



South African
General Council for
Diversity & Inclusion

Toolkit 2: Self assessment



ABOUT THIS TOOLKIT

This toolkit contains a self assessment questionnaire that is designed to help you gauge the current level of diversity and inclusion (DEI) implementation in your organisation based on global best practice. These questions will help identify the strengths in your current DEI strategy as well as highlight potential barriers and areas that may need further development.

The following 5 levels will aid in placing your organisation's DEI infrastructure and guide conversation about DEI within your organisation and with other members of this initiative

Level 5 Best practice: Demonstrating current global best practices in DEI; exemplary.

Level 4 Progressive: Implementing DEI systemically and showing improved results and outcomes beyond what is required or expected.

Level 3 Proactive: A clear awareness of the value of DEI; starting to implement DEI systemically. This is what is required and expected of all organizations.

Level 2 Reactive: A compliance-only mindset; actions are taken primarily to comply with relevant laws and social pressures. Doing the bare minimum.

Level 1 Inactive: No DEI work has begun; diversity, equity, and inclusion are not part of organizational goals.

These levels are based on The Global Diversity, Equity, and Inclusion Benchmarks which is also a key source for the questions, along with the EU GCD&I Toolkit and other sources noted on the final slide.



10 QUESTIONS FOR D&I SELF-ASSESSMENT

1. What DEI infrastructure currently exist in your organisation including (but not limited to) B-BBEE and Employment Equity considerations (e.g., policies, action plans, recruitment programmes, retention programmes etc.)

2. Where would you rate your company's DEI development in the following areas? When answering these questions it is important to consider **the level of diversity in your firm** for each category, as well as the **level of awareness** around these different diversity categories and their **integration into your current DEI strategy**.

• **Race;**

1 2 3 4 5

Diversity within the firm:

Awareness of this diversity area within the firm:

Integration of this are in current DEI strategy:

• **Gender;**

1 2 3 4 5

Diversity within the firm:

Awareness of this diversity area within the firm:

Integration of this are in current DEI strategy:

• **LGBTQ+ (sexual orientation, gender identity);**

1 2 3 4 5

Diversity within the firm:

Awareness of this diversity area within the firm:

Integration of this are in current DEI strategy:

• **Cultural and social background;**

1 2 3 4 5

Diversity within the firm:

Awareness of this diversity area within the firm:

Integration of this are in current DEI strategy:

• **Disability;**

1 2 3 4 5

Diversity within the firm:

Awareness of this diversity area within the firm:

Integration of this are in current DEI strategy:

• **Language;**

1 2 3 4 5

Diversity within the firm:

Awareness of this diversity area within the firm:

Integration of this are in current DEI strategy:

• **Religion;**

1 2 3 4 5

Diversity within the firm:

Awareness of this diversity area within the firm:

Integration of this are in current DEI strategy:

• **Age.**

1 2 3 4 5

Diversity within the firm:

Awareness of this diversity area within the firm:

Integration of this are in current DEI strategy:



3. What steps are you taking to advancing the above areas in your DEI strategy?

4. In which DEI areas have you made the most progress?

5. What barriers have you encountered in implementing your DEI strategy?

6. Do you currently have metrics or KPIs that you use to measure your DEI strategy?

7. Are all levels of your firm (including partners and upper management) involved in and incentivised to promote DEI within your organisation?

8. Does DEI currently form part of your organisations disclosures? Is DEI transparency a priority within your organisation?

9. Do you have DEI goals for the short-, medium- and long-term?

10. Do you currently align your DEI goals with South Africa's DEI imperatives or any international benchmarks, or do you collaborate with any external partners or organisations to guide your DEI policies?

Next steps:

Based on the answers in your self assessment questionnaire a good way to prioritise actions is to group them into the following three buckets:

1. Actions we need to start doing/implementing;
2. Actions we need to stop doing; and
3. Actions that your organisation is doing well and should continue.

A concern with many DEI strategies is the lack of buy in and participation from partners and upper management. Without the participation of all levels of a firm, it is difficult to create sustainable and impactful change.

The following 7 questions are designed to serve either as self-assessment questions for senior leaders, or to help guide conversation about DEI between DEI committees and senior leadership within a firm.

1

What aspects of DEI do you see as most important in your team, your company, and in South Africa more broadly?

2

What positive change have you noticed as a result of your DEI strategy?

3

How are you actively improving your personal DEI education and awareness?

4

How are you ensuring underrepresented people in your team get access to meaningful relationships and opportunities?

5

What small changes in your daily behaviour are you adopting to promote greater inclusion in your team?

6

Are there any barriers to your understanding and implementation of DEI areas where you need help or guidance?

7

Are there any DEI-related risks in your organisation and how are you mitigating these?

USEFUL RESOURCES AND ADDITIONAL INFORMATION

This guidance is based off our consultations with local DEI experts and the [EU GCD&I Toolkit](#).

[EU GCD&I Nudge Card for GC Engagement with law firms](#)

This specific toolkit element was used to inform our approach on how to engage with law firms in South Africa

These questions and assessment levels are based off the [EU GCD&I Toolkit](#) and [The Global Diversity, Equity, and Inclusion Benchmarks](#).

[The right mind-set: Approaching diversity and inclusion in South Africa](#)

This report compiled by Deloitte goes into detail on DEI in South Africa, providing good insight into the direct benefits of DEI for your organization

[How to Measure Inclusion in the Workplace](#)

This Harvard Business Review article goes into detail about the different areas of DEI in your organisation, looking at, for example : 'capturing employee perceptions of inclusion', ways to take action, and potential pitfalls.

[Information on B-BBEE](#)

[The Constitution of the Republic of South Africa](#)

[The Employment Equity Act](#)

[Additional information on conformity bias](#)

This source provides a more indepth look at conformity bias

[Social Influence, Conformity Bias, and the Study of Active Minorities](#)

This academic paper looks at the significance of social influence when it comes to bias and its impact on minorities

[SHRM's HR Glossary](#)

This glossary provides definitions of different biases as well as other important terms relating to DEI

[A Simple Checklist to Improve Decisions](#)

This is a comprehensive list of questions to ask to help detect bias

[Implicit Bias in the Legal Profession](#)

This resource from the IPO provides a detailed look at implicit bias specifically within the legal profession

[The Fundamental Attribution Error: What it is & how to avoid it](#)

A more detailed look into the fundamental attribution error from the Harvard Business School

[The Similarity Bias](#)

This resource provides an expanded view on the similarity bias

[16 Unconscious Bias Examples and How to Avoid Them in the Workplace](#)

This source expands on unconscious bias. It goes into further detail on the different types of biases that exist beyond the ones explored in this toolkit

[Additional information on conformity bias](#)

This source provides a more indepth look at conformity bias

[The right mind-set: Approaching diversity and inclusion in South Africa](#)

This report compiled by Deloitte goes into detail on DEI in South Africa, providing good insight into the direct benefits of DEI for your organization

[How to Measure Inclusion in the Workplace](#)

This Harvard Business Review article goes into detail about the different areas of DEI in your organisation, looking at, for example : 'capturing employee perceptions of inclusion', ways to take action, and potential pitfalls.

[FAQ on LGBTQIA](#)

This list of frequently asked questions was put together by the Department of Justice to communicate helpful definitions and answers questions about LGBTQIA people.

[Glossary of Diversity, Inclusion and Belonging \(DIB\) Terms](#)

This glossary from Harvard Human Resources delves into additional and potentially more niche DEI definitions, but is a good additional resource.

[Disability Inclusion](#)

This resource compiled by the CDC provides an indepth look at disability and inclusion and how to define and approach disability when it comes to creating inclusive spaces.