

### Compliance

### Integration

### Inclusion

#### Defense

Diversity is perceived as a cost and a source of trouble.

Majority members are satisfied with a homogeneous workplace and are unaware of the benefits of diversity.

Minority members experience hostility.

Training and policies comply with legal requirements.

#### Assimilation

Diversity is still a side-issue and seen through a fairness lens.

Minority members are expected to assimilate and conform to the norms of the dominant group.

A candidate from a minority group has to demonstrate excellency to be hired, and later, promoted.

Stereotyping can lead to costly mistakes in terms of marketing and business development.

#### Demonstration

Diversity is perceived as a means to reach goals.

Metrics are introduced to picture the diversity of the organization.

Some individuals take initiatives to foster diversity, while some members of the dominant group can demonstrate aggressive attitudes as a counter-reaction.

One or two minority groups (ex. women or one ethnic minority) can receive more attention than other minority groups.

#### Strategy

Diversity matters as it is a competitive advantage.

The leadership is actively engaged and monitors a strategy that fosters diversity.

Mentoring programs across cultures and social groups are offered. The promotion and retention of minority members know some plateauing. The minorities can still be siloed (women, LGBT, nationalities, ethnicities, abilities...)

Regional entities and markets receive more tailored attention.

#### Operational inclusion

"Diversity and inclusion" is diffused through governance, policies, and the daily operations at all levels.

"Diversity and Inclusion" is openly and safely discussed. Disrespectful and discriminating attitudes are not tolerated.

Programs support the professional development of all individuals and groups.

International entities can lead a project and initiate new practices.

As a result, inclusion leads to learning. Renewed frameworks, processes, services, and products emerge.

#### Embedded inclusion

Inclusion is the norm. It is a starting point for continuous learning, innovation, and resilience.

The organization has an established reputation and wins (international) awards for its inclusive ways.

The brand, its campaigns, and its ambassadors are identified as advocates of Diversity and Inclusion.