

**ORGANIZATION**

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## System Manual **ISO 30415:2021**

### D&I management system

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## 0 INTRODUCTION

### What our organization does

Our organization is a company that operates in a regional geographic market and pursues its business objectives related to turnover, costs and profit through the sale of goods and services in the geographical area of reference.

The operating process of our organization can be summarized in the following phases:

- He understands what the local market needs
- It supplies the goods and services necessary to satisfy these needs
- It offers existing customers and the potential market the goods and services that satisfy their needs

To these phases of the general process are added, naturally, the other processes that support this general "backbone" process such as:

- The administrative process
- The management of human resources, i.e. the workforce that works in the organization
- The development of public relations

### What are the purposes of the organization

The organisation, with the aim of asserting the level of its quality and social responsibility standards during the tenders in which it participates, has decided to implement a management system that would allow it to positively distinguish itself from its competitors on its territory, and to be preferred for reasons of merit.

The organization's choice was directed towards social responsibility connected to the differences present between people. In fact, the reference territory, taking on the typical characteristics of metropolitan areas, is characterized by the presence of people of different ethnic groups and, consequently, of different languages and spiritual sensitivity attributable to the religion of reference.

This heterogeneity of the population, which manifests itself through a plurality of needs and expectations connected to specific demographic characteristics, influences the organization's processes. In fact, it relates to customers, suppliers and workforce who, in addition to being distinguished by ethnicity and spiritual sensitivity, are distinguished by gender and age.

To effectively respond to tender opportunities and the necessary adaptation of its processes to the outlined context, the organization has designed, developed and implemented the D&I management system according to the ISO 30415:2021 standard.

### What does the D&I management system consist of?

The ISO 30415:2021 standard provides the guidelines to be adopted to demonstrate to third parties that the organization provides an inclusive response to the diversity present in people in relation to the needs connected to these differences. This is why this management system, essentially aimed at the management of human resources, is defined as D&I, i.e. Diversity and Inclusion.

The D&I human resources management system consists of a series of processes that the organization has established in accordance with the guidelines of ISO 30415:2021.

The ISO 30415:2021 standard, from a technical point of view, does not represent the reference scheme of a real management system as happens with other standards, such as ISO 9001:2015 or ISO 14001:2015 .

It constitutes a framework, that is, a set of blocks that contain actions to be implemented in the processes, so that our organization has acquired these actions and, by creating a management system inspired by ISO standards, has integrated them within the already existing processes of its operation which are:

- Human resources management processes
- Business processes

To these processes, the organization added further processes which it called "system processes". These, unlike those already functioning in the organization, were added according to the guidelines of the standard and constitute the reference matrix for the management of all processes. They concern:

- Managing D&I responsibilities
- The D&I dashboard (plan, act, verify, intervene)
- The development of an inclusive culture (communication, training and involvement management)

### **The D&I human resources management system manual**

This manual intends to make the way in which the organization has developed and implements the management system clear and understandable to interested parties.

Each chapter of the manual is directly linked, through its progressive number, to the corresponding chapter of the ISO 30415 standard so that anyone wishing to investigate more directly on the application of specific provisions contained in the standard will be able to access the corresponding section/chapter of the manual.

This manual, itself constituting a document of a management system nature, is:

- Distributed to the entire workforce
- Made available to suppliers, customers on the organisation's institutional website
- Sent to key strategic stakeholders
- Used in staff training activities as basic teaching support

### Tools to support the manual

With the aim of providing summary information, to be made promptly available especially on the occasion of tenders or certification audits, the following two documents with their respective functions are attached to this manual

Annex A: Self-assessment - diversity and inclusion	The module, rendered in the form of an application, allows the organization to self-evaluate from a D&I perspective through a score, in relation to the progress of the development of system actions
Attachment B: D&I documentation check	The document allows a timely control of the system documentation in relation to its genesis, its diffusion and the needs related to archiving

## 1 PURPOSE AND FIELD OF APPLICATION

ISO 30415:2021 recognizes that every organization is different and that decision makers need to determine the most appropriate approach to integrating D&I into their organization, based on the context of the organization and any disruptive challenges that emerge.

### **Purpose of the management system**

The leaders of the organization, examining the context, formulated the ultimate purpose of the D&I human resources management system, which is as follows:

*"Our organization wants to create, maintain and improve an inclusive, respectful and diverse work environment, where every individual is recognized, valued and has equal opportunities for growth and development.*

*We want to foster a corporate culture that celebrates diversity and embraces its many perspectives and contributions."*

### **Scope: differences and inclusiveness**

The organisation's managers, examining the context, have identified and established that the peculiar differences on which the organization designs its D&I system and applies it with its processes concern:

- The genre
- Ethnicity
- The age range
- Sensitivity spirituality

In relation to spiritual sensitivity, if on the one hand it is difficult to detect it for privacy reasons, on the other hand it seems to be the most "expressive" variable of different needs from which many needs for inclusiveness emerge connected to working hours, religious holidays, eating habits , etc...

In relation to this sensitivity, the managers of the organization ensure:

- Partly to encourage staff to express themselves in the knowledge that expressing their needs helps the organization to satisfy them
- In part they provide for "inferring" them from behavior in general and from ethnicity which is rather clear personal information

### **Scope of application: people**

The system, in its dispositive components, concerns and sometimes involves several people. Its contents apply to:

- Organizational staff (in-charge workforce)
- Organizations supplying goods and services
- Client organizations
- Consultants, agents, intermediaries working with the organization
- Entities and organizations that share the organization's D&I objectives
- The population resident in the geographical area of reference in which the organization operates

**Field of application: processes**

In relation to the processes involved, the system is made up of three fundamental processes that govern its functioning, which are:

- D&I responsibility
- D&I framework
- Culture of inclusion

The management system also applies to the following human resources management processes:

- Planning
- Remuneration
- Assumption
- Insertion
- Learning
- Performance
- Changes
- Mobility
- Termination

And the following business processes:

- Supply of goods and services
- Supplying
- Stakeholder management

## 2 REGULATORY REFERENCES

The management system described in this manual has the ISO 30415:2021 Standard as its regulatory reference. However, the design process of the entire system, especially the one dedicated to the examination and configuration of business processes, also refers to ISO 9001:2015.

## 3 TERMS AND DEFINITIONS

Below we have reported some of the most important terms that, indicated in the Standard, we have used in our development work:

TERMS	DEFINITIONS
Accessibility	The extent to which the organization's work environments, systems, and products and services are accessible and can be used by the widest range of people
To adapt	The goal of tailoring to specific needs is to enable people with different abilities to have access to work and contribute to the organization
Accountability	Obligation of a person or organization to account for its activities or to assume responsibility for those activities
Prejudice	Preconceived or unreasoned tendency, inclination, or opinion that prevents impartial judgment
Decent work	Work carried out in conditions of freedom, equity, safety and human dignity
Diversity	Characteristics of differences and similarities between people
Equality	State of equality, particularly with respect to social status, rights, opportunities or achievements
Equity	Principle that policies, processes and practices should be applied impartially and individual needs should be recognized
Impartiality	Principle according to which everyone should be subject to fair procedures and, as far as possible, free from systematic prejudice
Inclusion, inclusiveness	Practice of including all stakeholders in organizational contexts
Culture of inclusion	Values, beliefs and practices that influence the conduct and behavior of people and organizations by including and valuing the perspectives and contributions of the widest range of stakeholders
Inclusive behavior	Conduct that promotes inclusion
Insertion	Process of welcoming people into the organization, its culture, expectations, policies, people and their roles
Organization governance	System by which an organization makes and implements decisions in pursuit of its objectives
Raising awareness	Activities undertaken by an organization to engage a broader group of stakeholders



#### 4 FUNDAMENTAL D&I PREREQUISITES

The development and implementation of the D&I management system, according to ISO 30415:2021, in our organization was preceded by the integration of the key D&I prerequisites into the D&I Policy.

In fact, top management has defined and systematically communicates, to the workforce and the rest of the interested parties, the D&I policy present in the MOD-6C D&I Policy module in which the organization has traced the D&I path to be followed:

- Establishing, specifically, the purpose of the D&I system
- Formulating the D&I principles to inspire
- By integrating the following prerequisites that orient the organization's staff and in particular the managers towards the purpose:
  - Recognize diversity
  - Govern effectively
  - Act responsibly
  - Work inclusively
  - Communicate inclusively
  - Support and advocate for D&I

These prerequisites of the Standard, within the management system, constitute the reference points used:

- In developing D&I objectives
- In the conception of the procedures that govern the processes intended to achieve the D&I objectives

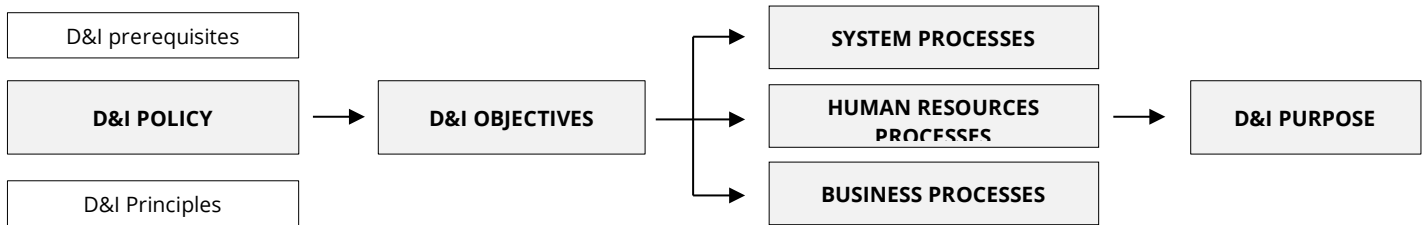
Starting from the following paragraph this manual takes on a more practical connotation.

Each section of the manual (or chapter) from now on explains in a practical way how the organization manages and implements the management system for D&I.

This practicality is functional to a better internal use of the "manual" tool which:

- It constitutes a summary guide for staff
- It allows the certification body to have an overall picture of the system processes, human resources management processes and business processes and the way in which these processes are interconnected and oriented, through the pursuit of D&I objectives, to achieving of the purpose.

The image below helps to understand the overall picture developed so far.



This D&I management system consists of three types of processes:

- System processes
- Human resources management processes
- Business processes

The system processes, in particular, are governed by the following procedures which are codified in relation to the corresponding points of the standard:

- PRO-5 D&I Responsibilities
- PRO-6 D&I Framework
- PRO-7 Culture of inclusion

## 5 ACCOUNTABILITY AND ACCOUNTABILITY

The staff working in the organization has been classified through the attribution of very specific roles and responsibilities that refer to the logic of the business.

With the PRO-5 D&I Responsibilities procedure, the organization explains the attribution (and related conscious recognition) of responsibilities relating to:

- Develop the D&I principles to inspire the organization's behavior and the D&I objectives to achieve
- Integrate these D&I principles and objectives into both human resources management processes and business processes
- Plan and ensure the continuous availability of the resources necessary to pursue D&I objectives
- Monitor and examine the results achieved to ensure, through any intervention, that they remain in line with the established D&I principles and objectives

Maintaining responsibility, in the D&I management system, is a systematic process in which roles and tasks are constantly monitored in terms of presence, capacity and spirit of initiative in order to maintain an organizational system capable of dealing with the context of risks and D&I opportunities.

The PRO-5 D&I Responsibility procedure, in relation to the guidelines of the standard, recognizes three levels of personnel:

### Top management

The governance level which is that of top management. In our case, this role is assumed by the CEO of the company who assumes general responsibility for guiding and monitoring the entire system, responding to the general effectiveness in relation to achieving the purpose of the D&I management system.

### Senior executives

At the management level the organization has established the role of D&I manager.

Thanks to proven experience in the D&I field and the technical expertise gained in management systems, the latter assumes responsibility for implementing and conducting system processes.

This figure, as a manager, communicates with top management and with the process managers, i.e. those who are delegated to implement the provisions of the system processes.

### Delegates

Among the managers we also find those responsible for the processes. These managers, being engaged in specific processes, are involved in the concrete implementation of the D&I system in view of the D&I purpose. Their attention, however, although directed towards the purpose of the D&I system, focuses above all on the D&I objectives which are specific and measurable and are pursued within the specific processes managed by the individual managers.

Among these we find:

- The human resources manager who assumes responsibility for managing the entire human resources cycle, i.e. the workforce employed by the organization

- Managers who manage business processes such as the delivery of goods and services, sourcing and stakeholder management

### **The rest of the workforce**

All the people who work in the organization are engaged and framed, in relation to their role, in certain processes. The workforce therefore focuses attention, in addition to the D&I purpose, on the D&I objective pursued by the process in which this workforce is involved.

### **Assumption of general responsibilities and process responsibilities**

The PRO-5 D&I Responsibility procedure aims at conscious personal involvement in the assumption of responsibilities inherent to the D&I management system. These responsibilities, in addition to the formal attribution, are assumed by the staff through the formal registration of the expected commitment through the following documents:

- MOD-5A Responsibilities
- MOD-5B Governance Responsibility Statement
- MOD-5C Statement of managers' responsibilities
- MOD-5D Declaration of delegated responsibilities
- MOD-5E Individual D&I responsibilities

It is important to consider that the records indicated above specify the general role responsibilities related to the D&I system. Added to these are the process responsibilities that have been documented within each procedure both in reference to the process in question and in reference to each phase of the process.

## 6 D&I FRAMEWORK

ISO 30415:2021 lists the D&I guidelines to be adopted. The organization has adopted them all by building a management system based on the Deming Cycle (plan, do, check and act), which in its structural approach is inspired by the ISO 9001:2015 model. This decision immediately appeared appropriate because it allows us to carry out orderly steps - of system development - starting from the context, up to the improvement.

The D&I framework is the management system of the system, made up of components that relate to each other, such as:

- Stakeholders, with their D&I needs and expectations
- D&I risks and opportunities that influence the pursuit of purpose
- Actions to address D&I risks and opportunities
- Specific D&I objectives to achieve
- Planning of resources necessary to achieve D&I objectives
- Processes activated to achieve D&I objectives
- Measures to evaluate progress and achievements

The D&I framework, in relation to changes over time that the context undergoes, is periodically reviewed to allow the organization to improve its effectiveness in its D&I intent expressed by the purpose of this management system and by the D&I objectives that the organization has formulated. For this reason it is regulated through a process with the procedure: PRO-6 D&I Framework

The PRO-6 D&I Framework procedure is very useful because, with the same purpose as this manual, it describes the functioning of the entire D&I management system but having, compared to the manual, above all "prescriptive" purposes, it proceeds in defining all the activities in detail specifying actions to be performed, responsible and registrations.

The MOD-6A D&I Rationale form is the first of the procedure records. In it, the components of the system and their interactions are represented through a sort of flow diagram.

Below we list the phases of the D&I Framework process from which we can deduce rational organizational behavior compliant with the Deming cycle.

The Plan part concerns the following preliminary analysis and planning activities:

- 1 Assign responsibilities of the D&I framework
- 2 Establish the rationale for D&I
- 3 Understand the D&I context
- 3 Establish D&I principles and objectives

Then there is the Do part and that is the one relating to the most implementation phases:

- 4 Integrate D&I principles and objectives into processes
- 5 Determine a D&I outcomes measurement framework
- 6 Inform, train and orient the workforce towards D&I objectives

Below is the Check part relating to the verification:

## 7 Track results and measure D&I impacts

To conclude with the Act part focused on the review and improvement of the system

- 8 Review D&I processes and objectives
- 9 Report D&I results

The procedure, compliant with point 6 of Standard 304105:202, as understood by the organization, focuses attention on the importance of the results. These include within them both those aimed at process indicators and those connected to the real satisfaction of the interested parties, namely the workforce, customers, suppliers, stakeholders and the community.

In fact, all efforts aimed at governing the processes would be in vain if they did not produce appreciable satisfaction on the part of the interested parties who must always be considered the natural recipients of the benefits produced by the system.

The records of the PRO-6 D&I Framework procedure record all the decisions and data and information of the D&I Framework process following, as well as the phases of the procedure itself, the Deming cycle.

As regards the plan part, i.e. the analysis of the context and the consequent planning of the system, the organization carries out the reconnaissance of the interested parties and their D&I needs and on the basis of these establishes the principles to be respected, the behaviors to be implemented and very specific D&I objectives to be achieved.

This information is documented by the following records:

- **MOD-6B D&I Stakeholders**
- **MOD-6C D&I Policy**
- **MOD-6D D&I objectives and planning**

The Do part of the Deming cycle is documented by the procedures governing the processes. In fact, once the objectives have been established with planning, the processes begin to function, in view of a purpose, and implement (do) the actions necessary to address the D&I risks and opportunities, present within the processes themselves which depend on the context.

The processes and measurements of this implementation (do) part of the operation of the D&I management system are documented in the following records:

- **MOD-6E D&I Processes**
- **MOD-6F D&I Measurements Framework**

In the verification part of the Deming cycle, i.e. check, there are certainly all the data collections foreseen by the MOD-6F Framework module D&I measurements but the attention of the verification extends to measuring the satisfaction of all interested parties in relation to the needs D&I that the organization:

- **has previously noted and documented in Form MOD-6B D&I Stakeholders**
- subsequently considered formulating D&I objectives in line with the same in the MOD-6D D&I Objectives and Planning module

The survey questionnaires that allow the verification of the satisfaction of the interested parties are the following:

- **MOD-6G Workforce D&I Questionnaire**
- **MOD-6H Customer D&I questionnaire**
- **MOD-6I Supplier D&I questionnaire**
- **MOD-6L D&I stakeholder questionnaire**
- **MOD-6M Community D&I questionnaire**

The Act part of the Deming cycle commits the organization to a review of the results and to carrying out any actions that may be necessary to realign the processes with the objectives. These actions are weighted based on information from actual monitoring documented in the MOD-6N D&I Monitoring form.

In the MOD-6O Annual D&I Report form, the organization formally summarizes the results achieved.

A clear understanding of the D&I Framework process requires a vision that also considers the relationship with individual human resources management processes and business processes.

The framework is evidently process-based, following the principles of ISO 9001:2015, and as a result stakeholder needs, D&I opportunities and risks, D&I objectives and measurements all flow into the processes.

The procedure structure of our system provides objective evidence of the integration of the D&I framework into the processes thanks to the following development structure:

- Purpose (D&I objective pursued by the procedure)
- Responsible (Person who must account for the results of the process)
- Stakeholders (Beneficiaries of the impacts of the process)
- D&I risks (Present in the process in relation to the context)
- D&I opportunities (Present in the process in relation to the context)
- Operational activities to be carried out (To achieve the purpose and address D&I risks and opportunities)
- Recordings (Information and data to be collected attributable to D&I objectives)

From the illustrated procedure structure it is understood that the constituent material of which the processes are made, both those relating to the management of human resources and the business processes, derives from what is established by the system processes which are, in summary: responsibility, D&I framework and culture of inclusion.

From here it becomes clearer that overseeing system processes means orienting and influencing the functioning of all other processes (human resources and business) in view of the general D&I purpose of the system.

Postponing a more accurate description of the constituent elements of the system to the process records, we report below:

- The purpose of the D&I management system e
- The D&I objectives we have set out to pursue

In this way, interested parties will proceed to explore the following chapters with an awareness of what the organisation's intentions are.

PURPOSE D&I SYSTEM	D&I OBJECTIVES	DESCRIPTION D&I OBJECTIVES
<p>Our organization wants to create, maintain and improve an inclusive, respectful and diverse work environment, in which every individual is recognized, valued and has equal opportunities for growth and development.</p> <p>We want to foster a company culture that celebrates diversity and embraces its many perspectives and contributions.</p> <p>The recipients of our common professional and human commitment are ourselves: each identified in their own role and level, and the people who relate and work with us through customers, suppliers, stakeholders and the community. For this reason, we have decided to measure the social impacts of our D&amp;I work precisely in relation to the authentic satisfaction of these interested parties, which we will systematically detect and measure.</p>	Stakeholder satisfaction	Understand and fully meet the diversity and inclusion needs of all stakeholders
	Representativeness	Plan and compose the workforce in a way that reflects the demographic composition of the local population in which the organization operates
	Responsibility	Deal responsibly with the personal, professional and family difficulties of people interested in mobility projects (transfers) or in the termination of the employment relationship
	Pay equity	Ensure, through the remuneration process, the pay equity of roles and tasks, in relation to differences in gender, ethnicity, age, spirituality
	Impartiality	Manage the advantages and burdens relating to the hiring, performance management and rotation planning processes with impartiality with respect to the factors of difference, avoiding the risk of discrimination and any civil or criminal consequences
	Empowerment	Help people succeed in their roles and groups, address their personal and professional growth needs and requirements, and encourage inclusive behaviors through onboarding, learning and development processes



## 7 CULTURE OF INCLUSION

The system processes governed by the PRO-5 D&I Responsibilities and PRO-6 D&I Framework procedures, in summary, establish the things to do and the related responsibilities.

The system process governed by the PRO-7 Culture of Inclusion procedure, on the other hand, has a complementary but different purpose. Through the process relating to the culture of inclusion, the organization intends to create and spread, internally and externally, the D&I cultural reference paradigm that inspires it.

The culture of inclusion process is considered necessary to shape the behavior of the workforce so that it is:

- Complies with the D&I principles set out in the D&I Policy
- Aligned with D&I objectives and their planning
- A harbinger of D&I outcomes that benefit the needs of all stakeholders

The development of a culture of inclusion ensures that the workforce becomes increasingly sensitive to recognizing and respecting the differences that exist between people, be they work colleagues or customers or suppliers.

The process is cyclical and also responds, from time to time, to changes in the context. It, as expected, consists of activities aimed at developing the culture of inclusion through communication, training, example and involvement activities.

The organization carries out annual planning in the MOD-7A Inclusion Culture Development Program in which it establishes all the D&I contents to be transferred to interested parties.

The processes, thanks to these communication and involvement activities, are made more effective in pursuing the D&I objectives because the people involved in them apply themselves in a conscious manner and with the appropriate spirit of initiative to remove any obstacles.

The process, as governed by the PRO-7 Culture of inclusion procedure, places great importance on involvement activities for which human resources, in addition to providing opinions, suggestions and evaluating the satisfaction of their D&I needs, can and must report, through the whistleblowing institute, any dangerous behaviour.

By dangerous behaviors the organization means all behaviors that are harmful to the dignity and integrity of the natural person or a group of people such as discrimination, threats, harassment, abuse and physical and verbal violence in general. For these behaviors detected or reported, the organization proceeds, through the MOD-7C D&I Investigations form, to carry out actual internal D&I investigations aimed at managing the incident.

The culture of inclusion, in the D&I logic of Standard 30415:2021, also takes into consideration needs and expectations of safety and health in the workplace, so that the organization, through the MOD-7B Health and Safety D&I module, exercises monitoring also on the obligations relating to Legislative Decree 81/2008 relating to safety in the workplace.

The operational phases of the process of developing the culture of inclusion, to have a clearer picture of the Plan, do, check and act flow, are the following:

1. Planning the culture of inclusion
2. Review aspects of D&I security

3. Develop communication actions
4. Develop training actions
5. Develop engagement actions
6. Manage non-compliant situations

Attention:

The process provides the system with the “self-healing” mechanism that is provided in all ISO management systems, in procedures that usually concern the detection and management of non-conformities.

Through system processes, the organization transfers the D&I approach to all human resources management processes.

The organization has, in practice, established D&I objectives and knows the D&I risks and opportunities it faces to achieve them. The effective pursuit of D&I objectives occurs, with reference to human resources, through the following processes, governed by the corresponding procedures:

- **PRO-8.2 Workforce planning**
- **PRO-8.3 Remuneration**
- **PRO-8.4 Assumption**
- **PRO-8.5 Entry**
- **PRO-8.6 Learning and development**
- **PRO-8.7 Performance Management**
- **PRO-8.8 Rotation planning**
- **PRO-8.9 Workforce mobility**
- **PRO-8.10 Termination of the employment relationship**

The entire life cycle of human resources, which concerns the person who works with the organization from the moment they are selected until the moment the employment relationship ends, has been divided into precise moments, each governed by a well-defined process. accurate.

This chapter, which refers the prescriptive and descriptive details to the procedures indicated above, reports, through the following framework, an overall vision of the human resources management processes with an indication of the corresponding D&I objectives pursued and the risks and opportunities.

<b>HUMAN RESOURCES MANAGEMENT PROCESSES</b>			
HUMAN RESOURCES MANAGEMENT PROCESSES	RELATED D&I OBJECTIVE	D&I RISKS	D&I OPPORTUNITIES
Workforce planning	Representativeness	Creation of tension Discriminations	Access to diversified markets Greater organizational resilience Positive social impact
Remuneration	Pay equity	Discriminations Lack of authentic representation	Improved productivity Attraction and retention of talent Greater organizational resilience Better reputation and brand image
Assumption	Impartiality	Discriminations "Tokenism" effect	Creativity and innovation Access to diversified markets Positive social impact
Insertion	Empowerment	Resistance to change Creation of tension Discriminations	Improved productivity Greater organizational resilience
Learning and development	Empowerment	Resistance to change	Creativity and innovation Improved productivity Attraction and retention of talent Access to diversified markets Greater organizational resilience
Performance management	Impartiality	Resistance to change Creation of tension Discriminations	Improved productivity

		"Tokenism" effect	
Rotation planning	Impartiality	Creation of tension Discriminations "Tokenism" effect Lack of authentic representation	Creativity and innovation Improved productivity Attraction and retention of talent Greater organizational resilience Better reputation and brand image Positive social impact
Workforce mobility	Responsibility	Creation of tension Discriminations	Better reputation and brand image Positive social impact
Termination of relationship	Responsibility	Lack of awareness Creation of tension	Greater organizational resilience Better reputation and brand image Positive social impact

The records relating to human resources management processes have been designed for each process to detect, process and report the data that allow decisions to be made.

Many of the modules reserved for recordings allow you to detect, through data, the performance of the system and automatically evaluate it in relation to reference values.

The organization, in its human resources management processes, first analyzes the D&I composition of its workforce to compare it to the active population present on the labor market.

It does the same with salaries for which it compares its internal levels with the equivalent salary levels on the market.

The data collected at the beginning also concerns the analysis of roles to ensure, in reference to the differences present, a fair distribution of power between different people.

The modules through which the human resources management processes return the data relating to this type of investigation and systematic monitoring are the following:

- **MOD-8A Workforce composition**
- **MOD-8B Roles and salaries**
- **MOD-8C Workforce Plan**
- **MOD-8D Role and salary analysis**

The records relating to human resources management processes continue by recording data relating to hiring and career advancement. The necessary adjustments that the organization makes to ensure inclusive behavior towards differences are also recorded. These records are documented in the following forms:

- **MOD-8E Hiring and Advancement**
- **MOD-8F Flexibility and accessibility occupations**
- **MOD-8G Occupancy planning**
- **MOD-8H Request for adaptation**
- **MOD-8I List of adjustments**

The activities connected to the training of human resources and the development of D&I awareness are recorded, both in their execution and in their outcomes, by the following modules connected to the training activities:

- **MOD-8L Empowerment needs**
- **MOD-8M Training project**
- **MOD-8N Register of qualified D&I trainers and mentors**
- **MOD-8O Training log**

Other records of human resources processes document individual staff performance, both those related to business results and those related to D&I results. Added to these is a cognitive map, notified to the staff, which summarizes the behaviors expected by the organization and from the individuals belonging to the workforce. The modules are as follows:

- **MOD-8P Individual performance framework**
- **MOD-8Q D&I behavioral cognitive map**
- **MOD-8R General performance picture**

The records relating to human resources management processes end with the forms documenting the data relating to turnover, internal mobility within the organization and terminations of employment relationships. The form is as follows:

- **MOD-8S Annual rotation plan**
- **MOD-8T Mobility Program**
- **MOD-8U Termination management**

Among the interested parties of this D&I management system we also find customers.

As with people belonging to the organization's internal workforce, customers and potential customers who reside in the geographic area served by the organization are also the subject of investigation by the organization.

In fact, customers and potential customers are also examined from the point of view of gender, ethnicity, age and spiritual sensitivity in order to understand how to offer "inclusive" products and services that can satisfy their particular needs related to diversity.

The design, development and supply phases of the goods and services to be offered to the "heterogeneous" market are governed by the PRO-9 Provision of goods and services procedure.

The process of supplying goods and services, being a business process, is structured in such a way as to incorporate what has already been established by the system processes.

In fact, from these, and in particular from the D&I Framework, it incorporates the D&I objectives to be pursued and the D&I risks and opportunities to be addressed which are the following:

<b>BUSINESS PROCESSES</b>			
BUSINESS PROCEDURE	RELATED D&I OBJECTIVE	D&I RISKS	D&I OPPORTUNITIES
PRO-9 Supply of goods and services	Stakeholder satisfaction	Discrimination Lack of awareness	Access to diversified markets Better reputation and brand image

Referring to the procedure indicated, we report the phases of the process to understand it as a whole:

1. Analyze the demographic aspects of the market
2. Establish basic D&I design inputs
3. Ensure the empowerment of the personnel employed in the process
4. Check the supply process
5. Evaluate customer satisfaction
6. Assess workforce satisfaction
7. Review results and impacts and devise improvement actions

The procedure through the first two phases (demographic analysis and design inputs) ensures understanding of the market.

In the next two phases (3 and 4) it ensures that the needs of the market are satisfied by controlling the training of the personnel employed in the process and the process activities.

From phases 5 and 6 we note that the organization evaluates the satisfaction of the needs of the customers to whom it has offered goods and services and, in addition, also that of the workforce employed in this process.

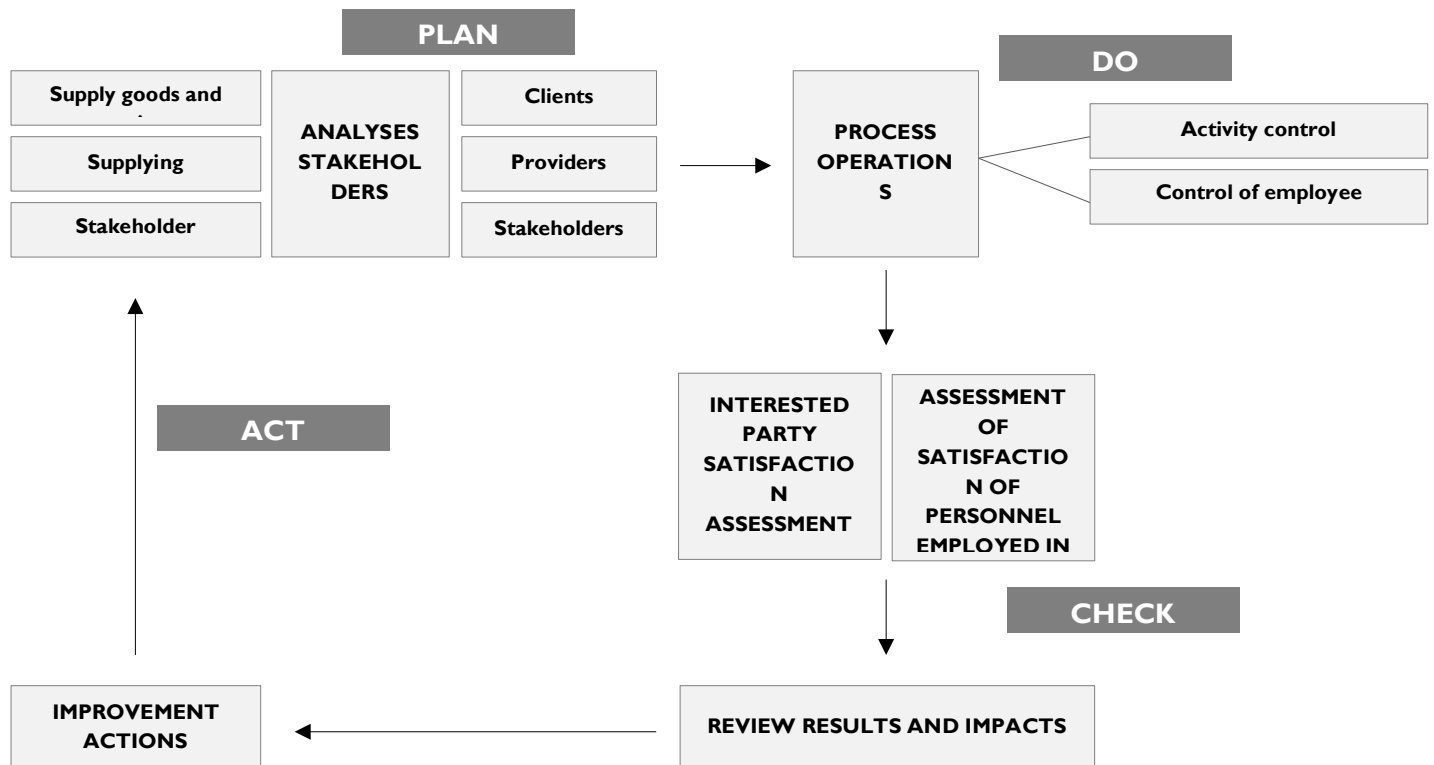
In the last stage we see that the process of providing goods and services comes under review. This activity is intended for the analysis, evaluation and improvement of the performance related to the process.

Having understood the structure of the process of supplying goods and services, we are able to understand the scheme that also characterizes the other two business processes which are governed by the procedures:

- **PRO-10 Procurement**
- **PRO-11 Stakeholder management**

The business processes of the D&I management system, as illustrated below, share the same structure also based on the Deming cycle:

- They perform an analysis of interested parties and plan their satisfaction (Plan)
- Manage activities and personnel that are set up for stakeholder satisfaction (Do)
- They verify the results achieved and review them in light of the objectives (Check)
- They develop actions aimed at improving processes and performance (Act)



The records related to the process of supply of goods and services, PRO-9 Supply of goods and services, are the following:

- **MOD-9A D&I market analysis**
- **MOD-9B D&I design inputs**
- **MOD-9C Production control card**

- **MOD-9D Supply process reviews**

This process, like other business processes, also makes use of recordings that belong to different procedures. The phenomenon, which the user will be able to manage with correct documentation keeping, demonstrates that business processes are interconnected to both system processes and human resources management processes.

## 10 RELATIONSHIPS WITH THE SUPPLY AND SUPPLY CHAIN

The organization procures goods and services to carry out business-related activities. The procurement process, from the point of view of D&I needs, involves suppliers and, similarly to what happens in the process of supplying goods and services, also the workforce employed in the process.



The process reference procedure is PRO-10 Procurement.

The purpose of this process therefore points to the D&I objective of satisfaction of interested parties (suppliers and workforce) and to the D&I objective of representativeness in considering, managing and evaluating suppliers representative of the differences present, demographic differences that appear to be connected to gender, ethnicity, age and religious/spiritual sensitivity.

Since, in most cases, our organization's suppliers are, in turn, "organizations", these differences obviously refer to the people who belong to them and concern:

- The demographic composition of the members of the supplier organization
- The personal composition of the supplier organization's staff who interface with our organization
- The people understood as consultants and intermediaries who provide the services

The stages of the procurement process, similar to those of the process of supplying goods and services, are as follows:

1. Analyze the demographic aspects of the market
2. Manage D&I principles in operational phases
3. Evaluate supplier satisfaction
4. Evaluate the satisfaction of internal staff involved in the procurement process
5. Review results and impacts and devise improvement actions

Procurement is a process that contains, in addition to the phases, also sub-phases (simply called "operational phases") which are more specific and concern the contractual aspects of supplies such as:

- Tender
- Supplier selection
- Stipulation of the procurement contract
- Contract management

The forms for registering the process are as follows:

- **MOD-10A Supplier market D&I survey**
- **MOD-10B D&I Supplier Requirements**
- **MOD-10C D&I contractual clauses**
- **MOD-10D Supplier D&I Performance Evaluations**
- **MOD-10E Procurement process reviews**

## 11 RELATIONS WITH EXTERNAL STAKEHOLDERS

The organization has a proactive, inclusive and collaborative approach to engaging external stakeholders.

In fact, the organization, through this approach developed by the PRO-11 Stakeholder Management procedure, pursues the aim of enhancing and enriching the D&I results obtained from the management system also externally, in front of the community and the political and institutional actors present and associative.

The purpose of the process, essentially, is to build a solid D&I reputation of the organization that addresses its social responsibility by avoiding an isolated path but by undertaking a path that involves particular external subjects who, in various capacities, represent and support the same " social cause connected to the recognition of differences and inclusion.

The process was set up with the following references:

BUSINESS PROCESSES			
BUSINESS PROCEDURE	RELATED D&I OBJECTIVE	D&I RISKS	D&I OPPORTUNITIES
PRO-11 Stakeholder management	Stakeholder satisfaction	Creation of tension Discrimination Lack of awareness	Better reputation and brand image Positive social impact

The phases of this third and final business process are the following, which are similar to those of the other two business processes (supply of goods and services and procurement)

1. Identify and classify D&I stakeholders
2. Develop engagement strategies
3. Monitor stakeholder influence and impacts
4. Assess stakeholder satisfaction
5. Assess workforce satisfaction
6. Review results and impacts and devise improvement actions

For stakeholders, the organization develops a matrix in MOD-11A Stakeholder Matrix:

- Identifying the subjects who, at an institutional level, pursue the same D&I goals as the organization
- Classifying these subjects in relation to their public relevance and their level of influence

Public relevance and level of influence, in the classification of stakeholders, are two variables represented in a matrix that allows all the identified stakeholders to be divided into nine groups.

This accurate classification is necessary because the activities that involve stakeholders are very often quite expensive for the organization's budget.

The forms belonging to the PRO-11 Stakeholder Management procedure which collects all the activities of the process are made up of the following documents:

- **MOD-11A Stakeholder Matrix**
- **MOD-11B Stakeholder engagement plan**
- **MOD-11C Stakeholder management reviews**

### List of procedures provided by the manual

Below we report the name and coding that identify the procedures belonging to the system

Identification code	Typology	Check	Title
PRO-5	Procedure	<input checked="" type="checkbox"/>	D&I responsibility
PRO-6	Procedure	<input checked="" type="checkbox"/>	D&I Framework
PRO-7	Procedure	<input checked="" type="checkbox"/>	Culture of inclusion
PRO-8.2	Procedure	<input checked="" type="checkbox"/>	Workforce planning
PRO-8.3	Procedure	<input checked="" type="checkbox"/>	Remuneration
PRO-8.4	Procedure	<input checked="" type="checkbox"/>	Assumption
PRO-8.5	Procedure	<input checked="" type="checkbox"/>	Insertion
PRO-8.6	Procedure	<input checked="" type="checkbox"/>	Learning and development
PRO-8.7	Procedure	<input checked="" type="checkbox"/>	Performance management
PRO-8.8	Procedure	<input checked="" type="checkbox"/>	Planning of rotations
PRO-8.9	Procedure	<input checked="" type="checkbox"/>	Workforce mobility
PRO-8.10	Procedure	<input checked="" type="checkbox"/>	Termination of the employment relationship
PRO-9	Procedure	<input checked="" type="checkbox"/>	Supply of goods and services
PRO-10	Procedure	<input checked="" type="checkbox"/>	Supplying
PRO-11	Procedure	<input checked="" type="checkbox"/>	Stakeholder management

#### Attachments to the manual

Identification code	Typology	Check	Title
AT THE	Attached	<input checked="" type="checkbox"/>	Self-assessment - diversity and inclusion
ALL-B	Attached	<input checked="" type="checkbox"/>	D&I documentation check