

DIVERSITY AND INCLUSION Maturity Assessment Tool

TOP 12 PARAMETERS	1	2	3	4	5
Leadership					
1 What is included in your definition of D&I?	Includes gender diversity	Includes gender and racial diversity	Includes all visible differences	Includes all visible and invisible differences	Includes equity to bring everyone to a level playing field
2 What drives your focus on D&I?	The government mandates it	It is a CSR initiative and about social justice	It is part of the ESGs	It makes business sense	It is who we are and is a part of our values
3 How committed is your CEO to D&I?	HR leads D&I, with no executive sponsorship; disaggregated responsibility with individual managers	Internally sponsors the D&I team; or nominates another Executive sponsor	Includes D&I internally as a top-three priority	Advocates and takes leadership externally in the industry; drives change	Appoints an Executive Leader to own the D&I agenda and dedicates resources to it
4 How often do you communicate on D&I?	Never	Only on International Women's Day/during Pride month, etc.; only internally	Only on International Women's Day/during Pride month, etc.; internally and externally	Through participation in external conferences, benchmarking exercises, etc.	Report on D&I goals, progress, and actions being planned as part of annual reporting
5 How do you use D&I targets?	No targets used/use only those mandated by the government	In defining process-based metrics (e.g., mandatory unconscious bias training, ally training once a year)	In defining targets for recruitment and senior leadership roles	In defining target outcomes (e.g., equal retention across diverse groups, engagement scores)	In linking targets to incentives and salary structure of leaders
Policies and programs					
6 Which flexible working options do you provide?	None	Work from home	Work from home and flextime	Work from home, flextime, unpaid leave	Work from home, flextime, unpaid leave, job sharing
7 What is your paid parental leave policy?	Only for women, for birth and adoption, for a government-mandated period	Only for women, for birth and adoption, for more than a government-mandated period	For women and less for men, for birth and adoption, for more than a government-mandated period	For women and less for men, for birth and adoption, for more than a government-mandated period	For everyone regardless of gender, for birth and adoption, for more than a government-mandated period
Recruitment					
8 How do you ensure diverse and bias-free recruitment?	Do nothing	By targeted marketing to diverse groups	By having gender-balanced interview panels and gender-balanced candidate shortlists	By doing blind screening of résumés	By using technology (e.g., removing bias from job descriptions, using AI for first-round interviews)
Retention					
9 Do you have any gender-appropriate facilities? ¹	None	In corporate offices, for men and women	In corporate offices, gender-neutral, for men and women	Everywhere, for men and women	Everywhere, gender-neutral, for men and women
10 What purpose does your Employee Resource Groups serve? ²	None supported by company; employees can form them for informal networking	To build affiliation and to network, only for diverse groups, supported by company	For advocacy to leadership, for different diverse groups and allies	To act as strategic partners for business	As a force for good for the community in which the business operates
Advancement					
11 How do you avoid over indexing on technical and/or international experience for promotion decisions?	Do nothing specific	Include direct supervisor feedback against capabilities required for the role	Include 360-degree feedback against capabilities required for the role	Include an interview with a diverse candidate shortlist	Include assessment by a diverse decision committee
12 How do you support your diverse employees in advancement?	Do nothing specific for diverse employees	Facilitate mentorship within diverse groups	Provide formal mentorship programs for all	Deploy structured sponsorship programs from midcareer	Deploy structured sponsorship programs for senior levels (CEO to CEO-2)

Source: BCG analysis.

Note: A rating of 5 generally assumes that the company has met the criteria for stages 1 through 4.

¹ Includes restrooms, accommodation on sites/rigs, eating facilities where culturally needed, prayer rooms, break rooms, parent rooms, etc.

² Employee Resource Groups are employee networks.