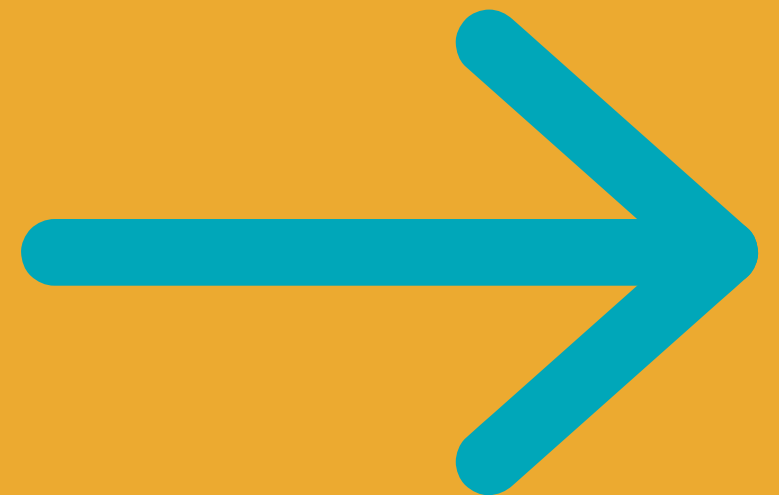


**What's the difference  
between diversity  
quotas, targets  
and goals?**

**ew.**

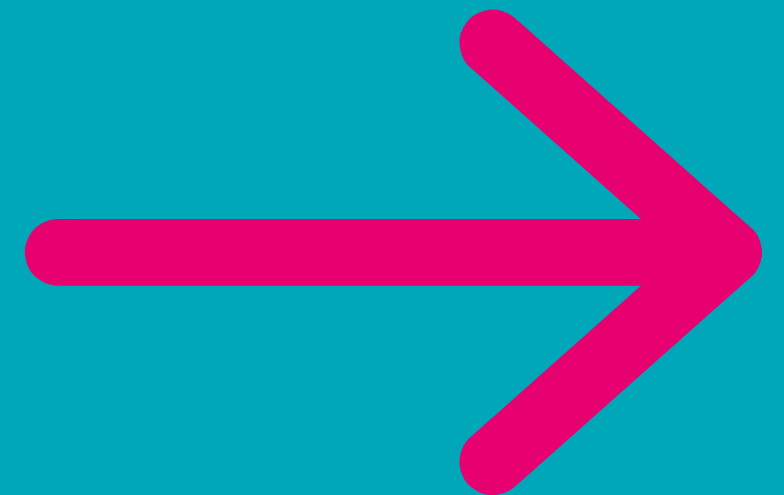


# Diversity quotas



*Diversity quotas* are time-bound, measurable objectives usually set by an external body with authority to impose penalties for non-compliance, i.e.

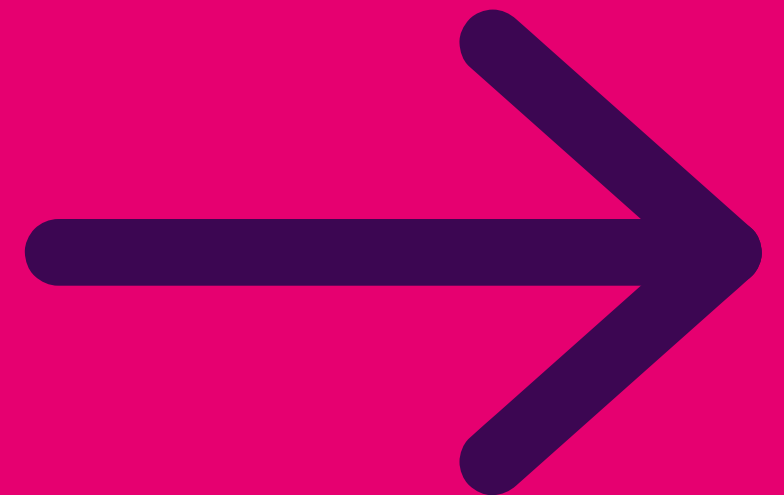
Parliament. For example, Italy's 2011 quota law required **33%** of each gender on listed and state-owned boards by 2015. Penalties included warnings, fines and forfeiture of board members' positions.



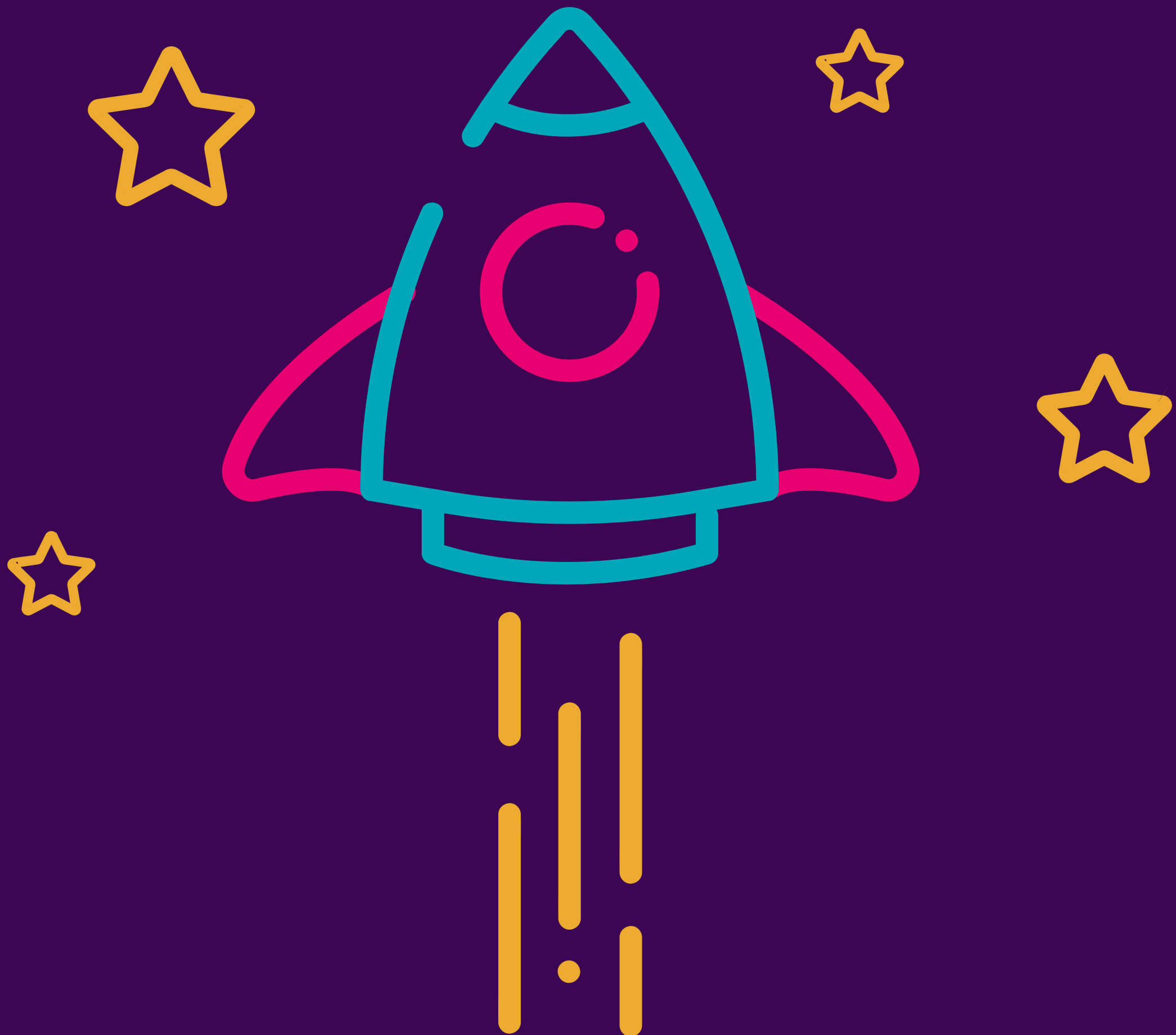
# Diversity targets



***Diversity targets* are time-bound, measurable objectives. Unlike quotas, the business is responsible for setting its own diversity targets and any penalties for failure to achieve them. For example, 'We aim to increase the number of Black, Asian & Minority Ethnic people in leadership positions by 30% over the next 5 years'.**



# Diversity goals



***Diversity goals* are broad, aspirational statements of intent adopted by a business. They needn't be time-bound nor measurable although they often are. For example, 'We want our staff team to represent the diverse client base we serve' or, 'All our managers are to attend diversity & inclusion training over the next 12 months'.**



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