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First edition
2021-05

Human resource management — Diversity and inclusion

Management des ressources humaines — Diversité et inclusion



Reference number
ISO 30415:2021(E)

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ISO copyright office
CP 401 • Ch. de Blandonnet 8
CH-1214 Vernier, Geneva
Phone: +41 22 749 01 11
Email: copyright@iso.org
Website: www.iso.org

Published in Switzerland

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Foreword

ISO (the International Organization for Standardization) is a worldwide federation of national standards bodies (ISO member bodies). The work of preparing International Standards is normally carried out through ISO technical committees. Each member body interested in a subject for which a technical committee has been established has the right to be represented on that committee. International organizations, governmental and non-governmental, in liaison with ISO, also take part in the work. ISO collaborates closely with the International Electrotechnical Commission (IEC) on all matters of electrotechnical standardization.

The procedures used to develop this document and those intended for its further maintenance are described in the ISO/IEC Directives, Part 1. In particular, the different approval criteria needed for the different types of ISO documents should be noted. This document was drafted in accordance with the editorial rules of the ISO/IEC Directives, Part 2 (see www.iso.org/directives).

Attention is drawn to the possibility that some of the elements of this document may be the subject of patent rights. ISO shall not be held responsible for identifying any or all such patent rights. Details of any patent rights identified during the development of the document will be in the Introduction and/or on the ISO list of patent declarations received (see www.iso.org/patents).

Any trade name used in this document is information given for the convenience of users and does not constitute an endorsement.

For an explanation of the voluntary nature of standards, the meaning of ISO specific terms and expressions related to conformity assessment, as well as information about ISO's adherence to the World Trade Organization (WTO) principles in the Technical Barriers to Trade (TBT) see www.iso.org/iso/foreword.html.

This document was prepared by Technical Committee ISO/TC 260, *Human resource management*.

Any feedback or questions on this document should be directed to the user's national standards body. A complete listing of these bodies can be found at www.iso.org/members.html.

Introduction

Developing an inclusive workplace requires an ongoing commitment to diversity and inclusion (D&I) to address inequalities in organizational systems, policies, processes and practices, as well as people's conscious and unconscious biases and behaviours.

In today's increasingly interconnected world, recognizing and leveraging D&I can be critical for organizations seeking to increase innovation, and enhance their resilience, sustainability and reputation. Each organization is different and decision makers need to determine the most appropriate approach for integrating D&I into their strategy and business processes, based on their organizational context. To achieve D&I objectives, organizations need to be brave and committed to actively tackling sensitive issues and addressing non-inclusive behaviours and cultural norms, and unfair and discriminatory organizational practices, whether these are developed by people or associated with technologies.

Fostering a diverse and inclusive organizational culture can enable individuals and teams to thrive and do their best in conditions that enable effective collaboration and participation. Building fairer, more inclusive, socially responsible organizations can help people, regardless of identity, background or circumstance, to access work and develop knowledge, skills and abilities critical to their personal development and well-being.

This document is relevant to the following United Nations Sustainable Development Goals: (5) Gender Equality; (8) Decent Work and Economic Growth; (9) Industry, Innovation and Infrastructure; and (10) Reduced Inequality, and is guided by the principles of human rights at work.^[11] Additionally, it is linked to ISO 30408.

This document supports organizations to embed D&I in their workplaces (see [Figure 1](#)) by providing guidance and methods on:

- a) prerequisites for demonstrating ongoing commitment to D&I;
- b) accountabilities and responsibilities for D&I;
- c) approaches to valuing diversity and fostering development of an inclusive workplace; and
- d) identifying D&I objectives, opportunities and risks, actions, measures, outcomes and impacts.

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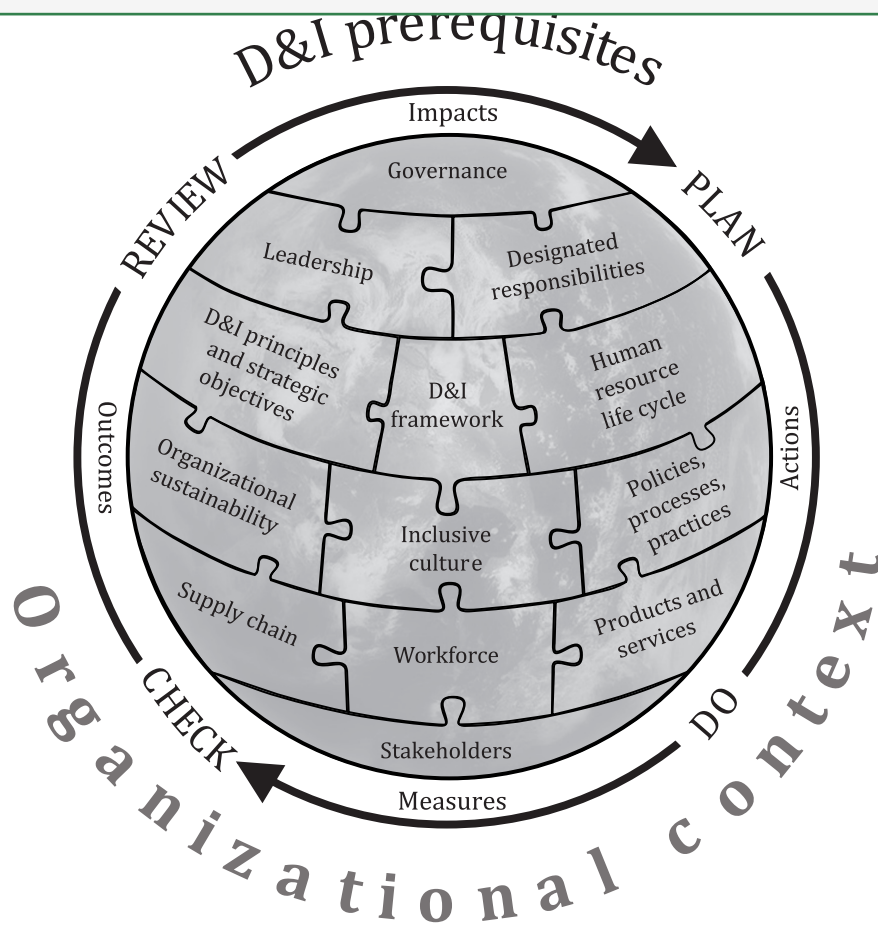


Figure 1 — Organizational diversity and inclusion

This document applies to the human resource management life cycle, delivery of products and services, supply chain relationships, and relationships with external stakeholders to ensure equity, fairness and equality. It encourages organizations to use a continual improvement plan, do, check and review approach. It is intended to help organizations achieve D&I objectives, evaluate the impact on people, communities and society, and meet sustainable development goals. It can also support independent and external validation of organizational approaches to embedding D&I in the workplace. To facilitate the use of this document by organizations, a checklist of the document's D&I actions is included in [Annex A](#).