

# BUSINESS CASE

Turning diversity into an  
impactful strategy

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# Challenge

A leading industrial company, headquartered in Spain and operating in several European countries, set out to strengthen its organizational culture around Diversity, Equity, and Inclusion (DEI). This commitment was driven by its investment fund owner, which considers ESG policy integration essential across its portfolio companies.

However, the project implementation encountered two major challenges. The most significant was the need to promote DEI initiatives in an environment that was initially unreceptive, marked by a certain degree of skepticism. In addition, the company lacked prior experience and knowledge in the field, which created uncertainty about how to structure and launch a project of this scale.

Overcoming these challenges required a deep understanding of the company's context, sustained support from DEI experts, and, above all, close collaboration with the internal team leading the initiative.

A strategy aligned with the organization's reality was designed, progressively integrating key actions, adjusting communication, and defining a phased implementation. This approach built trust, engaged teams, and ensured effective adoption of the DEI strategy.





# Solution

We initiated a comprehensive transformation process, beginning with a diversity audit. This diagnostic helped identify the main gaps in the inclusion of diverse talent, establishing a strong starting point.

Based on the audit's findings, the following actions were implemented:

1

## Creation of the DEI committee

We facilitated its launch by providing structure, resources, and autonomy to drive and lead the most strategic initiatives.

2

## Tailored training program

We developed synchronous and asynchronous training focused on inclusive leadership and managing diverse teams. These actions encouraged the sharing of best practices and their application in day-to-day work.

3

## Strategic guidance

We guided the committee and key teams in adopting best practices, turning strategy into concrete actions.



# Results & impact

- **Clear strategic direction:** A solid roadmap was designed for implementing DEI policies, with realistic and achievable objectives.
- **Initial diagnostic & DEI Committee creation:** The audit enabled the development of a plan tailored to the company's context. The DEI Committee became a cornerstone for integrating diversity into corporate strategy.
- **Overcoming internal resistance:** Timelines and initiatives were adapted to the organizational culture, achieving successful implementation despite initial skepticism.
- **Increased awareness & sensitivity:** Thanks to training efforts, awareness around DEI grew significantly within the company. This led to stronger demand for concrete initiatives and active employee participation.



*The greatest success has been the awareness raised. Thanks to Talengo's support in delivering training initiatives, there is now greater sensitivity around diversity, equity, and inclusion among members of the group. This initiative was widely welcomed and has sparked demand for concrete actions and collaborators willing to lead their implementation.*



# Key success factors

- **Commitment & leadership:** Active support from senior leadership was key to aligning DEI strategy with corporate goals and promoting a shared vision across the organization.
- **Data-driven diagnosis:** A rigorous, data-based analysis identified actual gaps and helped build a tailored action plan.
- **Creation of a DEI committee:** Forming a diverse and committed team helped launch key initiatives to embed DEI into company culture.
- **Tailored training:** Custom programs facilitated the understanding and application of DEI concepts in alignment with business realities.
- **Expert support:** Talengo's guidance throughout the process provided clarity and confidence, facilitating change management and the adoption of new practices with a practical, realistic approach.

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*Facing a similar challenge? We help organizations turn diversity into a competitive advantage. Discover how we can work together*

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