

3 OPERATIONAL ACTIVITIES AND RESPONSIBILITIES

1 Analyze demographic data || Responsible human resources

The organization collects, in the **MOD-8A Workforce Composition form**, the demographic data of the population residing in the geographical area in which it operates. This data allows it to understand how the population is made up in relation to the diversity factors that the organization considers to be: gender, ethnicity, age and basic spirituality.

2 Compare the distribution of the population with that of the workforce || Responsible human resources

D&I risks and opportunities connected to this phase emerge precisely from any differences (imbalances) between the distribution of the population and that of internal personnel, so that workforce planning tends to iron out such possible imbalances and those that concern the distribution of internal roles (families and occupational roles).

The survey is aimed at comparison with the population and is conducted in the **MOD-8A Workforce composition** module which:

- ÿ Document population distribution data
- ÿ Documents internal staff distribution data
- ÿ Identifies any imbalances, between the population and internal staff, which may constitute risks and opportunity

3 Examine the distribution of power || Top management

Top management then proceeds to review the distribution of hierarchical power within the organization to ensure that there are no imbalances between gender, ethnicity, age and spirituality. In the MOD-8B Roles and Compensation form , senior management evaluates and documents the distribution of all personnel in relation to the following roles:

- ÿ Managers
- ÿ Officials
- ÿ Employees
- ÿ Workers

Again, any imbalances that constitute D&I risks and opportunities will need to be addressed by decisions made in the Workforce Plan.

2 FACTORS THAT INFLUENCE THE PROCESS

PROCESS MANAGER

Human Resources Manager

STAKEHOLDERS

Internal staff

D&I RISKS	DESCRIPTION
Discriminations	Episodes of discrimination may occur in the management of human resources and business processes.
Lack of authentic representation	Inclusiveness requires not only the presence of different perspectives, but also the active participation and influence of people from underrepresented groups. The lack of true representation can limit the effectiveness of inclusivity initiatives

D&I OPPORTUNITY	DESCRIPTION
Improved productivity	An inclusive and respectful environment creates a positive working climate, where people feel appreciated and valued. This can increase employee motivation and engagement, improving the overall productivity and efficiency of the organization
Attraction e detention of talents	An inclusive organization is able to attract and retain talent from different spheres. People tend to seek work environments that reflect the diversity of society and offer opportunities for growth and development for all
Greater organizational resilience	Organizations that embrace diversity and inclusion are better able to deal with challenges and changes. Diversity of perspectives and skills makes the organization more resilient to turbulence and facilitates adaptation to changing market dynamics
Better reputation and brand image	Being an inclusive organization can improve the company's reputation and brand image. Consumers and customers tend to prefer companies that demonstrate a real commitment to diversity and inclusion, increasing loyalty and interest in their products and services

3 OPERATIONAL ACTIVITIES AND RESPONSIBILITIES

4 Identify signs of discrimination || Responsible human resources

The aggregate data present in the **MOD-8E Recruitment and advancement** form allows us to identify the presence of any risks of discrimination, especially thanks to the analysis of the reasons for the candidate's refusal of the job offer.

5 Designing occupations || Production manager The jobs in which

people who start working in the organization are involved are designed in compliance with the flexibility and accessibility requirements that refer to their diversity of gender, ethnicity, age and spirituality. In fact, the production manager documents these requirements in the **MOD-8F Flexibility and accessibility of occupations form**.

Hiring therefore, from a contractual point of view, also considers these requirements which are the basis of the organisation's inclusive behaviour.

6 Reporting on flexibility and accessibility || Production manager

The **MOD-8G** form is presented to the staff being hired, together with the employment contract

Job design to ensure job descriptions specify to the worker:

- ÿ The work to be performed
- ÿ The necessary knowledge and skills
- ÿ The inclusive skills and behaviors required or that need to be developed or updated
- ÿ The ways in which the organization ensures compliance with flexibility and accessibility requirements.

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	Type	Check	Title
MOD-8E	Module	<input checked="" type="checkbox"/>	Hiring and advancement
MOD-8F	Module	<input checked="" type="checkbox"/>	Flexibility and accessibility of occupations
MOD-8G	Module	<input checked="" type="checkbox"/>	Employment planning

3 OPERATIONAL ACTIVITIES AND RESPONSIBILITIES

1 Identify learning and development needs || Business process managers

The responsibility for collecting and transferring staff learning and development needs to the human resources manager falls on all business process managers.

2 Review learning and development needs || Responsible human resources

The human resources manager periodically draws up the **MOD-8L Empowerment needs** form in which he establishes, in relation to the business processes:

- ÿ Which staff needs to be trained
- ÿ What does the content of the training to be administered consist of (relating to business processes)
- ÿ Which D&I training contents must be integrated into the training to be provided

The **MOD-8L Empowerment needs** module collects the inputs with which the human resources manager will design and plan the related training and communication activities.

3 Design training interventions|| Responsible human resources

The project is documented through the **MOD-8M Training project** form which the human resources manager draws up and submits for approval to top management specifying:

- ÿ Objectives
- ÿ Activities
- ÿ Resources
- ÿ Responsibility
- ÿ Recipients
- ÿ Period

4 Plan training interventions|| Responsible human resources

The contents of the training project must be reported in the **MOD-07-A Inclusion culture development program form**, for updating or modifying the ongoing program.

5 Qualify D&I|| trainers Responsible human resources

The trainer must be previously qualified by the organization and included in the module **MOD-8N Register of qualified D&I trainers and mentors** if they meet the following requirements:

- ÿ Proven experience in ISO corporate training
- ÿ Training certificate in the field of D&I subjects and the related management system
- ÿ Proven experience in ISO management system consultancy

3 OPERATIONAL ACTIVITIES AND RESPONSIBILITIES

2 Define the business evaluation criteria|| Production manager The criteria for evaluating people's work performance concern business performance and individual D&I performance.

The organization (group-department manager) evaluates individual business results completely separately from the person who generated them to avoid the association performance evaluation = person evaluation.

The evaluation is neutral, impartial and based on a method referring only to results: regardless of whether the quality level of a service is measured, or the number of new customers acquired or the turnover generated by a sales campaign, the criterion for evaluating work performance is always the following:

BUSINESS PERFORMANCE EVALUATION CASES AND CRITERIA		
DIFFERENCE FROM OBJECTIVES	PERFORMANCE	CONSEQUENCES
<= 5%	Excellent	Production award + public recognition
<= 10%	Good	Public recognition
<= 15%	Acceptable	None
<= 20%	Mediocre	Review of available resources
other	Not acceptable	Review relating to role, duties and responsibilities

ÿ It is based on the magnitude of the deviation from the objective

ÿ On an adjective that qualifies the performance

ÿ On the consequences arising from the performance established by the organization

3 Define the D&I|| evaluation criteria Responsible human resources

D&I performance evaluation, unlike business results, is based on the behaviors adopted by people (inclusive or non-inclusive and dangerous behaviors).

When such individual behaviors become significant, they must be recorded in the **MOD-8P Individual Performance Framework form**. The form contains a summary sheet of inclusive behaviors which allows the evaluator to distinguish, record and evaluate the person's behaviors in the relevant performance framework referred to them.

The D&I performance evaluation criterion is always the following:

D&I PERFORMANCE EVALUATION CASES AND CRITERIA		
SITUATION	PERFORMANCE	CONSEQUENCES
Presence of inclusive behaviors	Aligned with D&I objectives	Public recognition
Presence of non-inclusive behaviors	Not aligned with D&I objectives	Possible use of D&I training to fill gaps
Presence of dangerous behaviors	Not acceptable	Activation of internal investigation

ROTATION PLANNING

PRO-8.8

1 PURPOSE

The rotation planning process pursues the D&I objective of impartiality. In this phase of human resources management, the human resources manager takes care of leading certain people to occupy crucial roles with high responsibility in the organization and in the D&I system

as:

- D&I Manager
- Communications manager
- Human resources manager
- Administration manager
- Recruiting manager
- Production manager
- Marketing Manager
- Procurement Manager

2 FACTORS THAT INFLUENCE THE PROCESS

PROCESS MANAGER

Human Resources Manager

STAKEHOLDERS

Internal staff

D&I RISKS	DESCRIPTION
Creation of tension	The integration of different perspectives can lead to conflict or tension within an organization. Managing these dynamics requires effective communication, <u>negotiation and conflict resolution skills</u>
Discriminations	Episodes of discrimination may occur in the management of human <u>resources and business processes.</u>
"Tokenism" effect	Tokenism is a phenomenon that involves symbolic concessions to a minority and disadvantaged social group to give a semblance of equanimity and justice, only to demonstrate that one is doing something that is seen as right and not because <u>you really believe it is the right thing</u>
Lack of authentic representation	Inclusivity requires not only the presence of diverse perspectives, but also the active participation and influence of people from underrepresented groups. The lack of true representation can limit the effectiveness of inclusivity <u>initiatives</u>

WORKFORCE MOBILITY

PRO-8.9

3 OPERATIONAL ACTIVITIES AND RESPONSIBILITIES

1 Consider D&I aspects of mobility || Responsible human resources

A person's job transfer (whether temporary or permanent) can lead to personal and family organizational problems.

These understandable inconveniences must be as least burdensome as possible for the staff, who may even refuse. Furthermore, choices relating to personnel to be transferred must not penalize groups of workers for discrimination related to differences in gender, ethnicity, age and spirituality but must consider the entire workforce without distinction.

In view of the D&I objective of responsibility, the first evaluation of mobility projects is of a general nature.

2 Evaluate mobility projects|| Responsible human resources

In the **MOD-8T Mobility Program** module , the human resources manager, in relation to each mobility need of the organization, examines and evaluates:

- ÿ The project in relation to which there is a need to transfer personnel
- ÿ The staff involved in the transfer but who, due to roles and tasks, can carry out the activities a distance
- ÿ The personnel necessarily involved in the transfer project
- ÿ Starting working conditions (original workplace)
- ÿ The new working conditions (destination workplace with possible risks)

3 Identify staff for mobility projects || Responsible human resources

The personnel affected by the transfer project are identified:

- ÿ Due to the skills related to the project (which are neutral with respect to gender, ethnicity, age and spirituality)
- ÿ For business performance and D&I performance (see **MOD-8P Individual performance framework**)
- ÿ Considering the rotation paths already started documented within the **MOD-8S Plan annual rotations.**

4 Consult mobility staff|| Responsible human resources

The staff involved in the transfer hypothesis are consulted individually following general assessments. The person responsible for human resources is made aware of all the information relating to the project contained in the **MOD-8T Mobility Programme.**

3 OPERATIONAL ACTIVITIES AND RESPONSIBILITIES

1 Analyze terminating relationships || Responsible human resources

The human resources manager, thanks to the information present in the administration documents and the accounting relating to the workforce, fills out the **MOD-8U Termination Management** form which documents, in relation to a current period:

- ÿ People whose relationship is being terminated
- ÿ The sector and role involved
- ÿ The contributions that people have made to the organization for Business and D&I performance
- ÿ The distinctive characteristics of the people concerned with reference to gender, ethnicity, age and spirituality
- ÿ The type of termination: voluntary / non-voluntary
- ÿ The reasons for termination of the relationship: resignation, retirement, redundancy, dismissal for performance or conduct, illness, death
- ÿ Timeframe for completion of termination

2 Plan the development of cessation || Responsible human resources

This information allows the human resources manager to responsibly evaluate the person's position in relation to the D&I principles and the rest of the objectives pursued and to formulate appropriate actions to support the expectations of the interested parties.

Depending on the specific circumstances, the human resources manager plans and documents, within the same **MOD-8U Termination Management module**, alternative recovery actions to the actual termination of the relationship which may be the following:

- ÿ Plan an alternative job to the one that ends, compatible with needs of the organization
- ÿ Re-plan the same job but with greater flexibility with respect to events that have occurred
- ÿ Make available an information channel dedicated to the termination of the relationship where the interested people can address their personal requests and consult if necessary supporting documentation

3 Make the flow of terminations transparent || Responsible human resources

The information collected through the **MOD-8U Termination Management** form is made transparent to the workforce through the publication of the form from which it must be clear to the entire workforce that:

- ÿ The reasons behind the termination of the relationship are legitimate
- ÿ The distinctive characteristics of the people concerned (gender, ethnicity, age and spirituality) are not related to the event of the termination of the relationship and therefore, in this sense, the termination is not equivalent to discrimination
- ÿ The organization considers individual health and well-being conditions in addition to the sensitivity reserved for the group to which the person belongs due to his characteristics