

## Overview – GLOBAL CSR services - non-discrimination/equal opportunities/diversity

Our services fall under two headings; longer term strategic advice and short term interventions (capacity development).

### Longer term strategic advice, can be divided in the following headings:

1. Needs analysis (establish base line – analysis of current conditions/status quo in diversity), possibly including:
  - a. Quantitative and qualitative assessments – internally and externally in relevant markets
  - b. Identification of prevailing internal resources and internal appreciation of diversity, including possible preexisting/unconscious biases
  - c. Assessment of expected progress based on historic data, if nothing is done, and assessment of realistic time frame for improving representation, if decided
  - d. Assessment of current governance of relevance e.g. HR policies / personnel handbook / recruitment procedures / employee benefits / sponsorship strategies / training / advancement strategies and procedures
  - e. Analysis and evaluation of advertisement and communications materials (internal and external)
  - f. Design, development, survey and analysis of employee satisfaction in relation to diversity (full study or integrated in current studies)
2. Development and design of a strategy for diversity (for gender, but possibly including visible minorities, etc. depending on need), including
  - a. Ambition level - duration
  - b. Development of KPIs
  - c. Development of annual objectives – and adjacent indicators
3. Development and design of a policy on diversity and its proper integration into other relevant policies and procedures confer point 1. d. above
4. Development and design of annual action plans, including budgets, to ensure policy commitments and strategy fulfillment
5. Implementation of objectives and KPIs in performance measures for management levels
6. Communication and reporting both internally and externally on objectives, process and results

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### **The latter, shorter term interventions (capacity development)**

1. Custom designed courses and workshops based on particular needs and challenges of organization, including:
  - a. How to develop a strategy on diversity
  - b. How to develop a policy commitment on diversity
  - c. How to develop action plans on diversity
  - d. The business case – how to engage top management
  - e. Development of tools identified for the strategy, e.g. Code of Conduct, grievance mechanisms and whistle blower system, procedures for recruitment, procedures for succession planning, key requirements for advertising and sponsorships etc.
  - f. Identifying the most relevant fora for positioning the work externally
2. A selection of more general workshops and courses for employees
3. Diversity training for expats/international/travelling employees
4. Diversity training for employees to improve in-house communication and cooperation for smaller groups
5. Intercultural communication training for employees at all levels
6. Training of HR employees
7. Anti-bullying and anti-discrimination training for employees
8. Individual coaching and training for management (diversity, intercultural communication)
9. E-learning – non-discrimination, equal opportunities, diversity. GLOBAL CSR partners with AREA9 offering 'smart learn' modules bringing e-learning to the next level and maintaining a competitive pricing structure.