



RIGHTS AND WELLBEING AT WORK

Respectful, Equitable, and Inclusive Workplaces

A GETTING STARTED GUIDE

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ABOUT THIS SERIES

This guide is part of our series of Getting Started Guides that supports your company to develop an [embedded sustainability strategy](#). Each guide tackles a specific sustainability sub-issue and explores what your company needs to do to support the resilience of the environmental and social systems around you.

In each guide, we address relevant trends, system thresholds, key concepts, key actors, and key resources. We also offer guidance on how to address the impacts of decisions and activities in your operations and value chains as well as developing credible goals and outlining key corporate actions and internal targets that can help to provide clarity on the work ahead.

We recommend you read the first guide in the series, [Getting Started Guides: An Introduction](#), which explains our overall approach and the value of setting a clear strategy anchored in your company's most material issues. It also explains how you can

leverage process-based interim targets to clearly outline and track the specific actions that your company needs to take to achieve its high-level goals.

A complete list of focus areas and sub-issues can be found in our guide [Scan: A Comprehensive List of Sustainability Issues for Companies](#).

This guidebook addresses **Respectful, Equitable, and Inclusive Workplaces**, which is part of the broader sustainability issue topic of Rights and Wellbeing at Work.

To address the broad topic of Rights and Wellbeing at Work, we have separated out sub-issues into separate guides, so that we can address them in depth. The table on the next page provides a brief overview of our guides related to Rights and Wellbeing at Work and the key topics each guide covers. For specific information and guidance related to any of the key topics, please refer to the appropriate guide.

GUIDE	KEY TOPICS COVERED
<p><u>Human Dignity and Integrity (Tackling Modern Slavery): A Getting Started Guide</u></p>	<p>Freedom from torture, cruel, inhuman, or degrading treatment, or punishment; Freedom from violence or exploitation; Freedom from child labour, forced or compulsory labour, debt bondage, prison labour, or other forms of modern slavery; No human trafficking; No deceptive recruiting practices</p>
<p><u>Safe and Healthy Working Conditions: A Getting Started Guide</u></p>	<p>Right to safe and healthy conditions of work; Right to refuse unsafe work; Occupational hygiene; Occupational health and safety; Appropriate and safe work from home; Natural lighting and airflow; Climate-related health and safety impacts</p>
<p><u>Fair Compensation: A Getting Started Guide</u></p>	<p>Fair compensation; In-work poverty; Family living wage/income; Equal pay for equal work; Eliminating pay disparities; Predictable payment timing; Useable/regionally appropriate currencies; Fair compensation in piecework jobs</p>
<p><u>Company-Worker Relations: A Getting Started Guide</u></p>	<p>Respectfully engaging with workers; Freedom of association; Right to collective bargaining; Avoiding protracted negotiations; Psychological safety; Effective social dialogue; Regular, timely, and transparent worker communications; Worker surveys and other input and feedback tools; Works councils; Accessible and transparent worker grievance mechanisms; Whistleblower channels</p>
<p><u>Respectful, Equitable, and Inclusive Workplaces: A Getting Started Guide (you are here)</u></p>	<p>Workplace culture; Freedom from bullying, harassment, humiliation, and intimidation; Diversity, equity, and inclusion (DEI/EDI); or inclusion, diversity, equity, and accessibility (IDEA); or justice, equity, diversity, and inclusion (JEDI); or diversity, equity, inclusion, and belonging (DEIB), and other acronyms; Freedom from discrimination; Freedom of opinion and expression; Freedom of thought, conscience, and religion; Right to privacy; Respect for group rights (such as the rights of Indigenous Peoples); Cultural leave; Respect for protections for persons with disabilities, children, women and girls, persons belonging to national or ethnic, religious, and linguistic minorities, migrant workers, LGTBQIA2S+, older workers, and other groups; Workforce representative of broader society; Toxic workplace cultures; Workplace surveillance</p>
<p><u>Workforce Planning and Employee Development: A Getting Started Guide</u></p>	<p>Workforce planning; Avoiding precarious employment; Responsible retrenchment; Employee lifecycle aligned with sustainability; Feedback and performance management; Career planning; Opportunities for capacity building and personal development; Upskilling and reskilling; Building sustainability-related competencies</p>
<p><u>Worker Wellbeing: A Getting Started Guide</u></p>	<p>Good health and wellbeing; Supporting work-life balance; Right to reasonable working hour limitations; Predictable work hours; Right to paid time off; Compassionate leave; Maternity and parental benefits; Elder or child care leave; Access to child care; Health promotion; Access to leisure and exercise; Accessible design; Healthy and culturally appropriate nutrition; Health and injury insurance and other health benefits; Reintegration support; Retirement benefits to support long term financial wellbeing</p>

1

SETTING THE STAGE – THE NEED FOR RESPECTFUL, EQUITABLE, AND INCLUSIVE WORKPLACES

Inequalities based on a range of factors persist across the world, having cascading impacts on the lives, experiences, and opportunities of many. Intertwined social, cultural, and economic systems inherently benefit some groups or individuals over others, ultimately shaping people's everyday experiences. In the workplace, these inequalities can manifest in many different ways – from something such as a non-English sounding name subconsciously [reducing an individual's employment opportunities](#) to complex instances of harmful workplace culture that can impact workers' wellbeing.

The UN estimates that [one in six people](#) worldwide experience discrimination in some form. This guide addresses efforts to [eliminate discrimination in workplaces](#), also broadly referred to as freedom from discrimination, as well as the work to proactively foster respectful, equitable, and inclusive workplaces.

Fostering respectful, equitable, and inclusive workplaces relies on an understanding of the fundamental rights interlinked with workers' right to [freedom from discrimination](#), which is a key component of the [International Labour Organization's \(ILO\) Declaration on Fundamental Principles and Rights at Work](#). Workers are also entitled to [freedom of opinion and expression](#), [freedom of thought, conscience, and religion](#), and the [right to privacy](#). There are also unique group rights, such as the [rights of Indigenous Peoples](#), and protections for persons with disabilities, women, persons belonging to national or ethnic, religious, and linguistic minorities, migrant workers, LGTBQIA2S+, older workers, and other groups that are also crucial to understand and incorporate to shape effective company approaches.

Discriminatory practices and inequitable or toxic workplaces are not just societal issues that impact workers and their experiences; they also pose various risks to businesses. Companies that do not credibly work to address discrimination [may face](#):

1. Legal risks due to the possibility of litigation against unjust organisational practices.
2. Reputational risks such as brand erosion, backlash, diminishing sales, or boycotts.
3. Financial risks - as investors begin to incorporate social considerations such as discrimination into their valuation processes.
4. Operational risks and impacts, including issues of retention and recruitment and a lack of diverse perspectives and capabilities.

SHIFTING TERMS: EDI, DEI, IDEA, JEDI, DEIB, DEIR, FAIR

Efforts towards fostering respectful, equitable, and inclusive workplaces are often captured by the term equity, diversity, and inclusion (EDI or DEI). EDI covers and includes various complex topics. Marginalisation can manifest differently across communities, countries, and regions because it builds on interconnected historical structures that continue to perpetuate exclusion. Priorities, definitions, and approaches to achieving a respectful, equitable, and inclusive workplace are most effective when grounded in the local context, and, as a result, can vary significantly between regions and organisations.

For many organisations, this work historically typically [began](#) with a focus on diversity alone but has often quickly grown to include culture

change efforts to foster inclusion (D&I or I&D) and address the wellbeing of a diverse workforce. Over time, it has become clear that strategic investment focused on shifting processes and structures is often necessary to address barriers to workplace equity, shifting the focus to diversity, equity, and inclusion (DEI or EDI). As organisations advance their understanding of the impacts of workplace culture, many have expanded their focus further to address issues of justice (JEDI), access or ability (IDEA), belonging (DEIB), reconciliation (DEIR), or other relevant combinations of these concepts.

Approaches to building respectful, equitable, and inclusive workplaces are continuously evolving. Different approaches may align better with your unique organisational context and goals for greater buy-in and impact. For example, the [FAIR Framework](#) – which “centers impact” rather than intentions and focuses on outcomes, systemic shifts, and coalition building for fostering workplaces “that are fair, accessible, inclusive, and representative for all” – offers a different perspective that may be helpful to further enhance your current approach.

In recent months, anti-EDI sentiments and pressures have risen to the forefront of the conversation in North America, resulting in [some companies](#) rolling back associated programs and policies. However, it is important to note that many companies *have continued this work*, including by continuing to diversify their boards and leadership. [Various](#) companies have also continued to commit to building inclusive workplaces for everyone by rejecting so called “anti-DEI” proposals, while others have housed their practices under different terminology but continued the essential components of their strategies. Regardless of political swings and perspectives, the work to build respectful, equitable, and inclusive workplaces remains central to good business practice around the world.

Companies need to take action and make conscious efforts to ensure that their workforce, in its full diversity, feels included within their organisation. This includes taking mindful approaches to respect, include, and support workers throughout the entire

employee lifecycle, and embedding inclusion into the culture of the organisation.

PREVENTING TOXIC WORKPLACES

Toxic culture can be a result of many different factors in the workplace. Miscommunication, competition, favouritism, and workplace bullying and harassment can all [contribute to](#) toxicity in the workplace. Often, the influence of these behaviours builds up over time and can be difficult to spot, requiring the company and leadership to remain mindful of how different aspects may be influencing workplace culture.

Everyone has a right to a workplace free from violence and harassment, as adopted by the [ILO Convention No. 190](#). The [UN estimates](#) that “[m]ore than one in five people employed – almost 23 per cent - have experienced violence and harassment in the workplace.” The convention recognises the “importance of a work culture based on mutual respect and dignity of the human being to prevent violence and harassment” and acknowledges that workplace violence and harassment can have far reaching impacts on “a person’s psychological, physical and sexual health, dignity, and family and social environment.” Workplace violence and harassment, [as defined by the ILO](#), is “a range of unacceptable behaviours and practices, or threats thereof, whether a single occurrence or repeated, that aim at, result in, or are likely to result in physical, psychological, sexual or economic harm, and includes gender-based violence and harassment.” The convention also emphasises the role of gender-based violence and harassment in the workplace and the urgent need to take action.

THE RISE OF WORKPLACE SURVEILLANCE

Increasingly, workplace surveillance is also impacting employee experiences. [Estimates suggest](#) that the monitoring of workers, particularly in large firms, has doubled in recent years. Workplace surveillance, [as defined by the Trades Union Congress](#), refers to “any form of employee monitoring undertaken by an employer.” This [can include](#) tracking of employee’s computer usage, such as through keyboard tracking

or monitoring of browser histories, and tracking the movement of employees, such as through cameras, biometrics, and more. As technology advances, employee monitoring techniques are evolving to become more intrusive and omnipresent.

While many companies employ such techniques with the aim to ensure that workers are 'productive', it can have harmful impacts on workplace culture, employee experiences, and overall productivity. The use of

such technologies can also have human rights impacts – it can erode workers' right to privacy, have implications for freedom of association, and create power imbalances that impact worker rights to non-discrimination. Companies need to understand the far-reaching impacts of workplace surveillance on employees and workplace culture prior to the use of such measures to ensure that they are not contributing to a toxic or harmful workplace or eroding worker rights.

Note: Sustainability issues are generally systemic issues, because they are deeply interconnected and rooted in complex environmental, social, and economic systems. In these guides, a system threshold is defined as the point at which the resilience of an environmental, social, or economic system becomes compromised. This occurs when the total impacts imposed on the system exceed its capacity to assimilate those impacts.

SYSTEM THRESHOLD

All workers have the right to be treated respectfully and equitably. Inequality can hinder the ability of people to access opportunities and achieve a sense of fulfillment. Companies must ensure not to discriminate against and deny opportunities for people based on attributes that bear no relation to the job to be performed. Inaction on ensuring equitable outcomes jeopardises social cohesion and deteriorates the social fabric, negatively impacting both workers and companies. Businesses need to understand the impacts of their workplace culture and take action to effectively support workplace equity, diversity, and inclusion for all employees throughout the employee lifecycle.

KEY TOPICS ASSOCIATED WITH RESPECTFUL, EQUITABLE, AND INCLUSIVE WORKPLACES

- Workplace culture
- Freedom from bullying, harassment, humiliation, and intimidation
- Diversity, equity, and inclusion (DEI/EDI); or inclusion, diversity, equity, and accessibility (IDEA); or justice, equity, diversity, and inclusion (JEDI); or diversity, equity, inclusion, and belonging (DEIB); etc.
- Freedom from discrimination, freedom of opinion and expression, freedom of thought, conscience, and religion, and the right to privacy
- Respect for group rights (such as the rights of Indigenous Peoples)
- Cultural leave
- Respect for protections for persons with disabilities, children, women and girls, persons belonging to national or ethnic, religious, and linguistic minorities, migrant workers, LGBTQIA2S+, older workers, and other groups
- Workforce representative of broader society
- Workplace surveillance

For many companies, the work related to fostering respectful, equitable, and inclusive workplaces will go beyond these key topics. Other aspects are addressed in various guides across the Getting Started Guides Series. Refer to the [table on the topics covered in our various guides](#) at the beginning of this document for guidance.

2

KEY CONCEPTS - DIVERSITY, INCLUSION, AND EQUITY

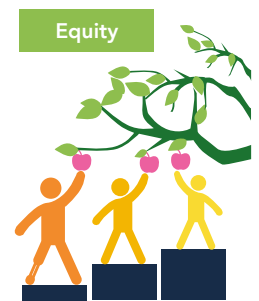
Discrimination in employment and workplaces, as [defined](#) by the UN Global Compact (UNGC), refers to “any distinction, exclusion or preference which has the effect of placing certain individuals in a position of exclusion or disadvantage in the labour market or the workplace because of their race, colour, religion, sex, disability, political opinion, national extraction, social origin or any other attribute *which bears no relation to the job to be performed.*” This can include reduced access to employment opportunities or particular job assignments, as well as differences in remuneration, promotions, training opportunities, security of tenure, [and more](#) based on such attributes.

Diversity [is the makeup of an organisation](#), including dimensions of gender, ethnicity, age, cultural background, sexual orientation, disability, and other characteristics.

Inclusion [focuses on the extent](#) to which workers in a diverse workforce are and feel welcomed for their differences, and sense that it is safe to express who they are and their experiences within the workplace.



Equity [refers to fair treatment for all people](#) so that the norms, practices, and policies in place ensure identity is not predictive of opportunities or workplace outcomes – it is about recognising societal inequities and biases in the workplace and mitigating their impacts on compensation, treatment, advancement, and other opportunities.



Gender balance, [as defined by the European Institute for Gender Equality](#), refers to the “equal participation of women and men in all areas of work, projects or programmes.”

Explore the [Racial Equity Tools Glossary](#) to find definitions for many of the key concepts associated with diversity, equity, and inclusion.

3

KEY PLAYERS

The [Women's Empowerment Principles \(WEPs\)](#) are a set of principles offering guidance to businesses on how to advance gender equality and women's empowerment in the workplace, marketplace, and community. Established by UN Women and UN Global Compact, the WEPs are informed by international labour and human rights standards and grounded in the recognition that businesses have a stake in, and responsibility for, gender equality and women's empowerment.

The [Partnering for Racial Justice in Business Initiative](#) is a global coalition of organisations and their C-suite leaders committed to leveraging their individual and collective power to build equitable and just workplaces for professionals with under-represented racial and ethnic identities.

The [ILO Global Business and Disability Network \(GBDN\) Charter](#) outlines key principles and offers resources for fostering the inclusion of persons with disabilities in organisations around the world.

The [Global Diversity, Equity and Inclusion Benchmarks](#) propose result-focused standards to support your organisation's strategy for managing towards inclusivity and comprehensive EDI development.

[CEO Action for Diversity & Inclusion Pledge](#) is the largest business-led initiative to advance DEI in the workplace, with more than 2,500 CEOs having pledged to create more inclusive cultures and not being afraid of having difficult conversations about diversity, equity and inclusion.

Note: Additional relevant organisations related to respectful, equitable, and inclusive workplaces will often depend on your organisation's location, industry context, and needs. You will likely need to engage with local actors to understand the key players to support your strategy.

4

COMMITTING TO TAKE ACTION – MID- AND LONG-TERM GOALS

Committing to take action on **Respectful, Equitable, and Inclusive Workplaces** can include addressing many of the key topics listed above. The mid- and long-term commitments that your organisation elects to make should be based on your identified priorities, areas of greatest impact, and your capacity to undertake the work required. It is important to note that this section does not provide all possible

mid- and long-term goals related to this issue, but rather a sample of the goals that were most frequently adopted by companies in our research.

Common mid- and long-term goals and/or commitments on **Respectful, Equitable, and Inclusive Workplaces** include variations of the following:

Long-term goal: Foster a work environment where people feel appreciated, have a sense of belonging, and can be themselves.

- Ensure equitability, inclusivity, and accessibility throughout the employee lifecycle.
- [X]% of employees trained on inclusive practices in interpersonal interactions by 20[XX].
- [X]% of management trained on inclusive practices to better support their teams by 20[XX].
- [X]% of HR employees trained on building inclusive workplace culture by 20[XX].

Long-term goal: Equal representation across all levels of the company by 20[XX].

- Workforce representative of broader society by 20[XX] (including but not limited to racial, ethnic, and gender diversity of the geographies and societies where the company operates).
- Achieve gender [and/or other demographics as relevant to the society where the company operates] balance across all levels of the company by 20[XX].
- Increase underrepresented groups in management and leadership roles by [X]% by 20[XX].

Long-term goal: Foster equitable opportunities throughout our supply chain.

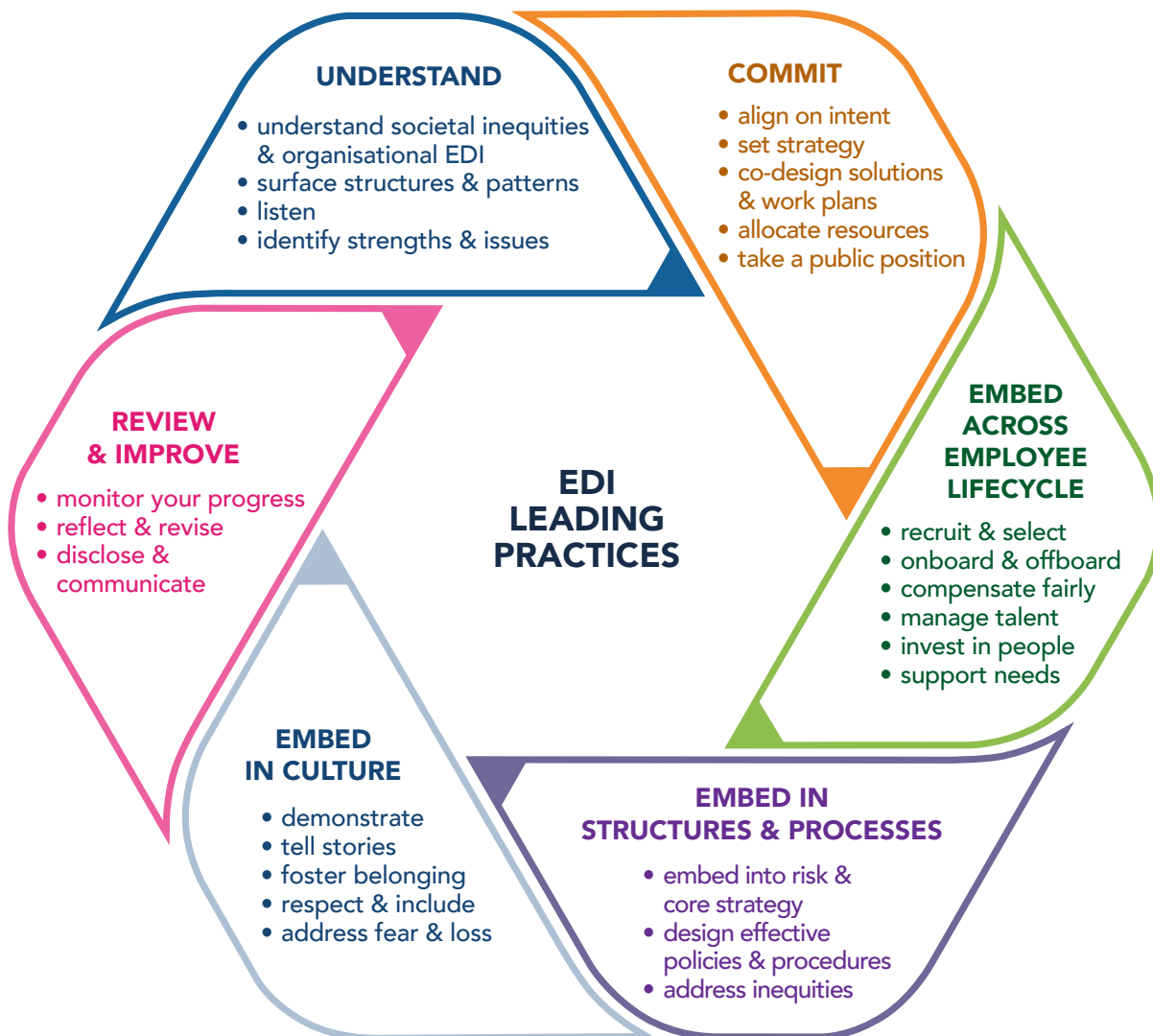
- Spend \$[X] with underrepresented supplier demographics [such as women-owned, black-owned, disability-owned, etc.] by 20[XX].

Are you setting new goals or interested in benchmarking your goals against leading practice? Explore our [Sustainability Goals Database](#) for more mid- and long-term goals on Respectful, Equitable, and Inclusive Workplaces.

5

HOW TO GET THERE – PROCESS-BASED INTERIM TARGETS

Workplace equity, diversity, and inclusion (EDI) is a complex and rapidly evolving space. The Embedding Project's [Equity, Diversity, and Inclusion Leading Practices Guide](#) offers a comprehensive framework with practices, case studies, and resources to help your organisation to embed EDI into its strategy, structures, and culture. The key framework is included below. We encourage you to refer to this more detailed guide for further guidance and more information.



Source: Embedding Project

Note: The following proposed timelines are only for guidance and are based on the pace outlined by other companies. The timeframe for actions and work for each step needs to be embedded in your organisational context, which may require different time allocations.

YEAR 1: UNDERSTAND SOCIAL INEQUITIES

Creating an equitable, diverse, and inclusive work environment begins with understanding the societal structures and inequities that are present within the contexts where you operate that could be replicated or extend themselves within your company. Systemic and structural inequities are often complex and deeply rooted and can undermine your company's inclusion efforts if their prevalence and power are poorly understood.

CASE STUDY: Gender diversity at Tata Steel

[Tata Steel](#) – an Indian multinational steel-making company – developed an initiative to enhance gender diversity that focuses on addressing systemic root causes that restrict the ability of different gender groups to meaningfully engage within the manufacturing sector. The company first identified that cultural and social barriers, such as stereotypes and the lack of support structures for women and transgender individuals in their region, were key factors that limited inclusion and participation. After further understanding the persistent impacts of historic marginalisation, the initiative used these insights to develop a range of efforts to support workers in ways that worked to dismantle these harmful legacies and enable better access to opportunities across the organisation.

YEAR 1: UNDERSTAND LIVED EXPERIENCES AND IDENTIFY ROOM FOR IMPROVEMENT

Solicit insights from your workforce about your company's structures and workplace culture to assess your key inclusion challenges as well as where your efforts already foster an inclusive, diverse, and equitable workplace. Create input and feedback mechanisms for employees to share their perspectives and experiences without fear of reprisal and engage with key employee groups,

such as Employee Resource Groups, if they exist within your organisation, to gain insights on their lived experiences and challenges with the current culture. Leverage this understanding to identify where your company has room for improvement as well as relevant organisational strengths and workplace culture. These insights can help you to target your efforts where they will be most impactful.

The structures and policies that your organisation ultimately implements will be perceived by, and impact, the individuals and groups in your workforce in different ways. Individuals are often at different stages of their journey – some may be dealing with a perceived fear and loss when faced with EDI focused work, particularly if they are unfamiliar with its concepts and practices. It is important to understand and include these lived experiences and biases in your understanding of your organisational culture, as they will influence how you develop your broader inclusion strategy to bring along the entire organisation. For more information on navigating fear and loss in response to EDI initiatives, you can read the Embedding Project's [blog post](#).

YEAR 1: ESTABLISH BASELINES

Use these findings to gather data and establish baselines for your company. Also, where your company's existing data provides insufficient information, conduct further research to measure current performance and future progress. This is often an opportune time to establish or refine your company's data gathering, analysis processes, and storage protocols related to respectful, equitable, and inclusive workplaces. Your company's baseline information will be the starting point for setting goals and targets.

Also, take the time to understand and catalogue whether and how your company currently uses employee monitoring or surveillance – and how their use might be impacting workplace culture and employee experiences and rights.

Examples of process-based targets for Year 1:

- By 20[XX], we will explore and analyse how societal structures and inequities can impact our organisation.
- By 20[XX], we will establish a safe and accessible workplace feedback mechanism to enable workers to share issues.
- By 20[XX], we will design and implement a periodic workforce listening exercise, to better understand our workforce's perspectives, experiences, and ideas.
- By 20[XX], we will design and implement a periodic culture survey to assess and measure our workplace culture.
- By 20[XX], we will analyse our current policies, procedures, and structures to assess gaps and opportunities for inclusion and schedule periodic reviews.
- By 20[XX], we will establish EDI-related baselines.
- By 20[XX], we will refine our equity and inclusion data collection processes to better measure performance and progress.

YEAR 2: BUILD LEADERSHIP CAPABILITIES

Proactively building leadership capabilities can help ensure meaningful participation from your company's leadership on your journey. You can start by sharing your organisation's findings from the first year of work to illustrate the core challenges and key work to be done. It can be useful to conduct an independent review of your leadership's competencies related to building respectful, equitable, and inclusive workplaces to help focus your capacity building efforts. Also, to foster a better understanding of the need for action and get buy-in, create opportunities for your leadership to hear first-hand accounts of the main challenges the company needs to address. Lastly, helping leaders to reflect on their own privilege and complicity in structures of inequality can be a challenging but meaningful impetus for action.

CASE STUDY: Building leadership capabilities at Intuit

In 2019, Intuit – an American multinational business software company – launched a "[Leading Inclusively@ Intuit](#)" training workshop for all leaders that covers key EDI concepts in a 4-part framework discussing unconscious bias, voice, belonging, and growth mindsets.

The program has opened up opportunities for further training for leaders, including training for managers on [building safe environments](#) and [racial equity training](#) for over 1,000 leaders, including the CEO and CEO's staff, to better understand the impacts of structural racism.

Examples of process-based targets for Year 2:

- By 20[XX], we will conduct a review of our leadership's competencies related to building respectful, equitable, and inclusive workplaces and identify opportunities to bridge any gaps.
- By 20[XX], [X]% of board, senior and middle management will be trained on topics and practices related to diversity, equity, and inclusion
- By 20[XX], we will analyse our current policies, procedures, and structures to assess gaps and opportunities for inclusion and schedule periodic reviews.
- By 20[XX], we will establish EDI-related baselines.
- By 20[XX], we will refine our equity and inclusion data collection processes to better measure performance and progress.

YEAR 3: DEVELOP A STRATEGY TO FOSTER A RESPECTFUL, EQUITABLE, AND INCLUSIVE WORKPLACE

Establish guiding principles on EDI, articulate the strategic relevance of respectful, equitable, and inclusive workplaces, and set goals and strategies to achieve them. Detail the interim steps your company needs to take to get there. Your interim targets should be realistic and reflect the key investments needed to meet your goals. Co-design action plans to support an effective implementation of your strategy, with lasting improvements.

Consider how you can embed equity and inclusion across your employee lifecycle, structures, processes, and culture and which practices are most well-situated to your current landscape and workplace culture. This will look different for every organisation and can cover a range of activities – explore the [Embedding Project's Equity, Diversity, and Inclusion Leading Practices Guide](#) for a framework for action as well as guidance on different approaches to foster inclusive workplaces.

If your company employs surveillance technology that workers have identified as contributing to a harmful workplace culture, consider alternatives that may work for both the company and employees. Develop these in collaboration and open communication with employees to ensure that their rights and voices are integrated into the process.

YEAR 3: DEVELOP A PUBLIC POSITION STATEMENT

Articulate a clear and credible position on committing to creating a respectful, equitable, and inclusive workplace to align your organisation's intent and purpose. There is growing pressure on companies to acknowledge and explain their strategic approach to managing equity, diversity, and inclusion risks – it is important to acknowledge your understanding of the issue and the context in which you operate; clarify your role; and outline clear commitments and expectations. A public position statement can be an important pathway to clarify the role EDI plays in your organisation and communicate its importance.

Examples of process-based targets for Year 3:

- By 20[XX], we will co-develop a strategy to foster a respectful, equitable, and inclusive workplace.
- By 20[XX], we will set long-term goals on fostering a respectful, equitable, and inclusive workplace
- By 20[XX], we will establish interim targets and KPIs to measure progress against our goals.
- By 20[XX], we will co-design and implement a [relevant demographic identified by the company as an area of focus] inclusion plan.
- By 20[XX], we will work to embed equity and inclusion across our employee lifecycle, structures, processes, and culture.
- By 20[XX], we will develop a public position on our strategic approach to creating a respectful, equitable, and inclusive workplace.

YEAR 4 AND ONWARDS: REVIEW AND IMPROVE YOUR STRATEGY

Track your progress to understand and assess the impacts of your commitments, efforts, and investments to foster equity, diversity, and inclusion within the workplace. Reflecting on your progress, or lack thereof, and the factors that may have contributed to these outcomes is a crucial step for continuous improvement. As a part of your strategy, your organisation should commit to reviewing and updating the strategy every few years to incorporate feedback and insights. Report your progress and insights internally to foster continued engagement with your workforce and transparently disclose your priorities, efforts, and their outcomes externally to engage key stakeholders.

Examples of process-based targets for Year 4:

- We will review and update our respectful, equitable, and inclusive workplaces strategy every [X] years.
- We will share our progress and insights internally to engage our workforce.

GUIDANCE

UNDERSTANDING EQUITY, DIVERSITY, AND INCLUSION (EDI)

Workplace equity, diversity, and inclusion (EDI) is a complex and rapidly evolving space, and increasingly, companies are interested in understanding how to meaningfully advance EDI in their organisations. To help them do so, the Embedding Project consulted EDI research and guidance, reviewed practices of over 100 companies, and sought input from practitioners across a range of industries and geographies. The [Equity, Diversity, and Inclusion Leading Practices Guide](#) offers a comprehensive framework with practices, case studies, and resources to help organisations embed EDI into their strategy, structures, and culture.

[Tackling inequality: The need and opportunity for business action](#) is a good introduction to inequality, and can help you to better understand the responsibility and opportunity that your business has to support positive change. Developed by WBCSD's Business Commission to Tackle Inequality, the report explains how inequality is an urgent systemic risk for business, highlights the case for business action, and presents a six-part agenda for action.

BUILDING EDI COMPETENCIES

[Inclusive Workplace Competencies](#) breaks down the competencies that individuals, teams, and organisations need to foster an inclusive workplace. It also offers insights on underlying principles that should guide your journey and how to use these competencies to their fullest extent.

The [Capacity Building for Shared Equity Leadership](#) report identifies strategies to build capacity at personal, collective, and organisational levels for shared leadership and EDI.

TAKING ACTION ON ADVANCING EDI

The International Labour Organization's [Tools and Resources for Business on Non-Discrimination and Equality](#) provides guidance that will help you support equity related to gender, age, HIV/AIDS status, and disabilities, as well as understanding the rights of Indigenous and tribal peoples.

[Improving Workplace Culture Through Evidence-Based Diversity, Equity and Inclusion Practices](#) explores the relationships between workplace culture and business outcomes. It presents results from the U.S Distributed Workforce Sample, which serve as a foundation for informing managerial action on diversity, equity, and inclusion, and provides key findings and recommendations for middle managers responsible for implementing related initiatives.

[Investor Guidance on Diversity, Equity and Inclusion amidst the Turmoil](#) by SHARE explores how to distinguish risk from rhetoric and unpacks the evidence supporting the investor case for diversity, equity and inclusion – particularly within the context of rising criticism towards EDI efforts in North America. While prepared for investors, the brief can also help company leaders understand investor perspectives towards EDI and leverage this knowledge to build company action.

TOOLS

The [Global Diversity, Equity, and Inclusion Benchmarks](#) propose result-focused standards to support your organisations strategy for managing towards inclusivity and comprehensive EDI development.

[Racial Equity Tools](#) covers a range of key understandings by providing insights on the fundamentals of racial equity and supporting the learning of core concepts for EDI work within your organisation. Exploring the core concepts provides further resources and frameworks to build your understanding of historical inequities and their perpetuating legacies.

The [Wheel of Privilege and Power](#) offers an understanding and identifying of how different facets of our identities can relate to patterns of privilege and power in our societies.

Just Capital's [Corporate Racial Equity Tracker](#) provides a way for people to easily access and view the racial equity commitments and actions taken by organisations. Once on the website, users will have the ability to sort their searches based on the company, industry, number of employees, or policies.

The [ISO 30415 Standard](#) provides guidance on EDI pre-requisites your organisation should be aware of, accountability and responsibility within EDI work, approaches for developing an inclusive workplace, and identifying objectives relevant to your organisation.

[To Understand Whether Your Company is Inclusive, Map How Your Employees Interact](#) provides guidance on visually mapping employee interactions and connections in the workplace to understand where there may be barriers to true inclusion.

The [Women's Empowerment Principles Gender Gap Analysis Tool](#) developed by UN Women can help you identify strengths and opportunities for improvement to advance gender equality within your business.

For more detail, refer to our [EDI Leading Practices Guide](#) that includes the Embedding Project's comprehensive framework for action on EDI as well as additional resources to support each step of the process. Find even more resources on Respectful, Equitable, and Inclusive Workplaces [here](#).

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