Data-driven business transformation

13 October 2021

## Inclusion & Diversity Maturity Assessment Pilot @ Enfo

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### Agenda

- 1. Enfo working for more sustainable and intelligent tomorrow Our purpose, strategy and employee value promise in brief
- 2. Enfo's current Inclusion & Diversity maturity example of results Overview of the results of our I&D self-assessment Maturity status broken down within the four themes Strengths to build on, development opportunities and ideas for actions
- 3. Reflections about the process and ideas for next steps How we experienced conducting the self-assessment What we did in practice to carry the project through

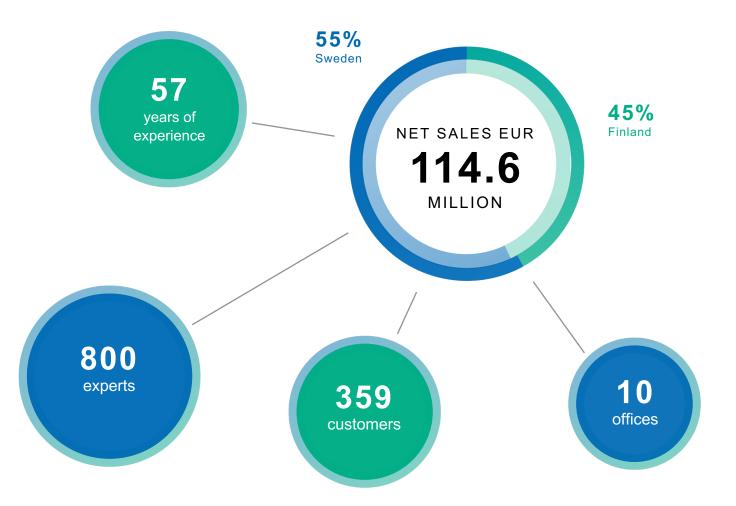
# Enfo – working for more sustainable and intelligent tomorrow

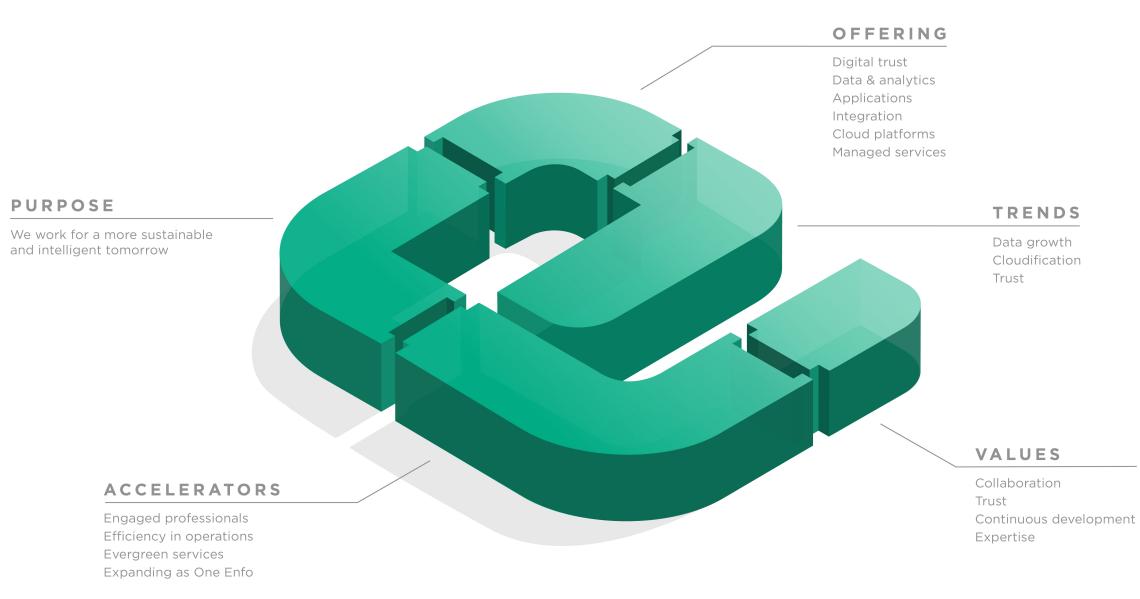
## Enfo

#### Data-driven business Results you want, people you love working with

Enfo is a family of 800 digital experts. With our expertise in digital trust, data and analytics, applications, integration, and managed services, we both build and run IT solutions on cloud. We prioritize a collaborative approach and responsibility in everything we do.

We work for a more sustainable and intelligent world where technology empowers people, businesses, and societies and accelerates their progress.





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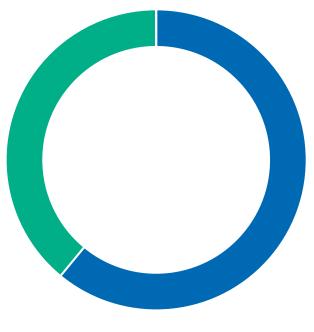
#### ENFO'S VALUE PROMISE TO EMPLOYEES

At Enfo, you are embraced as your true self. We are a compassionate family of experts, working for a more sustainable and intelligent tomorrow. Together, we unleash our full potential, while finding a worklife balance most purposeful for everyone. Let's grow together and make life work at Enfo!

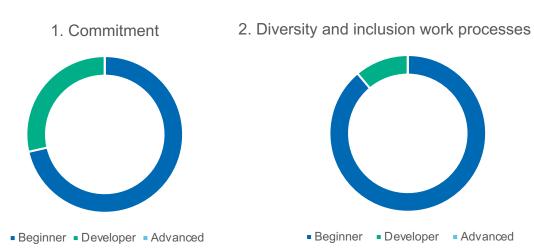
INCLUSION & DIVERSITY | WORK-LIFE BALANCE | DEVELOPMENT | LEADERSHIP Enfo's current Inclusion & Diversity maturity – example of results

## Enfo is on a journey from beginner to I&D developer

Overall I&D maturity



BeginnerDeveloperAdvanced



3. Employees

4. Customers, users and other collaboration partners



Beginner Developer Advanced

Beginner
 Developer
 Advanced

## 1. Commitment

1.01 Organization's commitment
1.02 Resourcing and responsibility
1.03 Composition of the board of directors
1.04 The role of the board of directors
1.05 Composition of the executive team
1.06 The role of the executive team
1.07 Public support by the top management

Beginner Developer

#### Strengths to build on

I&D in strategy for 2022-2024

I&D building block in employee value promise

Gender balance in group management team 38/62 % female/male

#### **Development opportunities**

Enfo's I&D aspiration and goal

I&D related expectations for all Enfonians

Commitment and sponsorship internally

#### **Ideas for actions**

Establish I&D plan for Enfo

Define I&D roles and responsibilities

I&D regular topic in leadership and companylevel meetings

## 3. Employees

3.01 Job advertisement 3.02 Assessing applicants 3.03 Interview 3.04 Definition and description of duties 3.05 Job classification 3.06 Pay equality 3.07 Career advancement 3.08 Learning and development 3.09 Employee wellbeing 3.10 Diversity and inclusion training 3.11 Building an inclusive culture - a workplace free from norms 3.12 Building an inclusive culture - active bystander intervention 3.13 Building an inclusive culture language awareness 3.14 Tools and instructions in case of discrimination 3.15 Physical premises 3.16 Job accommodations 3.17 Sexual and gender minorities in the workplace 3.18 Combining family and work 3.19 Boundaries between work and leisure time

#### Beginner Developer

#### Strengths to build on

Equal pay between genders Physical premises well accommodated Wellbeing and work-life balance **Development opportunities** I&D view in recruitment process end-to-end Training and awareness-building on I&D How to follow-up career advancement cross Enfo Ideas for actions Include I&D trainings in Enfo College Review people processes with I&D lenses Ensure I&D taken in account at all facilities

# Reflections about the process and ideas for next steps

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## How did we conduct the selfassessment in practice?

Assessing each measure against the matrix, with reference to the user manual

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Understanding the themes and measures as well as maturity levels. Creating a jointly used tool as work platform.

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Ц	T Measure	Maturity Level		How is our situation and what actions are we taking	ng currently?	VK-	.ake to advance to the next level?	Owner
	1. Commitment	•			-			*
	1. 1.01 Organization's commitment	Developer	externally about the ne	nfo has committed to IkD as part of strategy work, and with that wo w BC commitment and the action to launch our first IkD plan. We a as presenter in external I&D seminar autumn 2021.		employees inter- , and network	the upcoming IBC plan. Communicate plan internally and externally. Engage externally with planters and other companies. Once started executing the plan imments internally and externally.	n. Henna
	1. 1.02 Resourcing and responsibility	an an arb Mala a 7		son hours for diversity and inclusion work has been identified. Cur eed to establish a network to support the work in the organisation i		→gree on certain ½ allocation for IkD in a tole/toles, e.g. one in People & Culture and IkD sponsors/leaders in BA's. Establish the internal IkD networks and empower employees to drive them.		Henna
	1. 103 Composition of the board of directors	Beginner		te board has not been discussed. Currently, only one female in the lge distribution quite narrow (?). No other known minorities/underre		Set a target to increase diversity in the board,	e.g. better gender and nationality balance.	Henna
	1. 1.04 The role of the board of directors	Beginner		d in the strategy work 2021, it has been introduced to the board as w up for board etc. discussed.	ell. However, no further discussions about	Start following-up I&D KPI's with the board.		Hei.
	1. 1.05 Composition of the executive team	Beginner	The composition of th impacts decisions.	ns.		Set a target to increase diversity in the board,	e.g. better gender balance or variety of background.	Henna
	1. 1.06 The role of the executive team	Beginner	I&D has been recently work 2021.	identified as a topic and has been discussed on general level occa:	sionally since it was introduced in strategy	Have IbD action plan and KPI follow-up as regular topic.		Henna
	1. 107 Public support by the top management	Developer		: since strategy work 2021 where I&D was introduced as topic a coup g. During October, we seek external media presence for top manage		Encourage and provide tools/stories for top around I&D, internally and externally.	management to communicate more regularly clear supportive messages	Henna
5	2. 2. Diversity and inclusion							
	2.01 Definition	Developer	As part of strategy wo	rk 2021, diversity as topic was introduced and defined generally.		Communicate and ensure everyone understa	inds what we mean by diversity, and why diversity is good for the business.	Henna
	`Focus	Beginner		ly our first I&D action plan, we don't have anything to compare with	-	In addition to Enfo's internal world, ensure we consider the sociatal structures and challenges in our own I&D work.		Henna
		Beginner		It I&D action plan in autumn 2021 and include some KPI's there. Incl e team, but there is not yet consensus on what we will measure.	uding numeric KP1's have been breaky	Define numeric KPI's, communicate them an	a start rollowing-up regulariji.	Henna
	2. 2.04 Measuring prog	Beginner	As we have not create and we want to follow-	ed the plan nor set the targets yet, we are not measuring progress * up progress.	her. It is identified that targets are needed	Once we've defined targets, design how to me	easure them and agree on a measuring interval.	Henna
	2.05 Linking performance in the diversity and inclusion work to rewards	Beginner	Currently, we are not e KPI's which we could r	ven Beginners as linking performance in 1&D to reward- neasure.	en discussed at all, and we don't have any	When we will renew and align all employees' in leadership level.	centive models, include $l \& D$ as one objective in some way; e.g. starting on	Henna
	2. 2.06 Diversity survey	Beginner	level (whole Enfo FI). (	nder, age and language among employees e Rander ver follow more closely (manage race or religion. Education information	lan. Most of these we follow only on high rent BAs). No information of sexual	Anonymous survey of diversity aspects cove	ring especially those aspects that we currently lack information.	Outi
-	2. 2.07 Inclusion survey	Beginner	In ESS we have s workplace" and " see if and how an survey and in our information to dc	Review progre			her ideas: focus groups or interviews of the topic if we want a	Outi
				together, sparring each other and				
				sharing ideas	in project	team		

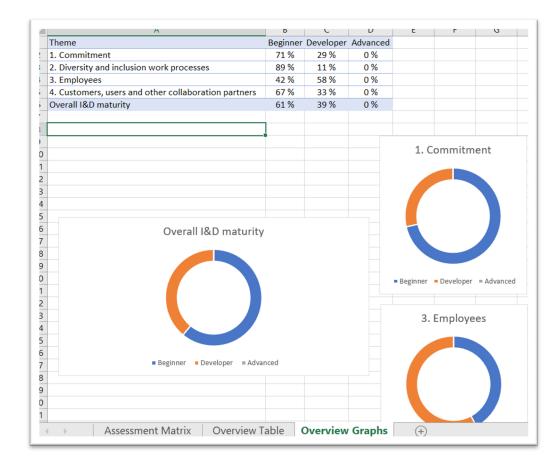
meetings along the way

Team consisting of People & Culture and Marketing & Communications as owners per topic; reaching out to relevant parties in the rest of the organization

### Excel is a friend – tips & tricks!

	A	В	C
1	Count of Maturity Level	Maturity Level 🕶	
2	Themes and measures 🗐	Beginner	Developer
3	<b>∃1.</b> Commitment	5	2
4	1.01 Organization's commitment		1
5	1.02 Resourcing and responsibility	1	
5	1.03 Composition of the board of directors	1	
7	1.04 The role of the board of directors	1	
3	1.05 Composition of the executive team	1	
Э	1.06 The role of the executive team	1	
0	1.07 Public support by the top management		1
1	E 2. Diversity and inclusion work processes	8	1
2	🗄 3. Employees	8	11
3	$\boxplus$ 4. Customers, users and other collaboration partners	4	2
4	Grand Total	25	16

- Create Pivots for counting your scores
- o Remember to title each row in the mainsheet
- Number each theme and all the measures (tip: use X.0Y format to be able to sort in order)
- The table further allows to create different graphs or trends to visualize the data



## Ideas for next steps: Building our first inclusion & diversity action plan



We are committed to being an inclusive workplace where everyone feels they belong.

- I&D assessment provides concrete action ideas for each measure very naturally; next, include more colleagues in the work
- Themes and the order helps to prioritize and to know where to start; also helps maintaining balance between themes
- Provides an awareness building and training tool for the whole organization, with lots of great reference materials
- Excel could be a tool for tracking trends

## Thank you

Headed in the same direction – walk there together?

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