

# DIN ISO 30415:2024-07 (E)

## Human resource management - Diversity and inclusion (ISO 30415:2021)

---

| <b>Contents</b>   |  | <b>Page</b> |
|---|--|-------------|
| National foreword.....                                    |  | 4           |
| National Annex NA (informative) <b>Bibliography</b> ..... |  | 6           |
| Foreword.....   |  | 7           |
| Introduction.....   |  | 8           |
| <b>1</b>  | <b>Scope</b> .....                                     | <b>10</b>   |
| <b>2</b>  | <b>Normative references</b> .....                      | <b>10</b>   |
| <b>3</b>  | <b>Terms and definitions</b> .....                     | <b>10</b>   |
| <b>4</b>  | <b>Fundamental D&amp;I prerequisites</b> .....         | <b>13</b>   |
| <b>5</b>  | <b>Accountabilities and responsibilities</b> .....     | <b>13</b>   |
| 5.1   | General.....   | 13          |
| 5.2   | Organizational governance.....                         | 14          |
| 5.3   | Organizational leadership.....                         | 14          |
| 5.4   | Organizational delegated responsibilities for D&I..... | 15          |
| 5.5   | Individual responsibilities.....                       | 15          |
| <b>6</b>  | <b>D&amp;I framework</b> .....                         | <b>16</b>   |
| 6.1   | General.....   | 16          |
| 6.2   | Actions.....   | 16          |
| 6.3   | Measures.....  | 17          |
| 6.4   | Outcomes.....  | 17          |
| <b>7</b>  | <b>Inclusive culture</b> .....                         | <b>18</b>   |
| 7.1   | General.....   | 18          |
| 7.2   | Actions.....   | 18          |
| 7.3   | Measures.....  | 19          |
| 7.4   | Outcomes.....  | 19          |
| <b>8</b>  | <b>Human resource management life cycle</b> .....      | <b>20</b>   |
| 8.1   | General.....   | 20          |
| 8.2   | Workforce planning.....                                | 20          |
| 8.2.1   | General.....   | 20          |
| 8.2.2   | Actions.....   | 20          |
| 8.2.3   | Measures.....  | 21          |
| 8.2.4   | Outcomes.....  | 21          |
| 8.3   | Remuneration.....                                      | 21          |
| 8.3.1   | General.....   | 21          |
| 8.3.2   | Actions.....   | 22          |
| 8.3.3   | Measures.....  | 22          |
| 8.3.4   | Outcomes.....  | 22          |
| 8.4   | Recruitment.....                                       | 23          |
| 8.4.1   | General.....   | 23          |
| 8.4.2   | Actions.....   | 23          |
| 8.4.3   | Measures.....  | 24          |
| 8.4.4   | Outcomes.....  | 24          |
| 8.5   | Onboarding.....  | 24          |
| 8.5.1   | General.....   | 24          |
| 8.5.2   | Actions.....   | 24          |
| 8.5.3   | Measures.....  | 25          |
| 8.5.4   | Outcomes.....  | 25          |

|           |  |           |
|-----------|--|-----------|
| 8.6       | Learning and development.....  | 26        |
| 8.6.1     | General.....   | 26        |
| 8.6.2     | Actions.....   | 26        |
| 8.6.3     | Measures.....  | 27        |
| 8.6.4     | Outcomes.....  | 27        |
| 8.7       | Performance management.....  | 27        |
| 8.7.1     | General.....   | 27        |
| 8.7.2     | Actions.....   | 28        |
| 8.7.3     | Measures.....  | 28        |
| 8.7.4     | Outcomes.....  | 28        |
| 8.8       | Succession planning.....   | 29        |
| 8.8.1     | General.....   | 29        |
| 8.8.2     | Actions.....   | 29        |
| 8.8.3     | Measures.....  | 30        |
| 8.8.4     | Outcomes.....  | 30        |
| 8.9       | Workforce mobility.....  | 30        |
| 8.9.1     | General.....   | 30        |
| 8.9.2     | Actions.....   | 30        |
| 8.9.3     | Measures.....  | 31        |
| 8.9.4     | Outcomes.....  | 31        |
| 8.10      | Cessation of employment.....   | 32        |
| 8.10.1    | General.....   | 32        |
| 8.10.2    | Actions.....   | 32        |
| 8.10.3    | Measures.....  | 32        |
| 8.10.4    | Outcomes.....  | 33        |
| <b>9</b>  | <b>Products and services — design, development and delivery.....</b> | <b>33</b> |
| 9.1       | General.....   | 33        |
| 9.2       | Actions.....   | 33        |
| 9.3       | Measures.....  | 34        |
| 9.4       | Outcomes.....  | 34        |
| <b>10</b> | <b>Procurement and supply chain relationships.....</b>               | <b>34</b> |
| 10.1      | General.....   | 34        |
| 10.2      | Actions.....   | 35        |
| 10.3      | Measures.....  | 35        |
| 10.4      | Outcomes.....  | 35        |
| <b>11</b> | <b>External stakeholder relationships.....</b>                       | <b>36</b> |
| 11.1      | General.....   | 36        |
| 11.2      | Actions.....   | 36        |
| 11.3      | Measures.....  | 37        |
| 11.4      | Outcomes.....  | 37        |
|           | <b>Annex A (informative) Self-assessment checklist.....</b>          | <b>38</b> |
|           | <b>Bibliography.....</b>   | <b>51</b> |