

1 PURPOSE

The organization designs, develops and provides its goods and services for its target market.

The purpose of the process of supplying goods and services is twofold:

- That of satisfying the needs of consumption and use (of the good or service) by the market it has a purpose connected to the organization's business, that is, selling to generate revenue
- That of satisfying, at the same time, the needs of consumption and use (of the good or service) connected to the particular characteristics of the customer such as:
 - o The genre
 - o The language he speaks
 - o The country of origin
 - o The age range
 - o Spiritual/religious sensitivity

The D&I objective to which this process is connected is therefore the satisfaction of the interested parties, i.e. the people belonging to those reference segments of the market that the organization has established as its marketing targets but to this objective is also added that of representativeness.

In fact, the organization aims to have market segments of actual customers, distributed by gender, ethnicity, age and spiritual sensitivity which, as far as possible, represent the market of potential customers in a proportionate manner.

2 FACTORS THAT INFLUENCE THE PROCESS

Process manager: Marketing Manager

The Marketing manager, in this process, must analyze the market and understand the D&I needs of the people who consume or use the organization's goods and services.

Then it must ensure that the organization's personnel conceive, communicate, offer and deliver these goods and services according to these D&I needs and this intent can generate the following risks and opportunities:

BUSINESS PROCESSES			
PROCEDURE BUSINESS	OBJECTIVE FROM RELATED	D&I RISKS	D&I OPPORTUNITIES
PRO-9 Supply of goods e services	Stakeholder satisfaction	Discriminations Lack of awareness	Access to markets diversified Better reputation and brand image

3 OPERATIONAL ACTIVITIES AND RESPONSIBILITIES

3 Ensure the empowerment of the personnel employed in the process || Head of Marketing

The activities relating to the supply of goods and services are carried out by the staff involved in the process in the design, production and delivery phases.

Since, in these phases the workforce employed must meet the market-related D&I requirements documented in the **MOD-9B D&I Project Input module**, the marketing manager ensures that the people employed are prepared to understand, interpret and satisfy the D&I requirements of the market at all stages, therefore:

ÿ Provides for detecting and documenting empowerment needs in the **MOD-8L Needs form empowerment**

ÿ Formulates a training project to satisfy them in the **MOD-8M Training project module**

The training project to support the staff employed in the supply process will be implemented, measured and evaluated as established by the **PRO-8.6 Learning and development** procedure

4 Check the supply process || Production manager

The production manager, from the point of view of business needs and considering the needs D&I of the market must ensure that:

ÿ Create and supply the goods and services in accordance with the technical, financial and production requirements that the organization has established in the marketing and production planning phase

ÿ Ensure, by the personnel employed in the design, production and supply of goods and services, compliance with the D&I requirements established in the **MOD-9B D&I project input form**

Compliance with D&I requirements throughout the process phases is documented by the production manager in the **MOD-9C Production Control Sheet form**.

In the control sheet, the design inputs of the **MOD-9B D&I design input module** communicated to the personnel employed in production who must respect them, are reported through a set of specific requirements.

This registration form is conceived as a check list in which, in correspondence with each D&I requirement designed based on the **MOD-9B D&I design input form**, the production manager carries out the conformity check and documents the outcome.

In the **MOD-9C Production Control Card** module it provides:

ÿ Detect non-compliance with D&I requirements related to the supply process

ÿ Establish corrective actions to remedy the non-conformities detected

ÿ Verify the outcome of the corrective actions undertaken

The D&I supply compliance index, expressed in percentage terms, measures the ratio between the number of requirements satisfied over the total number of requirements foreseen.

SUPPLYING

PRO-10

1 PURPOSE

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 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 supplying organisation's members
- The personal composition of the staff of the supplier organization that interfaces with ours organization
- The people understood as consultants and intermediaries who provide the services

2 FACTORS THAT INFLUENCE THE PROCESS

Process manager: Procurement manager

The procurement manager governs the process to achieve the related D&I objectives and presides over the functioning of the tendering, supplier selection, contracting and contract management phases addressing the following risks and opportunities.

BUSINESS PROCESSES			
PROCEDURE BUSINESS	OBJECTIVE FROM RELATED	D&I RISKS	D&I OPPORTUNITIES
PRO-10 Supplying	Stakeholder satisfaction	Creation of tension Discriminations Lack of awareness	Creativity and innovation Greater organizational resilience

SUPPLYING

PRO-10

3 OPERATIONAL ACTIVITIES AND RESPONSIBILITIES

3 Assess workforce satisfaction || Responsible human resources

The human resources manager assesses the satisfaction of the staff involved in the procurement process, through the administration of the **MOD-6G Workforce D&I Questionnaire questionnaire**, making sure to report the relevant results in the **MOD-6N D&I Monitoring module**.

4 Review results and impacts and devise improvement actions || Responsible for

The D&I manager, convening the managers involved and the most representative strategic suppliers, must periodically review the procurement process to ensure that it maintains its orientation towards the D&I objective.

The inputs of this review are:

- New D&I needs/complaints emerged in stakeholder consultation
 - The level of supplier satisfaction in relation to D&I needs
 - The level of satisfaction of the personnel involved in the process in relation to D&I needs
- The average D&I compliance index calculated on all supplier indices

The outputs of this review are:

- Improvement actions aimed at reformulating the functioning of the D&I system or of the process alone question to obtain a “measurable” increase in performance

The review and recording relating to the completion of the improvement actions are documented in the **MOD-10E Procurement Process Reviews form**.

4 DOCUMENTED INFORMATION

The documented information indicated below is considered objective evidence in the context of the verification of conformity with the procedure carried out by the corresponding managers

Identification code	Typology	Check Title
MOD-10A	Module	<input checked="" type="checkbox"/> Supplier market D&I survey
MOD-10B	Module	<input checked="" type="checkbox"/> D&I vendor requirements
MOD-10C	Module	<input checked="" type="checkbox"/> D&I contractual clauses
MOD-10D	Module	<input checked="" type="checkbox"/> Supplier D&I performance evaluations
MOD-10E	Module	<input checked="" type="checkbox"/> Procurement process reviews

3 OPERATIONAL ACTIVITIES AND RESPONSIBILITIES

1 Identify and classify D&I|| stakeholders Head of Marketing

The marketing manager systematically updates the **MOD-11A Stakeholder Matrix form**:

- ÿ Identifying the subjects who, at an institutional level, pursue the same D&I objectives as the organization
- ÿ Classifying these subjects in relation to their public relevance and 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 cost items for promotion, communication and involvement activities may concern the organization of conferences, the invitation of speakers, staff travel, accommodation and food costs for guests, creation of advertising materials, press communication activities, websites, email campaigns, up to the expense of buffets for any meeting opportunities.

To invest resources in engagement activities, the organization, in spite of itself, is forced to direct these flows of resources towards the stakeholders who, in relation to their public relevance and their level of social influence, are more functional to the opportunities indicated above, i.e. :

- ÿ Better reputation and brand image
- ÿ Positive social impact

2 Develop engagement strategies|| Head of Marketing

In relation to the stakeholders to be involved, the marketing manager develops an involvement strategy (based on communication and training) through some operations to be carried out.

The **MOD-11B Stakeholder Engagement Plan form** documents the engagement strategies (type of operation) developed in relation to each stakeholder and allows the marketing manager to:

- ÿ Plan and verify the necessary operations to be carried out, providing some sort of feedback
progress on what to do
- ÿ Record the number of people involved in each operation (external to the organization)

Operations are necessarily related to D&I opportunities connected to the stakeholder management process.