

Diversity and Inclusion Change Journey Map

Introduction

Diversity and inclusion are both important to our future success.

Our Diversity and Inclusion vision states that:

- We are recognized as a leader in diversity and inclusion in all home markets
- We mirror the diversity in society on all levels of our organization
- Our leaders are excellent in fostering an inclusive culture

As a consequence:

- We attract, recruit and develop highly skilled people with an inclusive mindset from the largest pool of talent possible
- We have an open, learning culture, respectful of differences, that seeks the sharing of experiences and perspectives and results in more productive and innovative ways of working
- We win more business by having a deeper understanding of different customer groups and a greater ability to build long term relationships with different stakeholders

Below you have a map that describes step-by-step change efforts towards our vision. The purpose with the map is to track change efforts on BU-level as well as provide guidance regarding next steps.

Diversity and Inclusion Change Journey Map

Key Areas	LEVEL 1 Building the foundation	LEVEL 2 Creating a momentum	Level 3 Cementing sustainable change
Leadership	<input type="checkbox"/> Appointment of Inclusion Advocate <input type="checkbox"/> Management team has basic D&I knowledge and expresses D&I commitment	<input type="checkbox"/> Inclusion Advocate and BUP are active in promoting D&I internally (visible spokespersons in different internal forums) <input type="checkbox"/> Management team displays a deeper D&I knowledge and commitment <input type="checkbox"/> D&I knowledge is embedded in all management trainings (both as a topic of its own and integrated)	<input type="checkbox"/> Inclusion Advocate and all members of management team are actively promoting D&I internally as well as externally <input type="checkbox"/> All managers are comfortable spokes persons for D&I (basic level) <input type="checkbox"/> Promotions for leadership positions are evaluated based on inclusive leadership track record in order to develop the mind- and skill- set of all employees
D&I specific change efforts	<input type="checkbox"/> D&I analysis for identifying improvement areas and action priorities <input type="checkbox"/> Management team decision on BU actions and targets <input type="checkbox"/> Resources for driving change are allocated <input type="checkbox"/> Communicate <ul style="list-style-type: none"> <input type="checkbox"/> BU narrative on the need for D&I, as well as management team commitment <input type="checkbox"/> Inclusion Advocate and his/her role 	<input type="checkbox"/> Implement prioritized actions <input type="checkbox"/> BU management team cascades the D&I commitment, vision and work to regional level <input type="checkbox"/> Communicate management commitment, D&I progress, successes and challenges for prioritized focus areas	<input type="checkbox"/> Continuously refine actions and targets on BU and regional level to secure progress towards vision <input type="checkbox"/> Communicate success internally as well as externally
D&I in existing organizational processes	<input type="checkbox"/> Secure HR has relevant knowledge in D&I to support process <input type="checkbox"/> Secure communication has relevant knowledge in D&I to support process	<input type="checkbox"/> Review all HR processes to secure diversity and inclusion in: <ul style="list-style-type: none"> <input type="checkbox"/> Attract and Recruit <input type="checkbox"/> Talent Management and Leader sourcing (Talent Review) <input type="checkbox"/> Competence Development <input type="checkbox"/> Compensation and Benefits <input type="checkbox"/> Review all form of communication to secure diversity and inclusion <input type="checkbox"/> Develop a communication plan for the D&I change journey (internal and external)	<input type="checkbox"/> Embed D&I in key business processes such as: <ul style="list-style-type: none"> <input type="checkbox"/> Ethics <input type="checkbox"/> Safety <input type="checkbox"/> Staffing/assignment (projects and other teams) <input type="checkbox"/> Community involvement <input type="checkbox"/> Procurement <input type="checkbox"/> Meeting with clients <input type="checkbox"/> The business offer