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Human resource management — Diversity and inclusion

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Foreword

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For an explanation on the voluntary nature of standards, the meaning of ISO specific terms and expressions related to conformity assessment, as well as information about ISO's adherence to the World Trade Organization (WTO) principles in the Technical Barriers to Trade (TBT) see the following URL: www.iso.org/iso/foreword.html.

This document was prepared by Technical Committee ISO/TC260, Human Resources Management

Introduction

Developing an inclusive workplace requires an ongoing commitment to Diversity and Inclusion (D&I) to address inequalities in organizational systems, policies, processes, and practices as well as people's conscious and unconscious biases and behaviours.

This international standard provides guidelines to organizations on *diversity* and *inclusion*, D&I *principles*, practices, approaches, methods, and mechanisms, to enable and support equity, fairness, equality, and accessibility in workplace contexts. It recognizes that each organization is different and that decision-makers need to determine the most appropriate approach to integrate D&I into the organization's business processes, based on the organization's context. It can also foster consistency and fairness in the management and development of people in the supply chain, the delivery of the organization's products and services, and the interaction with other stakeholders.

This standard includes guidance and methods, and is structured to:

a) Present a set of **Principles** that demonstrate ongoing commitment to valuing diversity and inclusion (D&I) that should be fostered by governing bodies and leaders.

b) Provide guidance on **D&I Roles and Responsibilities**, which includes a **Framework**, **Outcomes**, **Actions**, and **Measures** to foster development of an inclusive workplace.
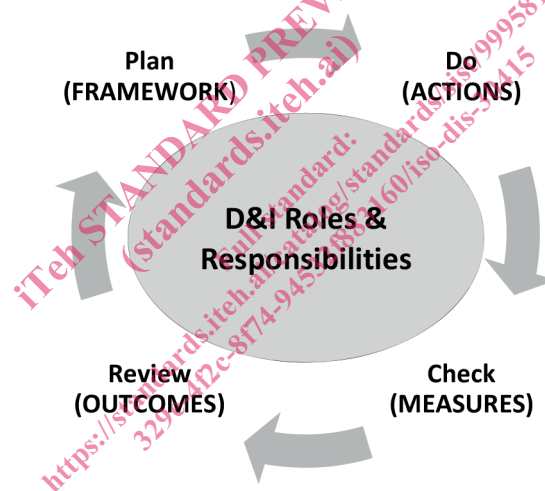
Figure 1 — Diversity & Inclusion Guidance and Methods

c) Identify **Roles and Responsibilities** that would be accountable for achieving the potential D&I outcomes.

d) Identify **Outcomes** of leveraging diversity through inclusiveness, such as increased workforce engagement, creativity, innovation, productivity, and retention.

e) Identify diversity and inclusion (D&I) **Actions** (using a plan-do-check-act approach), which can lead to the desired outcomes.

f) Identify **Measures** for assessing effectiveness of the D&I Actions to address D&I risks, opportunities, impacts and outcomes.

Human resource management — Diversity and inclusion

1   Scope

This International Standard provides guidance on diversity and inclusion for organizations, including their governance bodies, leaders, workforce and their recognized representatives, and other stakeholders. It is intended to be scalable to the needs of all types of organizations in different sectors, whether in public, private, government or non-governmental organizations (NGO), regardless of size, type, activity, industry or sector, growth phase, or country-specific requirements.

This international standard identifies a set of principles, roles and responsibilities, actions, policies, processes, practices, and measures to evaluate impacts and outcomes to enable and support effective diversity and inclusion in the workplace. It recognizes that each organization is different and that decision-makers need to determine the most appropriate approach according to their organization's context.

This International Standard is voluntary and does not address the specific aspects of relations with labour unions, work councils, country-specific compliance or legal requirements or litigation.

2   Normative references

The following documents are referred to in the text in such a way that some or all of their content constitutes requirements of this document. For dated references, only the edition cited applies. For undated references, the latest edition of the referenced document (including any amendments) applies:

ISO 30400, *Human resource management — Vocabulary*

3   Terms and definitions

For the purposes of this document, the terms and definitions given in ISO 30400 and the following apply.

ISO and IEC maintain terminological databases for use in standardization at the following addresses:

— ISO Online browsing platform: available at http://www.iso.org/obp

— IEC Electropedia: available at http://www.electropedia.org/

For the purposes of this document, the terms and definitions given in ISO 30400 Vocabulary, ISO 30408 Guidelines on Human Governance, ISO 30405 Guidelines on Recruitment, and ISO 10667 Assessment service delivery -- Procedures and methods to assess people in work and organizational settings, and the following apply.

3.1
accessibility
extent to which facilities, work environments, systems, services, and products can be used by the broadest range of people (*modified:* ISO 27500 2011 2.3)

Note 1 to entry: The concept of accessibility addresses the full range of user capabilities and is not limited to users with a disability; the aim is to achieve high levels of effectiveness, efficiency and user satisfaction whilst paying attention to the full range of capabilities and universal design principles (*modified:* ISO 9241-20 2018 3.1).

3.2
accommodation
reasonable adjustments
process by which a person or organization adjusts to new circumstances

Note 1 to entry: Organizational policies on making reasonable adjustments to accommodate people with disabilities to access the same opportunities and services as non-disabled people, and to ensure that people with different abilities can contribute to their full potential.

Note 2 to entry: Adjustments may vary according to individual circumstances but must be effective and practical. Examples include making adjustments to premises, modifying equipment, ensuring information is available in an accessible format, direct or supported use of assistive technologies, altering working hours or duties, and allowing absence for treatment and rehabilitation.

Note 3 to entry: Through proactive support, organizations can enhance employability for people of differing abilities by making accommodations and reasonable adjustments.

3.3
accountability
State of being answerable for decisions and activities to the organizations governing body, legal authorities, and more broadly, its stakeholders *(ISO 26000 2010 2.1)*

Note 1 to entry: Obligation of an organization and its people to account for their roles, responsibilities and actions, and for completion of a deliverable or task, and to disclose opportunities, risks and outcomes in a transparent manner.

3.4
benefits
non-cash provisions provided within an organization's reward policies, processes and practices

Note 1 to entry: Although pay and benefits are often referenced together, the intent to define benefits separately is to describe the broad range of non-pay elements that an organization can provide (for example, paid leave, healthcare, company cars, childcare vouchers, and free or subsidized meals).

Note 2 to entry: Although they have a financial value and cost for organizations, for example paid leave, pensions and company cars, they may be offered based on the desire to care for workforce and organizational well-being and engagement.

Note 3 to entry: Financial, legal and socio-economic factors influence the development and shaping of an organization's reward policies and practices.

3.5
diversity
characteristics of differences and similarities between people

Note 1 to entry: Dimensions of diversity are the demographic other personal characteristics of the workforce, often expressed statistically, for example, age, disability, sex, sexual orientation, gender, race, colour, nationality, ethnic or national origin, religion or belief.

Note 2 to entry: *Diversity* includes factors that influence the identities and perspectives that people bring when interacting at work.

Note 3 to entry: Diversity can support the development of *workplace* environments and practices that foster learning from others to gain diverse perspectives on inclusiveness.

3.6
employee resource groups (ERG's)
business resource groups (BRG's)
people with shared demographic and other personal characteristics, or affinity with these characteristics, who join together to demonstrate commitment to diversity and promote inclusion in the workplace

Note 1 to entry: Examples of personal characteristics can include age, disability, sex, sexual orientation, gender, race, colour, nationality, ethnic or national origin, religion or belief.

Note 2 to entry: These groups can raise awareness, lead, and provide support for D&I strategic objectives and actions.

Note 3 to entry: Feedback from these groups can inform an organization's vision, mission and D&I strategy related to workforce development, retention and engagement, which can also foster a sense of belonging.

Note 4 to entry: Ideally, these groups are sponsored by organizational leaders and usually have a written terms of reference and an allocated budget.

3.7
equality
equal treatment and opportunities to participate and contribute

Note 1 to entry: People should not be treated less favourably because of their demographic and other personal characteristics.

Note 2 to entry: It includes equal treatment, or in some instances, treatment that is different but equivalent in terms of rights, benefits, obligations and opportunities. *(ISO 26000 2010 2.8)*

3.8
equity
principle that people should be subject to policies, processes and practices that are fair, as far as possible, and free from bias *(modified ISO 10667 2011 2.13)*

3.9
fairness
impartial, equitable and respectful treatment or behaviour that strives to alleviate favouritism or discrimination

Note 1 to entry: Organizational policies, processes and practices that are fair and impartially applied support the development and maintenance of an inclusive workplace.

3.10
inclusion
process of including all *stakeholders* in organizational contexts

Note 1 to entry: Organizational policies, processes and practices that are fair and impartially applied can support an inclusive workplace.

Note 2 to entry: This involves the entire workforce having access to opportunities and resources to enable their contribution to the organization.

Note 3 to entry: entry: This involves stakeholders from different groups being accepted, welcomed, enabled to have a *voice*, and to develop a sense of belonging.

3.11
Inclusive culture
values, beliefs and practices that influence the conduct and behaviour of people and organizations, and that include and value the perspectives and contributions of diverse stakeholders

3.12
inclusiveness
process of aiming at achieving inclusion

Note 1 to entry: An organization is realizing inclusiveness when it seeks to foster and value the perspectives and contributions of every stakeholder.

Note 2 to entry: Inclusivity is demonstrated when an organization strives to include many different types of stakeholders and treat them fairly and equally.

3.13
intersectionality
combination of one or more demographic and personal characteristics that are part of a person's identity

Note 1 to entry: These personal characteristics include age, disability, sex, sexual orientation, gender, race, colour, nationality, ethnic or national origin, religion or belief, as well as characteristics related to socio-economic context.

Note 2 to entry: These personal and socio-economic characteristics intersect, such that each characteristic is linked to other characteristics, and influence a person's life and work experiences.

3.14
learning and development
broad, multifaceted set of activities focused on improving the performance of the organization and the knowledge, skills and abilities of its people

Note 1 to entry: It includes a variety of approaches and methods, such as induction, on-the-job or off-the-job training, coaching, mentoring, and forms of self-development aimed at helping people develop knowledge, skills, abilities and behaviours related to their job, employability, and well-being, in addition to meeting the organization's strategic objectives.

Note 2 to entry: Learning is the act of obtaining or acquiring new knowledge, skills, and abilities, and occurs through the impact of education, training, instruction, practice or study on the individual.

Note 3 to entry: People also learn from others, which can raise awareness of the organization's diversity and inclusion principles and strategic objectives.

3.15
onboarding
boarding
induction
processes of welcoming people into the organization, its culture, expectations, policies, people and their roles

Note 1 to entry: The length and nature of onboarding depends on the size and nature of the organization, complexity of the job, and the knowledge, skills and abilities of the person.

Note 2 to entry: It is a process through which people adjust or acclimatise to a new work environment, role and responsibility.

3.16
stakeholder
interested parties
person or organization that can affect, be affected by, or perceive itself to be affected by a decision or activity

3.17
supplier diversity
deliberate approach to engage and support diverse suppliers, and to foster diversity and inclusion in the organization's supply chain

Note 1 to entry: Supplier diversity processes could be integrated into supplier selection activities, contracting processes and objectives, such as, leveraging the demographics of the organization's customer base.

Note 2 to entry: supplier diversity can be part of the organizational strategy, integrated with other organizational policies, processes, and practices, and linked to annual performance objectives cross-functionally.

3.18
Voice
way an organization's people communicate their views and influence matters that affect them at work

Note 1 to entry: The means by which people communicate views on employment and organizational issues, for instance through line managers, which can enable participation and involvement of people in influencing organizational decision-making.

Note 2 to entry: Formal and informal mechanisms can be supported by workforce and organizational engagement and opinion surveys, face-to-face focus groups, Employee Resource Groups (ERG's), forums, social media platforms, and others.

Note 3 to entry: Can be evident through discussions, consultations, negotiations and joint actions involving representatives of the organization and its workforce in social dialogue; this can be facilitated by labour unions, work councils, or workforce representatives present in the workplace.

3.19
working time
period of activity, or working hours, defined by the daily start and finish times *(ISO 2631-2 2003 3.3)*

Note 1 to entry: Period of time, during which people are carrying out activities and duties they have agreed to undertake.

Note 2 to entry: It includes agreed minimum conditions, such as rest and leave entitlements, and opportunities for flexible or smart working. *(BSI PAS 3000 Smart working)*

Note 3 to entry: It takes into account the changing nature of work and acknowledges issues that people face in the workplace, such as those with caring responsibilities.

4 Principles

The following principles, taken together, are fundamental to these guidelines and, when applied, demonstrate commitment to valuing diversity and inclusion:

4.1 Human Capital. Valuing people in organizations and recognizing their intrinsic value, individually and collectively, in addition to any protections under the law, regulation and/or organizational protocol. [Ref: TC260 30414 HCR]

4.2 Governance. Exemplifying and promoting commitment to D&I through use of organizational governance systems policies, processes, practices, and operations. Application of effective governance includes ethics and ethical leadership, integrity, transparency, fairness, equity, equality, harassment and retaliation prevention, due process, assessment and evaluation, reporting, and independent validation (where appropriate).

4.3 Accountability for actions. For the organization, accountability to act in a socially responsible manner that is sustainable for itself, its communities, and societies. For members of the workforce, accountability to act in a manner that is respectful and inclusive.