Global Diversity Strategic Plan

Dear Colleague,

As previously communicated, each region is expected to develop an annual Strategic Diversity Plan. To assist you in identifying actionable objectives, we're providing a Global Diversity Framework. It is to be used by each Regional Council as you prepare your respective Diversity Plan and strive toward competitive advantage with our diversity initiatives.

This framework introduces common language and a systematic approach to be used by each region and country. The workbook guide containing this Global Diversity Framework is attached. We hope this workbook will help you recognize the issues of importance in your region and country and tailor initiatives to your local culture, customs and operating needs within a common framework that will be used across the globe. At the same time, we acknowledge the region and country's individual initiatives will be unique and reflect the local norms and needs as each organization progresses along the Global Diversity Framework provided.

These guidelines are easy to use. To begin, please review the workbook in its entirety. Then determine at what level your region/country is currently operating in the five-step framework. Use the *Indicators*, *Methods* and *Outcomes* to stimulate thinking about where you are and where you want to be. Then use the strategic plan template (previously forwarded under separate cover) to build your plans. I encourage you to be as aggressive as possible in selecting initiatives and actions that will bring us closer to the diversity/inclusion goals we seek.

Also, note that the annual Diversity Strategic Plan due date has been extended to accommodate use of these guidelines. You plan is due back to me before April 30. Please contact me should you have questions.

Thank you.

Regards,

Adele Barbato
Diversity Forum Chair

Operationalizing Diversity

Now that nearly everyone has gone through diversity training across the globe, it's time to move into operational mode. As an organization, Unisys is committed to creating and maintaining a globally diverse workforce dedicated to winning in the marketplace and to becoming a recognized industry leader in diversity and inclusion. To do that, we must do more than talk about diversity. It has to become a way of doing business.

Unisys global diversity is a commitment to building worldwide practices that foster inclusion. We began development last year and look forward to the opportunity to build on that work. In building your Plan, be sure to align with corporate diversity goals. As a company, we remain committed to achieving these goals.

It's time to set plans, develop initiatives and create activities and actions that support these diversity goals. In short – it's time to operationalize diversity.

Unisys Diversity Goals

- Create an inclusive environment
- Build a larger and more diverse leadership group
- Identify and removing any barriers
- Increase the recruitment of the "best and the brightest" into key jobs
- Improve retention and professional development
- Enhance our skills in communicating and building strong relationships

Diversity plays a pivotal role in building a new Unisys – where we gain competitive advantages from the diverse mindsets that engage in innovative thinking, the hiring and retention of differing talents and critical skills, along with performance benefits that positively impact growth and our bottom line. It's called competitive advantage – and with your help we can get there.

Guidelines for Change

The purpose of these guidelines is to provide a roadmap, a systematic approach to help organize your efforts. Please use it to stimulate your thinking and help populate your Diversity Strategic Plan. In combining these guidelines with the plan template, you'll find a logical framework along with a common approach, tool set and language.

Your plans should take local issues into consideration while using these guidelines to frame practical, yet aggressive objectives. As we move from the launch phase into the operating phase, your role is to help integrate diversity principles into the ongoing business. Doing that means creating a plan for how we get from where we are today, to understanding where we want to be at the end of this year, and developing milestones along the way. As you prepare to produce your plan, ask yourself and your team the following:

- Do I have a clear vision of a diverse Unisys for my area of responsibility?
- What does Unisys look like today in my region/country in terms of diversity?
- What will or should we look like with successful implementation of diversity?
- What initiatives, actions or activities will it take to get there?
- How do we mobilize the right resources?
- How can we identify milestones and metrics to access progress?

Remember as you embrace change, you'll need to process what this change means for your organization. Diversity is a journey – it will not happen overnight and one initiative will not set the change. It requires a number of initiatives challenging existing practices at varying levels. Success requires patience, perseverance and discipline -- and, a plan.

A Global Framework for Your Plan

This Global Framework, incorporating the Diversity Integration Spectrum (as you may have seen earlier), is intended to help you identify the current and desired state within your organization.

It is offered as a pragmatic assessment tool that has worked well in some regions, specifically Europe and Asia/Pacific, to provide consistent, logical steps of development. It has been used successfully to shape local priorities and determine appropriate actions that drive progress.

We suggest you use this five-step Framework to determine what needs to be done based on where your organization is in the sequence. In developing plans, first gauge where you are in the development steps. Then understand the implications of what it means to be at that level and how you can progress to the next level.

Global Diversity Framework and Diversity Integration Spectrum

Where do you rank today on the Diversity Integration Spectrum?

LEVEL 5 Competitive Advantage
LEVEL 4 Innovation & Creativity
LEVEL 3 Valuing Diversity
LEVEL 2 Managing Diversity
LEVEL 1 Equal Opportunities

Remember as you assess your organization within the framework, the answers may be at more than one level. Different initiatives often follow parallel tracks. For example, hiring initiatives may be at the "equal opportunity" level, while mentoring initiatives may be at the "managing diversity" level. This common framework allows for measurable points of success along a common path – with the goal of sustainable advancement overtime.

Building Diversity into a Strategic Plan

After you've assessed your current state within the Framework, use the *Indicators, Methods* and *Outcomes* below to stimulate thinking around each initiative. Please use the level's definition in column one to recognize where you are today and where you want to be. Then use the *Indicators, Methods* and *Outcomes* of the desired future state level as a foundation for your annual Plan.

With each level, think about the level's definition – for example, what does "Equal Opportunity" look like as depicted in *Indicators*? Next consider how to get there, as in *Methods*. Then build into your plan specific Initiatives that result in the *Outcomes* you desire. Using this context and the plan template, build your plans with appropriate Initiatives, Milestones, Target Dates, Outcomes and Owners as illustrated in the plan template. Please be as aggressive as possible in outlining initiatives and actions that will bring us closer to the diversity/inclusion goals we seek.

Equal Opportunities

Level 1	Indicators	Methods	Outcomes
Equal Opportunities Businesses with a limited vision – that react to avoid the negative consequence of non-compliance with legal guidelines or standards	◆ Communicates commitment to equality for all ◆ Uses society's legal system ◆ Addresses access ◆ Focus on disadvantaged groups/ individuals ◆ Deals with prejudice and discrimination	◆ Published and promoted equality statement ◆ Recruitment and retention policies ◆ Awareness training for all employees ◆ Positive action ◆ Employee support groups	◆ The organization is seen from within and without as equitable, "a good place to work," a good group to do business with ◆ The pool for potential employees is widened ◆ Reduced costs of recruitment, turnover and absenteeism ◆ Legal obligations are met ◆ The employee profile reflects the diversity of the customers and community it serves ◆ People create/participate in interest, support and affinity groups formally or informally to which the organization responds constructively ◆ Rights and responsibilities for ensuring equal opportunities are clear

Managing Diversity

Level 2	Indicators	Methods	Outcomes
Managing Diversity Businesses that want to be seen to do the "right thing," but have no plan to integrate diversity into the wider company culture	◆ A strategic approach to diversity ◆ Clear objectives and accountability ◆ Leaders model best practice ◆ Business focus ◆ Initiatives that benefit all stakeholders ◆ Satisfying work environments ◆ Auditing an assessment of needs	◆ Clear policies and procedures ◆ Work/life policies, e.g. paternity leave, flexible working options ◆ Management development that develops diversity skills and knowledge ◆ Performance management systems incorporating diversity indicators, which contribute to business objectives ◆ Monitoring evaluation and review ◆ Corporate communication of progress	◆ Reduced grievance and disciplinary cases ◆ Improved morale and job satisfaction ◆ Diverse employee profile across divisions and hierarchy ◆ Positive Employee Relations climate ◆ Organization development ◆ Teamwork ◆ Up-to-date diversity data ◆ Cultural skill dealing with customers

Valuing Diversity

Level 3	Indicators	Methods	Outcomes
Valuing Diversity Businesses that benchmark themselves against their peers and try to identify and remove barriers to diversity	◆ Diversity included explicitly in company values ◆ Corporate sponsorship ◆ Qualitative measurement ◆ Customer focus ◆ Cross-cultural worldview reflected in marketing, products and services	◆ Flexible compensation, benefits, rewards and recognition ◆ Diversity measures included in culture audits, and employee/customer satisfaction surveys ◆ Multicultural research and marketing ◆ Corporate sponsorship ◆ Benchmarking ◆ Evaluation of initiatives and monitoring data ◆ Diversity in Customer Service and Sales Training	◆ New markets and customer groups ◆ Increased capacity among managers to establish and maintain inter-organizational and international relations ◆ Increased diversity in products and services ◆ Improved understanding of customer needs

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Innovation & Creativity

Level 4			
  Innovation & Creativity Businesses that have internalized diversity with full employee involvement and widespread customer and stakeholder support	◆ Ideas to improve the business are encouraged from all staff ◆ The company is solicited by academic and industry bodies to comment on and contribute to research ◆ Award winning initiatives, products and services	◆ Staff suggestion channels are open and active ◆ Mixed membership of decision-making groups ◆ Innovative and creative team working processes	◆ Quality products and services succeed in its diverse environments because of attention to diversity ◆ Increased creativity ◆ Enhanced problem solving ◆ Organizational flexibility ◆ Continuous improvement ◆ Competitive advantage

Competitive Advantage

Level 5			
Competitive Advantage Businesses that have achieved genuine equality and diversity, and have implemented policies and practices to ensure that this continues	- The Diversity Pyramid is addressed at all levels equally – the external and organizational differences as well as the internal - Projects are scoped and delivered using the best talent and skills across the organization	- Business Units jointly engage in Client Business Planning activity - Client groups are profiled so Unisys can more closely resemble the communities it serves - Promotes a supplier diversity culture reflective of the diverse business community and encourages economic development	- Customers recognize the value added by a diverse work force - Customers can envision doing business with this company - Reputation as "employer of choice" or "most admired" - Recruiting top talent is easy - Provides opportunities for additional business brought to us by wider markets - Increased revenues - Healthy profitability - Sustainable growth