



PublisHer



**DIVERSITY AND INCLUSION
GUIDELINES**

Embed Diversity and Inclusion as Organizational Values

Establish Diversity and Inclusion Policy Statements

- Issue a clear statement highlighting commitment to diversity and inclusion that is made available to employees, on the website, and in promotional materials
- Issue internal guidelines highlighting transparency in addressing inequality and outlining processes for identifying and correcting inequality
- Include developments in annual report and internal communications
- Provide information about inclusivity policies, values, and programs in new employee onboarding
- Issue public expressions of support for a diverse workforce

Develop and Implement a Diversity Roadmap

- Conduct a diversity assessment representing the view of all employees, contractors, and suppliers to develop a diversity roadmap
- Assess diversity at all levels of hierarchy, including board representation
- Identify activities and timelines for enhancing diversity through evaluation of assessment, employee feedback, industry best practices
- Create committee to oversee roadmap implementation, development of programs and initiatives to enhance diversity and inclusion
- Integrate diversity and inclusion policies into the supply chain

Ensure Equal Representation

- Ensure representative participation of all employees in selecting titles for publication and ensuring unbiased character representation
- Ensure representative participation of all employees in external activities including panels, trade shows, conferences, and press statements

Implement Recruitment Processes that Emphasize Diversity and Inclusion

Develop Inclusive Job descriptions

- Ensure job descriptions include an organizational commitment to diversity and inclusion and encourage applications from a full spectrum of candidates by excluding gendered pronouns, indicating optional requirements, and highlighting flexible work accommodations and benefits
- Convene and leverage a diversity and inclusion panel to audit job descriptions

Diversify Candidate Sourcing Channels

- Leverage a range of sourcing channels, such as social media groups, university groups, job fairs, and professional associations, to ensure job candidate diversity
- Implement an internship program to recruit underrepresented groups
- Ensure recruitment campaigns appeal to a diverse range of candidates, including inclusive imagery

Interview / Selection Process

- Ensure representative participation of all employees in the interview and selection panels
- Develop and implement guidelines for interviews that enable diverse candidates to demonstrate their value add beyond the core competencies listed in the job description
- Notify employees of job openings, provide opportunities to apply for jobs before posting externally
- Retain transparent records of selection decisions and monitor the selection process for potential bias, including incorporating the views of unsuccessful candidates to identify potential process enhancements

Retain Diverse Talent

Cultivating an Inclusive Workforce Culture

- Conduct an annual survey on employee perceptions of organizational culture
- Offer diversity and inclusion training for existing employees, including eliminating implicit biases in evaluating employee performance
- Establish a clear process for addressing biases, harassment, abuse of position, discrimination in the workplace, including investigative processes and disciplinary action
- Implement flexible work arrangements such as part time, flexible hours, remote working
- Assist working parents through workplace initiatives and facilities that ease childcare and support retention, such as extended leave, gradual leave return, on-premises childcare, breastfeeding stations
- Provide professional development and training opportunities during work hours, online; ensure female employees on maternity leave have every opportunity to join training programs

Ensuring Equitable Remuneration and Benefits Policies

- Establish a transparent, accessible, meritocratic pay scale based only on performance and achievement of targets
- Conduct an annual gender and diversity pay gap analysis with clear plans to resolve issues that are linked to senior management compensation and advancement
- Offer a wide range of insurance plans that cater to a range of family structures and individual circumstances
- Provide access to support materials such as counselling hotlines, health screening options, wellness programs, work-life balance training
- Conduct an annual audit of facilities to ensure onsite services, equipment, and accessibility considerations engender an inclusive workplace

Promoting Equitable Development Opportunities

- Promote professional development of diverse employees, e.g. through a mentorship program and networking opportunities involving senior managers
- Provide exposure to non-traditional career paths to diverse employees through rotational programs and short trial assignments
- Implement a performance management process which reduces bias to provide equal opportunity for advancement, specific feedback for performance development, and fair compensation
- Encourage the creation of safe forums for diverse employees to discuss topics such as career advancement, negotiation, and workforce culture, and channel their opinions to senior management
- Support the participation of diverse employees in industry professional associations that offer networking and external development opportunities



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