

3 OPERATIONAL ACTIVITIES AND RESPONSIBILITIES

2 Assign D&I leadership responsibilities || Top management

The top management, in relation to the managerial roles present within the organization and considering the preparation and professional aptitudes of the individuals who assume them, identifies the people and/or corporate bodies to whom to entrust the leadership responsibility that concern the supervision of the functioning and outcomes of the D&I management system, in accordance with the provisions of point 5 of the Standard.

In the **MOD-5A Responsibilities** form , senior management documents these decisions and makes them known to interested people, the organization and external stakeholders.

3 Assign responsibilities to D&I delegates || Top management

Top management also assigns responsibilities for implementing the D&I system to those people in the organization who are responsible for conducting organizational and business processes. These are internal managers who lead business processes into which D&I principles and objectives are integrated.

These people govern the business processes by combining business objectives with D&I ones according to the procedures that the system has documented.

4 Document the assumption of responsibility || Top management

In relation to the role and/or position conferred, all staff must issue the declaration of responsibility to ensure that this transition takes place in awareness of their contribution to the expected results.

The declaration of responsibility aims to make people aware of the commitment made towards the organization and the system.

The declaration must be documented through the following forms:

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

1 PURPOSE

To contextualise, manage and promote inclusion in a strategic and inter-functional way, the organization has structured its D&I framework, i.e. the internal organizational reference to comply with, according to the guidelines of ISO 30415:2021.

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.

This procedure, very practically, explains the general functioning of the organization pursuing D&I objectives. It does so by illustrating a D&I framework, i.e. the set of components that have been activated to achieve these objectives.

The D&I framework allows the organization to:

- ÿ Build a reference horizon towards which to direct your efforts based on your responsibilities which have been undertaken in relation to the provisions of the **PRO-5 D&I Responsibility** procedure
- ÿ Identify and explain to the entire organization what the path forward is
- ÿ Determine D&I measures that serve as a reference for managers and staff to establish, whether, and to what extent, the organization is achieving the D&I objectives it has set

2 FACTORS THAT INFLUENCE THE PROCESS

Process manager: Top management (with technical support from the D&I manager).

The process concerning the D&I framework is made up of activities that are cyclically repeated such as development and review, application, verification and possible intervention. This cyclical process, aimed at achieving D&I objectives, is influenced above all by the accuracy with which data is collected and managed.

Measurements appear to be a decisive element in influencing the process.

Substantially, effectiveness in achieving D&I objectives requires scrupulous identification of the data "object" of monitoring, measurement, analysis and evaluation: they must be relevant to the context in which the organization operates.

A selection of these "indicators" that is not appropriate to the context would perhaps lead the organization to achieve results that are perhaps appreciable but not in line, for example, with what are the real needs and expectations of the interested parties who are the natural recipients of the advantages for the which the D&I framework was designed.

To accurately carry out this selection operation, the organization has established - in relation to the D&I objectives - a "D&I Purpose" to which all data collections and evaluations are aimed.

3 OPERATIONAL ACTIVITIES AND RESPONSIBILITIES

4 Establish D&I principles and objectives || Top management

In consideration of the context data regarding:

- Comparison between the workforce and the reference population (**MOD-8A Workforce composition**)
- Stakeholders and their D&I needs (**MOD-6B D&I Stakeholders**)

top management documents, communicates and disseminates the D&I policy in the **MOD-6C** form **D&I Policy**, in which:

- Establishes an overarching D&I end goal for the entire management system, in relation to which the measurements to be carried out to monitor D&I results and progress in terms will be determined of impact
- Defines the D&I principles that all the "rules" of the system must be inspired by to model the behavior of the organization and staff towards the established D&I purpose

Subsequently, top management, in the **MOD-6D D&I Objectives and Planning** module , proceeds to:

- Establish the D&I objectives (specific and measurable) to be pursued to complete the achievement of the D&I purpose, in compliance with the D&I policy
- Determine the resources necessary to pursue D&I objectives, to be made available in processes

5 Integrate D&I principles and objectives into processes || Responsible for

- The D&I manager, through the **MOD-6E D&I Processes** module , carries out a reconnaissance of the functioning of the organization, identifying the existing processes and those necessary to be activated for the pursuit of D&I objectives and achievement of purpose.

In the MOD-6E D&I Processes module , the D&I manager documents the relationship between the objectives D&I and:

- The processes involved in their pursuit
 - The D&I risks and opportunities that can influence the process and, consequently, the achievement of the objectives.

CULTURE OF INCLUSION

PRO-7

DOCUMENT INDEX

1 Purpose
2 Factors influencing the process
3 Operational activities and responsibilities
4 Documented information

1 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.

This paradigm, fueled by established D&I principles and objectives, guides all people in the organization towards the system's ultimate purpose through communication. The process that manages the culture of inclusion, regulated in this procedure, ends up having a connecting function between all the other processes that pursue specific objectives.

In fact, all processes aim at specific D&I objectives.

This process, through the support of communication and information management, ensures that there is a basic culture of inclusion, which forms the backdrop to any disciplined or non-disciplined activity.

2 FACTORS THAT INFLUENCE THE PROCESS

Process manager: D&I Manager

The technical competence and specific experience of the D&I manager are crucial in dealing with resistance to change which is one of the risks present whenever people are invited to change their attitude and adapt their behavior to principles and new rules.

However, the good example of top management (if authoritative) and the rest of the managers predisposes human resources to welcome change in the organization more favorably and to integrate it with less resistance into their own habits.

3 OPERATIONAL ACTIVITIES AND RESPONSIBILITIES

2 Review aspects of D&I security || Responsible for

Dangerous behaviors that could be assumed by the organization's staff towards their colleagues or towards other interested parties such as discrimination, abuse, physical or psychological violence, explicit or implicit threats, etc. can sometimes be connected to:

- ÿ Risks inherent to the health, safety and well-being of people
- ÿ Failure to apply the relevant prevention controls

The organisation, respecting Legislative Decree 81/2008 relating to health and safety in the workplace, preserves the health, safety and well-being of the workforce divided into departments, in which people are present and distributed in relation to their diversity characteristics.

The D&I manager, in this perspective, together with the Prevention and Protection Service Manager (RSPP), by completing the **MOD-7B Health and Safety D&I** form , verifies and examines:

- ÿ Identification of departments and distribution of personnel
- ÿ The application of the safety controls provided for by Legislative Decree 81/2008 within each department
- ÿ Movements of staff entering and leaving the department (turnover) and absences
- ÿ Recording and counting complaints and reports of dangerous behavior relating to the department

The **MOD-7B D&I Health and Safety** module helps the D&I manager to understand if there are any correlations (and probable risks) between:

- ÿ The application of security controls
 - ÿ Turnover and absences
 - ÿ The number of dangerous behaviors, from a D&I perspective, that occurred

The verification of any correlations between these values will involve:

- ÿ The RSPP in preparing any actions within the safety management system
 - Work
 - ÿ The D&I manager in formulating the necessary actions (communication, training and involvement) concerning the program of the **MOD-7A Culture Development Program** module **inclusion.**