



**Global Compact**  
Network Türkiye

# DIVERSITY AND INCLUSION GUIDE FOR BUSINESS

Establishment of “business and work environments  
that respect human dignity”

## 2020

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# DIVERSITY AND INCLUSION GUIDE FOR BUSINESS

Establishment of “business and work environments  
that respect human dignity”

*“All human beings are  
born free and equal in  
dignity and rights”*

*Universal Declaration of Human Rights*

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**Title of the publication:** Diversity and Inclusion Guide for Business - 2020  
Diversity and Inclusion Guide for Business: Establishment of  
“Business and Work Environments that Respect Human Dignity“

**Prepared in:** November 2020

**Design:** SONNTAG.AGENCY

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ISBN: 978-605-165-048-7



## FOREWORD

The Global Compact Turkey Diversity and Inclusion Working Group (“Working Group”) leads the change for a business world which adopts diversity and inclusion for all groups and identities in its operations and value chains. The Working Group’s activities are based on the Ten Principles of the UN Global Compact, Sustainable Development Goals and the Universal Declaration of Human Rights.

The Working Group provides the participants of the UN Global Compact in Turkey a policy, implementation and learning platform to take action on “Diversity and Inclusion (D&I)” in their operations and areas of influence (value chains). On this issue, the Working Group cooperates with the public and private sector and with civil society organisations in order to generate consciousness in the general public and to achieve complete and successful integration of D&I approach at the workplace. With due regard to its own resources and the needs of the business world, in its activities in the period 2019-2022, the Working Group defined “Human Rights for LGBTI+ Individuals at Work”, “Inclusion of Persons with Disabilities at Work”, and “Secure Employment and Social Integration of Refugees” as its main areas of activity and established a sub-working group for its activities in every single area. At their meetings, the sub-working groups identified the need for guidance and a reference in the business world on those issues and decided to prepare the “Diversity and Inclusion Guide for Business”.

Diversity and inclusion require the integration of all individuals and groups into systems and processes, irrespective of their gender, sexual orientation, ethnic identity, age, religious or political views, disability, etc. In this guide all groups that suffer from discrimination for whichever reason are defined as “excluded”. The guide gives directions on how to establish a business and work environment that respect the human dignity of all individuals at places of work. In addition to that, under each topic exemplary practices are presented and suggestions made for individuals and groups (LGBTI+, persons with disabilities and refugees) which fall into the main area of activities of the Working Group. At the end of the guide, checklists are provided which companies can use for self-assessment. The lists refer to these three groups and have been established by being inspired by the Gender Gap Analysis Tool. It is recommended that companies use these checklists as they need to identify areas of improvement.

Diversity and Inclusion Guide for Business have been written by the following members of the Global Compact Turkey Diversity and Inclusion Working Group: Aysun Sayın, Emrah Özbay and contributed by Ebru Şenel Erim, Özlem Mutlu, Ayşegül Yalçın Eriş, Hasan Kaya, Seza Eraydın, and Yalın Demirkaya. It has been made ready for publication by the Global Compact Turkey secretariat with the support of the above-mentioned sub-working groups.



## ABOUT THE UN GLOBAL COMPACT AND GLOBAL COMPACT NETWORK TURKEY

The UN Global Compact was established in 2000 and, with more than 11,000 companies and more than 3,000 non-company participants, is the world's largest corporate sustainability platform. Organisations that join the UN Global Compact commit to adjust their operations in line with the Ten Principles on human rights, labour standards, the environment, and the fight against corruption, and to annually report on their activities in these areas in a transparent way.

The UN Global Compact brings together all stakeholders active in the area of sustainability, and provides a cooperation platform on which good local and global practices are shared. With its events, resources and instruments the UN Global Compact supports its participants in their sustainability journey and shapes the agenda of sustainability.

Global Compact Network Turkey, which is one of 68 local networks of the UN Global Compact worldwide, has a multi-stakeholder structure including not only companies which take responsibility for sustainable development, but also civil society organisations, universities and municipal administrations. As such it provides a cooperation, sharing and development platform for Turkey's sustainable development. With its events, sources and tools Global Compact Turkey supports the development of its members in the area of sustainability and acts as a platform for cooperation and the sharing of good practices both on a local and a global level.

Playing a pioneering role in setting the agenda of corporate sustainability in Turkey since 2002; Global Compact Network Turkey was established in partnership with TÜSİAD and TİSK in 2013 as a platform.

## MESSAGE BY

**DEMET İKİLER**

Board Member and Deputy Chairperson,  
Global Compact Network Turkey  
Co-chair, Diversity and Inclusion Working  
Group

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We know that sustainable development is our most important responsibility and that we play an important role in it. We, the representatives / leaders of the business world should use our power and influence in order to realise the goals which have been defined for human welfare, the continuity of our ecosystem, and sustainable development.

We are aware of the necessity to implement and apply the Ten Principles and the Sustainable Development Goals, which provide an opportunity for the cooperation among public institutions, civil society organisations, the private sector, and citizens, in order to create a sustainable future. These principles and goals serve as guidelines for us on the issues of inclusive and just economic growth for all, the creation of more opportunities for all, and the establishment of equality in the results as well as on the access to resources, with which to build a life in prosperity, and in particular to basic human rights for all.

In 2019, upon a decision of the board of directors of Global Compact Turkey, in addition to the existing working groups, we established the working group “Diversity and Inclusion”. With the participation and representation of our participants, this working group defined the issues to be focussed on in 2020. There are, of course, many more issues we need to work on and to develop policies and practices for. How-

ever, in order to be both efficient and effective, the members of our working group defined focus areas of priority for which to create good practices and benefits. These areas are: inclusion of LGBTI+ individuals at work and their equal treatment at the workplace; inclusion of persons with disabilities individuals at work, the removal of obstacles to their participation, and the re-design of work environments taking the needs of persons with disabilities into account; and the right of refugees to work, payment and treatment at the workplace in a manner that respects their human dignity. For this purpose sub-working groups were established for every single area.

At the end of meetings and workshops, the sub-working groups identified the need for a practical document that served as guideline for the business world, and they set out to prepare the present publication. I express my heartfelt thanks to all members of our working groups and our leaders of the sub-working groups for their contributions to this document. These guidelines translate intellectual know-how into practical steps. It is an important document for decision makers and those in charge of the practical implementation of decisions for the establishment of inclusiveness. I believe that together we can build a development model that establishes social and environmental sustainability without leaving anyone behind...

## MESSAGE BY

**MUSTAFA SEÇKİN**

Board Member, Global Compact  
Network Turkey

Co-chair, Working Group Diversity and  
Inclusion

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Due to the Covid-19 epidemic companies face great challenges like never before. Coronavirus has caused interruptions for almost every business and has forced many companies to change their priorities and their investments. Initially companies focussed on the physical and mental health of their employees and developed new work methods, now they are faced with an even more serious choice: to adopt or not to adopt diversity and inclusion as strategic priority in their future business...

Over the last years a common opinion has formed that ensuring diversity and inclusion at the workplace is not just a human resources programme but should be considered as a top-down business strategy. High-performance companies have accepted the two concepts as fundamental business practices for the creation of environments that support the development of their employees.

It is an undeniable fact that every individual in an organisation brings a different point of view to the table as well as other work and life experiences and different religious and cultural backgrounds. The power of diversity can only become effective when we recognise these differences and learn to respect every individual irrespective of their past; and only then can we benefit from it.

It is the process of inclusion that conveys people the feeling of being necessary for the success of the organisation. When

people feel valued and part of an organisation they will work with full capacity. We have all witnessed this.

This cultural change is the reason for the emergence of high-performance organisations with high levels of motivation and commitment. We know from experience that companies which embrace diversity and participation, i.e. which respect and recognise what makes people different, be it age, gender, ethnic roots, religion, disability, sexual orientation, education or national origin, and strengthen them in it, show a performance which is 35% higher than their competitors'. A more diverse and inclusive workforce also improves reputation, innovation and employee motivation.

On the other hand, there are strong concerns that companies may ignore practices designed to improve diversity and inclusion because they focus on their most pressing fundamental needs in order to adapt to new work methods that have recently emerged at work.

We think that such a choice will cause a big handicap for companies which, in order to grow and renew in the near future, will have a greater need for innovation and resilience. Once the crises we are facing today are over "Diversity and Inclusion" will be the two fundamental keys to a successful return to the previous level of business performance, and for a healthy organisational structure.

## ABBREVIATIONS AND DEFINITIONS



○□ **ILO** International Labour  
△◇ Organization

○□ **SDG** Sustainable Development Goals  
△◇

○□ **CSO** Civil Society Organisation  
△◇

○□ **UN** United Nations  
△◇

○□ **UNHCR** The UN Refugee Agency  
△◇

○□ **WHO** World Health Organization  
△◇

○□ **SEXUAL IDENTITY** Refers to the  
△◇ gender a person feels to belong to and identifies with. The sexual identity cannot be externally observed or understood on the basis of a number of assumptions or inductions regarding physical or physiological properties. The sexual identity is based on the declaration of the respective person.

○□ **SEXUAL ORIENTATION** Refers to the  
△◇ emotional, romantic and/or sexual attraction towards a person or persons of a defined gender or genders. The sexual orientation of a person should be their own choice. Heterosexuality, the emotional, romantic and/or sexual attraction of a woman towards men, and of a man towards women, as well as some of the identities under the umbrella term of LGBTI+, which stands for lesbian, gay, bisexual, trans, and intersex, are among the sexual orientations.

○□ **DISABLED<sup>1</sup>** Includes persons with  
△◇ long-term physical, mental, cognitive or perception disorders which constitute an obstacle to their full and effective participation in society under equal conditions with other individuals.

○□ **DISABILITY-BASED**  
△◇ **DISCRIMINATION** Includes all sorts of discrimination, exclusion or limitation based on a disability which prevents the use of human rights and fundamental freedoms to the full and under equal conditions with others in areas such as politics, the economy, culture, civil rights or any other area. Disability-based discrimination refers to all sorts of discrimination including the non-implementation of reasonable arrangements.

○□ **UNIVERSAL DESIGN** Refers to the  
△◇ usability of products, the environment, programmes and services, if possible by everybody, without the necessity of additional or special designs or arrangements. "Universal design" includes, if necessary, the requirement to design support devices needed by certain groups of persons with disabilities.

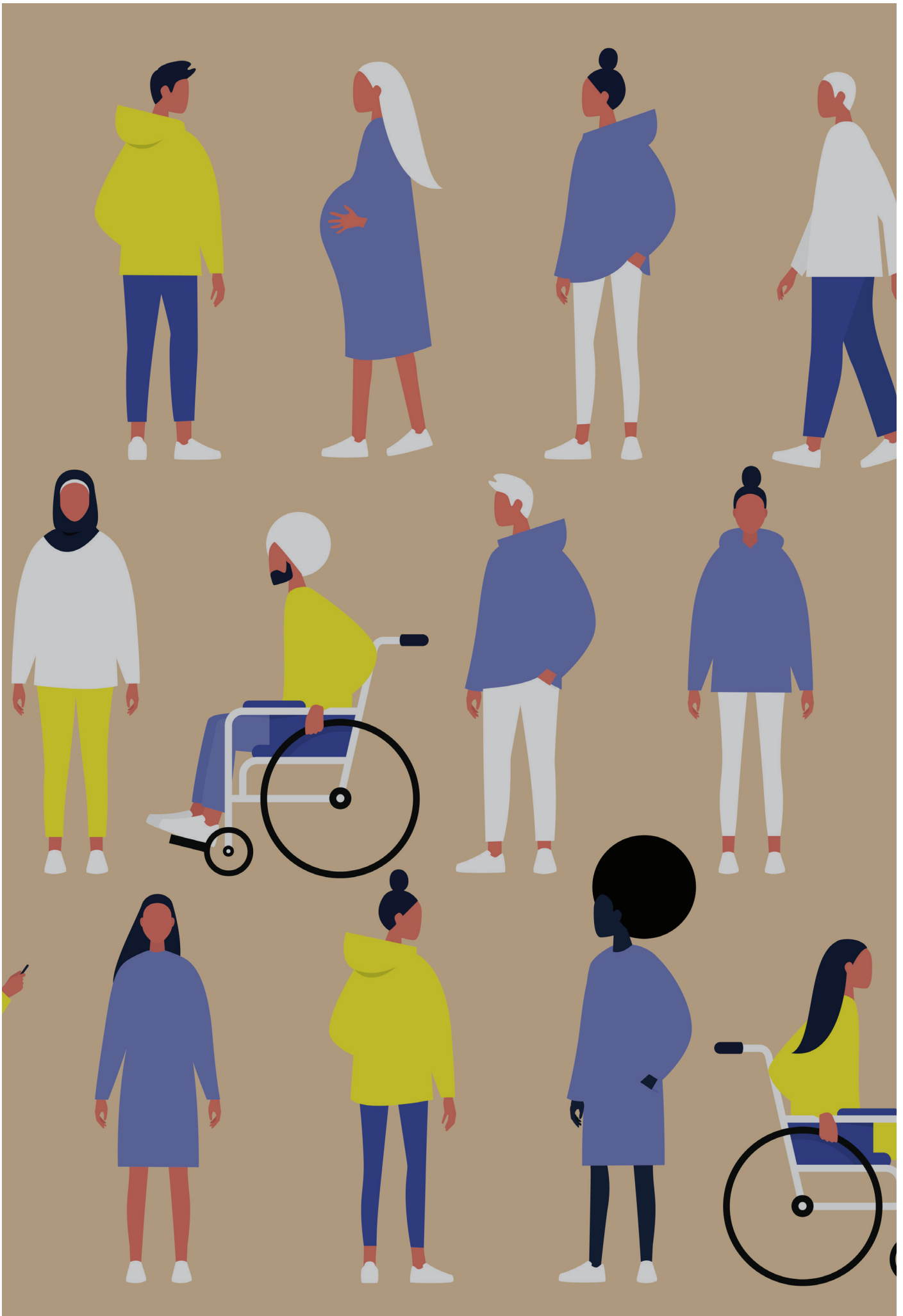
○□ **LGBTI+** An abbreviation which stands for les-  
△◇ bian, gay, bisexual, trans, and intersex identities. Lesbian, gay and bisexual are sexual orientations, trans is a gender identity, intersex is a gender property/characteristic. The plus sign (+) indicates that there are more sexual and gender identities and orientations than the ones represented in the abbreviation. To include them, the + sign was added.

○□ **REASONABLE ARRANGEMENT**  
△◇ Refers to necessary and suitable changes and arrangements which are needed in a certain situation in order to ensure that persons with disabilities can fully use their human rights and fundamental freedoms on equal terms with other individuals, and benefit from them, without these changes and arrangements causing a disproportionate and extreme burden.

○□ **TRANS** Refers to all persons whose gender  
△◇ and/or gender identity does not conform to their gender assigned or assumed at birth. The expression is used as an umbrella term.

<sup>1</sup> UN Convention on the Rights of Persons with Disabilities (CRPD) <https://www.un.org/development/desa/disabilities/convention-on-the-rights-of-persons-with-disabilities.html>







## INTRODUCTION



Reducing inequalities for a more liveable world by 2030 and to leave no-one behind are part of the Sustainable Development Goals. The COVID-19 epidemic and other global crises have a profound impact on the poorest and most vulnerable groups and deepen the current inequality while social, political and economic inequalities at the same time increase the effects of the epidemic. The epidemic thus puts the limited advances made over the last years in reducing inequality at risk.

Despite the improvements achieved worldwide in the area of human rights; women, refugees, the elderly, LGBTI+ individuals and persons with disabilities are still facing limitations and exclusion in the labour market and in society in general. All over the world, xenophobia and marginalisation are on the increase causing further exclusion of individuals and groups with different identities in society and the economy. This constitutes a big economic and social risk. Discrimination and access problems faced by certain groups cause serious labour market problems and threaten social harmony. Not being able, for reasons of discrimination or exclusion, to sufficiently benefit from a wide range of skills present in society comes at a great cost for society and the economy. To provide employees with different identities and characteristics better working conditions at the workplace, which, after all, is a reflection of society, and to define policies based on diversity and inclusion opens the way for companies to tap into a great potential. According to a study by Boston Consulting Group (2019) diverse management teams earn their companies 19% more in revenues due to their innovative solutions<sup>2</sup>. Practices based on diversity and inclusion are also of critical importance for companies with respect to better decision-making at the various levels of management, and to finding innovative approaches in the design phases of new products and services.

Currently, the expectations of stakeholders from companies are not limited to the products and services they need. They also expect companies to behave responsibly towards the so-

cieties in which they operate, and to engage in activities to create a more just and equal society. In this context, the prevention of discrimination and the establishment of equality at their places of work and in their value chains is first of all an ethic responsibility of companies.

The guide provides a starting point for the businesses for the implementation of policies based on diversity and inclusion that promote justice and equality. It indicates which steps companies can take to achieve this purpose and how to ensure change in their all processes. The indicators regarding the secure employment of persons with disabilities, LGBTI+ individuals and refugees, which the working group has been focused based on the data presented below, constitute a list that the companies can use for their self-assessment.

According to data of the World Health Organisation (WHO), about 15% of the population of any society are persons with disabilities, and according to data of the World Bank, these persons constitute 20% of the poorest groups in the world. Disabilities are seen as both the cause and the effect of poverty. According to data of the United Nations, 80% of persons with disabilities are found in developing countries where they live below the poverty line<sup>3</sup>. In countries ravaged by civil war or natural disasters, this figure increases due to the chronic health problems triggered by environmental and other factors such as nutrition and drug addiction.. Everywhere in the world, persons with disabilities face discrimination and in the societies they live in and they are usually excluded from participation in social life, politics and the economy. In less developed countries, the main reason for the higher rate of poverty among persons with disabilities is this exclusion. In developing countries, the persons with disabilities are among the most excluded groups which forces them to fight any challenges to their lives on their own. The UN Convention on the Rights of Persons with Disabilities is the first human rights document of the 21st century, and serves as valuable reference for the recognition, protection, defence and, at the same time, extension of the rights of persons with disabilities.

<sup>2</sup> How Diverse Leadership Teams Boost Innovation <https://www.bcg.com/en-us/publications/2018/how-diverse-leadership-teams-boost-innovation>

<sup>3</sup> UN Transforming our world: the 2030 Agenda for Sustainable Development ; 21 October 2015 <https://www.undp.org/content/undp/en/home/2030-agenda-for-sustainable-development/peace/governance/disability-inclusive-development.html>



LGBTI+ individuals, on the other hand, also suffer from various social and economic discriminations and face obstacles in obtaining their rights in the areas of health, education, shelter and work. Recent studies show that persons who define themselves as LGBTI+ received 30% fewer follow-up calls in their work interviews. In the United States the unemployment rate of trans individuals is three times the rate of the general average, and half of employed LGBTI+ individuals report that discrimination has a negative impact on them in their work environment. The International Labour Organisation (ILO) reports that, even though the rights of LGBTI+ individuals are protected by the United Nations, only 77 out of 195 countries legally prohibit discrimination at the workplace because of a person's gender identity or orientation. Even in countries where progress is made on this issue only 40% of LGBTI+ employees can freely state their identity and orientation<sup>4</sup>.

Refugees is another group which needs to be included from the diversity an inclusion perspective. The number of refugees forced to leave their place of residence has reached a considerable size both nationally and globally. According to 2019 data of the UNHCR the number of people who had to leave their place of residence due to war, armed conflict or persecution has exceeded 70 million. According to the organisation's 2020 data Turkey currently hosts 3.6 million registered Syrian refugees and up to 370,000 refugees of various other nationalities<sup>5</sup>. In Turkey various activities are dedicated to issues such as the education of refugees, social services for them and their access to the labour market. Despite these efforts refugees find it difficult to enter the labour market. According to the ILO the main problems they face are limited language skills, low employability, limited access to information and services, and unregistered work under unsuitable conditions.

The entire business world is called upon to remove the economic, social and cultural obstacles faced by excluded groups. With every positive or negative practice regarding diversity and inclusion, the business serves as model for society and assumes a leadership mission. Policies based on rights that give priority to human beings, should be put at the centre of corporate policies in a way that also includes all identities as well as disadvantaged and excluded groups. The Ten Principles of the UN Global Compact give responsibilities to the business world which are not limited

to the workplace alone; they also include the responsibility of contributing to equal, just, ethical and participative behaviour and sustainable development in all areas of life.

It should be stressed that the problemsexcluded individuals or groups face are human rights problems. On every platform it should be explained that positive practices and reasonable arrangements made for these groups serve the purpose of including them as equal citizens, and are the result and requirement of a rights-based approach. Any reasonable arrangement efforts should be universal and include all these groups.

The equal status of differences should be the basis of inclusion policies. Acceptance of excluded individuals as both equal and different requires the use of a human rights language<sup>6</sup>. Language is an important communication tool and at the same time it is the basis for the fight against discrimination. For this reason, all actors inside and outside an organisation should use a language whose priority is to show respect for the universal human dignity it supports. The messages given should use expressions that take the sensibilities of disadvantaged and excluded groups into account. The terms and forms of address these individuals use when describing themselves should be considered in such messages.

Supportive mechanisms should be implemented that encourage excluded groups and individuals to express their needs and take actively and equally part in decision-making processes. The participation of excluded individuals in issues and decisions of interest to them should be supported. Every decision and action to be taken and implemented should not be realised "for them" but "together with them".

Diversity and Inclusion Guide for Business have been prepared as a roadmap and inspiration for all companies that wish to provide a more just and equal work environment to all their employees in order create the opportunity for them to develop their full potential. We hope that the business world will establish diversity and inclusion in their entire value chain and thus take a leading role in reducing inequalities, and that they will take more decisive steps on the path to achieving the Sustainable Development Goals.

<sup>4</sup> [https://www.accenture.com/\\_acnmedia/PDF-128/Accenture-Getting-Equal-2020-Visible-Growth-Invisible-Fears.pdf#zoom=40](https://www.accenture.com/_acnmedia/PDF-128/Accenture-Getting-Equal-2020-Visible-Growth-Invisible-Fears.pdf#zoom=40)

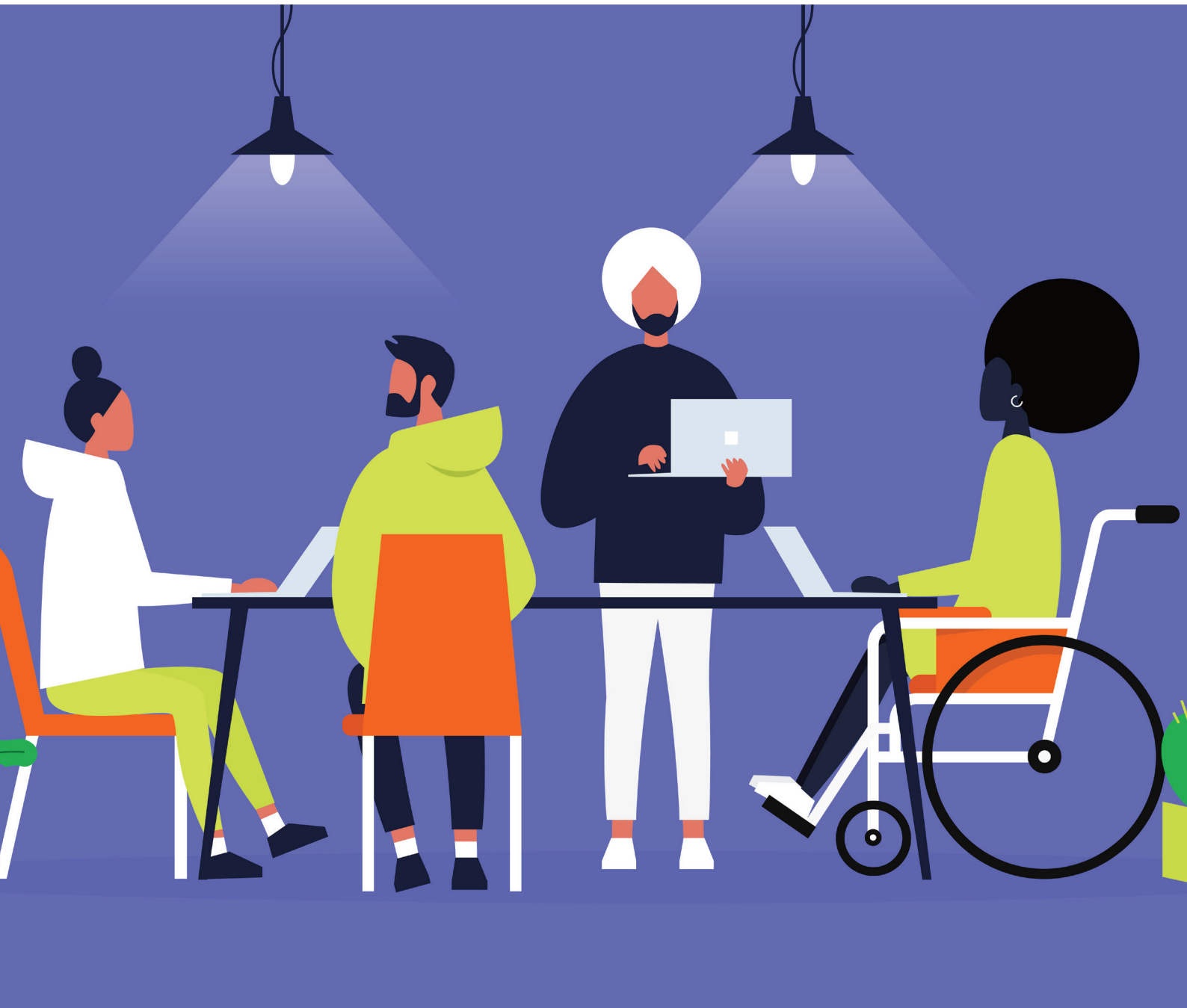
<sup>5</sup> <https://www.unhcr.org/tr/wp-content/uploads/sites/14/2020/09/UNHCR-Turkey-General-Fact-Sheet-September-2020>.





## PART 1

### 1. 1. WHAT IS DIVERSITY AND INCLUSION?



Diversity in a general sense refers to all our differences. Anything that makes us unique and incomparable is part of the definition of diversity. Inclusion means to bring these various differences and resources together and use them in a beneficial way. Inclusion harnesses diversity and puts it into practical action for the creation of business values. For this purpose it creates a participative, respectful and connected environment in which this wealth of ideas, perspectives and life experiences is used. Organisations need both diversity and inclusion to be successful<sup>7</sup>.

Diversity, beyond quotas and number, is basically related to the task of establishing an inclusive and just organisation in which trust and respect are the guiding principles for all its members. Such an organisation continuously learns how to better use the capacities of all people for the benefit of both the individual and the organisation as a whole. Valuing diversity, valuing the differences in a group, means establishing policies, structures and behavioural norms in such a way that all members of the group are respected and included.

The positive effect of diversity is stronger in companies in which employees from different groups feel valued and are actively included in the decision-making process. Inclusion refers to the effort to make sections of society who feel excluded or not respected a part of the organisation. Successful practices of diversity are not limited to the employment of people from different groups, but also include efforts to manage them in an appropriate manner<sup>8</sup>. In other words, inclusion is a struggle with what is considered the “norm”. In this context it should be remembered that the “norm” is defined by the hegemonic power. For instance, which may vary in other geographical areas,

when “norm” is being “white”, “male”, “a member of the majority faith”, and “a member of the majority ethnicity”, other identities may be disadvantaged. Inclusion accepts all identities with respect to their rights as equal.

The Universal Declaration of Human Rights defines these rights for all people as “universal, indivisible, inalienable, interdependent and interrelated”. For the establishment of human rights, states are obliged to fulfil the following requirements:

- **Obligation to show respect:** Not to interfere in the application of these rights
- **Obligation to protect:** To prevent any intervention in the rights of individuals
- **Implementation obligation:** To establish the policies and mechanisms necessary for the establishment of human rights, to ensure access to the rights, and to establish a socio-political environment which ensures improvements for individuals whose access has been limited, facilitates their access and enables them to use their rights

Treaties on human rights are binding documents for the states that are party to them, and oblige them to their application. However, with respect to ensuring respect for the rights and freedoms, the Universal Declaration obliges all individuals and organisations as responsible parties in showing the necessary attention and care.

With this reference in mind, the United Nations Human Rights Council published the “Guiding Human Rights Principles for Businesses in the Framework of Protect, Respect and Remedy” in 2011<sup>9</sup>. These Guiding Principles define the following tasks for all companies and in particular for

<sup>6</sup> Kaya, Hasan Engelli İnsanın Hakları – The Rights of Persons with Disabilities, Liberte yayınları, Ankara, 2015

<sup>7</sup> T. Hudson Jordan, Moving From Diversity to Inclusion, <https://diversityjournal.com/1471-moving-from-diversity-to-inclusion/>

<sup>8</sup> Martin N. Davidson and Bernardo M. Ferdman, Diversity and Inclusion: What Difference Does it Make? <https://tinyurl.com/y2t3qh9z>

<sup>9</sup> Guiding Principles on Business and Human Rights: Implementing the United Nations “Protect, Respect and Remedy” Framework. New York and Geneva, 2011. [https://www.ohchr.org/documents/publications/guidingprinciplesbusinesshr\\_en.pdf](https://www.ohchr.org/documents/publications/guidingprinciplesbusinesshr_en.pdf)





multinational corporation: to respect international human rights norms, to refrain from human rights violations, and to address the negative effects of investments and operations which cause human rights violations.

The sources cited above can be defined as instruments that serve as legal basis for organisations and facilitate the implementation of diversity and inclusion in a manner that includes all individuals and groups. In this context it is fair to say that the business world is responsible for the establishment of human rights for all excluded individuals and groups at their places of work and in their corporate value chains.

Based on the knowledge and acceptance of the fact that all the various identities have equal rights, main responsibility relies on the states to take the necessary measures

to ensure the social and economic inclusion of individuals and groups, who are subject to discrimination due to their identities or circumstances, and whose access to their rights is limited. And it is part of the corporate responsibility of the businesses to implement such measures in their own areas of impact, and to ensure their applicability.

Companies are not only responsible for their own work environments but also for their entire value chains. In order to ensure that companies carry out their activities or their core activities with this understanding of corporate responsibility, companies are expected to carry out a more comprehensive risk evaluation which includes the negative effects of their supply network on human rights as well as the negative effects of the organisations and states they cooperate with.



## I . I I . C O R P O R A T E L E A D E R C H I P F O R D I V E R S I T Y A N D I N C L U S I O N

Corporate leadership is the adoption and the display of attitudes and behaviour of an organisations top decision-makers and its management team in its stakeholder networks. While this definition, in companies, mainly refers to board, and executive teams and the top management, those executing the tasks are also representatives of the corporate leadership. In this context, the decisions, policy texts and practices of juridical and the natural persons carrying out the representative tasks are also considered within the scope of corporate leadership.

Corporate leadership is necessary to prevent that diversity and inclusion remain policy statements in documents, but they are applied in the entire organisation and translated into value sets. Corporate leadership has the power to deploy, monitor and sustain. The attitude and behaviour leaders display when representing their organisation have an impact on the organisation's values and their translation into corporate culture and its further development. For a corporate position to take hold, the top decision-makers of the company should assure in writing that they accept a policy and will implement it.

### 1<sup>ST</sup> STEP: COMMIT

All identities should be defined in the companies' equality codes and the commitment should be given that the principle of equal treatment shall apply to those identities in the employment relationship, including the recruitment process. It is important that this assurance is given by the company's top organ and is documented in writing.

However, it is not sufficient to only express one's belief in equality. To ensure equality, all identities should be clearly defined as well. Since the expression that all are equal may not include discriminated groups and ignore different needs, the first step should be to define all groups that are included in the principle of equality. This should be followed by the formulation and implementation of policies that establish equality for those groups. In other words, a policy should be formulated that defines all situations of discrimination and assures diversity and inclusion to all identities.

### 2<sup>ND</sup> STEP: DEFINE MECHANISMS

Institutionalisation of diversity and inclusion requires top management leadership, the definition of all identities in





a company's equality codes and the introduction of mechanisms which establish equality in all the company's implementation procedures. It is, for example, not sufficient to just define equality. It also requires that mechanisms are put in place, which define statistics which ensure monitoring of all activities or Key Performance Indicators (KPI) for all areas of implementation. In addition to that, channels should be established in the company which guarantee people a right to defence in case of violations. Such channels must be made clear and known to all employees and access to them must be enabled.

### 3<sup>RD</sup> STEP: REDEFINE CORPORATE CULTURE

Under the leadership of company management, diversity and inclusion should become part of a living corporate culture of the organisation based on human rights. It is important that, in its messages, declarations, leader and corporate communications, top management stresses the importance of diversity and inclusion, adopts and deploys this culture within the company and in its value chain<sup>10</sup>.

In the company, the top leaders responsible for its management should follow this principle and with their conduct and attitude serve as role models for the organisation.

Is it sufficient if every single one of my employees signs a contract which contains the rules and principles regarding the multi-cultural work environment in my company?

It is important to communicate the rules and principles in writing to the employees, but not sufficient. They should be shared in a platform that is accessible to all employees at all times, and it should be written in different languages. There should also be a suggestions and complaints box for the purpose of measuring and evaluating the principles' application.

How can we design the requirements for our LGBTI+, refugee and employees with disabilities?

You should include your LGBTI+, refugee and employees with disabilities in all phases of decisions designed to facilitate and protect their rights, including the decision-making, implementation and controlling processes. The principle of "together with them" instead of "for them" should become part of your corporate culture.

How can we establish an inclusive culture for excluded individuals at the workplace?

Companies should include excluded groups in an unambiguous manner when communicating their corporate values to their employees, their customers, and other external stakeholders.. An inclusive corporate culture that embraces employees from such groups has a positive impact on other employees as well.

<sup>10</sup> The Principles of the UN Global Compact and the UN Human Rights Council on business and human rights: "Implementing the United Nations Framework of Protect, Respect and Remedy", may serve a guidelines for the private sector in this respect.





### I. III. EQUAL TREATMENT AT THE WORKPLACE: INCLUSIVE POLICIES AND PRACTICES

Policies and practices regulating worklife should conform to the law as a matter of priority and as a minimum requirement. However, the application of the law may not always result in equality. When assessing policies and practices only with respect to the law and established legal precedent, we can still identify identities whose needs are ignored in current practice or who do not have full access to their rights.

Companies should become aware of the economic arguments regarding human rights and the national and international framework in order to identify those identities and include them in their policies, and they should follow current developments. If they do not have sufficient knowledge or know-how, they may consult external experts in the phases of policy and strategy formulation and implementation.

As a starting point for diversity and inclusion, the obstacles

to equal participation of individuals at work should be identified. Policies should be supported by corporate goals regarding the equality of excluded groups.

Companies should establish, implement and, with the help of awareness trainings, diffuse policies against any sort of violence without exception, including sexual harassment, mobbing, verbal, psychological, emotional or physical abuse, and domestic violence.

Considering the positive impact of diversity and inclusion on resilience and innovation for the companies, it is clear that companies that adopt this approach also thrive in times of crisis<sup>11</sup>. When companies reassess their priorities in times of crisis (epidemic, economic uncertainty, etc.) they should consider the different needs of employees that belong to excluded groups. They should benefit from their knowledge and skills when looking for ways out of such crises.

<sup>11</sup> "Diversity still matters" <https://www.mckinsey.com/featured-insights/diversity-and-inclusion/diversity-still-matters>



## ELEMENTS OF A DIVERSITY AND INCLUSION STRATEGY<sup>12</sup>



### ANALYSIS

- Defining the current status: Identifying areas of development
- Measuring perception and approach
- Examining the corporate culture, present practices, working conditions, decision-making mechanisms, principles and policies
- Consulting experts if required



### COMPREHENSION

- Examining the national and international legal framework
- Analysis on the basis of economic indicators
- Contribution of policies and practices based on diversity and inclusion to the organisation



### GOAL ORIENTATION

- Defining goals in accordance with areas with a potential for development
- Analysing the impact of current policies, programmes and practices on the organisation's goals
- Defining indicators



### IMPLEMENTATION PLAN

- Creating a strategy plan
- Creating an implementation plan
- Establishing mechanisms for monitoring indicators, reporting and follow-up



### COMMUNICATION PLAN

- Defining corporate messages
- Establishing a communication plan regarding employees and stakeholders
- Underlining the diversity and inclusion approach in all communication materials
- Ensuring that corporate leaders pay attention to diversity and inclusion in their conduct



### FINANCIAL RESOURCES

- Providing financial resources for the realisation of the implementation plan



### OWNERSHIP

- Establishing principles focused on the subject of diversity and inclusion as well as working groups which ensure the application of these principles
- Establishing monitoring, evaluation, application and oversight teams under the leadership of top managers
- Strengthening of the ownership the top management



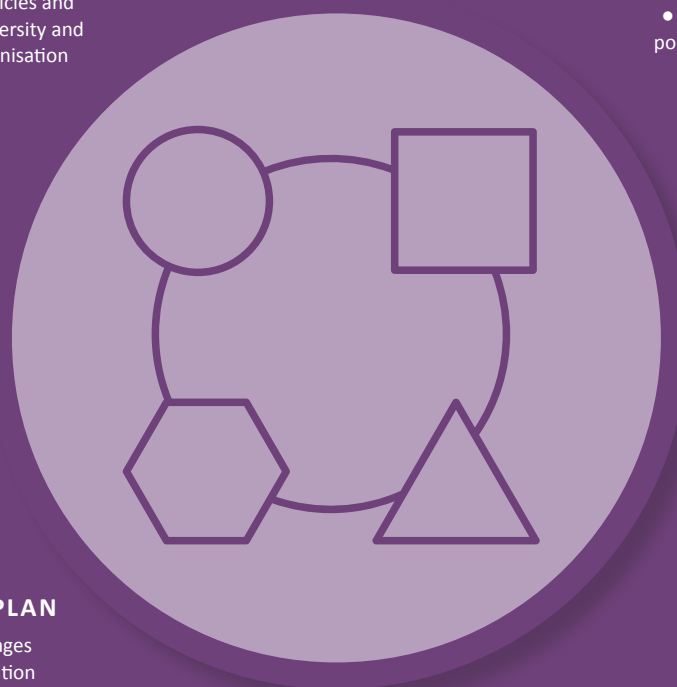
### MONITORING AND EVALUATION

- Establishing monitoring mechanisms
- Establishing mechanisms for feedback from all internal and external stakeholders, including employees and customers
- Establishing mechanisms for the evaluation of feedback and monitoring results



### STAKEHOLDER RELATIONS

- Identifying stakeholders and analysing their relations with the company
- Determining cooperation opportunities with stakeholders
- Establishing mechanisms for the efficient continuation of stakeholder relations



<sup>12</sup> Inspired by WEPs Implementation Guide. [https://www.globalcompactturkiye.org/wp-content/uploads/2019/01/WEPs\\_Rehber.pdf](https://www.globalcompactturkiye.org/wp-content/uploads/2019/01/WEPs_Rehber.pdf)



## A. ACCESS TO RIGHTS AND INCLUSION IN THE DECISION-MAKING PROCESS

Corporate policies should be reviewed and it should be checked whether or not all identities have access to the rights the organisation has granted its employees.

Companies should evaluate their current policies, programmes and practices with respect to the access to equal use of any rights. When taking decisions related to the

worklife, employees should be asked their opinion, including on the processes of implementation and oversight, and their effective and equal participation in this process should be ensured. Policies should be developed by ensuring the equality of excluded individuals in decision-making processes in all areas, including product / service development, financing, acquisitions and mergers.

Is it not sufficient to provide the rights stated in the legislation?

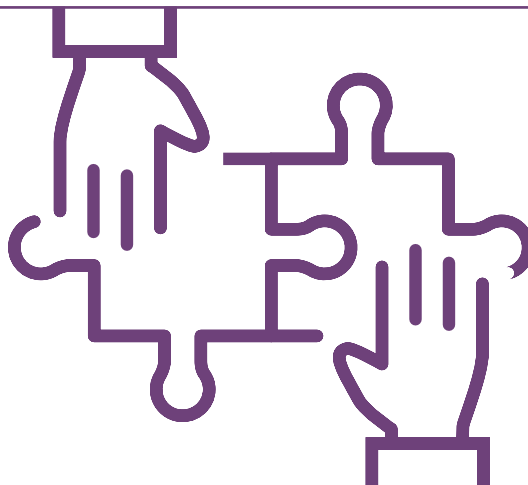
Policies are not permanent. They are legal instruments which need to be improved for the extension of good practices and the establishment of human rights in an organisation. They state the vision of organisations with respect to taking further steps in the establishment of rights, in particular those that are not defined in the legislation, and to making them available.

Organisations which commit to diversity and inclusion cannot exclude certain identities from those rights and freedoms. They should take the necessary measures, re-

view them regularly and deploy them in their value chains to fulfil this commitment.

Is it sufficient to have only written documents on rights-based approach?

Writing down regulations and rights-based approaches may not be sufficient for their integration into corporate policies. Controlling and balancing mechanisms should be established which strengthen measures and practices designed to prevent discrimination against LGBTI+, refugees and persons with disabilities, such as processes to complain about them and make them known and to research and investigate them.





## B . D I F F E R E N T   N E E D S

Employees from excluded groups may have special needs. Organisations should take these needs in their practices, infrastructure and human resources financing into account.

Companies should pay attention to the special needs of such persons (such as leadership, training, insurance, career development, etc.) in the design and implementation processes of their policies and practices.

We have made physical changes to our work environment in order to facilitate access by persons with disabilities. Is that not sufficient?

Disability takes many different forms. Physical changes to the environment designed to facilitate access by physically persons with disabilities is not sufficient to remove the obstacles for all individuals with disabilities. Please refer to the attachments for details.

We treat all our employees, including refugees, equally. Isn't it sufficient?

Equal treatment of all employees may sometimes not be sufficient. It is more appropriate to develop and implement practices that meet the needs of employees with different cultural backgrounds. Such practices may be different. Such persons' access to language courses and, if necessary, psycho-social support services should be supported or they should be directed to experts or CSOs for such services.

We treat all our employees, including LGBTI+ individuals, equally. Is that not sufficient?

In the context of diversity and inclusion activities, policies should be defined that prevent the discrimination of LGBTI+ employees. Resources should be made available for regulations and practices which ensure the participation of LGBTI+ individuals at work, their continued employment and their rise to higher ranks. Targets and criteria should be defined to monitor the advances in diversity and inclusion, and the criteria should be followed-up in the organisation.



## I . I V . H E A L T H , S E C U R I T Y A N D W E L L B E I N G

Employers are responsible to create safe, healthy and non-violent work environments for their employees. Ensuring that all employees benefit equally with respect to health, security and wellbeing is part of a company's efforts to eliminate all kinds of discrimination. To ensure this, companies should consider different needs and requirements. That some groups are more subject to violence requires the development of different strategies for different employees in the policies against this risk. With this in mind, in the establishment of work environments mechanisms should be implemented which permit employees to address any negative conditions without fear of reprisals, as well as measures / actions to ensure this.

Companies should review their health and security policies with respect to the needs of their employee profiles, including persons with disabilities, pregnant women, the elderly, and the chronically ill, and, where necessary, re-write these policies. Zero-tolerance policies should be introduced with respect to violence and harassment. Preventive measures should be taken against repeat misconduct or abusive stereotypical behaviour. Successful examples of problem solutions as well as the obstacles faced to find a solution should be documented.

It should be investigated whether all disadvantaged individuals, and in particular persons with disabilities, benefit equally from the same rights; disability-based differences and their reasons should be identified. The critical importance of poverty among the disabled should be recognised and improvement measures be taken. Exemptions caused by disability from birth should be included in the insurance scope or be supported by the organisation. Employees who return to the workplace after a work accident which resulted in temporary/permanent disability should be given coaching support. They should be offered flexible work opportunities to facilitate their return to work.

The partners of LGBTI+ employees and their relationships should be seen as equal to other relationships. LGBTI+ employees should enjoy the same rights and leave of absence granted other employees in the case of marriage, birth, etc. All health, care and treatment services trans employees may require in their gender transition process, including hormone treatment, psycho-social support and in particular various medical interventions should be included in the current health insurance. During the transition phase the employees should have the right to legal leave of absence. A corporate anti-discrimination policy should be established in order to prevent any discriminatory actions against sexual orientation and sexual identity. Human resources systems should use the pronouns used by sexual identities and orientations. An environment should be created in which LGBTI+ employees feel at ease.

Support for registered work for refugees is important with respect to their health, security and wellbeing. Rights violations which may occur in connection with work accidents can be taken under control through registered employment. In addition, the existence of corporate mechanisms for work permit application and its follow up as well as monitoring of the current legislation facilitate the development of health and security policies. The establishment of complaint mechanisms for the identification of practices and forms of conduct at the workplace which may constitute discrimination or hate speech, could help to prevent and solve this problem.





## I . V . I M P R O V E M E N T S I N H U M A N R E S O U R C E P R O C E S S E S

Human rights practices are not only the responsibility of experts in this field. One has to make sure that in every step which affects employees, the organisation, the work environment, teams managers and leaders conform to the organisation's culture. Mechanisms should be defined in which the employees can freely give feedback to company policies and actions in the knowledge that their feedback will not endanger their employment contract.

When defining their remuneration policies, companies should develop performance criteria which ensure that the employees receive equal pay for equal work. It

should be ensured that employees work in areas that a suitable with respect to their skills, qualifications, competences and training, and that they receive the training and support they need for their position, irrespective of their identity. Transparent and just selection mechanisms should be established in all recruitment processes, including for management positions. It should be ensured that no discriminatory expressions are used in employment ads and interviews. Persons with disabilities, LGBTI+ and refugees applying for top positions should be considered with respect to their qualifications, competencies and share.

Employment ads should address all groups of persons with disabilities without discrimination by disability (provided the work in question does not exclude certain groups of persons of disabilities, such as visual, auditory or physical impairment). The adverts should not contain expressions (such as driver's licence, military service or health do not constitute any obstacle) which evoke discrimination against persons with disabilities.

In order to prevent unconscious prejudice, CVs and application forms used in the first stage of recruitment should be designed in such a way that they do not include qualities with no effect a person's suitability for a job, such as name, sexual identity or photo. It should be ensured that recruitment and promotions offer equal opportunities to candidates with different sexual identities and orientations, and are not discriminatory.

## A . I N F O R M I N G E M P L O Y E E S

Organisations are responsible to inform their employees about their policies. With respect to diversity and inclusion, companies may only announce that they have adopted this approach without translating it into attitudes and the conduct of their employees. It is important, however, to continuously renew and update these policies to the employees with the help of training and informative communication materials. Such trainings contribute both to the information of employees about corporate policies and their personal as well as professional development. They help employees to overcome stereotypes, develop empathy, prevent violence inside the company, and observe their legal rights.

Preferably, trainings should be designed to change attitudes and behaviour; in big organisations, however, it may not be possible that all employees benefit from such events due to the large number of employees and their high turnover rate. In such cases institutionalisation within the company can be achieved with the cultivation of management teams using the method of training the trainer, and with the regular training they give their own teams of employees. It is also important to frequently repeat the corporate position in messages and at company-internal meetings.



## B . S A N C T I O N   A N D   D E F E N C E M E C H A N I S M S

Organisations should communicate to their employees about the company's position on positive / negative actions, and inform them about the measures they will take in case of non-compliance with the policies.

One should be aware that direct and indirect discrimination takes place at the workplace, and that individuals may

bring their prejudices into the work environment. Mechanisms should be defined which allow employees, who feel treated unequally, despite policies to the contrary, to express themselves, which ensure that such claims are investigated and that the process is carried out on the basis of the right to defence.



## C . C O N T I N U O U S   I M P R O V E M E N T

For human resources practices to have answers for different needs, an environment of cooperation and dialogue with individuals and civil society organisation which represent employees belonging to excluded groups should

be established. The participation of stakeholders ensures that profound expert knowledge has both a developmental and process-improving effect in the company.

This work is not suitable for employees with disabilities. Our work requires long working hours, and we do not think that a persons with disabilities can keep up with it. Cannot we demand persons with disabilities are not considered for this job?

This request is a clear example of prejudice and discrimination. While it is sufficient to define a position's requirements and to determine the necessary knowledge and skill set, a decision is made for someone else and a discriminatory judgement made on the basis of it. This and similar comments should be resisted and not accepted.

We employ persons with disabilities as required by law, but we do not prefer them to come to work. We pay their salary and insurance. Is that not sufficient?

Work is not only a means to earn money but also to socialise. Not to let persons with disabilities work enforces stereotypical prejudices against them and can lead to even more discrimination. As long as the employee with disabilities does not prefer otherwise, the arrangements for transportation to the workplace, and the work environment should be design in such a way as to ensure the person's work under conditions equal to those of other employees.

We think that LGBTI+ individuals are not suitable for our employee profile. For this reason we do not prefer to employ them.

The employee profile should be defined on the basis of work requirements. An employee should be evaluated not on their gender or sexual identity alone, but with respect to their skill, competences and contributions to the company.

I do not think that refugee employees can adapt to our work environment and culture. Can we not, for these reasons, prefer candidates that share our language and culture?

The corporate culture ensures adaption to the work environment. To ensure that employees adapt to the culture and values of a company is the responsibility of its managers and leaders. When establishing the company culture you should avoid direct discrimination as in this example.

A secure work environment should be ensured that protects individuals with disabilities from potential risks. Warning system for emergency situation such as fire and earthquakes should be established that are suitable for persons with disabilities, and they should be supported according to their needs and their disability, for example: transport service to and from work, light warnings in areas where individuals with auditory impairments work, voice messages and warnings in Braille script for visually impaired persons.

The different needs and requirements of employees with LGBTI+ identities or orientations should not be micro-managed. For example, when referring to the partners and spouses of all employees, no assumption should be made on their gender. All employees should be asked with which pronoun they prefer to be addressed. Such practices directed towards all employees are both educative and prevent discrimination of LGBTI+ individuals in the company.

In order to support the adaptation of refugee employees in the work environment, events and trainings on intercultural communication, common values and integration at work should be organised. The events should include all employees without discrimination, and should be realised in a language preferred by the employees.





## I . V I . A D V O C A C Y A N D R E P O R T I N G

The most efficient way to spread human rights policies and practices is for companies to develop mechanisms to reflect their policies and sanctions to their own value chains. It is known that businesses have taken important steps in establishing employee rights in particular in their supply chains, and that these steps have been extended from multi-national corporations to national companies<sup>13</sup>.

The Universal Declaration of Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work<sup>14</sup>, the Ten Principles of the UN Global Compact and SDGs provide guidance to the business world on many issues which are part of the basic human rights of employees, such as “just remuneration, insured work, occupational health and safety, and the right to organise”.

Outside their own ecosystems, companies can renew their commitments against discrimination in all its forms in the supply chains which they control directly through their purchasing activities, and in all stakeholder networks which they use to extend the reach of their corporate communication.

They can be used to display a stronger position against the forms of discrimination explained in these resources.

Companies can also contribute to the spread of diversity and inclusion by supporting civil society organisations that defend such right, by developing their cooperation, and by providing funds to social programmes.

They should make sure that none of their communication materials, including their advertising, support discriminatory and traditional stereotypical prejudices. Companies should also improve awareness for diversity and inclusion issues of the professionals and in the public relations agencies they work with. Companies should also contribute to development of inclusive approaches for these professions. Guidelines that serve as orientation for communication experts, and criteria for self-assessment should be prepared. It should be ensured that their content is prepared in a suitable fashion. Therefore, companies can make their advertising and all sorts of communication materials part of the work on human rights-based awareness efforts on diversity and inclusion.

Occasions such as the World Disability Day on December 3rd, the Disability Week in Turkey from 10-16 May, the International Migrants Day on December 18th, and the World Refugee Day on June 20th can be used for awareness activities (meetings, panels, social media campaigns, etc.) they may, however, also be organised on other days.

Visible signs and symbols in support and solidarity of LGBTI+ rights could be used inside the organisation.

Corporate reporting provides an opportunity both for self-assessment and the establishment of transparent and trustworthy relationships with investors and other stakeholders. In their reporting processes companies can verify their data, complete data from past periods, monitor change in the company and evaluate processes such as design, production and management in a holistic manner. Therefore, companies which reports regularly can take data-based and to the point. Reporting companies can also include commitments to the general public in their reports thus establish a mechanism of trust and self-control.

A pre-condition for advancement is that the reporting is not limited to data and the performance of past periods but also includes projections and goals for the future. Companies should define indicators and goals for diversity and inclusion and report every year on their progress and target achieve-

ment. If targets could not be achieved, they should share the reasons and the steps to be taken in a clear fashion.

Organisations that join the UN Global Compact commit to align their strategies and operations with universal principles on human rights, labour, environment and anti-corruption, and take actions that advance societal goals. They also commit to report every year in a transparent fashion on their activities in those areas. This gives companies an opportunity to share their messages and actions with respect to human rights, and in particular the positive steps they have taken in the establishment of rights for groups whose rights are violated. Their reports on their human rights-based policies and practices in the area of diversity and inclusion also provide an opportunity to evaluate the current status of the company, to establish trust-based stakeholder relations, to define targets for the purpose of self-control, and to take disciplinary action.

<sup>13</sup> “Diversity still matters” <https://www.mckinsey.com/featured-insights/diversity-and-inclusion/diversity-still-matters>

<sup>14</sup> [https://www.ilo.org/ankara/about-us/WCMS\\_412372/lang--tr/index.htm](https://www.ilo.org/ankara/about-us/WCMS_412372/lang--tr/index.htm)

## CONCLUSION

We are closing the target of 2030 to achieve the Sustainable Development Goals. It is therefore necessary to take more decisive steps for inclusive and economic growth. Companies have the capacity and potential to take a leading role in changing all value chains with their current resources, experience and stakeholder networks, which spread over a wide geography.

The economic, social and environmental crises the world is facing show that every individual and every group are too important and valuable to be left behind. These crises also clearly show the need for a responsible business world. Business must equip itself with a flexible management and corporate culture and develop its adaptation capabilities in order to establish the rights of all excluded groups at work, reach its full potential, and hand down its activities to future generations.

Research shows that more and more consumers and employees monitor the environmental and social impact companies have, and prefer such companies which adopt responsible ways of doing business. This sensibility and expectation is more strongly developed among younger people.

The Diversity and Inclusion Guide for Business have been prepared with the purpose of providing response to these needs and expectations vis-à-vis companies. The guide presents a holistic approach for the realisation of diversity and inclusion-based policies and applications.

This approach offers companies a starting point focusing on corporate leadership; equal corporate policies; health, security and wellbeing; human resources; advocacy and reporting,

Decisive and courageous leaders who can think outside the box, grasp the meaning of the new trends and developments in the world, and know how to take strategic decisions, can ensure corporate change. These leaders become examples in their companies. with a language of change and pioneering initiatives For this reason, the implementation of policies based on diversity and inclusion requires corporate leadership at the highest level.

Transforming words into action is necessary on the basis of concrete policies to achieve the change. The establishment of concise and lasting policy documents is of critical importance in achieving corporate change.

Within the framework of these policies, human resources practices should be redefined in a dynamic structure that considers the different needs of all employees. Training programmes should be designed with the objective of changing corporate culture. All employees must have access to health, security and wellbeing within a legal framework and in a just manner. Special circumstances regarding access by excluded groups to those opportunities should be addressed separately.

It must be ensured that the perspective of diversity and inclusion is reflected on the value chain so that this corporate change can serve as an example and grow like a snowball into a mass movement affecting the entire business world. To achieve this, companies should also cooperate with civil society organisations working in this field, and with related stakeholders.

Finally, companies should set ambitious and concrete goals and report in a transparent way on target achievement, in order to ensure that their practices are permanent, and to guarantee advancement. Therefore, companies can communicate the corporate change, they have initiated, to their stakeholders, monitor their own performance and continuously improve their processes.

The indicators presented at the end of this Guide offer companies a clear, easy to understand and practical “to-do and check list” so that companies can self-assess their policies and practices and identify areas of improvement.

It is aimed to further develop the Guide – in the sense of a living document – with examples of good practices. The most important conclusion and the output of this Guide would be the good examples of the companies that take advantage of this Guide, put the road map and examples presented therein into practice, and take a leading role in their sectors.



## INCLUSION OF PERSONS WITH DISABILITIES AT WORK

**1.1 Do the members of your leadership team agree that there is a need for a barrier-free work environment within the organization and efforts to protect disability rights?**

☐ Yes ☐ No ☐ I don't know

● If your answer is "Yes", what steps have been taken to date on this issue? For example, have you developed policies on disability rights or attended certain events?

☐ Yes ☐ No ☐ I don't know

● If your answer is "No", would it be beneficial for your organization if the leadership team reached an agreement on this issue? If so, what steps should be taken first?

.....

.....

**1.2 Do you have specific goals and objectives in your strategic plan (and / or business plan, corporate social responsibility plan, vision or mission, company profile) for providing a barrier-free work environment and protecting the rights of people with disabilities?**

☐ Yes ☐ No ☐ I don't know

● If your answer is "Yes", could you please mention some of these goals and objectives? In which documents do these goals and objectives exist?

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● If your answer is "No", why? Is it because this issue is not considered as a priority by the management? What can you do to change this perspective?

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**1.3 Do you have data on "employees with disabilities" within the organization? (Number of employees with disabilities in your organization, types of disabilities and rate of employees with disabilities working at the management level)**

☐ Yes ☐ No ☐ I don't know

● If your answer is "Yes", please state what kind of table you came across when you last reviewed the "employees with disabilities" data:

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.....

● If your answer is "No", would this data be useful for your organization? Why is that?

.....

.....





## PERFORMANCE CHECK LIST

**1.4 Are increasing the number of employees with disabilities, preserving the existing number or recruitment and promotion of individuals with different disabilities regularly on the agenda within the organization?**

☐ Yes ☐ No ☐ I don't know

• If your answer is "Yes", by whom are such issues raised?

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.....

• If your answer is "No", would it be beneficial for your organization to bring such issues to the agenda? Is there any obstacle to bringing the issue of disability rights and barrier-free working environment to the agenda in regular meetings?

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**1.5 Do you think your corporate culture is egalitarian and inclusive?**

☐ Yes ☐ No ☐ I don't know

• If your answer is "Yes", how and with what elements?

.....

.....

• If your answer is "No", why? How can you improve this?

.....

.....

**1.6 Does the institution management see being disabled as a criterion in performance interviews?**

☐ Yes ☐ No ☐ I don't know

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.....

• If your answer is "Yes", how and with what elements?

.....

.....

• If your answer is "No", why? How can you improve this?

.....

.....

**2.1 Does your organization have an equal opportunity policy?**

☐ Yes ☐ No ☐ I don't know



● If your answer is "Yes", do you think this policy has been successfully implemented within the organization? Does this policy deal with persons with disabilities separately and include statements about the organization's commitment to human rights and that it is a workplace free of discrimination, verbal and physical harassment?

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● If your answer is "No", despite everything, does the organization have high standards in protecting the rights of people with disabilities and providing a barrier-free working environment? If the organization does not have high standards, what could be the reasons for this?

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## 2.2 Do you regularly receive feedback from your employees about whether they are satisfied with working at your organization?

☐ Yes ☐ No ☐ I don't know

● If your answer is "Yes", how do you do this? What do you learn from the feedback on the experiences of men and women working in the organization?

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● If your answer is "No", would it be useful for your organization to collect this feedback? If you want to collect this kind of feedback, what kind of mechanism does your organization use?

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## 2.3 Do you have evidence that people with disabilities have different experiences in the workplace?

☐ Yes ☐ No ☐ I don't know

● If your answer is "Yes", what is this evidence?

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● If your answer is "No", would it be useful to collect data on experiences? If so, what kind of questions would you ask to collect data?

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## 2.4 Are wage policies within the organization determined according to clear and non-discriminatory criteria and are they adhered to the principle of equal pay for equal work?

☐ Yes ☐ No ☐ I don't know

● If your answer is "Yes", what data are you collecting to examine the application of these criteria and policy?

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- If your answer is "No", would this policy be useful for your organization? What would you need to improve this policy?

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.....

## 2.5 Do you include your Equal Opportunity Statement on recruitment postings?

☐ Yes ☐ No ☐ I don't know

- If your answer is "Yes", what are you aiming to achieve by doing this? What are the main points you highlight in your recruitment posting about equal opportunity?

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- If your answer is "No", would it be useful to add such a statement? Why is that?

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.....

## 2.6 Do you sometimes specifically target people with disabilities in your job posting?

☐ Yes ☐ No ☐ I don't know

- If your answer is "Yes", please explain why and in what situations this happened.

.....

.....

- If your answer is "No", would it be beneficial for your organization to target people with disabilities in recruitment advertisements? Why is that?

.....

.....

## 2.7 Does it work in a fair, clear and planned process to ensure that women and men have equal opportunities in career development?

☐ Yes ☐ No ☐ I don't know

- If your answer is "Yes", does this process cause a change in the number of women and men promoted within the organization?

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- If your answer is "No", would it be useful to have a planned process? How would you construct this process?

.....

.....

## 2.8 Are there policies that determine flexible working options for employees within the organization? (Entry / exit hours, the ability to use part-time work, the opportunity to work in compressed hours (such as working 4 days a week) and the "transition to retirement" policy (ensuring that employees with little time left to retire work less hours) are included in flexible working options.)

☐ Yes ☐ No ☐ I don't know



- If your answer is "Yes", list the flexible working options currently applied. What feedback did you get on whether these policies were successful?

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- If your answer is "No", would your organization consider implementing any (or more) of these options? Why is that? Are there any hurdles you need to overcome to establish some (or all) of flexible working options in your organization? If so what?

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### 3.3 Is there a "zero tolerance" policy for all forms of violence in the workplace and do all employees know about this policy?

☐ Yes ☐ No ☐ I don't know

- If your answer is "Yes", what feedback did you get on the effectiveness of this policy?

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- If your answer is "No", would it be beneficial for your organization to implement a "zero tolerance" policy? How does your organization monitor the effectiveness of this policy?

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### 3.4 Do you consult employees about safety needs in the workplace? Do you ensure the safety of employees when they work outside the workplace on behalf of the organization?

☐ Yes ☐ No ☐ I don't know

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- If your answer is "Yes", how do you do this in your organization? How do you collect data on the security and protection perception of your employees in the workplace?

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- If your answer is "No", would it be helpful for your organization to consult with employees with disabilities about what protection is appropriate? If so, what would you ask them?

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### 3.5 Are there appropriate physical conditions for employees with disabilities in the workplace?

☐ Yes ☐ No ☐ I don't know

- If your answer is "Yes", do you have a process to improve these conditions? Do you get feedback from your employees with disabilities on this issue?

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- If your answer is "No", would you plan to do a study to identify the deficiencies?

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#### 4.1 Do you develop the leadership capacity of all your employees?

☐ Yes ☐ No ☐ I don't know

- If your answer is "Yes", list some of the strategies. Do you think that having a separate target for your employees with disabilities has an impact on the development of the leadership capacity of the employees with disabilities in your company?

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- If your answer is "No", would it be helpful to target female employees in this way? How?

.....

.....

#### 4.2 Do you collect and analyze data on how many employees with disabilities in your organization have access to education and training initiatives?

☐ Yes ☐ No ☐ I don't know

- If your answer is "Yes", what is your conclusion from this data? For example, is there a difference between disabled and non-employees with disabilities in accessing these opportunities?

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- If your answer is "No", would it be beneficial for your organization to start separate data collection and collation? Why is that?

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#### 4.3 Do you collect and analyze data that show a measurable link between your employees' professional development and promotion? For example, do you know how many employees with disabilities in your organization are promoted within a certain period of time after accessing education and training?

☐ Yes ☐ No ☐ I don't know

- If your answer is "Yes", give examples of how this data is used when planning future professional opportunities for employees with disabilities who have not yet reached their full potential.

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- If your answer is "No", would this data be useful for your organization? Why is that?

.....

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**5.1 When making decisions about the marketing of your products and services, do you discuss the positive and negative effects on people with disabilities?**

☐ Yes ☐ No ☐ I don't know

- If your answer is "Yes", give examples:

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- If your answer is "No", would it be beneficial for your organization to consider the negative effects of marketing practices on people with disabilities? Why is that?

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**5.2 Are you aware of the need to consider the different impacts of your decisions on people with disabilities in the supply chain when making your decision to develop your company?**

☐ Yes ☐ No ☐ I don't know

- If your answer is "Yes," please give some examples of what you have learned about your supply chain:

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- If your answer is "No", would it be beneficial for your organization to think of your supply chain in this way? Why is that?

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**5.3 Are you sure that your business partners and stakeholders respect your commitments to protect disability rights and promote barrier-free work environments? For example; Do you include them in your work on disability rights and a barrier-free work environment in a wider context?**

☐ Yes ☐ No ☐ I don't know

- If your answer is "Yes", give some examples of how and when you did this.

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- If your answer is "No", would it be beneficial for your organization to encourage your business partners and stakeholders to adopt your commitments to protect the rights of persons with disabilities and promote a barrier-free work environment? Why is that?

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**6.1 Do you advocate for disability rights and support social initiatives that demonstrate your commitment to these issues?**

☐ Yes ☐ No ☐ I don't know

- If your answer is "Yes", list some of these initiatives:

.....

.....

- If your answer is "No", would it be beneficial for your organization to support social studies on disability rights and life without disabilities? Why is that?

.....

.....

**6.2 Do you prioritize the rights of people with disabilities in your social interactions?**

☐ Yes ☐ No ☐ I don't know

- If your answer is "Yes", give examples of how you did this:

.....

.....

- If your answer is "No", is there any reason for your organization to consider doing this?

.....

.....

**6.3 Does your organization respect and defend human rights? For example, do you work with community officials, stakeholders and others to eliminate discrimination and exploitation, create opportunities for people with disabilities, support or support a life without disabilities?**

☐ Yes ☐ No ☐ I don't know

- If your answer is "Yes," please provide a few examples of how you did this advocacy:

.....

.....

- If your answer is "No", would your organization consider doing this? Why is that? What needs to be done to show that your organization is a human rights defender?

.....

.....



**7.1 Do you collect data on whether your organization has made progress in protecting the rights of people with disabilities and creating a barrier-free working environment?**

☐ Yes ☐ No ☐ I don't know

- If your answer is "Yes", list what data you collected in the past show about your progress today.

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- If your answer is "No", would it be useful for your organization to collect this data? Why is that?

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**7.2 Do you regularly talk to people with disabilities about career development and professional opportunities?**

☐ Yes ☐ No ☐ I don't know

- If your answer is "Yes", how often are these speeches held and do you know how much the participants with disabilities benefited (or did not benefit) from these conversations?

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- If your answer is "No", would it be beneficial for your organization to start making such speeches?

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**7.3 Do you report to the public what you do to protect the rights of people with disabilities and provide a barrier-free working environment?**

☐ Yes ☐ No ☐ I don't know

- If your answer is "Yes", list the benefits you think your reporting to the public has provided you; What information do you include in this reporting?

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- If your answer is "No", would it be useful for your organization to consider making public reporting? Why is that?

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## SECURE EMPLOYMENT AND SOCIAL INTEGRATION OF REFUGEES

**1 - Does your company have a non-discrimination and equal-opportunity recruitment policy for migrants, either stand-alone or clearly included in a broader corporate policy?**

**No, our company currently does not have a policy, but:**

- ☐ We are interested in learning more.
- ☐ We plan to take steps in the next year.
- ☐ Some of our country offices or business units have taken steps.
- ☐ None of the above.

**Yes, our company has a non-discrimination and / or equal opportunity policy for migrants.**

### Commitment

- ☐ Has a non-discrimination and equal opportunity policy for migrants that was informed by internal and/or external expertise (including employees and/or trade unions).
- ☐ Has a non-discrimination and equal opportunity policy for migrants that was communicated to all recruitment process employees.
- ☐ Has a non-discrimination and equal opportunity policy for migrants that was is communicated to potential employees in job applications and at the time of hiring.
- ☐ The characteristics of our employees such as nationality, belief, ethnicity, gender and age discrimination are accepted as the human resources wealth of our company.

### Implementation

- ☐ Our company provides training to all employees, including managers on non-discrimination and equal opportunity.
- ☐ Our company provides unconscious bias evaluating to all candidates.
- ☐ Our company organized job postings that applicable and understandable for people of all nationality/ ethnicity.
- ☐ Our company ensures job descriptions use nationality or country of origin neutral language and images.
- ☐ Ensures that refugee and national candidates are shortlisted for interviews.
- ☐ Ensures that job interviews are mutli-lingual or with a translator if necessary.
- ☐ Our company's recruitment and placement process takes place under equal conditions for each candidate applying for a job.

### Measurement

- ☐ Our company collects and analyzes data on incidents of discrimination and corrective actions taken disaggregated by age, gender, nationality and employee levels.

### Transparency

- ☐ Reports publicly to company stakeholders on the number and rate of new employee hires and employee turnover, disaggregated by age, gender, nationality and employee level.
- ☐ Reports to the board on the number and rate of new employee hires and employee turnover, disaggregated by age, gender, nationality and employee levels.

**2 - Does your company proficient about work permit process?**

**No, our company currently is not proficient, but:**

- ☐ We are interested in learning more.
- ☐ We plan to take steps in the next year.
- ☐ Some of our country offices or business units have taken steps.
- ☐ None of the above.



## PERFORMANCE CHECK LIST

### Yes, our company has a non-discrimination and / or equal opportunity policy

#### Commitment

- ☐ Our company proficient about work permit process that appointed a responsible employee or hired work permit expert or outsourced the service.
- ☐ Our company proficient about work permit process that was informed all recruitment process employees.
- ☐ Our company proficient about work permit process that pursued current developments from related government publications.
- ☐ Our company proficient about work permit process that knowledgeable about foreign employment quota.

#### Implementations

- ☐ Our company ensures that all foreign employees has work permit.
- ☐ Our company ensures that pursuing the work permit extensions.
- ☐ Our company ensures that arrangements about work permit according new developments if necessary.

#### Measurement

- ☐ Tracks work-permit numbers considering foreign employment quota.

#### Transparency

- ☐ Reports publicly to company stakeholders on the number and rate of employees who has work permit disaggregated by age, gender, nationality and employee level.

### 3 -Does your company encourage supply chain actors to advance migrant inclusion based diversity?

#### No, our company currently does not have an approach, but:

- ☐ We are interested in learning more.
- ☐ We plan to take steps in the next year.
- ☐ Some of our country offices or business units have taken steps.
- ☐ None of the above.

#### Yes , our company encourage supply chain actors to advance migrant inclusion based diversity.

- ☐ Not Applicable, the company does not have suppliers or contract vendors.

#### Commitment

- ☐ The characteristics of our employees such as nationality, belief, ethnicity, gender and age discrimination are accepted as the human resources wealth of our company.
- ☐ Has a supplier or vendor code of conduct that explicitly states principle of equal opportunity among all differences and prevent human-trafficking.
- ☐ Has a supplier or vendor code of conduct that explicitly states to prevent the supply chain from hiring and recruiting of the immigrant children labor that bound with ILO conventions/agreements/recommendations.

#### Implementation

- ☐ Ensures that our suppliers or vendor that employees not evaluated on the basis of individual differences.
- ☐ Has robust due diligence or assessment processes for suppliers and vendors to ensure they are not causing or contributing to adverse human rights impacts, particularly for migrants.
- ☐ Undertakes due diligence or assessments to identify human trafficking in its supply chain.
- ☐ Offers independently, or as part of a business association, ongoing capacity building to suppliers and vendors to support continuous improvement on diversity.



- ☐ Works with suppliers to develop a corrective action plan if discrimination risks or challenges arise.
- ☐ Ensures that our suppliers or vendor was informed about work permission process.

#### Measurement

- ☐ Encourages suppliers to set and measure targets and benchmarks on cultural diversity.
- ☐ Tracks the number of migrants component candidates that invited interviews and recruited.

#### Transparency

- ☐ Includes opportunity equality criteria in standard auditing protocols, supplier scorecards, or other supply chain management tools.
- ☐ Includes informality (such as without work permission) questions in supplier self-assessments.

#### 4 - Does your company support migrant employees who to be hired on how to complete the recruitment process in detail and clearly?

##### No, our company currently does not have an approach, but:

- ☐ We are interested in learning more.
- ☐ We plan to take steps in the next year.
- ☐ Some of our country offices or business units have taken steps.
- ☐ None of the above.

##### Yes, our company support migrant workers who to be hired during hiring process.

#### Commitment

- ☐ Has a commitment to explain and support the hiring process in the language preferred by migrant workers, taking into consideration different backgrounds.
- ☐ Has a commitment to ensure that job offer and written labour contracts of employment are understood by the the employee.

#### Implementation

- ☐ Provides translator support to explain labour contract to migrant employees during job offer and hiring processes.
- ☐ Assists migrant employees to be hired in a language preferred about employee documents and support a written guide how to collect them.
- ☐ Assists to open a bank account through communication with the bank branch.
- ☐ Supports the preparation of labour contracts in a language preferred by migrant employees.

#### Measurement

- ☐ Tracks and compare the number of migrant employees and the number of migrant employees who to be hired.

#### Transparency

- ☐ Reports to the board on the total number of migrant employees and their hiring process, disaggregated by age, gender, nationality, and employee level.
- ☐ Submit to publicity a multi-lingual guideline about how to complete recruitment process.

#### 5 - Does your company have an approach to support newly hired migrant employees during the orientation process?

##### No, our company currently does not have an approach, but:



- ☐ We are interested in learning more.
- ☐ We plan to take steps in the next year.
- ☐ Some of our country offices or business units have taken steps.
- ☐ None of the above.

**Yes, our company support the newly hired migrant employees considering come from different cultures during the orientation process.**

#### **Commitment**

- ☐ Has a commitment to explain and support the orientation process in the language preferred by newly hired migrant employees, taking into consideration each country's employees' and employers' liabilities are different.

#### **Implementation**

- ☐ Provides translator support to introduce job descriptions to migrant employees during the orientation process.
- ☐ Provides start-up HR toolkit prepared in languages preferred by migrant employees in order to inform them about their rights, responsibilities and liabilities.
- ☐ Has a policy to appoint a staff in the HR Unit for migrant employees who are appointed to follow their orientation process.
- ☐ Has a policy to assign a volunteer buddy who is tasked to support migrant employees' orientation process.
- ☐ Supports migrant employees in vocational orientation with preferred languages by migrant employees.
- ☐ Provides Group PSS Activities to ensure two-way orientation process at the workplace.

#### **Measurement**

- ☐ Tracks orientation problems and good practices, disaggregated by age, gender, nationality, and employee level.
- ☐ Tracks drop-off number of migrant employees.

#### **Transparency**

- ☐ Reports to the board on the orientation process applied equally to all employees.
- ☐ Reports to the board on progress made and outcomes of strategy commitments and targets.

**6 - Does your company have an approach to ensure non-discrimination and equal opportunity for migrant employees in professional development and personal growth?**

**No, our company currently does not have an approach, but:**

- ☐ We are interested in learning more.
- ☐ We plan to take steps in the next year.
- ☐ Some of our country offices or business units have taken steps.
- ☐ None of the above.

**Yes, our company has an approach to ensure non-discrimination and equal opportunity in professional development and personal growth.**

#### **Commitment**

- ☐ Has a stand-alone policy or a commitment embedded in a broader corporate policy that includes professional development and personal growth opportunities for migrant employees.



#### Implementation

- ☐ Offers mentoring programme(s) with specific support for migrant employees (peer support).
- ☐ Offers leadership coaching with specific support for migrant employees.
- ☐ Offers access to professional networks (internal and/or external) with specific support for migrant employees.
- ☐ Offers development trainings, rotational programmes, and educational opportunities with specific support for migrant employees.

#### Measurement

- ☐ Has a platform where all employees can equally follow up with the performance review in a language that they understand, receive feedback from their supervisors that supports their development, and access training modules in line with their needs based on the regular assessments.

#### Transparency

- ☐ Reports internally and publicly to company stakeholders on the average number of training hours, disaggregated by age, gender, nationality, and employee level.
- ☐ Reports to the board on the average number of training hours, disaggregated by age, gender, nationality, and employee level.

### 7 - Does your company have an approach to ensure non-discrimination and equal opportunity for migrant employees in promotion processes?

#### No, our company currently does not have an approach, but:

- ☐ We are interested in learning more.
- ☐ We plan to take steps in the next year.
- ☐ Some of our country offices or business units have taken steps.
- ☐ None of the above.

#### Yes, our company has an approach to ensure non-discrimination and equal opportunity in promotion processes.

#### Commitment

- ☐ Has a stand-alone policy or a commitment embedded in a broader corporate policy that supports and encourage all employees equally for job vacancies and career opportunities.
- ☐ Has a stand-alone policy or a commitment embedded in a broader corporate policy that supports qualified migrant employees for management/senior leadership level positions.

#### Implementation

- ☐ Offers internal job vacancies and career opportunities in languages preferred by migrant employees.
- ☐ Offers specific programmes to support qualified migrant employees for management/senior leadership level positions.
- ☐ Provides translator support to explain labour contract to migrant employees during job offer and hiring processes.

#### Measurement

- ☐ Has time-bound and measurable goals and targets to build a pipeline of qualified migrant employees for hierarchically higher-level positions.

#### Transparency

- ☐ Reports internally/publicly to company stakeholders on the total number of employees promoted in the last year, disaggregated by age, gender, nationality and employee level.



- ☐ Reports to the board on the total number of employees promoted in the last year, disaggregated by age, gender, nationality and employee level.
- ☐ Reports internally/publicly to company stakeholders on the total number of refugee employees, as compared to local employees, in management/senior leadership level positions.
- ☐ Reports to the board on the total number of migrant employees, as compared to local employees, in management/senior leadership level positions.

**8 - Does your company have an approach to ensure migrant employees and local employees are compensated equally?**

**No, our company currently does not have an approach, but:**

- ☐ We are interested in learning more.
- ☐ We plan to take steps in the next year.
- ☐ Some of our country offices or business units have taken steps.
- ☐ None of the above.

**Yes, our company has an approach to ensure migrant employees and local employees are compensated equally.**

**Commitment**

- ☐ Has a stand-alone policy or a commitment embedded in a broader corporate policy that addresses equal pay for work of equal value, aligned with national regulatory requirements and/or the ILO Convention 100 on Equal Remuneration, 1951.

**Implementation**

- ☐ Has procedures in place to remediate pay inequalities (including working with unions, employment agencies, and non-governmental organizations).
- ☐ Assesses other financial benefits including insurance benefits, bonuses, and retirement contributions when reviewing compensation.

**Measurement**

- ☐ Undertakes an audit or evaluation by internal and/or external parties at least every five years to ensure jobs of equal value are remunerated equally.

**Transparency**

- ☐ Publicly discloses to company stakeholders the overall ratio and ratio by employee level of basic salary and remuneration of migrant employees to local employees.
- ☐ Reports to the board the overall ratio and ratio by employee level of basic salary and remuneration of migrant employees to local employees.
- ☐ Discloses average compensations in line with employee levels.

**9 - Does your company have a non-discriminatory, migrant comprehensive and inclusive rewarding system ?**

**No, our company currently does not have an approach, but:**

- ☐ We are interested in learning more.
- ☐ We plan to take steps in the next year.
- ☐ Some of our country offices or business units have taken steps.
- ☐ None of the above.

**Yes our company has a rewarding system.**



#### Commitment

- ☐ Has a stand-alone policy or a commitment embedded in a broader corporate policy that addresses fair payment for rewards for work of equal value, aligned with national regulatory requirements and/or the ILO Convention 100 on Equal Remuneration, 1951.

#### Implementation

- ☐ Offers non-discriminative variable payment models.
- ☐ Offers bonuses with a non-discriminative approach.
- ☐ Offers stock option with a non-discriminative approach.
- ☐ Offers group based reward systems with a non-discriminative approach.
- ☐ Has a non-discriminative recognition programme.

#### Measurement

- ☐ Has SMART (Specific, Measurable, Accessible, Rational and Time-bounded) goals and targets to receive a specific type for rewarding.
- ☐ Undertakes an audit or evaluation by internal and/or external parties at least every five years to ensure rewards are remunerated equally.

#### Transparency

- ☐ Reports publicly to company stakeholders on the number of rewards, disaggregated by age, gender, nationality and employee level.
- ☐ Informs all employees regarding rewarding system with a non-discriminative and transparent approach.

#### 10 - Does your company have a non-discriminative discipline policy?

##### No, our company currently does not have an approach, but:

- ☐ We are interested in learning more.
- ☐ We plan to take steps in the next year.
- ☐ Some of our country offices or business units have taken steps.
- ☐ None of the above.

##### Yes our company has a non-discriminative discipline policy.

#### Commitment

- ☐ Has a stand alone non-discriminative multilingual-written discipline policy/regulations or commitment embedded in a broader corporate policy.

#### Implementation

- ☐ Provides easy accessible information for discipline process in preferred language.
- ☐ Announces the contact information of the staff where can get information about disciplinary practices.
- ☐ Offers information regarding discipline policy to all employees with a non-discriminative approach.
- ☐ Offers the non-discriminative discipline policy training for all employees.
- ☐ Offers HR counselling in case the discipline process is needed with a non-discriminative approach.
- ☐ Implements warnings with a non-discriminative approach in preferred language.
- ☐ Implements suspension with a non-discriminative approach.
- ☐ Implements termination of employment with a non-discriminative approach.
- ☐ Provides a channel such as a request box for employees to express their problems/complaints.





#### Measurement

- ☐ Conducts random surveys -which are designed to take demographic information but not names- for all the employees anonymously, in order to measure the effectiveness of non-discriminatory disciplinary policies.
- ☐ Conducts annual audit or evaluation by internal and/or external parties to ensure discipline process is implemented fairly and equally among all employees including migrants

#### Transparency

- ☐ Reports publicly to company stakeholders/board the total number of incidents of discrimination and corrective-disciplinary actions taken.

#### 11 - Does your company have an Occupational Health and Safety (OHS) measures implementation policy that includes migrant employees?

##### No, our company currently does not have an approach, but:

- ☐ We are interested in learning more.
- ☐ We plan to take steps in the next year.
- ☐ Some of our country offices or business units have taken steps.
- ☐ The state(s) we function doesn't have any OHS regulations, so we are not aware of such measures.
- ☐ None of the above.

##### Yes, our company takes all the OHS measures inclusive of migrant employees.

- ☐ Not applicable, the state(s) we function doesn't have any OHS regulations, but we are eager to fulfill the international standards on OHS measures.

#### Commitment

- ☐ Is fully committed to the strict migrant\* employee inclusive OHS policy of the state(s) they function.
- ☐ Is fully committed to the strict migrant\* employee inclusive OHS policy of the umbrella organisation.
- ☐ Establish an migrant employee inclusive OHS Policies, Objectives and Targets and the process necessary to achieve it.

#### Implementation

- ☐ Installed all OHS warnings signs in all required languages.
- ☐ Conducts regular OHS trainings and simulated OHS practices in all required languages with an interpreter when needed.
- ☐ Provides necessary OHS protective equipments for all employees.
- ☐ Takes cultural-differences into consideration on implementing all OHS precaution measures.

#### Measurement

- ☐ Conducts pop-quizzes and simulated OHS practices in all required languages in order to make sure all the employees including migrant\*employees are aware of all OHS precautions.

#### Transparency

- ☐ Reports to the umbrella organisation the OHS measures implementation including visual/audio proof of multilingual warning signs and multi-lingual trainings.
- ☐ Reports to the board of management the OHS measures implementation including visual/audio proof of multilingual warning signs and multi-lingual trainings.
- ☐ Shares rates and migrant-local worker ratios of the occupational accidents and illnesses that occurred at workplace with the board of management/umbrella organisation.



**12 - Does your company have a migrant-inclusive and effective policy to prevent mobbing and bullying at workplace?**

**No, our company currently does not have an approach, but:**

- ☐ We are interested in learning more.
- ☐ We plan to take steps in the next year.
- ☐ Some of our country offices or business units have taken steps.
- ☐ The state(s) that company functions doesn't have any regulation about mobbing.
- ☐ None of the above.

**Yes, our company has an effective mobbing and bullying prevention policy that specifically focuses on our migrant employees which is effectively implemented.**

**Yes, our company has an approach to ensure an environment free of mobbing and bullying that targets migrant employees.**

**Commitment**

- ☐ Has a stand-alone policy or commitment that the company have established.
- ☐ Has a strict mobbing policy, which includes mobbing against migrant\* employees, of the international umbrella organisation that they are member of.
- ☐ Has a strict mobbing policy including mobbing against migrant\* employees which abides on ILO conventions/agreements/recommendations.

**Implementation**

- ☐ Conducts in-house trainings on mobbing and xenophobic bullying in the workplace concepts and regulations in languages required.
- ☐ Conducts in-house trainings on case-law concerning mobbing and xenophobic bullying at workplace in languages required.
- ☐ Conducts in-house trainings on concepts concerning migrant employees, the right to privacy and inter-cultural communication trainings utilising experiential training methods in languages required.
- ☐ Provides assistance to access legal remedies in case of mobbing and xenophobic bullying at workplace.
- ☐ Provides/refers to psychosocial support for the victims of mobbing and xenophobic bullying at workplace in required languages/with interpreter support when required.
- ☐ Establishes a multilingual complaint and inquiry platform accessible for all employees including migrant employees.
- ☐ Organizes cultural activities (such as international days, informative prints...) to promote multi-cultural-tolerant environment at workplace.

**Measurement**

- ☐ Conducts random surveys -which are designed to take demographic information but not names- for all the employees anonymously, in order to evaluate both victimisation from mobbing and efficiency of the measures that company take.
- ☐ Reports and classifies discipline incidents which generate from mobbing and xenophobic bullying at workplace and the results taken from complaint platform.

**Transparency**

- ☐ Reports the survey results internally.
- ☐ Reports to the umbrella organisation the survey results and other records including complaints.
- ☐ Reports to the board of management the survey results and other records including complaints.



**13 - Does your company have an approach to promote access to quality health services in case of vocational diseases and workplace injuries?**

**No, our company currently does not have an approach, but:**

- ☐ We are interested in learning more.
- ☐ We plan to take steps in the next year.
- ☐ Some of our country offices or business units have taken steps.
- ☐ None of the above.

**Yes, our company has an approach to promote access to quality health services in case of vocational diseases and workplace injuries.**

**Commitment**

- ☐ Has a stand-alone policy or a commitment embedded in a broader corporate policy that recognizes the different health needs of employees including cultural-sensitive approach and with language options preferred by migrant employees.

**Implementation**

- ☐ Has a company health professional who is knowledgeable about migrant rights to healthcare.
- ☐ Has a company health professional who works to prevent occupational health risks and consequently prevent injuries at work, occupational and work related diseases in the preferred language by migrant employees.
- ☐ Has a company health professional who works to protect and promote the health of employees as well as provide advice, information and guidance to employers and employees in the matters related to health in the workplace in the preferred language by migrant employees
- ☐ Provides first aid, other necessary medical treatment and referral to proper health institutions in case of workplace illness and injury in the preferred language by migrant employees.

**Measurement**

- ☐ Tracks the types of health services provided at the workplace and collects information on who is using the services, disaggregated by age, gender, nationality and employee levels.
- ☐ Consults with all employees to determine if health services meet their needs.

**Transparency**

- ☐ Reports publicly to company stakeholders on the types of health services provided and used at the workplace, disaggregated by age, gender, nationality and employee levels.
- ☐ Reports to the board on health services provided and used at the workplace disaggregated by age, gender, nationality and employee levels.

**14 - Does your company have a psychosocial-support-mechanism or/and policy for migrant employees considering their traumatic experience and special needs?**

**No, our company currently does not have an approach, but:**

- ☐ We are interested in learning more.
- ☐ We plan to take steps in the next year.
- ☐ Some of our country offices or business units have taken steps.
- ☐ None of the above.

**Yes, our company has a psychosocial-support-mechanism or/and policy for migrant employees.**



### Commitment

- ☐ Has a policy for migrant employees considering their traumatic experience and special needs.
- ☐ Has a mechanism that facilitates or directly supports the well-being of migrant employees who are likely to have experienced traumatic events.

### Implementation

- ☐ Has a focal point who has background or is particularly trained or has a psychosocial support officer by the company on working with migrants and special needs.
- ☐ Encourages migrant employees to overcome their traumatic experiences by referring to the professionals (civil society that provides psychosocial support for free of charge; clinical psychologists; public institutions etc.).
- ☐ Facilitates migrant employees to attend their therapy sessions or well-being activities during working hours and through financial support.

### Measurement

- ☐ Tracks the PSS services provided at the workplace or referred to the professions.
- ☐ Collects the data of services disaggregated by age/gender /nationality.
- ☐ Conducts random surveys -which are designed to take demographic information but not names- for all the employees anonymously, in order to analyze needs and effects of psychosocial-support.

### Transparency

- ☐ Reports publicly to company stakeholders on the statistics of those benefitted from psychosocial support, disaggregated by age, gender, nationality and employee levels.
- ☐ Reports to the board on the survey results and statistics of those benefitted from psychosocial support, disaggregated by age, gender, nationality and employee levels.

\*As Turkey retains a geographic limitation to its ratification of the 1951 Refugee Convention, which means that only those fleeing as a consequence of "events occurring in Europe" can be given refugee status, the term "migrant" in this document refers to persons who live in Turkey under either international protection or temporary protection status.





## HUMAN RIGHTS FOR LGBTI+ INDIVIDUALS AT WORK

### 1. Does your company have leadership commitment and support for sexual orientation and gender identity (LGBTI+)

#### No, our company currently does not have an approach, but:

- ☐ We are interested in learning more.
- ☐ We plan to take steps in the next year.
- ☐ Some of our country offices or business units have taken steps.
- ☐ None of the above.

#### Yes, our company has leadership commitment or support for sexual orientation and gender identity (LGBTI+).

##### Commitment

- ☐ Has circulated an internal communication(s) and/or informal acknowledgement of the relevance of sexual orientation and gender identity (LGBTI+)
- ☐ Has released a public written statement or commitment outlining our company's commitment to sexual orientation and gender identity (LGBTI+) (e.g. LGBTI+ CEO Statement of Support)

##### Implementation

- ☐ Has an organization-wide sexual orientation and gender identity (LGBTI+) strategy that identifies specific priority areas where further improvement can be made
- ☐ Has an organization-wide sexual orientation and gender identity (LGBTI+) strategy that includes a business case or rationale for investment in sexual orientation and gender identity (LGBTI+)
- ☐ Has an organization-wide sexual orientation and gender identity (LGBTI+) gender equality strategy that articulates the link between sexual orientation and gender identity (LGBTI+) gender equality and other areas of corporate sustainability and business performance
- ☐ Has an organization-wide sexual orientation and gender identity (LGBTI+) strategy that was developed in consultation with employees
- ☐ Has an organization-wide sexual orientation and gender identity (LGBTI+) strategy that was developed in consultation with external stakeholders
- ☐ Has an organization-wide sexual orientation and gender identity (LGBTI+) strategy this is communicated to all employees
- ☐ Advocates for sexual orientation and gender identity (LGBTI+) and promote's our company' commitment in public forums

##### Measurement

- ☐ Includes time-bound, measurable goals and targets in the strategy
- ☐ Includes formal accountability mechanisms for progress and outcomes on the strategy

##### Transparency

- ☐ Reports publicly to company stakeholders on progress made and outcomes of strategy commitments and targets
- ☐ Reports to the board on progress made and outcomes of strategy commitments and targets



## PERFORMANCE CHECK LIST

**2. Does your company have a non-discrimination and equal opportunity policy, either stand-alone or clearly included in a broader corporate policy?**

**No, our company currently does not have a policy, but:**

- ☐ We are interested in learning more.
- ☐ We plan to take steps in the next year.
- ☐ Some of our country offices or business units have taken steps.
- ☐ None of the above.

**Yes, our company has a non-discrimination and / or equal opportunity policy**

### Commitment

- ☐ Has a non-discrimination and equal opportunity policy
- ☐ Has a non-discrimination and equal opportunity policy that was informed by internal and/or external expertise (including employees and/or trade unions).
- ☐ Has a non-discrimination and equal opportunity policy that is communicated to all employees
- ☐ Has a non-discrimination and equal opportunity policy that is communicated to potential employees in job applications and at the time of hiring

### Implementation

- ☐ The non-discrimination policy is supported by confidential grievance and resolution mechanisms
- ☐ The grievance and resolution mechanism is managed by an independent third party
- ☐ Our company provides training to all employees, including managers on non-discrimination and equal opportunity
- ☐ Our company provides unconscious bias training to all employees

### Measurement

- ☐ Our company collects and analyzes sex-disaggregated data on incidents of discrimination (related to sex/ gender/sexual orientation and gender identity (LGBTI+) and corrective actions taken

### Transparency

- ☐ Reports publicly to company stakeholders the total number of incidents of discrimination (related to sex/ gender/sexual orientation and gender identity (LGBTI+) and corrective actions taken.
- ☐ Reports to the board the total number of incidents of discrimination (related to sex/gender/sexual orientation and gender identity (LGBTI+) and corrective actions taken

**3. Does your company have an approach to ensure non-discrimination and equal opportunity in recruitment processes?**

**No, our company currently does not have an approach, but:**

- ☐ We are interested in learning more.
- ☐ We plan to take steps in the next year.
- ☐ Some of our country offices or business units have taken steps.
- ☐ None of the above.

**Yes, our company has an approach to gender diversity (including LGBTI+) in recruitment policies or processes.**



#### Commitment

- ☐ Has a stand-alone policy or a commitment embedded in a broader corporate policy on non-discrimination and equal opportunity, that specifically addresses gender diversity (including LGBTI+) in recruitment

#### Implementation

- ☐ Forbids inquiring about the status or plans of the following in job applications or during interview processes: marriage, pregnancy, sexual orientation, gender identity, adoption or care responsibilities
- ☐ Has due diligence and remediation processes in place to identify and address violations of recruitment policies that are based on gender (including LGBTI+) discrimination
- ☐ Takes proactive steps to recruit LGBTI+ women at all levels
- ☐ Takes proactive steps to recruit LGBTI+ women in traditionally underrepresented roles
- ☐ Ensures gender (including LGBTI+)-balanced interview panels during hiring processes
- ☐ Ensures that women, men, and LGBTI+ both women and men candidates are shortlisted for interviews
- ☐ Ensures job descriptions use gender neutral language and images

#### Measurement

- ☐ Tracks employee recruitment and reasons for turnover disaggregated by sex (including LGBTI+)

#### Transparency

- ☐ Reports publicly to company stakeholders on the number and rate of new employee hires and employee turnover, disaggregated by sex (including LGBTI+)
- ☐ Reports to the board on the number and rate of new employee hires and employee turnover, disaggregated by sex (including LGBTI+)

#### 4. Does your company have an approach to ensure non-discrimination and equal opportunity in professional development and promotion processes?

##### No, our company currently does not have an approach, but:

- ☐ We are interested in learning more.
- ☐ We plan to take steps in the next year.
- ☐ Some of our country offices or business units have taken steps.
- ☐ None of the above.

##### Yes, our company has an approach to ensure gender diversity in professional development processes.

#### Commitment

- ☐ Has a stand-alone policy or a commitment embedded in a broader corporate policy that includes professional development opportunities for LGBTI+ women and supports the building of a pipeline of qualified LGBTI+ for management/ senior leadership level positions

#### Implementation

- ☐ Offers mentoring programme(s) with specific support for LGBTI+
- ☐ Offers leadership coaching with specific support for LGBTI+
- ☐ Offers access to professional networks (internal and/or external) with specific support for LGBTI+
- ☐ Offers development trainings, rotational programmes, and educational opportunities with specific support for LGBTI+
- ☐ Offers specific programmes to build the pipeline of qualified LGBTI+ for management/ senior leadership level positions





- ☐ Has measures in place to ensure professional development programmes are scheduled at times that accommodate the scheduling needs of men, women and LGBTI+ both men and women (taking into consideration care responsibilities)

#### Measurement

- ☐ Has time-bound and measurable goals and targets to build a pipeline of qualified LGBTI+ for management level positions
- ☐ Transparency
- ☐ Reports publicly to company stakeholders on the average number of training hours, disaggregated by sex (including LGBTI+) and employee level
- ☐ Reports to the board on the average number of training hours, disaggregated by sex (including LGBTI+) and employee level
- ☐ Reports publicly to company stakeholders on the total number of LGBTI+ as compared to men and women, in management and senior leadership level positions
- ☐ Reports to the board on the total number of LGBTI+ as compared to men and women, in management and senior leadership level positions
- ☐ Reports publicly to company stakeholders on the total number of employees promoted in the last year, disaggregated by sex (including LGBTI+)
- ☐ Reports to the board on the total number of employees promoted in the last year, disaggregated by sex (including LGBTI+)

#### 5. Does your company have an approach to ensure women, men, and LGBTI+ are compensated equally?

##### No, our company currently does not have an approach, but:

- ☐ We are interested in learning more.
- ☐ We plan to take steps in the next year.
- ☐ Some of our country offices or business units have taken steps.
- ☐ None of the above.

##### Yes, our company has an approach to ensure women, men, and LGBTI+ are compensated equally.

#### Commitment

- ☐ Has a stand-alone policy or a commitment embedded in a broader corporate policy that addresses equal pay for work of equal value, aligned with national regulatory requirements and/or the ILO Convention 100 on Equal Remuneration, 1951

#### Implementation

- ☐ Has procedures in place to remediate pay inequalities (including working with unions or staff representatives)
- ☐ Assesses other financial benefits including insurance benefits, bonuses, and retirement contributions when reviewing compensation

#### Measurement

- ☐ Undertakes an objective gender (including LGBTI+) pay gap audit or evaluation by internal or external parties at least every five years to ensure jobs of equal value are remunerated equally



#### Transparency

- ☐ Publicly discloses to company stakeholders the overall ratio and ratio by employee level of basic salary and remuneration of women, men, and LGBTI+
- ☐ Reports to the board the overall ratio and ratio by employee level of basic salary and remuneration of women, men, and LGBTI+

#### 6. Does your company offer and support paid maternity (parental) leave to LGBTI+?

##### No, our company currently does not have an approach, but:

- ☐ We are interested in learning more.
- ☐ We plan to take steps in the next year.
- ☐ Some of our country offices or business units have taken steps.
- ☐ None of the above.

##### Yes, our company offers and supports paid maternity (Parental) leave to LGBTI+.

#### Commitment

- ☐ Has a Paid Maternity Leave (Parental) Policy (including LGBTI+):
- ☐ Aligned with national regulatory requirements in the country it operates, but is lower than the ILO's Convention 183 on Maternity Protection of 14 weeks
- ☐ Aligned with the ILO's Convention 183 on Maternity Protection of 14 weeks
- ☐ Above the ILO Convention of 14 weeks paid weeks or regulatory requirements in the country it operates (whichever is higher)
- ☐ Communicates maternity (parental) leave policies to all employees and notifies employees of any changes
- ☐ This policy extends to employees that adopt children

#### Implementation

- ☐ Informs employees of major changes at work while they are on leave
- ☐ Provides mentorship/ succession planning before going on maternity (parental) leave
- ☐ Provides financial support for replacement staff and training or support to managers supervising employees on maternity (parental) leave
- ☐ Consults with LGBTI+ female employees or conducts employee surveys to determine if maternity (parental) leave benefits meet employee needs

#### Measurement

- ☐ Tracks the number of LGBTI+ who take maternity (parental) leave
- ☐ Tracks the effectiveness of its approach to retain LGBTI+ after maternity (parental) leave

#### Transparency

- ☐ Reports publicly to company stakeholders on the number of LGBTI+ that took maternity (parental) leave and the return to work and retention rates
- ☐ Reports to the board on the number of LGBTI+ that took maternity (parental) leave and their return to work and retention rates

#### 7. Does your company offer and support paid paternity (parental) leave to LGBTI+?

##### No, our company currently does not have an approach, but:

- ☐ We are interested in learning more.



- ☐ We plan to take steps in the next year.
- ☐ Some of our country offices or business units have taken steps.
- ☐ None of the above.

**Yes, our company offers and supports paid paternity (parental) leave to LGBTI+.**

**Commitment**

- ☐ Has a Paid Paternity (Parental) Leave Policy (including LGBTI+):
- ☐ Aligned with national regulatory requirements in the country it operates, if national provisions exist
- ☐ Above regulatory requirements in the country it operates, if national provisions exist
- ☐ Although no legal requirements exist in the country it operates
- ☐ Communicates paternity (parental) leave policies to all employees and notifies employees of any changes
- ☐ This policy extends to employees that adopt children

**Implementation**

- ☐ Informs employees of major changes at work while they are on leave
- ☐ Provides incentives to encourage LGBTI+ to take paternity (parental) leave
- ☐ Provides mentorship/ succession planning before going on paternity (parental) leave
- ☐ Provides training and support to managers supervising employees on paternity (parental) leave
- ☐ Consults with LGBTI+ employees or conducts employee surveys to determine if paternity (parental) leave benefits meet employee needs

**Measurement**

- ☐ Tracks the number of LGBTI+ who take paternity (parental) leave
- ☐ Tracks the effectiveness of its approach to retain LGBTI+ after paternity (parental) leave

**Transparency**

- ☐ Reports publicly to company stakeholders on the percentage of eligible LGBTI+ male employees that took paternity (parental) leave
- ☐ Reports to the board on the percentage of eligible LGBTI+ male employees that took paternity parental leave

**8. Does your company have an approach to support employees as parents (including LGBTI+) and caregivers?**

**No, our company currently does not have an approach, but:**

- ☐ We are interested in learning more.
- ☐ We plan to take steps in the next year.
- ☐ Some of our country offices or business units have taken steps.
- ☐ None of the above.

**Yes, our company has an approach to support employees as parents (including LGBTI+) and caregivers.**

**Commitment**

- ☐ Has a stand-alone policy or a commitment embedded in a broader corporate policy that addresses supporting employees as parents (including LGBTI+) and caregivers
- ☐ Communicates parental (including LGBTI+) and caregiver benefits and services to all employees and notifies employees of any changes
- ☐ Offers parental (including LGBTI+) and caregiver benefits to part-time workers
- ☐ Not Applicable: We do not have part-time workers



#### Implementation

- ☐ Provides mentorship, support, or training to refresh employee skills when returning from parental leave (including LGBTI+)
- ☐ Provides an option for a phased return to work after maternity or paternity leave (including LGBTI+)
- ☐ Provides referrals for off-site childcare facilities that are clean and safe
- ☐ Has paid time off for breast feeding or pumping
- ☐ Offers on-site childcare facilities that are clean and safe or provides child care subsidies for offsite care
- ☐ Offers paid time off to attend healthcare appointments with dependents
- ☐ Consults with male, female, and LGBTI+ employees or conducts employee surveys to determine if parental and caregiver benefits meet employee needs

#### Measurement

- ☐ Tracks the percentage of women, men, and LGBTI+ that take advantage of parental or care benefits

#### Transparency

- ☐ Reports publicly to company stakeholders on the total number of employees that take advantage of parental or care benefits, disaggregated by gender including LGBTI+
- ☐ Reports to the board on the total number of employees that take advantage of parental or care benefits, disaggregated by gender including LGBTI+

### 9. Does your company have an approach to accommodate the work/life balance of all employees?

#### No, our company currently does not have an approach, but:

- ☐ We are interested in learning more.
- ☐ We plan to take steps in the next year.
- ☐ Some of our country offices or business units have taken steps.
- ☐ None of the above.

#### Yes, our company has an approach to accommodate the work/life balance of all employees.

#### Commitment

- ☐ Has a stand-alone policy or a commitment embedded in a broader corporate policy that addresses work/life balance for men, women, and LGBTI+
- ☐ Extends or makes arrangements to accommodate part time workers
- ☐ Not Applicable: Our company does not have any part time workers
- ☐ Communicates the policy to all eligible employees and notifies employees when there are changes

#### Implementation

- ☐ Offers flextime
- ☐ Offers telecommuting
- ☐ Offers job sharing or part time work with benefits
- ☐ Offers compressed work weeks
- ☐ Offers predictable hourly shifts
- ☐ Not Applicable: We only have salaried employees.
- ☐ Consults with male, female, and LGBTI+ employees or conducts employee surveys to determine if practices meet employee needs

**Measurement**

- ☐ Tracks the total number of employees that take advantage of flexible work benefits, disaggregated by gender including LGBTI+ (including part time workers)

**Transparency**

- ☐ Reports publicly to company stakeholders the total number of employees that take advantage of flexible work benefits, disaggregated by gender including LGBTI+ (including part time workers)
- ☐ Reports to the board the total number of employees that take advantage of flexible work benefits, disaggregated by gender including LGBTI+ (including part time workers)

**10. Does your company have an approach to ensure an environment free of violence, harassment and sexual exploitation****No, our company currently does not have an approach, but:**

- ☐ We are interested in learning more.
- ☐ We plan to take steps in the next year.
- ☐ Some of our country offices or business units have taken steps.
- ☐ None of the above.

**Yes, our company has an approach to ensure an environment free of violence, harassment, and sexual exploitation.****Commitment**

- ☐ Has a stand-alone policy or a commitment embedded in a broader corporate policy that states zero tolerance of all forms of violence at work (including while on business related travel and in client entertainment)

**Implementation**

- ☐ Provides annual training on zero tolerance of all forms of violence to all employees, including sexual harassment, and engaging in acts of sexual exploitation of LGBTI+ while on business travel
- ☐ Has confidential grievance, resolution, and non-retaliation mechanisms in place
- ☐ Provides confidential support for victims of domestic violence
- ☐ Requires gender (including LGBTI+)-sensitive training for security personnel (including contracted staff) on procedures to respond to complaints of gender based violence or harassment
- ☐ Has a process in place to monitor/ audit business travel and client entertainment expenses to detect inappropriate business expenses such as company funds being used to sexually exploit LGBTI+ or adult "entertainment" involving nudity or lewd behavior

**Measurement**

- ☐ Tracks the number of grievances related to workplace violence, disaggregated by gender including LGBTI+

**Transparency**

- ☐ Communicates publicly, or to relevant company stakeholders, our company's approach to ensuring an environment free of violence
- ☐ Communicates to the board the company's approach to ensuring an environment free of violence



**11. Does your company have an approach to address the specific health, safety, and hygiene needs of LGBTI+ at work and while commuting to work?**

**No, our company currently does not have an approach, but:**

- ☐ We are interested in learning more.
- ☐ We plan to take steps in the next year.
- ☐ Some of our country offices or business units have taken steps.
- ☐ None of the above.

**Yes, our company has an approach to address the specific health, safety, and hygiene needs of LGBTI+ at work and while commuting to work.**

**Commitment**

- ☐ Has health and safety protocols that include explicit reference to the health, safety, and hygiene needs of LGBTI+

**Implementation**

- ☐ Ensures adequate and safe toilet facilities for LGBTI+ that accommodate hygiene needs such as clean water and soap and disposal methods for LGBTI+ hygiene products
- ☐ Regularly checks company grounds to ensure they are adequately lit and secure
- ☐ Provides breastfeeding/pumping rooms that are clean and safe
- ☐ Provides access to transportation to and from work and while on business travel (including in environments where public transport is unsafe or unavailable)
- ☐ Provides training to staff on ergonomics, exposure to hazardous materials, and other occupational risks, taking into account the differential biological impacts of health and safety on women, men, and LGBTI+
- ☐ Not applicable: Staff is not exposed to hazardous materials or other occupational risks
- ☐ Provides personal protective equipment for both men, women, and LGBTI+ especially taking into consideration the needs of pregnant and nursing LGBTI+
- ☐ Not Applicable: Staff does not use personal protective equipment.
- ☐ Consults with male, women, LGBTI+ employees to determine if health, safety, and hygiene services and protections meet employee needs

**Measurement**

- ☐ Tracks health and safety incidents, disaggregated by gender including LGBTI+

**Transparency**

- ☐ Reports publicly to company stakeholders health and safety incidents, disaggregated by gender including LGBTI+
- ☐ Reports to the board health and safety incidents, disaggregated by gender including LGBTI+

**12. Does your company have an approach to promote access to quality health services that meet the specific health needs of LGBTI+ employees?**

**No, our company currently does not have an approach, but:**

- ☐ We are interested in learning more.
- ☐ We plan to take steps in the next year.
- ☐ Some of our country offices or business units have taken steps.
- ☐ None of the above.



**Yes, our company has an approach to promoting access to quality health services that meet the specific needs of LGBTI+ employees.**

#### **Commitment**

- ☐ Has a stand-alone policy or a commitment embedded in a broader corporate policy that recognizes the different health needs of women, men, and LGBTI+

#### **Implementation**

- ☐ Provides options for private insurance packages that cover the specific health needs of LGBTI+ (examples include: gynecology, maternal health, reproductive health, hormone therapy, domestic violence, and others)
- ☐ Provides onsite health services or establishes linkages with local health clinics and service providers for referral purposes, that cover the specific health needs of LGBTI+ (including reproductive, maternal and newborn health)
- ☐ Coordinates onsite mobile clinics or screenings for employees, with health providers that are trained on LGBTI's health issues and needs
- ☐ Posts health-related information in public areas in line with the local or national context, especially when there are public health outbreaks that can disproportionately impact LGBTI+
- ☐ Consults with male, female, and LGBTI+ male and female employees to determine if health services and benefits meet employee needs

#### **Measurement**

- ☐ Tracks the types of health services provided at the workplace and collects information on who is using the services, disaggregated by gender (including LGBTI+)

#### **Transparency**

- ☐ Reports publicly to company stakeholders on the types of health services provided and used at the workplace
- ☐ Reports to the board on health services provided and used at the workplace

**13. Does your company take proactive procurement steps to expand relationships with LGBTI+ owned businesses in the value chain and when contracting vendors?**

**No, our company currently does not have an approach, but:**

- ☐ We are interested in learning more.
- ☐ We plan to take steps in the next year.
- ☐ Some of our country offices or business units have taken steps.
- ☐ None of the above.

**Yes, our company does take proactive procurement steps to expand relationships with LGBTI+ owned businesses in the value chain and when contracting vendors.**

**Not Applicable, The company does not have vendors or suppliers.**

#### **Commitment**

- ☐ Has a stand-alone policy or a commitment embedded in a broader corporate policy that includes proactively sourcing from LGBTI+ owned business



#### Implementation

- ☐ Has outreach initiatives to communicate procurement opportunities to LGBTI+ owned businesses
- ☐ Uses databases to identify LGBTI+ owned businesses in the purchasing process
- ☐ Sets procurement targets and or goals for the amount and percentage spend with LGBTI+ owned businesses
- ☐ Participates in trade fairs that engage gender (including LGBTI+) diverse suppliers
- ☐ Provides training to LGBTI+ to complete formal bid processes

#### Measurement

- ☐ Tracks percentage spend with LGBTI+ owned businesses

#### Transparency

- ☐ Reports publicly to company stakeholders on percentage spend with LGBTI+ owned businesses
- ☐ Reports to the board on percentage spend with LGBTI+ owned businesses

#### 14. Does your company encourage suppliers and vendors to advance performance on gender (including LGBTI+) equality?

##### No, our company currently does not have an approach, but:

- ☐ We are interested in learning more.
- ☐ We plan to take steps in the next year.
- ☐ Some of our country offices or business units have taken steps.
- ☐ None of the above.

##### Yes, our company encourages suppliers or vendors to advance performance on gender (including LGBTI+) equality.

##### Not Applicable, The company does not have suppliers or contract vendors

#### Commitment

- ☐ Has a supplier or vendor code of conduct that explicitly states support for gender (including LGBTI+) equality

#### Implementation

- ☐ Encourages suppliers and vendors to have a gender (including LGBTI+) equality strategy or policy that addresses: nondiscrimination, equal pay for equal work, and health and safety of LGBTI+ workers
- ☐ Has robust due diligence or assessment processes for suppliers and vendors to ensure they are not causing or contributing to adverse human rights impacts, particularly for LGBTI+
- ☐ Undertakes due diligence or assessments to identify human trafficking in its supply chain
- ☐ Incorporates gender equality expectations in supplier communications
- ☐ Offers independently, or as part of a business association, ongoing capacity building to suppliers and vendors to support continuous improvement on gender (including LGBTI+) equality
- ☐ Encourages and works with suppliers to adopt policies and practices that support quality health and hygiene for both male, female, and LGBTI+ workers





- ☐ Works with suppliers to develop a corrective action plan if gender (including LGBTI+) equality risks or challenges arise

#### Measurement

- ☐ Encourages suppliers to set and measure targets and benchmarks on gender (including LGBTI+) equality

#### Transparency

- ☐ Includes gender equality criteria in standard auditing protocols, supplier scorecards, or other supply chain management tools
- ☐ Includes gender (including LGBTI+)-specific questions in supplier self-assessments

### 15. Does your company have an approach to responsible marketing that considers the portrayal of gender (including LGBTI+) stereotypes?

#### No, our company currently does not have an approach, but:

- ☐ We are interested in learning more.
- ☐ We plan to take steps in the next year.
- ☐ Some of our country offices or business units have taken steps.
- ☐ None of the above.

#### Yes, our company has an approach to responsible marketing that considers the portrayal of gender (including LGBTI+) stereotypes.

#### Not Applicable, The company does not have external marketing materials

#### Commitment

- ☐ Has a stand-alone responsible marketing policy or a commitment embedded in a broader corporate policy that addresses the portrayal of gender (including LGBTI+) stereotypes

#### Implementation

- ☐ Reviews marketing materials and tactics to protect against negative gender (LGBTI+) stereotypes
- ☐ Has a marketing strategy tailored to LGBTI+ women as a customer segment
- ☐ Has a marketing approach that seeks to challenge existing gender (including LGBTI+) norms and promote positive images of LGBTI+ women and girls
- ☐ Consults with focus groups to ensure marketing approaches are not perpetuating gender (including LGBTI+) stereotypes

#### Measurement

- ☐ Tracks the number of marketing complaints that relate to gender (including LGBTI+) stereotyping or negative portrayals of LGBTI+

#### Transparency

- ☐ Communicates publicly to company stakeholders its commitment to not perpetuate gender (including LGBTI+) stereotypes
- ☐ Communicates to the board its commitment to not perpetuate gender (including LGBTI+) stereotypes



**16. Does your company have an approach to assess differential impacts on women, men, and LGBTI+ when developing products and/or services?**

**No, our company currently does not have an approach, but:**

- ☐ We are interested in learning more.
- ☐ We plan to take steps in the next year.
- ☐ Some of our country offices or business units have taken steps.
- ☐ None of the above.

**Yes, our company assesses the differential impacts on women, men, and LGBTI+ when developing products and/or services.**

**Not Applicable, The company does not produce consumer-facing products or services. For example: a chip for a cell phone that is not sold independently of the phone.**

**Commitment**

- ☐ Has a stand-alone policy or a commitment embedded in a broader corporate policy that ensures products and services are developed for the needs of women, men, and LGBTI+ consumers.

**Implementation**

- ☐ Conducts market research on the specific product and/or service needs of LGBTI+
- ☐ Develops products and/or services that specifically target or meet the needs of LGBTI+
- ☐ Considers gender (including LGBTI+) differences in access to products and/or services and changes distribution models to accommodate these differences
- ☐ Consults stakeholders and focus groups to continuously improve design of products and services for LGBTI+

**Measurement**

- ☐ Tracks segmented customer data to understand LGBTI+'s spending patterns and needs
- ☐ Tracks the revenue and profit generated by LGBTI+ customers

**Transparency**

- ☐ Communicates publicly to company stakeholders its commitment to ensure products and services are developed with needs of women, men, and LGBTI+ in mind.
- ☐ Communicates to the board its commitment to ensure products and services are (delete second are) developed with the needs of women, men, and LGBTI+ in mind.

**17. Does your company have policies and processes in place to ensure the responsibility to respect the rights of LGBTI+ in the local communities in which it operates?**

**No, our company currently does not have an approach, but:**

- ☐ We are interested in learning more.
- ☐ We plan to take steps in the next year.
- ☐ Some of our country offices or business units have taken steps.
- ☐ None of the above.

**Yes, our company takes action that specifically seeks to respect the rights of LGBTI+ in the communities in which it operates.**



**Not Applicable, The company does not have physical operations that impact local communities.**

#### **Commitment**

- ☐ Has a stand-alone policy or a commitment embedded in a broader corporate policy that addresses respecting the rights of LGBTI+ in the communities in which it operates

#### **Implementation**

- ☐ Ensures equal participation of women, men, and LGBTI+ in community consultations
- ☐ Has transparent community grievance and resolution mechanisms in place
- ☐ Assesses differential impacts on men, women, and LGBTI+ during human rights or social impact assessments
- ☐ Provides gender(including LGBTI+)-sensitive training to facilitators of community consultations

#### **Measurement**

- ☐ Tracks stakeholder engagement and participation in community consultations disaggregated by sex (including LGBTI+)

#### **Transparency**

- ☐ Reports publicly to company stakeholders on the percentage of operations in local community engagement, impact assessments, and/or development programs (including reporting on the use of gender (including LGBTI+) impact assessments and participatory community consultation processes that include vulnerable groups)
- ☐ Reports to the board on the percentage of operations with local community engagement, impact assessments, and/or development programs (including reporting on the use of gender (including LGBTI+) impact assessments and participatory community consultation processes that include vulnerable groups)

**18. Does your company have an approach to embed gender including LGBTI+ in corporate social responsibility activities, philanthropy, public advocacy, and partnerships?**

**No, our company currently does not have an approach, but:**

- ☐ We are interested in learning more.
- ☐ We plan to take steps in the next year.
- ☐ Some of our country offices or business units have taken steps.
- ☐ None of the above.

**Yes, our company has an approach to embed gender including LGBTI+ in corporate social responsibility activities, philanthropy, public advocacy, and partnerships.**

#### **Commitment**

- ☐ Has a stand-alone policy or a commitment embedded in a broader corporate policy that addresses embedding gender (including LGBTI+) in corporate social responsibility activities, philanthropy, public advocacy, and partnerships

#### **Implementation**

- ☐ Provides financial or pro-bono support for programmatic gender including LGBTI+ equality work at the global and/ or grassroots level
- ☐ Provides financial support to civil society organizations at the global and/or grassroots level that are working to empower LGBTI+
- ☐ Joins public advocacy campaigns and or advocates in public forums the business case for respecting and supporting the rights of LGBTI+
- ☐ Partners with local or global organizations or other companies on gender including LGBTI+ equality and LGBTI+'s empowerment gender equality



- ☐ Provides training to build the capacity of LGBTI+ entrepreneurs
- ☐ Provides financial support and investment, or partners with banks and financial institutions, to provide credit and other financial services to LGBTI+ entrepreneurs
- ☐ Advocates for the removal of legal barriers that restrict LGBTI+'s economic empowerment
- ☐ Consults with external stakeholders to understand the spectrum of opportunities to empower LGBTI+

**Measurement**

- ☐ Has clear goals on the impacts it is seeking to achieve for LGBTI+ women and girls when developing and implementing community projects
- ☐ Tracks the number of beneficiaries from community projects and initiatives, disaggregated by sex gender including LGBTI+

**Transparency**

- ☐ Reports publicly to company stakeholders the number of beneficiaries from community projects and initiatives, disaggregated by gender including LGBTI+
- ☐ Reports to the board the number of beneficiaries from community projects and initiatives, disaggregated by gender including LGBTI+





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