systematically through a variety of channels to employees and other stakeholders.

9.8 Communications professionals and speechwriters are knowledgeable about DEI and they include DEI messages in general communications.

9.9 The organization has an ethical framework to leverage social media in both internal and external communication platforms.

9.10 The organization proactively addresses socially-charged issues and events related to DEI internally and externally, including on social media.

9.11 The organization integrates DEI into many aspects of communication.

9.12 The organization encourages employees to discuss DEI and provide input to the organization.

9.13 The organization enables employees to indicate gender pronouns, if desired, on email signatures and other written communication.

9.14 Translations and other accessible formats are provided when needed. Communication is location-sensitive across countries, dialects, and languages, including braille, sign language, and closed captioning.

9.15 DEI communication is done solely to remind or educate employees about adhering to policy and compliance requirements.

9.16 Most DEI communication is disseminated by councils/ committees or diversity networks rather than through regular organizational channels and therefore is sometimes seen

9.17 when legally required.

9.18 There is no explicit communication about DEI.

9.19 Discussions on DEI are perceived to be risky and are avoided.

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LEVEL 5: BEST PRACTICE

12.1 The organization is explicit in living its DEI values and actively supports, invests in, and advocates for DEI-related initiatives in the community, government, and society at large.

12.2 The organization takes bold stands in word and action on societal issues related to achieving equity and justice for marginalized

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12.3 The organization has addressed and atoned for any past behaviours and policies with regard to the mistreatment of people.

12.4 The organization helps its community by promoting economic growth, addressing income inequality and groups that have been historically disadvantaged.

12.5 The organization encourages employee volunteerism in community projects by providing time off and/or compensation and rewards where appropriate.

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