

HUMAN RESOURCES | COURSE BROCHURE

Diversity, Equity and Inclusion Programmes

5 days | Classroom training | English

SMART HORIZON

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Course content

Why attend

Effective diversity, equity and inclusion work goes beyond awareness sessions to measurable change in hiring, progression, pay and culture. This course shows HR and leaders how to assess the current state, set priorities and targets, design interventions across the employee life cycle, engage leaders and employee networks, and measure progress responsibly.

Programmes without data and leadership ownership rarely change outcomes. You will learn to build a DEI strategy that delivers real results.

Professional Problems This Course Is Designed to Solve

• Difficulty translating subject knowledge into practical workplace decisions.
• Inconsistent approaches to the activities covered in the course outline.
• Lack of a structured plan for applying and reviewing new skills.

Course methodology

Data analysis exercises, programme design workshops, case studies and stakeholder role plays.

Course objectives

By the end of this course, participants will be able to:
• Assess diversity and inclusion data
• Set priorities and measurable goals
• Design inclusive hiring and promotion processes
• Address pay equity
• Engage leaders and employee networks
• Measure and report progress

Target audience

This course is suitable for:
• HR and DEI professionals
• Talent and reward managers
• Senior leaders
• Employee network leaders
• Organisational development specialists



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Target competencies

Participants will develop competencies in:

- Data analysis
- Programme design
- Inclusive processes
- Stakeholder engagement
- Impact measurement

Course outline

Day 1: DEI Foundations

09:00–10:08	Definitions and business case
10:08–11:00	Legal context
11:00–11:30	**Coffee break**
11:30–11:45	Legal context (continued)
11:45–12:53	Current state assessment
12:53–14:00	Exercise

Day 2: Data and Priorities

09:00–10:08	Workforce data
10:08–11:00	Inclusion surveys
11:00–11:30	**Coffee break**
11:30–11:45	Inclusion surveys (continued)
11:45–12:53	Setting goals
12:53–14:00	Workshop

Day 3: Inclusive Processes

09:00–10:08	Hiring
10:08–11:00	Promotion and talent
11:00–11:30	**Coffee break**



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11:30–11:45	Promotion and talent (continued)
11:45–12:53	Pay equity
12:53–14:00	Exercise

Day 4: Culture and Engagement

09:00–10:08	Leader accountability
10:08–11:00	Employee networks
11:00–11:30	**Coffee break**
11:30–11:45	Employee networks (continued)
11:45–12:53	Communication
12:53–14:00	Case study

Day 5: Measurement

09:00–10:08	Indicators
10:08–11:00	Reporting
11:00–11:30	**Coffee break**
11:30–11:45	Reporting (continued)
11:45–12:53	Sustaining momentum
12:53–14:00	Action plan

The timings provided are estimates and may vary depending on the number of participants and the discussions taking place during the sessions. They are indicative only and do not constitute a binding commitment.



Course content

Dates, venues and fees

Current published course plans. Fees are per participant in EUR, excluding unconfirmed taxes.

Venue	Start date	End date	Fee (EUR)
Cape Town Confirmed dates	16 Nov 2026	20 Nov 2026	**€1,890.–**
Online Confirmed dates	16 Nov 2026	20 Nov 2026	**€1,250.–**
Dubai Confirmed dates	7 Dec 2026	11 Dec 2026	**€3,150.–**
Online Confirmed dates	7 Dec 2026	11 Dec 2026	**€1,250.–**
Barcelona Confirmed dates	11 Jan 2027	15 Jan 2027	**€2,840.–**
Online Confirmed dates	11 Jan 2027	15 Jan 2027	**€1,250.–**
Cape Town Confirmed dates	1 Feb 2027	5 Feb 2027	**€1,890.–**
Online Confirmed dates	1 Feb 2027	5 Feb 2027	**€1,250.–**
Amsterdam Confirmed dates	15 Feb 2027	19 Feb 2027	**€2,540.–**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	15 Feb 2027	19 Feb 2027	**€1,250.–**
Barcelona Confirmed dates	8 Mar 2027	12 Mar 2027	**€2,840.–**
Online Confirmed dates	8 Mar 2027	12 Mar 2027	**€1,250.–**
Frankfurt Confirmed dates	29 Mar 2027	2 Apr 2027	**€2,650.–**
Online Confirmed dates	29 Mar 2027	2 Apr 2027	**€1,250.–**
London Confirmed dates	19 Apr 2027	23 Apr 2027	**€2,450.–**
Online Confirmed dates	19 Apr 2027	23 Apr 2027	**€1,250.–**
Rome Confirmed dates	10 May 2027	14 May 2027	**€2,450.–**
Online Confirmed dates	10 May 2027	14 May 2027	**€1,250.–**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
London Confirmed dates	24 May 2027	28 May 2027	**€2,450.-**
Online Confirmed dates	24 May 2027	28 May 2027	**€1,250.-**
Kuala Lumpur Confirmed dates	14 Jun 2027	18 Jun 2027	**€1,450.-**
Online Confirmed dates	14 Jun 2027	18 Jun 2027	**€1,250.-**
Rome Confirmed dates	5 Jul 2027	9 Jul 2027	**€2,450.-**
Online Confirmed dates	5 Jul 2027	9 Jul 2027	**€1,250.-**
Paris Confirmed dates	26 Jul 2027	30 Jul 2027	**€2,860.-**
Online Confirmed dates	26 Jul 2027	30 Jul 2027	**€1,250.-**
Dubai Confirmed dates	16 Aug 2027	20 Aug 2027	**€3,150.-**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	16 Aug 2027	20 Aug 2027	**€1,250.-**
Rome Confirmed dates	30 Aug 2027	3 Sept 2027	**€2,450.-**
Online Confirmed dates	30 Aug 2027	3 Sept 2027	**€1,250.-**
Istanbul Confirmed dates	20 Sept 2027	24 Sept 2027	**€2,650.-**
Online Confirmed dates	20 Sept 2027	24 Sept 2027	**€1,250.-**
Dubai Confirmed dates	11 Oct 2027	15 Oct 2027	**€3,150.-**
Online Confirmed dates	11 Oct 2027	15 Oct 2027	**€1,250.-**
Vienna Confirmed dates	1 Nov 2027	5 Nov 2027	**€2,940.-**
Online Confirmed dates	1 Nov 2027	5 Nov 2027	**€1,250.-**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Cape Town Confirmed dates	22 Nov 2027	26 Nov 2027	**€1,890.-**
Online Confirmed dates	22 Nov 2027	26 Nov 2027	**€1,250.-**
Vienna Confirmed dates	6 Dec 2027	10 Dec 2027	**€2,940.-**
Online Confirmed dates	6 Dec 2027	10 Dec 2027	**€1,250.-**

Plan your next step

Dates, availability, exact venue, taxes, inclusions and payment terms require written confirmation. This brochure is not a quotation, registration, booking confirmation or visa invitation. Participants receive a Smart Horizon certificate of attendance; programmes are not externally accredited and do not award a professional qualification or designation. Confirm arrangements before booking travel.

For group or in-house training, contact our learning team to discuss your objectives and delivery arrangements.

Contact Smart Horizon

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View the latest course details online