



Diversity, Equity and Inclusion

Strategy Development & Implementation

Diverse companies are more successful than average

Systemic Culture Change

Diversity without Inclusion worthless. It is about culture change!

Our Diversity, Equity & Inclusion approach

DE&I is not an end in itself but always embedded in a business case



→ www.icunet.group

Diversity, Equity & Inclusion as **strategic competitive advantage** for organisations

The goal: with diversity to more innovation, creativity and resilience

Numerous studies show that diverse companies are often more profitable than average. Diversity stands for the complex variety of people with different identities and perspectives, the interaction of different ways of thinking, skills, cultural imprints, experiences and competencies. In addition to demographic characteristics such as ethnicity, gender identity or age, it is also about different personality traits, values, skills and problem-solving styles. In a diverse environment, it is more challenging to make decisions, but the effort is worth it. The return is increased innovation, creativity, resilience, and ultimately profitability.

Diversity without Inclusion worthless. It is about culture change!

The added value for a company is not the degree of *diversity*, but to succeed in creating the framework conditions for inclusion. This means a **cultural change towards an inclusive culture**, characterized by trust, respect, commitment, collaboration and cohesion. If this step succeeds, it becomes a business case: **D&I contributes measurably to corporate goals.**

The longterm benefits of DE&I:

- › Have a **25%** and thus significantly greater probability of being above average profitable.
McKinsey Studie (2020): Diversity Wins – How Inclusion Matters.
- › **75%** increased likelihood that ideas will actually be implemented..
Korn Ferry (2022): The benefits of inclusive leadership.
- › **72%** of workers would leave or consider leaving your company to move to a more inclusive company.
CNBC/SurveyMonkey (2021): Workforce Happiness Index.



If the step towards an inclusive culture succeeds, D&I becomes a **business case**“

3 factors
that matter



DE&I development as a business case

Why DE&I? The contribution of DE&I to corporate goals and success becomes clear to all involved. The measures suit you.



Clear commitment of (top) management to DE&I

Managers stand credibly behind the D&I strategy and always lead the way as role models. They create the conditions for inclusion to succeed



Setting up the DE&I strategy holistically

The path to an inclusive culture requires change management. A holistic, systemic approach is therefore mandatory. We therefore work on the levels of awareness, attitude and system.

If you are serious about D&I, you **must change the culture** - no ifs, ands or buts.

7

**fields of action,
that diverse companies
tackle**

Diversity as a company goal

Clear commitment: Top management and all executives clearly support the DE&I goal

Dismantling of barriers

Reduce unconscious bias, create e.g., inclusive structures and regulations.

Change in behaviour in everyday work

Practical support to promote an inclusive culture through pragmatic tools, nudges & best practices

Make aware and enable

Awareness programs and targeted training-interventions for managers („Inclusive Leadership“) and employees.

Respect for Diversity

Zero tolerance for any form of disrespect or discrimination, management leading by example.

True equal opportunities

„Real" performance principle and equity in recruiting, evaluation and promotion, reduction of biases

Measuring and tracking

Defining and measuring KPIs in order to be able to make targeted readjustments where necessary.

Removal of visible and invisible barriers leads to behavior change

Where should D&I measures start? Where do they achieve the greatest impact? A look at successful, diverse organizations shows: there are seven central fields of action that should be the focus of a DE&I strategy.

Changing the culture: establishing new behavior in small steps

A culture transition towards more diversity and inclusion means a major change in attitude and behavior.

It is necessary to analyze the structures and processes as well as the culture in the organization and to change them in small steps.

Structural adjustments can break down visible barriers, but invisible barriers can only be broken down through a **mindset shift**.

Our range of services for you: transformation with a **business focus**

The path to an inclusive culture is different in every organization and requires a tailor-made approach.

Thanks to our extensive experience in a wide range of industries and company sizes, we can draw on a comprehensive portfolio of different formats and measures to pave your individual path to an inclusive culture: Whether by gaining C-level commitment to DE&I, conducting a fundamental status quo analysis using systemic interviews, or directly implementing L&D measures - we will find your customized path.

Our mission is to ensure that our work is firmly anchored in the day-to-day work of the respective target group, thus bringing about **a lasting change in behavior**. Whether management, executives, teams, recruiters or employees in the direct area, we find **suitable** examples, nudges and tools **for each target group**.

Our formats

Consulting & Strategy

- ✓ Identification of needs through qualitative & quantitative methods (e.g. systemic interviews)
- ✓ C-Level Workshops & Coachings
- ✓ Stakeholder Mapping
- ✓ KPI Definition
- ✓ Drafting of DE&I Guidelines, Visions, Missions & Roadmaps
- ✓ Advice on structural changes e.g. in recruiting
- ✓ Strategy-supporting communication
- ✓ In-house Inclusion-Surveys

Learning & Development

- ✓ Keynotes
- ✓ Trainings & Workshops (all target groups)
- ✓ E-Learning
- ✓ Videos
- ✓ Toolkits
- ✓ Coaching (individuals & groups)
- ✓ DE&I Nudges & Hacks
- ✓ customized DE&I Content for programs, DE&I Month/Days, trade shows etc.

Enablement & Embedding

- ✓ Further team discussions
- ✓ Train-the-trainer programs
- ✓ Starter-Kit & supervision for Ambassador programs
- ✓ Employee Resource Groups
- ✓ Shadowing & following Change-consulting

Our claim? **Interactive and business-oriented!**

Feel free to get an impression yourself. For example, in this video of an interactive keynote on the topic of "Inclusion Nudges" by our CEO Julia Bindrich.



Click or scan the code

Whether virtually or on site, we will be there!

Our experience shows that both digital and face-to-face learning formats achieve sustainable, successful results - we focus on your individual needs.

By the way: our ICUnet consultants are certified Digital Learning Experts.

Our portfolio of topics for you - with individual solutions to success

Our offer: We will show you the way to an Inclusive Culture!

Diversity in all its facets has been our topic for more than 20 years. Initially focusing on the development of intercultural competence, we have developed an extensive range of services for you over the years, always with the goal of developing the potential that lies in the diversity of employees.

In our work, we question the established and convince with creative ideas: Success factors for **Minimum Viable Change**.

OUR TOPICS



ICUnet makes your international DE&I strategy a success!

No one is free of biases, and this must be taken into account when planning global initiatives from headquarters. Dimensions of diversity are interpreted differently across cultures, and only if these differences are analyzed, understood and integrated into the strategy can it be successful.



An international DE&I campaign has to adapt to cultural characteristics, otherwise the effect will evaporate.

**DE&I is not a static concept.
It is dynamic and constantly evolving.
So are we!**

All our topics can be incorporated and combined in all our formats! Together we will find your main focus!

ICUnet D&I consulting - step by step to an inclusive organization

A Strategy that suits you - Holistic, experience-based and tailor-made.

In a defined process, we work with you to introduce a D&I strategy that is adapted to your corporate strategy and clearly highlights the contribution to the company's success. We take a holistic and systemic approach.

Challenges in practice: Dealing with reservations and old thought patterns

In practice, it becomes apparent: not everyone is a fan of diversity or perhaps has the wrong idea of what it is all about. There are still numerous reservations, and the topic is often reduced to individual dimensions, e.g., the gender debate, while other important aspects are neglected. These reservations can only be overcome through consistent argumentation about the business relevance of the topic and a clear commitment from top management.

In an engineering-driven corporate culture, for example, the contribution of diversity to business success must become visible. This is exactly what we at icunet have plenty of experience in.

“ **Creating and living an inclusive culture is challenging, but worth the effort.** ”

1

Systemic needs assesment

Why DE&I?

→ Our best practice: C-Level Workshops

- ✓ Create goal picture, define objectives, clarify D&I understanding
- ✓ Establish business relevance: Why D&I? Value contribution of D&I
- ✓ Determination and weighting of fields of action
- ✓ Stakeholder analysis

2

Analysis of the starting point

Where do we stand?

→ Our best practice: Systemic Interviews

- ✓ Classification: where does the organization stand in relation to D&I?
- ✓ Analysis of the corporate culture
- ✓ Interactions within the system
- ✓ Challenges, success factors, embedding in processes

3

Action plan

What do we need now?

→ Our best practice: Strategy-Workshop & Inclusion Nudges

- ✓ Developing a culturally adapted D&I strategy
- ✓ Roadmap: Definition of measures and initiatives
- ✓ Goals, milestones and KPIs
- ✓ Communication plan

4

Implementation

Let's do it!

→ Our best practice: Interactive DE&I Learning Journey

- ✓ Implementation of measures in defined fields of action
- ✓ Quality check and readjustment
- ✓ Change management & communication
- ✓ Evaluation of measures

5

Performance review & Sustainability

Did we reach our goal?

→ Our best practice: DE&I Ambassador-program

- ✓ Check: Target achievement
- ✓ Continuous improvement
- ✓ Communication
- ✓ Sustainability

International D&I measures require cultural adaptation - hence: icunet

Diversity is our topic

It is our passion and our drive to unleash the potential of international cooperation - we have been doing this successfully for more than 20 years. We mediate between cultures and bring international initiatives to success!

Why ICUnet: We live DIVERSITY & INCLUSION is our aspiration!

Our intercultural experts make the difference

In a global initiative, do you want to raise awareness and reduce unconscious biases, make structures more permeable, promote women in management positions, and include diverse opinions in decision-making processes?

All of this works according to different patterns around the world. Our intercultural consultants uncover these patterns and develop culturally appropriate concepts that find local acceptance.

At the same time, they maintain the business focus



Awards



450+ clients

Customers from all industries and of different sizes trust ICUnet. We do our best every day to return this trust.

200+ employees & 250+ intern. consultants

Our team has seen the world. The diversity of our employees is the driving force behind our success. We want you to benefit from precisely this knowledge.

21 offices

ICUnet's experts have more than 20 years of experience in the field of intercultural qualification and global mobility advise and train at 21+ locations worldwide.

Diversity & Inclusion

E-Learning Nuggets



Unconscious Bias

How Unconscious Bias stands in our way on the path to inclusive culture!

Diversity & Inclusion

What does Diversity & Inclusion mean and what does it have to do with me?

Inclusion Nudges

With fun and creativity to inclusive collaboration!

Allyship

Inclusion starts with I: Become active as an Inclusion Ally!!

Cultural Diversity

Celebrating our diversity! How intercultural teams work together successfully

Generational Diversity

Boomers, Millennials & Digital Natives: Welcoming Generational Diversity & learning from Each Other

Women in Leadership

Breaking the Glass Ceiling: The potential of women in leadership

Inklusive Leadership

Using the power of diversity

Microaggressions

"I didn't mean it that way!": Recognizing and interrupting microaggressions

Neurodiversity

Seeing individual talents: Neurodiversity as an enrichment for every team!

Anti-Abuse of Power

Avoiding power and authority abuse

LGBTQIA+

Power as an Ally: Becoming active for the LGBTQIA+ community

Genderdiversity

Man/woman/Divers? Understanding and supporting gender diversity

Psychological safety

Celebrating our mistakes: With psychological safety and feedback to success

Anti-discrimination

Zero tolerance for discrimination

(Dis)ability Awareness

Who is our world made for?



E-Learning Nugget:
á ~ 15 Minuten



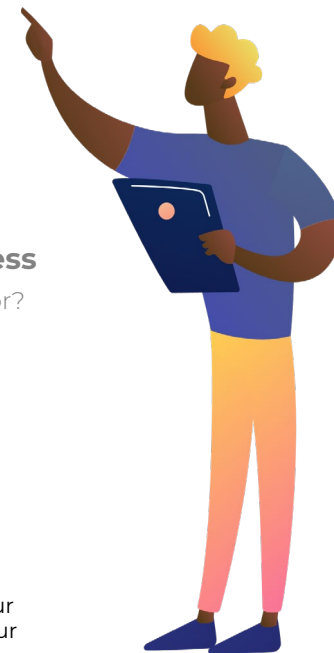
A variety-packed mix of
interactive learning
elements



German and
English



Scorm learning
package for
integration into your
LMS or access via our
learning platform



What our clients say: two selected references

Diversity and inclusion is first and foremost a leadership task. And icunet's experts have convinced our leadership team with a very business-oriented approach! (...) Icunet has significantly raised awareness at leadership level and made the need clear through a customized training program. The most important insight: Diversity without inclusion is worthless! The icunet consultants have impressively convinced our leaders that it is their responsibility to create an environment, characterized by trust, respect, commitment, cooperation and cohesion. This is an invaluable asset for our company.

I can recommend icunet without reservation. Professional competence, solution orientation, creativity and flexibility distinguish them. And: it is fun to work with icunet! Thank you very much!



Rolf Stangl
CEO, SIG AG



Kirstin Hahne
Manager Diversity,
Equity & Belonging,
bonprix

Svenja Gerads
Projekt Manager
Diversity &
Inclusion, Otto

The collaboration with ICUnet on the topic of "Unconscious Bias" was a true co-creation. With their comprehensive expertise and the company-specific requirements of OTTO and bonprix, an interactive digital learning path and a practice-oriented full-day training for our colleagues were created. The result is an enlightening and low-threshold program that encourages self-reflection and sparks curiosity - just right for us! Collaboration at eye level that combined intensity and fun. Thank you!

Please ask us for further references - including those from your specific industry! We will put you in contact with our customers.

Get DE&I rolling together with you!



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