Advancing Gender Equality, Diversity and Inclusion in Nuclear Security

SELF-ASSESSMENT, EVALUATION & ACTION PLAN TOOL

WINS | World Institute for Nuclear Security

WINS BENCHMARKING AND EVALUATION SERVICE - **ORGANISATIONS**

Advancing Gender Equality, Diversity and Inclusion in Nuclear Security

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About This Tool

This self-assessment, evaluation and action plan tool has been designed for all types of organisations working in the nuclear sector. This tool was further developed to take into account and be customised for the different needs of an organisation based on its context, purpose and size. The design of this tool took these differences into consideration to help organisations advance gender equality, diversity and inclusion. This tool is adaptable, flexible and customisable for each organisation – it empowers organisations to take charge of their gender equality, diversity and inclusion attitudes, behaviours, policies and procedures. Organisations can further categorise the questions in the self-assessment part into gender equality, diversity and inclusion to gain a fuller appreciation of gaps and areas for improvement.

This tool was also developed with real nuclear security professionals at its core. The design was based on the WINS International Best Practice Guide (BPG) on *Advancing Gender Parity in Nuclear Security*, which focused on the first-hand experiences of nuclear security professionals and their views on how to enhance gender equality, diversity and inclusion in the nuclear security sector. The Guide – which further identified best practices related to each of these first-hand accounts – was well received by the nuclear security field and was the second most downloaded BPG from the *WINS Knowledge Centre* in 2021.

This tool focuses on three main areas:
- → Leadership and management;
- → Organisational culture;
- → Talent acquisition, retention, and promotion.

The BPG had identified these areas as key spaces in which specific interventions must be made to develop and advance gender equality, diversity and inclusion in any organisation in the nuclear sector. The division of this tool into these areas allows organisations to practically obtain results during the evaluation stage and guides each organisation in the development and execution of an action plan. It must be noted that these areas are interlinked, not distinct, and largely dependent on each other.

Built into the design of this tool are two concepts: intersectionality and gender diversity. Intersectionality considers the multiple factors that comprise a person's identity that lead to certain systemic disadvantages such as ethnicity, social background, citizenship, education level, religion, and so forth. In the self-assessment, the phrase "Women From Diverse Backgrounds" is used to capture the notion of intersectionality.

This tool also recognises gender diversity as a concept that goes beyond the binary of "male" and "female" and describes people with a wide range of identities and forms of expressions. This could include transgender, non-binary, gender-fluid, two-spirited, and intersex people, among others. In the self-assessment, the phrase "People With Diverse Gender Identities" is used to refer to this concept.

This tool is not meant to be utilised only once. It is intended for organisations to keep using it and referring to it to ensure the sustainability of their gender equality, diversity and inclusion efforts. We encourage organisations to ensure that a proportionately larger number of staff than other levels of the organisation (leaders or managers or HR specialists) answer the questions to ensure that staff on the whole are a counterbalance to the leaders' and managers' assessment of the maturity of an organisation with regards to gender equality, diversity and inclusion. This will require consideration of the size of the organisation.

When organisations implement this tool, they may do so in various ways in further analysing their maturity and devising a tailored action plan. For instance, they might want to extract demographic information about each employee in the organisation taking the self-assessment such as their salary, seniority, background and the number of years at the organisation.

The development of this tool would not have been possible without the generous financial support of the Government of Canada and the active participation of experts from around the world.

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How The Self-Assessment Works

This tool is designed to assess the maturity of an organisation with regards to gender equality, diversity and inclusion – and to then create an action plan to enhance its maturity in all of these areas. The self-assessment process within this tool is comprised of a series of scorecards in three focus areas: leadership and management; organisational culture; and talent acquisition, retention and promotion.

Each scorecard is based on a best practice from WINS' International BPG on *Advancing Gender Parity in Nuclear Security*, and each scorecard is broken down into two categories related to that practice. For each category, there is a question for positions at all levels of an organisation: leaders, middle managers, staff members and human resources staff.

The end of this document has four appendices, which contain the same questions found in the scorecards but are broken down into each level of the organisation.

APPENDIX 1	APPENDIX 2
LEADERS	**MIDDLE MANAGERS**

APPENDIX 3	APPENDIX 4
STAFF MEMBERS	**HR**
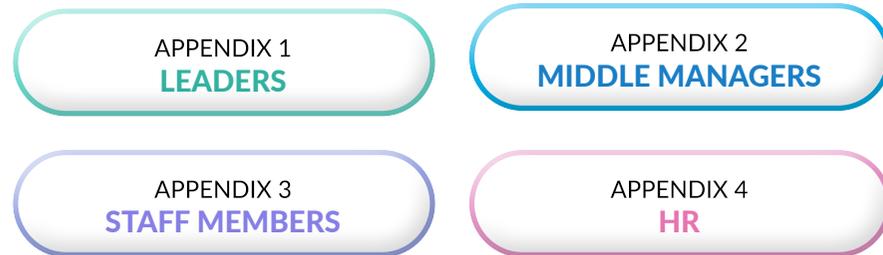
The way in which the self-assessment questions are distributed is up to each organisation. The process of assessing your organisation involves answering carefully selected questions in each scorecard. Each question has three possible responses: *Yes; Somewhat; No/Don't Know.*

Each response will be assigned a specific number of points (*1, 0.5* or *0*) and the responses from each category will be added together to obtain a score that can be entered on the scorecard. The responses are devised in such a way to allow users of the tool to receive half a point (*0.5*) if a policy or procedure has been partially implemented or if there is partial awareness about how to do something, such as reporting a harassment complaint, for example.

As organisations implementing this tool are going to have more than one person in the role of leader, middle manager, staff member and HR representative responding to the relevant self-assessment questionnaires, it is important to consider how the final score for each question will be allocated in each score card.

The scoring system for this self-assessment is based on a scale of 0–96, derived from a single point to be recorded for each answer to each question on each scorecard. So if multiple employers are asked to fill out a survey responding to the questions, the organisation has to be able to assign points (*1, 0.5, 0*) for each response, even though 100 people may have answered the question.

The way in which these points will be assigned to the answer for each question needs to be determined by each organisation implementing the tool at the outset.

For example, one way to calculate points could be the following: if 80% of all staff members respond with *Yes* (which corresponds to *1*) in the "Harassment and Discrimination Policy" category, then the organisation's score for staff members in relation to the points to be allocated for that answer will be *1*, and so forth. If the responses from staff members are more evenly distributed – such as 33% respond with *Yes (1)*, 34% with *Somewhat (0.5)* and 33% with *No/Don't Know (0)* – then the organisation would receive *0.5 points* for that particular question as it is clear that there is not a single uniform view of the answer. It would not be fair to accord a full *1 point*, nor would it be fair to allocate *0 points*.

YES
1 POINT

SOMEWHAT
0.5 POINTS

NO/DON'T KNOW
0 POINTS

Obviously an organisation will need to apply judgment to the manner in which this is done, but it should be done as fairly as possible with an eye to the purpose of the tool: organisational development in the area of gender equality, diversity and inclusion!

After the self-assessment, the scores for each focus area will be added together and then put into the chart in the *Analysis of Results* section.

Below you will see an example of a scorecard.

Category	Leaders	Middle Managers	Staff Members	HR	Score
Harassment, Discrimination, Bullying Policy	Does your organisation have a policy to prevent harassment, discrimination and bullying?	Has a policy to prevent harassment, discrimination and bullying been implemented in your organisation?	Are you aware of a harassment, discrimination and bullying prevention policy at your organisation?	Has your organisation's policy been effective in helping to prevent harassment, discrimination and bullying?	
POINTS					
Complaint Procedure	Does your organisation have a clearly defined procedure to handle harassment, discrimination and bullying complaints?	Do you know how to handle a harassment, discrimination and bullying complaint and reinforce safe reporting channels?	Do you know how to report a harassment, discrimination or bullying complaint in your organisation, and would you feel comfortable doing so?	Have you communicated to middle managers how to handle a harassment, discrimination and bullying complaint and further facilitated a safe reporting channel?	
POINTS					

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How to Obtain the Results and Use the Action Plan

Leading
81-96
Your organisation has mainstreamed gender equality, diversity and inclusion policies and best practices have been developed, implemented and integrated successfully into the daily work of the organisation.

Commencing
0-30
Your organisation is aware of the benefits of achieving gender equality, diversity and inclusion. The next step might be to develop a business case and put in place key policies.

Where you are

Mastering
61-80
Your organisation has prioritised gender equality, diversity and inclusion in its strategy and business plan. The next step might be to ensure that these policies are integrated into the daily work of the organisation.

Developing
31-60
Your organisation is committed to achieving gender equality, diversity and inclusion. The next step might be to create a strategy.

After calculating the results for each focus area and adding them together to get an overall score, the organisation can identify itself on the chart. There are four defined stages of development: commencing, developing, mastering and leading. The scores for each stage of development have been weighted to accurately reflect the difficulty in moving between one area to the next. For instance, we predict that it would take an organisation longer to get through the developing phase due to a more intensive process required before achieving mastering. The most limited band of scores is reserved for leading, as we predict that the majority of organisations in nuclear have yet to reach this stage for gender equality, diversity and inclusion.

Based on the results and the level of development in each area, each organisation is encouraged to develop a specific action plan based on our best practice examples to define concrete actions to improve performance in each area and therefore the overall maturity of their organisation having regard to gender equality, diversity and inclusion.

Glossary

Users of this tool do not need to be experts in gender equality, diversity and inclusion in order to implement it. That said, this tool contains questions and concepts that might be unfamiliar. The following glossary is designed to shed light on concepts so that answers to the questions set out in the tool are as accurate as possible.

BASELINE DATA	Bottom-line information that the organisation collects or uses to track and monitor a specific subject.	**DISCRIMINATION**	When a person, or a group of people, is treated less favourably than another person or group because of their background or certain personal characteristics (age, gender, sexual orientation, disabilities, ethnicity, race etc.). *(Source)*
BIAS	A form of prejudice that results from our need to quickly classify people into categories. *(Source)*		
BULLYING	When a person or group of people repeatedly behave unreasonably towards another worker or group of workers. This behaviour usually creates a risk to health and safety. E.g. behaving aggressively towards others, excluding someone from work-related events, unreasonable work demands. *(Source)*	**DIVERSITY**	Refers to the wide range of identities. It broadly includes race, ethnicity, gender, age, national origin, religion, disability, sexual orientation, socioeconomic status, education, marital status, language, veteran status, physical appearance, etc. It also involves different ideas, perspectives, and values. *(Source)*
DISABILITIES	Someone who has long-term physical, mental, intellectual or sensory impairments which in interaction with various barriers may hinder their full and effective participation in society on an equal basis with others. *(Source)*	**GENDER**	The socially constructed roles, behaviours, activities and attributes that a given society considers appropriate for individuals based on the sex they were assigned at birth. Rigid gender norms can result in stereotyping and curb our expectations of people. A society's understanding of gender changes over time and varies from culture to culture. *(Source)*
DISAGGREGATED DATA	Data that can be used to generate statistics and indicators for population groups defined by (or disaggregated by or broken down further into) one or more dimensions or characteristics (commonly sex, geographic area, and/or age). *(Source)*	**GENDER CHAMPIONS**	Senior leaders that advance gender equality through the management of their own organisations and in their work with others by making concrete and measurable commitments to women in the workplace. *(Source)*

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GENDER DIVERSITY	It is an umbrella term that refers to a wide range of gender-related identities and ways of expression. This could include transgender, gender non-conforming, non binary, gender fluid, two-spirited, and intersex people, amongst others. *(Source)*	**HARASSMENT**	Improper conduct by an individual, that is directed at and offensive to another individual in the workplace, including at any event or any location related to work, and that the individual knew or ought reasonably to have known would cause offence or harm. It comprises objectionable act(s), comment(s) or display(s) that demean, belittle, or cause personal humiliation or embarrassment, and any act of intimidation or threat. *(Source)*
GENDER EQUALITY	The concept that all human beings, regardless of their gender, are free to develop their personal abilities and make choices without the limitations set by stereotypes, rigid gender roles and prejudices, and that the different behaviours, aspirations and needs of people of all genders are considered, valued and favoured equally. *(Source)*	**IMPLICIT BIAS**	When someone consciously rejects stereotypes and supports anti-discrimination efforts but also holds negative associations in their mind unconsciously. *(Source)*
GENDER IDENTITY	Each person's deeply felt internal and individual experience of gender, which may or may not correspond with their sex assigned at birth or the gender attributed to them by society. Concepts of gender identity vary greatly across the world, resulting in a wide range of identities and expressions that often transcend Western concepts of gender, such as: hijra (Bangladesh, India and Pakistan), okule and agule (Democratic Republic of the Congo and Uganda) and two-spirit (indigenous North Americans). *(Source)*	**INCLUSION**	The act of creating an environment in which any individual or group will be welcomed, respected, supported and valued as a fully participating member. An inclusive and welcoming climate embraces and respects differences. *(Source)*
		INCLUSIVE DESIGN	The design of mainstream products and/or services that are accessible to, and usable by, as many people as reasonably possible ... without the need for special adaptation or specialised design. *(Source)*
GENDER PARITY BY DESIGN	Like security by design, gender parity by design is a set of deliberative actions to achieve an outcome. This means that gender parity by design is not an afterthought or an add on. It must be consciously incorporated into the design of policies, programmes and events that advance gender parity.	**INCLUSIVE IMAGERY**	The usage of pictures, videos or photos where people with diverse backgrounds or from underrepresented minorities feel represented and included.
		INCLUSIVE LANGUAGE	Speaking and writing in a way that does not discriminate against a particular gender, social gender, or gender identity, and does not perpetuate gender stereotypes. For example, using gender neutral pronouns. *(Source)*

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INTERSECTIONALITY	Approach to analysing social relations and structures in a given society. Intersectional approaches recognise that every person's identity is made up of multiple identity categories such as (but not limited to) citizenship, class, social background, ethnicity, gender expression, gender identity, race, religion. The ways a person may experience systemic privilege or oppression are affected by the intersection of these identity categories, or are exacerbated by each category, depending on how they are valued by social institutions. (*Source*)
JOB SHARING	Job sharing is a flexible work arrangement where one job is done by more than one person. It can be an option if employees want to work part-time but the job that is available needs to be worked on a full-time basis. (*Source*)
MICROAGRESSIONS	Verbal, nonverbal and environmental slights, snubs, insults, or actions, whether intentional or unintentional, which communicate hostile, derogatory or negative messages to target persons based solely upon discriminatory belief systems. (*Source*)
PANEL PARITY PLEDGE	A commitment made by leaders to avoid appearing on a single-gender panel whenever possible and to ask a series of questions to organisers such as what they are doing to ensure gender diversity at events as well as if they have reached out to female and a more diverse group of experts to take part in the event. (*Source*)

PARENTAL LEAVE	A benefit provided to employees by an organisation that is available in nearly all countries. This may include maternity, paternity or adoption leave and can be paid or unpaid. An organisation provides unpaid parental leave when they are required to keep an employee's job while that employee is on leave. Paid parental leave allows for an employee to take paid time off work to care for or make care arrangements for a child or dependent family member.
PAY GAP	An internationally recognised measure of the difference in pay that is based on a person's gender. The gender pay gap is the result of the social and economic factors that combine to reduce women's earning capacity over their lifetime. (*Source*)
SEXUAL HARASSMENT	Discriminatory comments, behaviour, and touching. It may take the form of jokes, threats, comments about sex, or discriminatory remarks about someone's gender. (*Source*)
UNCONSCIOUS BIAS	Social stereotypes about certain groups of people that individuals form outside their own conscious awareness. Everyone holds unconscious beliefs about various social and identity groups, and these biases stem from one's tendency to organise social worlds by categorising. (*Source*)
UNDERREPRESENTED MINORITIES	Underrepresented group or minority in the nuclear sector refer to women, women of colour (Latina, Asian, African) people with disabilities, members of the LGTBQ+ community etc.

WOMEN FROM DIVERSE BACKGROUNDS	Term used to highlight an intersectional approach when describing women from various ethnic, race, socioeconomic and geographical backgrounds.
WORKPLACE CLIMATE SURVEY	Tool used to solicit and assess employee opinions, feelings, perceptions and expectations regarding a variety of factors pertinent to maintaining the organisations climate, such as opportunities for growth, sense of belonging, management, working relationships and inclusive environment. (*Source*)
WORKPLACE FLEXIBILITY	An arrangement in which an employer provides partial or complete freedom to the employee to select the time, location and manner in which they work. *(Source)*

Self-Assessment, Evaluation & Action Plan Tool

01/ **ORGANISATIONAL CULTURE**

02/ **LEADERSHIP AND MANAGEMENT**

03/ **TALENT MANAGEMENT**

YES
1 POINT

SOMEWHAT
0.5 POINTS

NO/DON'T KNOW
0 POINTS

01/ ORGANISATIONAL CULTURE

Category	Leaders	Middle Managers	Staff Members	HR	Score
Harassment, Discrimination, Bullying Policy	Does your organisation have a policy to prevent harassment, discrimination and bullying?	Has a policy to prevent harassment, discrimination and bullying been implemented in your organisation?	Are you aware of a harassment, discrimination and bullying prevention policy at your organisation?	Has your organisation's policy been effective in helping to prevent harassment, discrimination and bullying?	
POINTS					
Complaint Procedure	Does your organisation have a clearly defined procedure to handle harassment, discrimination and bullying complaints?	Do you know how to handle a harassment, discrimination and bullying complaint and reinforce safe reporting channels?	Do you know how to report a harassment, discrimination or bullying complaint in your organisation, and would you feel comfortable doing so?	Have you communicated to middle managers how to handle a complaint and further facilitated a safe reporting channel?	
POINTS					

See: *Advancing Gender Parity in Nuclear Security* (pg. 23) "Enforce Zero-Tolerance Policies for Harassment and Bullying".

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WHAT SUCCESS LOOKS LIKE

Success in this area would be if an organisation has clearly conveyed harassment, discrimination and bullying policies to its employees at each level of the organisation. Furthermore, an organisation should take this a step further and create a clear reporting system so that employees wishing to make a complaint know who to go to, how to make a complaint and feel safe doing so.

YES
1 POINT

SOMEWHAT
0.5 POINTS

NO/DON'T KNOW
0 POINTS

01/ ORGANISATIONAL CULTURE

Category	Leaders	Middle Managers	Staff Members	HR	Score
Workplace Flexibility	Does your organisation have a flexible working policy?	Do you know how to manage flexible working arrangements?	Has your organisation enabled you to make effective use of flexible working arrangements such as remote work, job sharing and flexible working hours?	Does your department ensure that all employees are equipped to utilise flexible working arrangements (e.g. remote work)?	
POINTS					
Care Support	Does your organisation have a gender inclusive parental leave policy?	Does your organisation support all parents using parental leave regardless of gender or sexual orientation?	Does your organisation support all parents using parental leave regardless of gender or sexual orientation?	Does your organisation have transition programmes for employees who are coming from and going on parental leave?	
POINTS					

See: *Advancing Gender Parity in Nuclear Security* (pg. 33) "Strike a (Work–life) Balance".

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WHAT SUCCESS LOOKS LIKE

Leading organisations incorporate the needs of families formed in different ways, for example, through adoption or surrogacy, providing leave, benefits and bonuses regardless of the gender or sexual orientation of the parents.
Read more

YES
1 POINT

SOMEWHAT
0.5 POINTS

NO/DON'T KNOW
0 POINTS

01/ ORGANISATIONAL CULTURE

Category	Leaders	Middle Managers	Staff Members	HR	Score
Accessible Facilities	Has your organisation ensured that the design of its facilities meet the access-related needs of everyone?	Do you ensure that the design of facilities is appropriate to the work that staff are required to undertake?	Does your workplace have ramps, accessible lifts and automatic doors, wayfinding tools?	Has your organisation collected disaggregated data based on different forms of disability?	
POINTS					
Workplace Design	Has your organisation ensured that the facilities are equipped with toilets, changing rooms, and breastfeeding rooms and adequately meet the requirements of women and people with diverse gender identities?	Has your organisation ensured that the facilities are equipped with toilets, changing rooms, and breastfeeding rooms and adequately meet the requirements of women and people with diverse gender identities?	Does your workplace have accessible toilets and changing rooms specially designed for women and people with diverse gender identities that are in the right location?	Have you assessed whether or not the design of the workplace excludes women and people with diverse gender identities from equally accessing facilities such as labs, offices of supervisors, meeting rooms, water coolers etc...?	
POINTS					

See: *Advancing Gender Parity in Nuclear Security* (pg. 30) "Include Women's Changing Rooms".

IMPORTANCE OF DESIGN PRICINPLES

It is necessary that organisations implement workplace design from the beginning, not unlike security-by-design. A failure to consider the implications of a policy from several points of view could undermine even the best-intentioned policies and result in ineffective action. For instance, a nuclear power plant that has decided to hire female fire officers must carefully consider whether or not they have the appropriate facilities and equipment and overall conducive work environment and attitudes - and if they do not - what they can do to meet the needs of their incoming workforce.

YES
1 POINT

SOMEWHAT
0.5 POINTS

NO/DON'T KNOW
0 POINTS

01/ ORGANISATIONAL CULTURE

Category	Leaders	Middle Managers	Staff Members	HR	Score
Personal Protective Equipment	Does your organisation provide appropriate and well-fitted uniforms and other protective equipment taking into account the needs of men, women and people with diverse gender identities?	Do you ensure that all the staff have access to personal protective equipment that accommodates different body sizes and types?	Does your organisation provide you with a uniform and other protective equipment that fits you properly?	Has your department collected information on the individual needs of the staff in relation to personal protective equipment?	
POINTS					
Shift Work	Does your organisation have a policy that ensures shift workers have a healthy worklife balance?	Do you ensure that the shift arrangements of your staff support a healthy worklife balance?	Does your organisation take measures to support you with the impact of shift work and to help you maintain a healthy worklife balance?	Has your department contributed to the design of an effective policy for a healthy worklife balance for shift workers?	
POINTS					

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See: *Advancing Gender Parity in Nuclear Security* (pg. 31) "Gender Parity Requires the Right Equipment".

YES
1 POINT

SOMEWHAT
0.5 POINTS

NO/DON'T KNOW
0 POINTS

02/ **LEADERSHIP AND MANAGEMENT**

Category	Leaders	Middle Managers	Staff Members	HR	Score
Baselines and Data	As a leader, have you fostered an environment where staff feel comfortable sharing with the organisation their personal background information including gender identity?	As a middle manager, do you use disaggregated data to make decisions related to achieving gender equality, diversity and inclusion goals?	Have you taken part in a workplace climate/ employment satisfaction survey in the past 6 months?	Has your organisation collected disaggregated data to assess the state of gender equality, diversity and inclusion in the workplace?	
POINTS					
Strategy	Has your organisation developed a strategy and set goals for gender equality, diversity and inclusion?	Do you, as a manager, play an active role in the implementation of the strategy and related goals for gender equality, diversity and inclusion?	Are goals and outcomes (performance) for gender equality, diversity and inclusion available to the whole organisation?	Does your organisation monitor and closely track progress toward gender equality, diversity and inclusion goals?	
POINTS					

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See: *Advancing Gender Parity in Nuclear Security* (pg. 31) "Establish a Gender Baseline".

YES
1 POINT

SOMEWHAT
0.5 POINTS

NO/DON'T KNOW
0 POINTS

02/ LEADERSHIP AND MANAGEMENT

Category	Leaders	Middle Managers	Staff Members	HR	Score
Leadership in Gender	Do you as a leader act as a role model for gender equality, diversity and inclusion?	In the past 6 months, have you as a manager been involved in gender equality, diversity and inclusion initiatives in your organisation?	Do leaders and middle managers prioritise gender equality, diversity and inclusion initiatives?	Does the organisation have an identified position or department that leads gender equality, diversity and inclusion efforts?	
POINTS					
Workplace Attitudes	As a senior leader, do you take actions to ensure that everyone in the organisation is treated fairly and that their opinions are valued?	Do you ensure women and people with diverse gender identities in your organisation receive recognition and full credit for their ideas and accomplishments?	Do you feel that you can express your opinions freely and that diverse perspectives are valued in your organisation?	Does your department periodically conduct employment satisfaction and workplace climate surveys?	
POINTS					

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See: *Advancing Gender Parity in Nuclear Security* (pg. 24) "Foster a Gender Inclusive Workplace".

WHAT SUCCESS LOOKS LIKE

Organisations that promote the use of pronouns in an email signature, on platforms like LinkedIn, and in everyday communications create a more inclusive and safe work environment and demonstrate allyship.

Giving people the option to refer to their pronouns at work improves communications and dialogue and generally fosters everyday inclusion and increases the sense of belonging among colleagues and other stakeholders.

YES
1 POINT

SOMEWHAT
0.5 POINTS

NO/DON'T KNOW
0 POINTS

02/ LEADERSHIP AND MANAGEMENT

Category	Leaders	Middle Managers	Staff Members	HR	Score
Capacity Building for Gender Equality, Diversity and Inclusion	Does your organisation support capacity building programmes for gender equality, diversity and inclusion (eg. unconscious bias training)?	Have you taken part in an unconscious bias training/ gender awareness training programme in the last 6 months?	Do you know how to identify biases, stereotypes and microsexism in your daily work?	Does your department organise gender awareness and unconscious bias training provided by a skilled professional?	
POINTS					
Harassment, Discrimination and Bullying Prevention Training	Does your organisation provide workplace training to prevent harassment, discrimination and bullying?	Are all managers accountable for ensuring the staff completes harassment, discrimination and bullying prevention training?	Would you be able to identify harassment, discrimination or bullying if it happened to you or a coworker?	Does your department organise harassment, discrimination and bullying prevention training provided by a skilled professional?	
POINTS					

See: *Advancing Gender Parity in Nuclear Security* (pg. 24) "Hold Regular Training ".

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IMPORTANCE OF TRAINING

Unconscious bias training/implicit awareness training is vital in raising awareness when used in conjunction with other policies and procedures at an organisation. It can further help employees gain an overall understanding of how bias leads to harassment, discrimination and bullying.

The training can further help to pinpoint microsexism, which could take the form of seemingly innocuous comments such as "don't be such a girl."

YES
1 POINT

SOMEWHAT
0.5 POINTS

NO/DON'T KNOW
0 POINTS

02/ LEADERSHIP AND MANAGEMENT

Category	Leaders	Middle Managers	Staff Members	HR	Score
Building Networks	Do you as a senior leader partner with external stakeholders to support gender equality, diversity and inclusion efforts?	Do you organise events with other organisations to exchange knowledge, best practices and lessons learned on gender equality, diversity and inclusion?	Are you encouraged to participate in events that support gender initiatives with other organisations?	Do you facilitate events that support gender equality, diversity and inclusion with other organisations?	
POINTS					
International Initiatives	Are you a gender champion or are you part of any equivalent type of initiative?	Is your leader a gender champion or is your organisation part of any equivalent type of initiative?	Are you aware of any international initiatives that leaders and middle managers are involved in that shows commitment to gender equality, diversity and inclusion?	Are leaders and middle managers demonstrably committed, on the international level, to gender equality, diversity and inclusion?	
POINTS					

See: *Advancing Gender Parity in Nuclear Security* (pg. 27–28) "Establish a Gender Baseline".

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YES
1 POINT

SOMEWHAT
0.5 POINTS

NO/DON'T KNOW
0 POINTS

03/ TALENT MANAGEMENT (ACQUISITION, RETENTION & PROMOTION)

Category	Leaders	Middle Managers	Staff Members	HR	Score
Talent Outreach	Do you think your organisation is perceived externally as a good place for women from diverse backgrounds and people with diverse gender identities to work?	Does your organisation engage in practices (such as job fairs at universities, women networks, etc.) that encourage women from diverse backgrounds and people with diverse gender identities to apply?	Do you think your organisation is perceived externally as a good place for women from diverse backgrounds and people with diverse gender identities to work?	Does the organisation design inclusive job ads for recruitment campaigns?	
POINTS					
Talent Acquisition	Has your organisation defined clear hiring targets to fill open positions with women from diverse backgrounds and people with diverse gender identities?	Does your organisation offer managers involved in the recruiting process the opportunity to participate in training to recognise unconscious bias?	Do you think that opportunities to be hired are available for women from diverse backgrounds and people with diverse gender identities?	Has your organisation designed clear, transparent, and inclusive recruitment criteria that reduce biases during the selection and hiring process?	
POINTS					

See: *Advancing Gender Parity in Nuclear Security* (pg. 14–15) "Engage Human Resources Professionals".

BEST PRACTICES

It is important to continually review and revise the language of job announcements to ensure the vacancy appeals to as wide an audience as possible. Best practices include the following:

→ Instead of "years of experience," focus on qualifications such as problem solving skills or a solid growth mindset

→ Avoid using masculine words. Instead of using "he" or "she," use "you" or "they"

→ Avoid lengthy job descriptions

→ Eliminate racial bias by avoiding phrases such as "must be a native English speaker"

→ Check your imagery: is it inclusive and diverse ?

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YES
1 POINT

SOMEWHAT
0.5 POINTS

NO/DON'T KNOW
0 POINTS

03/ TALENT MANAGEMENT (ACQUISITION, RETENTION & PROMOTION)

Category	Leaders	Middle Managers	Staff Members	HR	Score
Mentorships	As a leader, have you ever been a mentor or sponsor for a woman from a diverse background and/or a person with a diverse gender identity?	Have you ever been a mentor or sponsor for a woman from a diverse background and/or a person with a diverse gender identity?	Has your organisation enabled you to participate in a mentorship or sponsorship programme?	Has your department designed a mentorship or sponsorship programme targeting women from diverse backgrounds and people with diverse gender identities making them more visible for promotions?	
POINTS					
Professional Development	As a leader, do you ensure that professional development opportunities are available for women from diverse backgrounds and people with diverse gender identities?	Do you consider the organisation provides the same professional development opportunities for women and men and people with diverse gender identities?	Do you feel that you have access to professional development opportunities at your organisation?	Has your department conducted a gender gap analysis for professional development opportunities?	
POINTS					

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See: *Advancing Gender Parity in Nuclear Security* (pg. 14) "Continue Professional Development".

YES
1 POINT

SOMEWHAT
0.5 POINTS

NO/DON'T KNOW
0 POINTS

03/ TALENT MANAGEMENT (ACQUISITION, RETENTION & PROMOTION)

Category	Leaders	Middle Managers	Staff Members	HR	Score
Equal Pay Policy	Does your organisation have a clearly defined equal pay policy?	Has an equal pay policy been implemented in your organisation?	To the best of your knowledge, are you paid the same as your colleagues for the same work, regardless of gender, gender identity or background?	Does your organisation conduct an annual gender pay gap analysis?	
POINTS					
Other Salary Components	Does the organisation's equal pay policy include bonuses and additional forms of compensations such as shares and allowances?	Does the implementation of your equal pay policy include bonuses and additional forms of compensation such as shares or allowances?	Do you receive the same benefits, such as shares and allowances, as other colleagues regardless of gender, gender identity or background?	Does the pay gap analysis include any additional forms of compensation, such as shares and allowances?	
POINTS					

See: *Advancing Gender Parity in Nuclear Security* (pg. 15) "Evaluate Compensation Annually and Make It Transparent".

WHAT SUCCESS LOOKS LIKE

Being transparent on pay and pay policy is part and parcel of ensuring that both employees and an organisation continues to grow and develop. Tech company Malt has gone a long way in terms of diversity and inclusion: they have reached parity in an even 50/50 split of men and women in the workplace, and they furthermore have 50% of women in managerial or team leader positions, and 33% of leadership positions are filled by women. One way in which they were able to achieve parity is through clear career paths for promotion and pay transparency. Malt has transparent pay grids for each team, which allows for every team member to understand how their salary can evolve and what to work towards. This transparent grid system also helps remove bias in the recruitment/promotion process. Read more

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YES
1 POINT

SOMEWHAT
0.5 POINTS

NO/DON'T KNOW
0 POINTS

03/ TALENT MANAGEMENT (ACQUISITION, RETENTION & PROMOTION)

Category	Leaders	Middle Managers	Staff Members	HR	Score
Performance Evaluation	Does your organisation have an unbiased performance appraisal process?	Do you know how to identify biases in performance evaluations?	Do you think your last appraisal was a fair process?	Is the performance appraisal process discussed with the HR department?	
POINTS					
Promotion & Succession Planning	Does your organisation have a strategy to promote women from diverse backgrounds and people with diverse gender identities?	Does your organisation have equal representation of women and men and people with diverse gender identities in management positions?	Do you think that your organisation offers equal opportunity for women from diverse backgrounds and people with diverse gender identities to get into management/leadership positions?	Does your organisation have promotion and succession planning that takes into account gender equality, diversity and inclusion?	
POINTS					

See: *Advancing Gender Parity in Nuclear Security* (pg. 16) "Promote, Promote, Promote.".

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Analysis of the Results

In analysing your results, you can add up the points from each focus area of the self-assessment and input them below and add all focus areas together to reach a final score. That score will then allow you to determine where your organisation is in regards to advancing gender equality, diversity and inclusion: Commencing, Developing, Mastering and Leading.

Focus Area	Score
ORGANISATIONAL CULTURE	
LEADERSHIP AND MANAGEMENT	
TALENT MANAGEMENT	
OVERALL SCORE	

Overall Score	Where You Are	
0-30	COMMENCING	Your organisation is aware of the benefits of achieving gender equality, diversity and inclusion. The next step might be to develop a business case and put in place key policies.
31-60	DEVELOPING	Your organisation is committed to achieving gender equality, diversity and inclusion. The next step might be to create a strategy.
61-80	MASTERING	Your organisation has prioritised gender equality, diversity and inclusion in its strategy and business plan. The next step might be to ensure that these policies are integrated into the daily work of the organisation.
81-96	LEADING	Your organisation has mainstreamed gender equality, diversity and inclusion policies and best practices have been developed, implemented and integrated successfully into the daily work of the organisation.

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Proposed Action Plan

Each and every organisation faces its unique challenges, particularly when it comes to changing and maintaining an organisational culture as well as implementing policies and procedures due to its particular history, development, structure and local and regional context. This action plan recognises these unique challenges and has been designed in a generic and simplified way. It is intended to be used as a roadmap for positive change and to be tailored to each organisation. In this way, this action plan is not an exhaustive list – and should not be treated as such. Instead, it highlights the most salient aspects of advancing and achieving gender equality, diversity and inclusion.

Furthermore, this action plan reflects the implementation cycle faced by every organisation to ensure that attitudes, procedures and policies are continually assessed and revised to ensure that a programme is effective and works toward the best interest of the employees and to help achieve the organisational mission and vision. The action plan is broken down into aforementioned stages (Commencing, Developing, Mastering and Leading) and within each of these stages is a focus area, strategic action, practical steps to take, and concrete examples and resources to help your organisation take those steps.

Moving from Commencing to Developing

Focus Area	Strategic Action	Steps to Take	Resources
Organisational Culture	Develop a policy	→ Establish a gender equality, diversity and inclusion policy. → Ensure the policy states the principles and practices that enhance the representation of women from diverse backgrounds and people with diverse gender identities and enforces inclusive initiatives within the organisation. → Communicate the policy to managers all employers and relevant stakeholders.	Australian Government, *Developing a Gender Equality Policy.*
	Create a harassment, discrimination and bullying policy and procedure	→ Set up a policy that clearly enforces zero-tolerance for harassment, bullying and discrimination. → Ensure the policy clearly defines the behaviours that constitute harassment, sexual harassment, bullying and discrimination. → Develop a procedure to receive, investigate and respond to complaints. → Make sure this procedure has a victim-centred procedure to prioritise the needs and provide protection to the person making the complaint.	US Government Accountability Office, *Sexual Harassment: NNSA Could Improve Prevention and Response Efforts in Its Nuclear Security Forces*
	Design and inclusive workplace	→ Ensure that the design of the workplace and common work areas is equal. → Check to see that the facilities have toilets, changing rooms, breastfeeding rooms and kindergartens and that they are easily accessible. → Making sure that women from diverse backgrounds and staff with diverse gender identities who are shift workers have access to public and/or safe transport to their homes.	Zallio, M., & Clarkson, P. J. (2022). *The Inclusion, Diversity, Equity and Accessibility audit. A post-occupancy evaluation method to help design the buildings of tomorrow.* Building and Environment, 217, 109058. Forbes, *How To Use Inclusive Design*

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Focus Area	Strategic Action	Steps to Take	Resources
Leadership & Management	Build a business case	→ Utilise data obtained in previous assessments and surveys to create a business case for gender equality, diversity and inclusion. The following could be included in the business case: · Justification · Solutions · Positive outcomes · Plan or strategy	USAID, *Developing a Business Case for Gender Equality.*
	Reframe organisation's vision to include gender equality, diversity and inclusion	→ Create realistic expectations and goals in achieving gender equality, diversity and inclusion. → Include team and stakeholders in the process of creating this vision.	USAID, *Organisational Goal Setting for Gender Equality.*
Talent Management	Assess your organisation	→ Collect and analyse data on the composition of your organisation including gender, gender identity, race, ethnicity, age and disability. → Evaluate your facility to ensure that it is adequate and meet requirements for all employees. → Assess the personnel equipment to ensure it matches the needs of all employees. → Maintain a detailed record of discrimination, bullying and harassment complaints.	World Bank, *Gender Data Portal.*
	Conduct an employment satisfaction survey	→ Design surveys in alignment with international standards to identify possible gaps in gender equality, diversity and inclusion. → Ensure that data obtained is anonymous and not affected by gender, gender identity, race, ethnicity and other social identity factors.	*Guide to Measuring Diversity and Inclusion.*

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Moving from Developing to Mastering

Focus Area	Strategic Action	Steps to Take	Resources

Organisational Culture	Undertake awareness training for diversity and unconscious bias	→ Conduct mandatory training programme customised to your organisation to raise awareness in discriminatory behaviours and create empathy.
		
		→ Set realistic goals for what you would like the training programme to achieve.
		
		→ Some examples of evidence-based training methods and strategies are:
		
		  · Perspective taking exercise
		  · Reflective techniques
		  · Follow up with participants after training
			Making Implicit Bias Training More Effective.

	Conduct harassment, discrimination and bullying prevention training	→ Communicate to all levels of the organisation the zero-tolerance policies harassment, bullying and discrimination policies. → Ensure that staff and managers know what constitutes harassment and other behaviours like bullying or discrimination. → Make sure the staff knows the procedure to make a complaint and that managers are trained to handle complaints. → Organise periodical harassment and discrimination training and awareness exercises. → Hire a skilled and qualified professional to carry out this training.	*Workplace Harassment Training Resources.*

Focus Area	Strategic Action	Steps to Take	Resources
Leadership & Management	Design a strategy	→ Develop a comprehensive strategy on gender equality, diversity and inclusion with specific short, medium and long-term goals. → Align the strategy with Sustainable Development Goals. → Assign strategic actions to each goal. → Commit to a minimum percentage of women from diverse backgrounds and people with diverse gender identities in various job roles in the organisation. → Clearly convey this strategy, goals and performance with managers, the staff and stakeholders.	MWAH, *Sample Diversity and Inclusion Strategy.* *Getting Middle Management Buy-In for Diversity and Inclusion Strategy.*
	Prioritise accountability	→ Report on targets and key performance indicators to track performance of strategic actions taken in each area. → Engage with staff and other stakeholders to help ensure they are meeting their individual targets.	*How to Set Gender Diversity Targets.*
Talent Management	Overhaul bias in hiring and promotion processes	→ Conduct awareness training to anyone involved in the recruiting and promotion processes. → Use a skill-based assessment for potential new hires. → Use structured interviews.	Forbes, *Reduce Unconscious Bias in Hiring Process.* *Guide to Prevent Discrimination in Recruitment.*
	Establish inclusive hiring and promotion practices	→ Design inclusive announcements (for instance, through using gender neutral language). → Anonymise CVs. → Include more women from diverse backgrounds and people with diverse gender identities in shortlists. → Offer flexible working conditions.	WINS BPG, *Advancing Gender Parity in Nuclear Security.*

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Moving from Mastering to Leading

Focus Area	Strategic Action	Steps to Take	Resources
Organisational Culture	Design an outreach strategy for enhancing diversity in the sector	→ Enhance the organisation's presence on social media platforms including through email marketing campaigns. → Review and revise all internal and external communications to identify gaps and biases. During this process, ask the following: · Does my content communicate diversity? · Are there groups that are not sufficiently represented in our communications?	Meta, *Difference Diversity Makes in Online Advertising.* Buenestado-Fernández, M, (2019). *Evaluating the institutionalisation of diversity outreach in top universities worldwide.*
	Offer empathetic training	→ Conduct training to promote empathetic behaviours among senior leaders and middle managers. → Further ensure that empathetic behaviours are being modelled in the workplace.	*The Empathetic Leader: A Coaching Approach.* Forbes, *Empathy is the Most Important Leadership Skill.*
Leadership & Management	Prioritise reporting your results	→ Ensure transparency by including the performance of gender equality, diversity and inclusion efforts in your annual reports, on the organisation's website and on social media channels. → Convey results internally as well to all levels of your organisation via newsletter or through another platform. → Take part in the WINS reporting tool (coming in 2023).	*Embedding Gender in Sustainability Reporting: A Practitioners Guide* Forbes, *Maintain Clear, Transparent Communication.*
	Reassess strategy regularly and revise as necessary	→ Ensure that gender equality, diversity and inclusion strategy continues to meet short, medium and long-term goals. → Pinpoint gaps in implementation and devise action steps to fill those gaps. → Regularly schedule to take the WINS self-assessments to ensure sustainability of strategy.	

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| Focus Area	Strategic Action	Steps to Take	Resources
Leadership & Management	Advocate for men as change allies	→ Support male middle managers to participate in diverstiy, equality and inclusion initiatives and events. → Ensure that male middle managers and senior leaders play a role in mentorship programmes.	Grant Thornton, *The Role of Male Allies in Progressing Toward Gender Parity.*
	Participate in joint international initiatives	→ Encourage senior leaders to become an International Gender Champion and/or a Gender Champions in Nuclear Policy. → Get involved with organisations such as: · Women of Colour Advancing in Peace, Security and Conflict Transformation · Diversity and inclusion in Nuclear	*International Gender Champions.* *Gender Champions in Nuclear Policy.* *Women of Colour Advancing in Peace, Security and Conflict Transformation.* *Inclusion and Diversity in Nuclear.*
Talent Management	Conduct a gender pay gap analysis	→ Carry out a gender pay gap analysis to determine if employees are being paid equally for equal work, taking into consideration additional forms of compensation. → Report your data externally and internally in the interest of transparency. → Utilise the data to devise an action plan in guaranteeing equal pay for equal work.	*Gender Pay Gap Reporting.*

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When Your Organisation is Leading

Focus Area	Strategic Action	Steps to Take	Resources
Organisational Culture	Lead the change	→ Be transparent in all external communications regarding commitments and milestones made by the organisation in gender equality, diversity and inclusion. → Organise events, seminars and workshops to convey best practices and lessons learned on implementing policies, procedures and strategies.	*Being an Industry Leader.*
Leadership & Management	Be vocal on social media	→ Design an outreach strategy on social media targeting underrepresented minorities. → Consider hiring a community manager who can monitor outreach and ongoing communication. It should be someone who possesses gender and cultural sensitivity.	*Long-term Social Media Strategy for Diversity, Equity and Inclusion.*
	Engage other organisations	→ Partner closely with other organisations to brainstorm and implement projects, initiatives and campaigns that could help make the sector more diverse and inclusive. → Hold events with other organisations to exchange knowledge and plan for next steps.	Platforms for Partnership, *Emerging good practice to systematically engage business as a partner in development.*
	Pledge gender equality on the international arena	→ Take the panel parity pledge for international events, which commits the organisation to refuse to speak on a panel where there is no parity. → Take the ParityPLEDGE and commit to set targets for recruiting women from diverse backgrounds and people with diverse gender identifies for every open vice-president, C-suite and board positions.	*Panel Parity for International Gender Champions.* Harvard Business Review, *Be a Better Ally.* *ParityPLEDGE.*
Talent Management	Ensure performance and promotion practices remain unbiased	→ Continue to monitor internal practices around performance appraisal and promotions. → Identify gaps in unfair and biased practices and devise action steps accordingly.	*Inclusive Promotion Process.*

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Further Reading
& Appendices
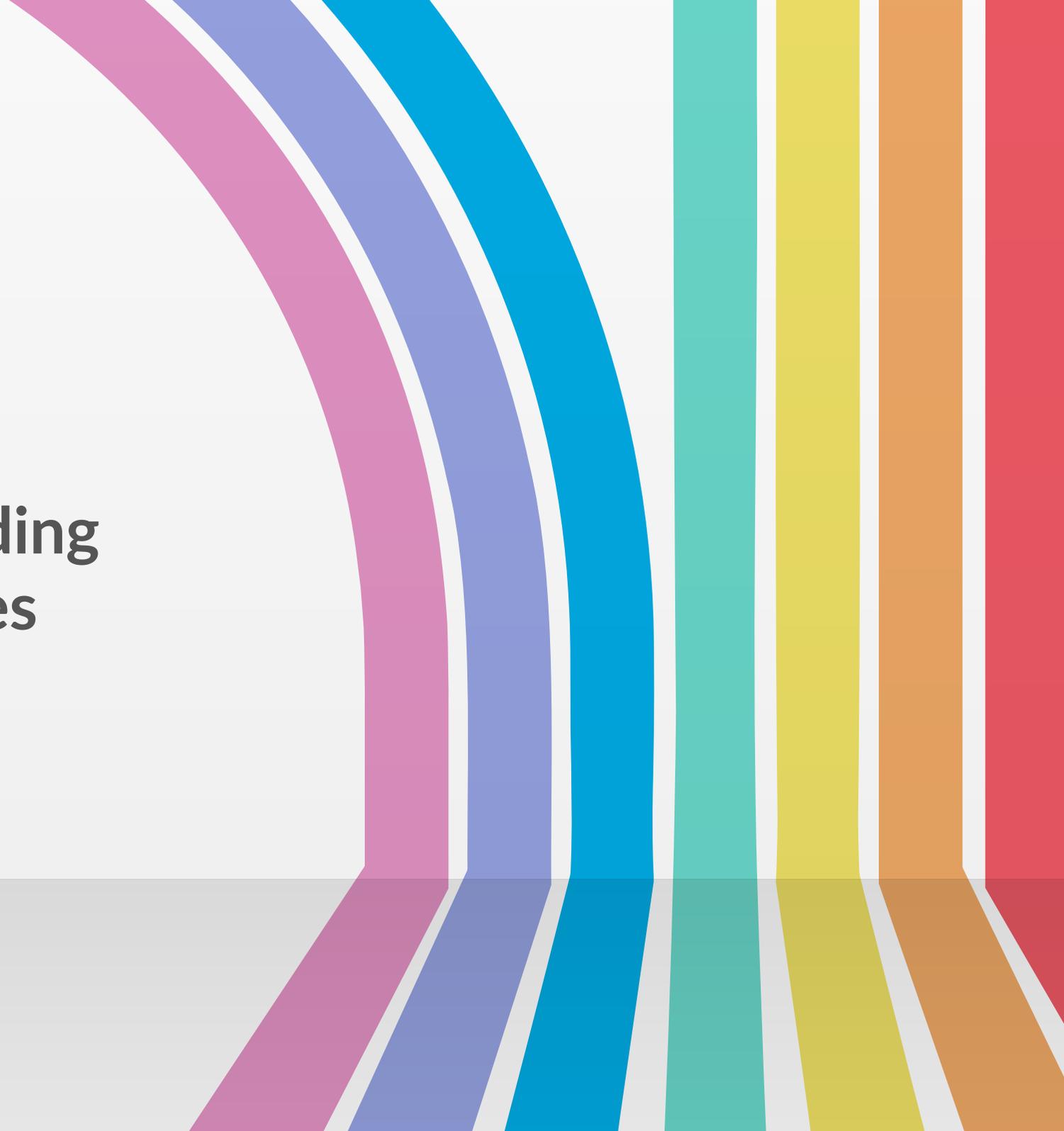
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SELF-ASSESSMENT FOR LEADERS

YES
1 POINT

SOMEWHAT
0.5 POINTS

NO/DON'T KNOW
0 POINTS

Organisational Culture

Category	Question	Points
Harassment, Discrimination and Bullying Policy	Does your organisation have a policy to prevent harassment, discrimination and bullying?	
Complaint Procedure	Does your organisation have a clearly defined procedure to handle harassment, discrimination and bullying complaints?	
Workplace Flexibility	Does your organisation have a flexible working policy?	
Care Support	Does your organisation have a gender inclusive parental leave policy?	
Accessible Facilities	Has your organisation ensured that the design of the facilities meet the access-related needs of everyone?	
Workplace Design	Has your organisation ensured that the facilities are equipped with toilets, changing rooms and breastfeeding rooms and adequately meet the requirements of women and people with diverse gender identities?	
Personal Protective Equipment	Does your organisation provide appropriate and well-fitted uniforms and other protective equipment taking into account the needs of men, women and people with diverse gender identities?	
Shift Work	Does your organisation have a policy that ensures shift workers have a healthy work-life balance?	
	TOTAL POINTS	

34

SELF-ASSESSMENT FOR LEADERS

YES		1 POINT
SOMEWHAT		0.5 POINTS
NO/DON'T KNOW		0 POINTS

Leadership and Management

Category	Question	Points
Baselines and Data	As a leader, have you fostered an environment where staff feel comfortable sharing with the organisation their personal background information including gender identity?	
Strategy	Has your organisation developed a strategy and set goals for gender equality, diversity and inclusion?	
Leadership in Gender	Do you as a leader act as a role model for gender equality, diversity and inclusion?	
Workplace Attitudes	As a senior leader, do you take actions to ensure that everyone in the organisation is treated fairly and that their opinions are valued?	
Capacity Building for Gender Equality, Diversity and Inclusion	Does your organisation support capacity building programmes for gender equality, diversity and inclusion (eg. unconscious bias training)?	
Harassment, Discrimination, Bullying Prevention Training	Does your organisation provide workplace training to prevent sexual harassment, discrimination and bullying?	
Building Networks	Do you as a senior leader partner with external stakeholders to support gender equality, diversity and inclusion efforts?	
International Initiatives	Are you a gender champion or are you part of any equivalent type of initiative?	
	TOTAL POINTS	

SELF-ASSESSMENT FOR LEADERS

YES
1 POINT

SOMEWHAT
0.5 POINTS

NO/DON'T KNOW
0 POINTS

Talent Management (Acquisition, Retention & Promotion)

Category	Question	Points
Talent Outreach	Do you think your organisation is perceived externally as a good place for women from diverse backgrounds and people with diverse gender identities to work?	
Talent Acquisition	Has your organisation defined clear hiring targets to fill open positions with women from diverse backgrounds and people with diverse gender identities?	
Mentorships	As a leader, have you ever been a mentor or sponsor for a woman from a diverse background and/or a person with diverse gender identity?	
Professional Development	As a leader, do you ensure that professional development opportunities are available for women from diverse backgrounds and people with diverse gender identities?	
Equal Pay Policy	Does your organisation have a clearly defined equal pay policy?	
Other Salary Components	Does the organisation's equal pay policy include bonuses and additional forms of compensations such as shares and allowances?	
Performance Evaluation	Does your organisation have an unbiased performance appraisal process?	
Promotion & Succession Planning	Does your organisation have a strategy to promote women from diverse backgrounds and people with diverse gender identities?	
	TOTAL POINTS	

36

SELF-ASSESSMENT FOR MIDDLE MANAGERS

YES
1 POINT

SOMEWHAT
0.5 POINTS

NO/DON'T KNOW
0 POINTS

Organisational Culture

Category	Question	Points
Harassment, Discrimination and Bullying Policy	Has a policy to prevent harassment, discrimination and bullying been implemented in your organisation?	
Complaint Procedure	Do you know how to handle a harassment, discrimination and bullying complaint and reinforce safe reporting channels?	
Workplace Flexibility	Do you know how to manage flexible working arrangements?	
Care Support	Does your organisation support all parents using parental leave regardless of gender or sexual orientation?	
Accessible Facilities	Do you ensure that the design of facilities is appropriate to the work that staff are required to undertake?	
Workplace Design	Has your organisation ensured that the facilities are equipped with toilets, changing rooms and breastfeeding rooms and adequately meet the requirements of women and people with diverse gender identities?	
Personal Protective Equipment	Do you ensure that all the staff have access to personal protective equipment that accommodates different body sizes and types?	
Shift Work	Do you ensure that the shift arrangements of your staff support a healthy work life balance?	
	TOTAL POINTS	

37

SELF-ASSESSMENT FOR MIDDLE MANAGERS

YES
1 POINT

SOMEWHAT
0.5 POINTS

NO/DON'T KNOW
0 POINTS

Leadership and Management

Category	Question	Points
Baselines and Data	As a middle manager, do you use disaggregated data to make decisions related to achieving gender equality, diversity and inclusion goals?	
Strategy	Do you, as a manager, play an active role in the implementation of the strategy and related goals for gender equality, diversity and inclusion?	
Leadership in Gender	In the past 6 months, have you as a manager been involved in gender equality, diversity or inclusion initiatives in your organisation?	
Workplace Attitudes	Do you ensure women and people with diverse gender identities in your organisation receive recognition and full credit for their ideas and accomplishments?	
Capacity Building for Gender Equality, Diversity and Inclusion	Have you taken part in an unconscious bias training/gender awareness training programme in the last 6 months?	
Harassment, Discrimination, Bullying Prevention Training	Are all managers accountable for ensuring the staff complete harassment, discrimination and bullying prevention training?	
Building Networks	Do you organise events with other organisations to exchange knowledge, best practices and lessons learned on gender equality, diversity and inclusion?	
International Initiatives	Is your leader a gender champion or is your organisation part of any equivalent type of initiative?	
	TOTAL POINTS	

SELF-ASSESSMENT FOR MIDDLE MANAGERS

YES
1 POINT

SOMEWHAT
0.5 POINTS

NO/DON'T KNOW
0 POINTS

Talent Management (Acquisition, Retention & Promotion)

Category	Question	Points
Talent Outreach	Does your organisation engage in practices (such as job fairs at universities, women networks, etc..) that encourage women from diverse backgrounds and people with diverse gender identities to apply?	
Talent Acquisition	Does your organisation offer managers involved in recruiting processes the opportunity to participate in training to recognise unconscious bias?	
Mentorships	Have you ever been a mentor or sponsor for a woman from a diverse background and/or a person with a diverse gender identity?	
Professional Development	Do you consider the organisation provides the same professional development opportunities for women and men and people with diverse gender identities ?	
Equal Pay Policy	Has an equal pay policy been implemented in your organisation?	
Other Salary Components	Does the implementation of your equal pay policy include bonuses and additional forms of compensation such as shares, such as shares or allowances?	
Performance Evaluation	Do you know how to identify biases in performance evaluations?	
Promotion & Succession Planning	Does your organisation have equal representation of women and men and people with diverse gender identities in management positions?	
	TOTAL POINTS	

39

SELF-ASSESSMENT FOR STAFF MEMBERS

YES	1 POINT
SOMEWHAT	0.5 POINTS
NO/DON'T KNOW	0 POINTS

Organisational Culture

Category	Question	Points
Harassment, Discrimination & Bullying Policy	Are you aware of a harassment, discrimination and bullying prevention policy at your organisation?	
Complaint Procedure	Do you know how to report a harassment, discrimination or bullying complaint in your organisation, and would you feel comfortable doing so?	
Workplace Flexibility	Has your organisation enabled you to make effective use of flexible working arrangements such as remote work, job sharing and flexible working hours?	
Care Support	Does your organisation support all parents using parental leave regardless of gender or sexual orientation?	
Accessible Facilities	Does your workplace have ramps, accessible lifts and automatic doors and wayfinding tools?	
Workplace Design	Does your workplace have accessible toilets and changing rooms specially designed for women and people with diverse gender identities that are in the right location??	
Personal Protective Equipment	Does your organisation provide you with a uniform and other protective equipment that fits you properly?	
Shift Work	Does your organisation take measures to support you with the impact of shift work and to help you maintain a healthy worklife balance?	
	TOTAL POINTS	

40

YES
1 POINT

SOMEWHAT
0.5 POINTS

NO/DON'T KNOW
0 POINTS

03/ APPENDIX
SELF-ASSESSMENT FOR STAFF MEMBERS

Leadership and Management

Category	Question	Points
Baselines and Data	Have you taken part in a workplace climate/employment satisfaction survey in the past 6 months?	
Strategy	Are goals and outcomes (performance) for gender equality, diversity and inclusion available to the whole organisation?	
Leadership in Gender	Do leaders and middle managers prioritise gender equality, diversity and inclusion initiatives?	
Workplace Attitudes	Do you feel that you can express your opinions freely and that diverse perspectives are valued in your organisation?	
Capacity Building for Gender Equality, Diversity and Inclusion	Do you know how to identify biases, stereotypes and microsexism in your daily work?	
Harassment, Discrimination, Bullying Prevention Training	Would you be able to identify harassment, discrimination or bullying if it happened to you or a coworker?	
Building Networks	Are you encouraged to participate in events that support gender initiatives with other organisations?	
International Initiatives	Are you aware of any international initiatives that leaders and middle managers are involved in that shows commitment to gender equality, diversity and inclusion?	
	TOTAL POINTS	

41

SELF-ASSESSMENT FOR STAFF MEMBERS

YES
1 POINT

SOMEWHAT
0.5 POINTS

NO/DON'T KNOW
0 POINTS

Talent Management (Acquisition, Retention & Promotion)

Category	Question	Points
Talent Outreach	Do you think your organisation is perceived externally as a good place for women from diverse backgrounds and people with diverse gender identities to work?	
Talent Acquisition	Do you think that opportunities to be hired are available for women from diverse backgrounds and people with diverse gender identities?	
Mentorships	Has your organisation enabled you to participate in a mentorship or sponsorship programme?	
Professional Development	Do you feel that you have access to professional development opportunities at your organisation?	
Equal Pay Policy	To the best of your knowledge, are you paid the same as your colleagues for the same work, regardless of gender, gender identity or background?	
Other Salary Components	Do you receive the same benefits, such as shares and allowances, as other colleagues, regardless of gender, gender identity or background?	
Performance Evaluation	Do you think your last appraisal was a fair process?	
Promotion & Succession Planning	Do you think that your organisation offers equal opportunity for women from diverse backgrounds and people with diverse gender identities to get into management/leadership positions?	
	TOTAL POINTS	

42

SELF-ASSESSMENT FOR HR

YES
1 POINT

SOMEWHAT
0.5 POINTS

NO/DON'T KNOW
0 POINTS

Organisational Culture

Category	Question	Points
Harassment, Discrimination and Bullying Policy	Has your organisation's policy been effective in helping to prevent harassment, discrimination and bullying?	
Complaint Procedure	Have you communicated to middle managers how to handle a complaint and further facilitated a safe reporting channel?	
Workplace Flexibility	Does your department ensure that all employees are equipped to utilise flexible working arrangements (e.g. remote work)?	
Care Support	Does your organisation have transition programmes for employees who are coming from and going on parental leave?	
Accessible Facilities	Has your organisation collected disaggregated data based on different forms of disability?	
Workplace Design	Have you assessed whether or not the design of the workplace excludes women and people with diverse gender identities from equally accessing facilities such as labs, offices of supervisors, meeting rooms, water coolers etc.?	
Personal Protective Equipment	Has your department collected information on the individual needs of the staff in relation to personal protective equipment?	
Shift Work	Has your department contributed to the design of an effective policy for a healthy work life balance for shift workers?	
	TOTAL POINTS	

43

SELF-ASSESSMENT FOR HR

	YES
	1 POINT
SOMEWHAT	
	0.5 POINTS
NO/DON'T KNOW	
	0 POINTS

Leadership and Management

Category	Question	Points
Baselines and Data	Has your organisation collected disaggregated data to assess the state of gender equality, diversity and inclusion in the workplace?	
Strategy	Does your organisation monitor and closely track progress toward gender equality, diversity and inclusion goals?	
Leadership in Gender	Does the organisation have an identified position or department that leads gender equality, diversity and inclusion efforts?	
Workplace Attitudes	Does your department periodically conduct employment satisfaction and workplace climate surveys?	
Capacity Building for Gender Equality, Diversity and Inclusion	Does your department organise gender awareness and unconscious bias training provided by a skilled professional?	
Harassment, Discrimination, Bullying Prevention Training	Does your department organise harassment, discrimination and bullying prevention training provided by a skilled professional?	
Building a Network	Do you facilitate events that support gender equality, diversity and inclusion in partnership with other organisations?	
International Initiatives	Are leaders and middle managers demonstrably committed on the international level to gender equality, diversity and inclusion?	
	TOTAL POINTS	

44

SELF-ASSESSMENT FOR HR

YES
1 POINT

SOMEWHAT
0.5 POINTS

NO/DON'T KNOW
0 POINTS

Talent Management (Acquisition, Retention & Promotion)

Category	Question	Points
Talent Outreach	Does your organisation design inclusive job ads for recruitment campaigns?	
Talent Acquisition	Has your organisation designed clear, transparent, and inclusive recruitment criteria that reduce biases during the selection and hiring process?	
Mentorships	Has your department designed a mentorship and sponsorship programme targeting women from diverse backgrounds and people with diverse gender identities making them more visible for promotions?	
Professional Development	Has your department conducted a gender gap analysis for professional development opportunities?	
Equal Pay Policy	Does your organisation conduct an annual gender pay gap analysis?	
Other Salary Components	Does the pay gap analysis include any additional forms of compensation, such as shares and allowances?	
Performance Evaluation	Is the performance appraisal process discussed with the HR department?	
Promotion & Succession Planning	Does your organisation have a promotion and succession plan that takes into account gender equality, diversity and inclusion?	
	TOTAL POINTS	

45

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