

MAKING YOUR ORGANISATION
MORE INCLUSIVE

INCLUSION & DIVERSITY CASE STUDIES



Introduction

Everyone has a talent. Inclusion & Diversity are about creating the right environment and conditions for ALL our employees to reach their full potential.

We must weave Inclusion & Diversity (I&D) fully into the fabric of our future. As digital advancements accelerate and sustainability climbs the agenda, our businesses will need to access the full range of talents from across the entire spectrum of society. The growing global talent scarcity makes this even more vital. We also want to unleash every talent in our organisation.

But Inclusion & Diversity is not just about creating diverse teams. It is about making those diverse teams inclusive. As a group of companies, we believe in taking full advantage of the broad spectrum of talents on offer across the length and breadth of society. And despite our own individual realities as companies of all shapes and sizes across all sectors – big and small, old and young, simple and complex, from industrial through technical to creative – we are making I&D a reality. But we want to encourage others to set up an inclusion & diversity strategy fit for their organisation.

More than 50 CEOs and Chairmen signed the ERT pledge to #EmbraceDifference. They made a commitment to create an open and inclusive culture,

establish I&D as a strategic business imperative, set I&D goals, ensure clear responsibilities, provide equal opportunities and support STEM in education. And we are working hard to make good on those deliverables.

This compendium brings together our hands-on experiences with implementing I&D in our companies. It illustrates some of our projects. It reveals our aims, our actions, our results. And it examines what we learnt along the way. We hope these will serve as inspiration – not only for each other and our future projects but for other companies too. We have organised the case studies by the different moments of the employee lifecycle to help you find the ones that touch on the aspects you are most interested in. Examine them, learn from them and mimic what has been done, adapting to your own specific situation.

So read, enjoy, be inspired and most importantly, join us on the road to I&D!



Employee lifecycle

Inclusion and Diversity runs through every aspect of our organisations that relates to talent and the way we engage with our people. To help you find the case studies that touch on the aspects you are most interested in, we have organised them by the different moments of the employee lifecycle.

Click on the company logo to jump to the case you want to read.



Inclusion & Diversity Dimensions

Inclusion & Diversity (I&D) covers programmes and policies that encourage representation and participation of diverse groups of people, including people of different genders, races and ethnicities, abilities and disabilities, religions, cultures, ages and sexual orientations. While the previous page categorised the case studies by employee lifecycle, here you can find them laid out by these I&D dimensions.

Click on the company logo to jump to the case you want to read.

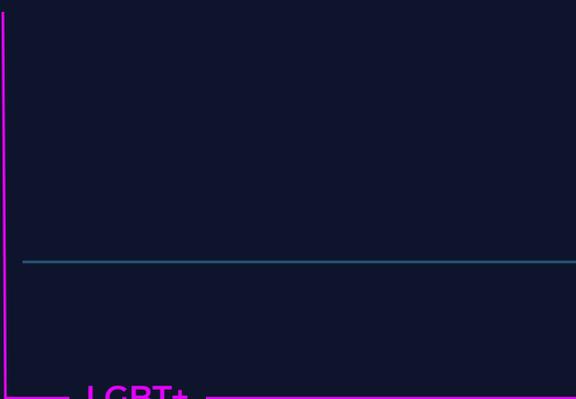
Gender



Age



Disabilities



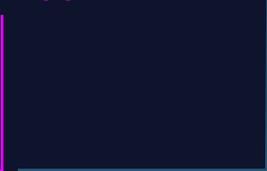
LGBT+



Ethnicity



Victims Support

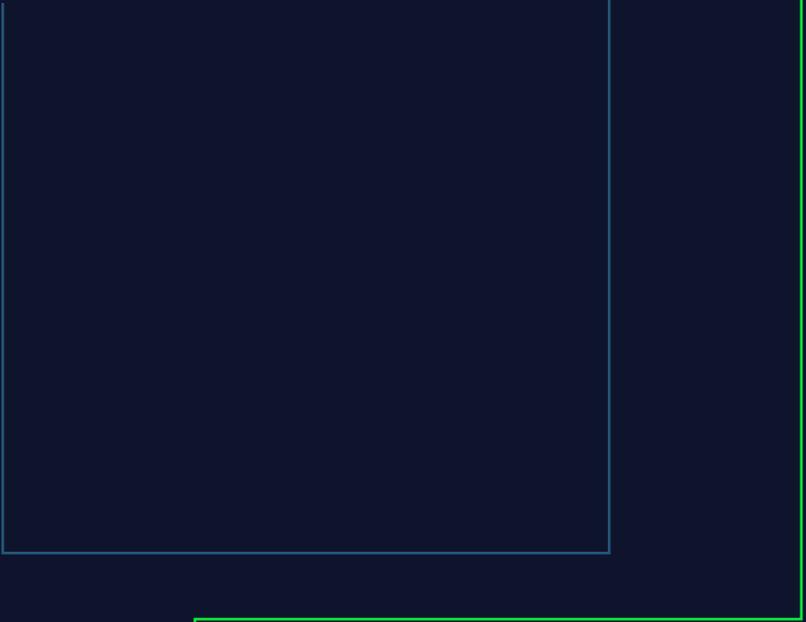


Enablers

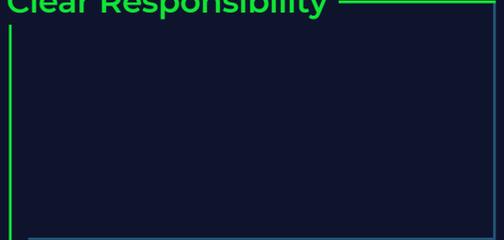
In our pledge, we promised six areas of action to create an environment that appreciates and values the different contributions of a diverse workforce. Here you can find the case studies laid out by these I&D enablers.

Click on the company logo to jump to the case you want to read.

Inclusive Company Culture



Clear Responsibility



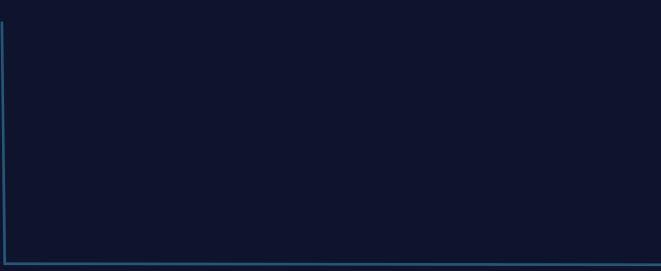
Equal Opportunities



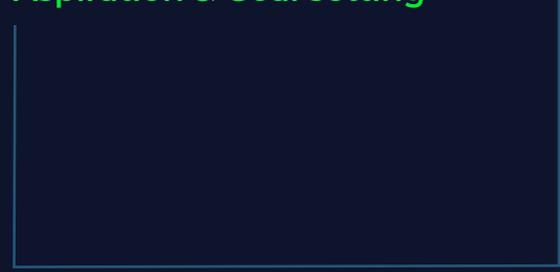
Social Engagement & Responsibility

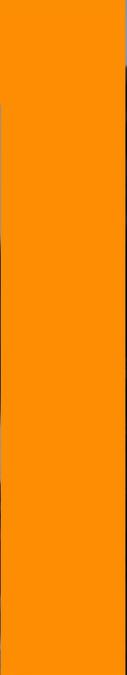


Inclusive Leadership



Aspiration & Goal setting





Inclusion & Diversity Dimension

Employee Life Cycle	Gender	Age	Ethnicity	LGBT+	Disabilities
1. Attraction & Recruitment					
2. Onboarding					
3. Development & Learning	✓		✓		
4. Performance Management					
5. Career & Leadership					
6. Rewards					
7. Leaving					
8. Culture & Communication					

Pitching 'Inclusion' and 'Mitigating Unconscious Bias' as mindsets and tools



Background

In 2018, Air Liquide set 2025 diversity objectives for women and non-French nationals in leadership positions. The aim was twofold: boosting the share of women in management and professional roles to 35% by 2025, while having 25% women in senior executive positions worldwide by the same target year. Regions and entities formulated their own action plans, which included programmes offered by Air Liquide University (ALU).

What did you want to achieve?

We aimed to pitch 'Inclusion' and 'Mitigating Unconscious Bias' as mindsets and tools to help us achieve our long-term performance goals, make sounder decisions and better manage risk. These factors set Inclusion & Diversity (I&D) as a business issue rather than an HR policy point. Diversity is a proven vector of innovation, a crucial part of Air Liquide's DNA, when leveraged through inclusive practices.

What did you do?

To shape an inclusive culture, and to further bolster diversity, we seeded 'inclusion' and 'mitigating unconscious bias' themes in multiple ALU programmes. We linked I&D to our recently updated leadership model, reinforcing I&D's place in all existing leadership and management programmes, as well as in other topics such as safety, user experience and customer journey. Content was designed and delivered by internal and external subject matter experts, and crowdsourcing was used to localise good practices and fertile terrain.

Adopting a variety of formats allowed us to reach different target segments around the world over a 2 year period:

- Half-day plenary sessions at five annual, regional learning events (900 participants)
- Workshops facilitated by local champions and operational team leaders (60 held and 70 rescheduled post COVID)
- Modules delivered in core management and leadership programmes (2,800 participants)
- Learning projects embedded into our international talent programme
- Dedicated digital magazines and playlists (1,800 connections in three months)



What are the results so far?

In the medium term, we expect improved employee engagement scores and progress towards Group 2025 diversity targets. Over time, Air Liquide expects I&D to make an even more significant contribution to our long-term performance.

What have you learned?

- We learned that stressing the business value of inclusion helps catch the attention of passive resistors and those facing 'diversity fatigue' while pitching unconscious bias as a point of vigilance for making sounder decisions appeals to those who consider themselves as perfectly rational.
- We also found expanding the I&D conversation beyond gender to less taboo-laden topics, such as cultural differences, widens the field for freer discussion. Enrolling business leaders and local non-HR champions is crucial for getting messages through to populations that may typically be harder to reach.
- We are in the process of leveraging neuroscientific work done in behavioural sciences to 'nudge' our HR talent processes. The traction gained by this approach for mitigating unconscious bias can be measured by its newfound place in executive vocabulary and its spread to other disciplines such as safety, which is at the heart of our operations.



Reach
Global



Target
All 65,000
employees



Duration
2018 - present

2

BASF

We create chemistry



Inclusion & Diversity Dimension

Employee Life Cycle	Gender	Age	Ethnicity	LGBT+	Disabilities
1. Attraction & Recruitment	✓				
2. Onboarding	✓				
3. Development & Learning	✓				
4. Performance Management	✓				
5. Career & Leadership	✓				
6. Rewards	✓				
7. Leaving	✓				
8. Culture & Communication	✓				

Increasing the proportion of women in leadership positions to 30%



Enablers

- AN INCLUSIVE COMPANY CULTURE
- INCLUSIVE LEADERSHIP
- ASPIRATION AND GOAL SETTING
- CLEAR RESPONSIBILITY
- EQUAL OPPORTUNITIES
- SOCIETAL ENGAGEMENT AND RESPONSIBILITY

Background

BASF has set itself global quantitative goals for increasing the percentage of women in leadership positions since 2015. Our target, which we achieved in 2019, was to increase this ratio to between 22% and 24% worldwide by 2021.

What did you want to achieve?

To further strengthen diversity, BASF is now setting a new, more ambitious target: 30/30. By 2030, we aim to increase the proportion of women in leadership positions with disciplinary responsibility to 30%.

All leaders are obliged to support the new target, and we have introduced a new I&D dashboard to track the efforts and results of all divisions. We focus mainly, but not exclusively, on the three leadership levels below the Board of Executive Directors. As multipliers, these leaders can make a significant contribution to reaching the new non-financial target.

What did you do?

We have integrated topics such as 'inclusive leadership' into leadership development courses. Special seminars and training sensitise leaders to issues such as unconscious bias to enable them to remain as objective as possible when making personal decisions in all different phases of personal development.

Our 'moments of truth' communications create gap awareness and pledge to balance for better. Around International Women's Day 2020, BASF SE and other legal entities in various regions displayed visual 'moments of truth' to underline the need for a level playing field for men and women – within BASF, and in society in general.

In addition, BASF has a wide range of initiatives to support couples with equal career potential. As part of an overseas delegation for example, we provide comprehensive coaching. Since 2019, we have also provided a platform with offers for the partners of delegated employees that bundles offerings from several companies and makes it easier to find a suitable position abroad.



What are the results so far?

BASF met its initial target of increasing the percentage of women in leadership positions to between 22% and 24% worldwide by 2021 in 2019. The global proportion of BASF Group female leaders with disciplinary responsibility rose to 23.0% at the end of 2019 from 21.7% at the end of 2018.



What have you learned?

We learned that top-down support is a key success factor for I&D, and that a combination of bottom-up initiatives and top-down signals and decisions works best. We also learned that promoting more women into leadership positions is an essential part of organisational development and change, which contains both structural and cultural elements.



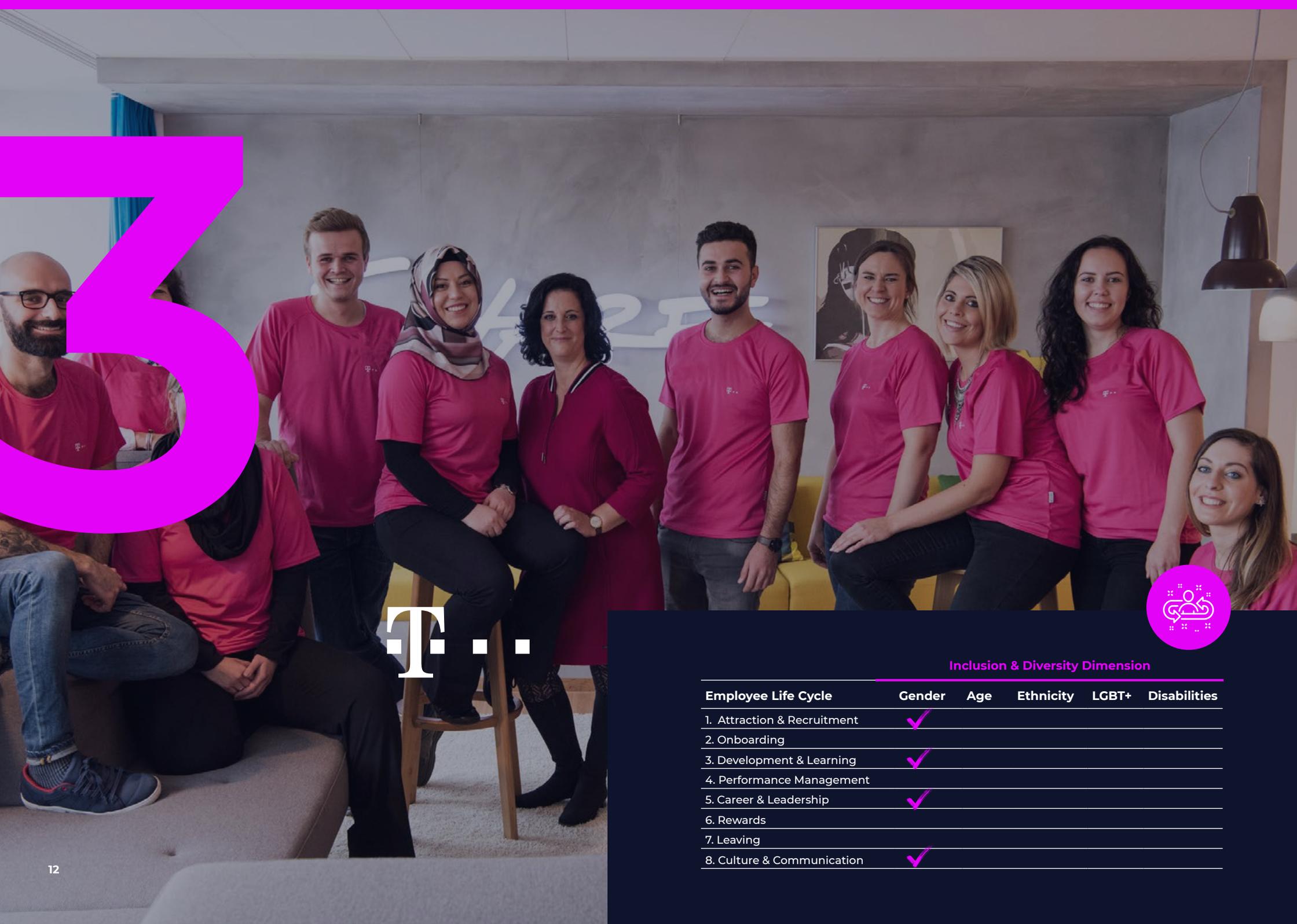
Reach
Global



Target
All 118,000
employees



Duration
2020 - 2030
(projected)



T..



Inclusion & Diversity Dimension

Employee Life Cycle	Gender	Age	Ethnicity	LGBT+	Disabilities
1. Attraction & Recruitment	✓				
2. Onboarding					
3. Development & Learning	✓				
4. Performance Management					
5. Career & Leadership	✓				
6. Rewards					
7. Leaving					
8. Culture & Communication	✓				

Filling 30% of middle and upper management positions with women



Background:

We are continually striving to be a high performing organisation, and diversity has proven to be a crucial aspect to achieving this. Hence, gender equality is one of our key focus areas.

What did you want to achieve?

Back in 2010, Deutsche Telekom set itself the target of filling 30% of middle and upper management positions across the Group with women.

What did you do?

To achieve sufficient female pipeline for our talent and leadership programmes, we started with recruitment, establishing mixed-gender hiring teams, gender-neutral wording in our recruitment process and special recruiting events – including women@work, Femtec and the MINT (STEM) Awards. To support our parents' ambitions and enable a healthy work-life balance, we launched our 'Careers with children' mentoring programme and a specific job newsletter for women along with part-time and flexible working and tandem-leadership.

We developed our new I&D strategy together with business and Telekom communities, such as women's networks. Based on this strategy, we prioritise supporting diverse high potentials to accelerate their careers (via 'Diversity Agents') and fostering a truly inclusive culture that celebrates difference and individuality as opportunities.

Besides the internal programmes, we also participate in schemes such as the Diversity Charter ('Charta der Vielfalt') and collaborate with initiatives such as 'Global Digital Women'.



What are the results so far?

Our broad range of measures has allowed us to continuously increase the share of women in middle and upper management globally, from 22.7% in 2010 to 26% on December 31, 2019. The share of women on the Group's Supervisory Board reached 45% in Q2 2020.

We have surpassed both our own goal and the statutory gender quota introduced in Germany in 2015. Our Business Leadership Team (international management team below the Board of Management) currently boasts eight women out of 57 members, two of whom are BoM members.

Among other awards, in 2019, we were proud to be awarded first place out of all DAX 30 companies on the BCG Gender Diversity Index.

What have you learned?

We learned that increasing a fair share of women in management is a marathon, not a sprint. Strong Board and Management commitment and a willingness to disrupt old habits and leave comfort zones are key factors for success.

I&D are not only matters of corporate responsibility but crucial for business success. Hence, driving a holistic set of measures covering all areas of the employee lifecycle as well as related communication and cultural initiatives is mission-critical.

We also learned that nurturing I&D requires cultural adaptations and strengthening the feeling of belonging for currently underrepresented groups. Along with that, we learned that we can support each other through internal communities; thus, being a role model to the rest of the organisation was an additional key success factor.



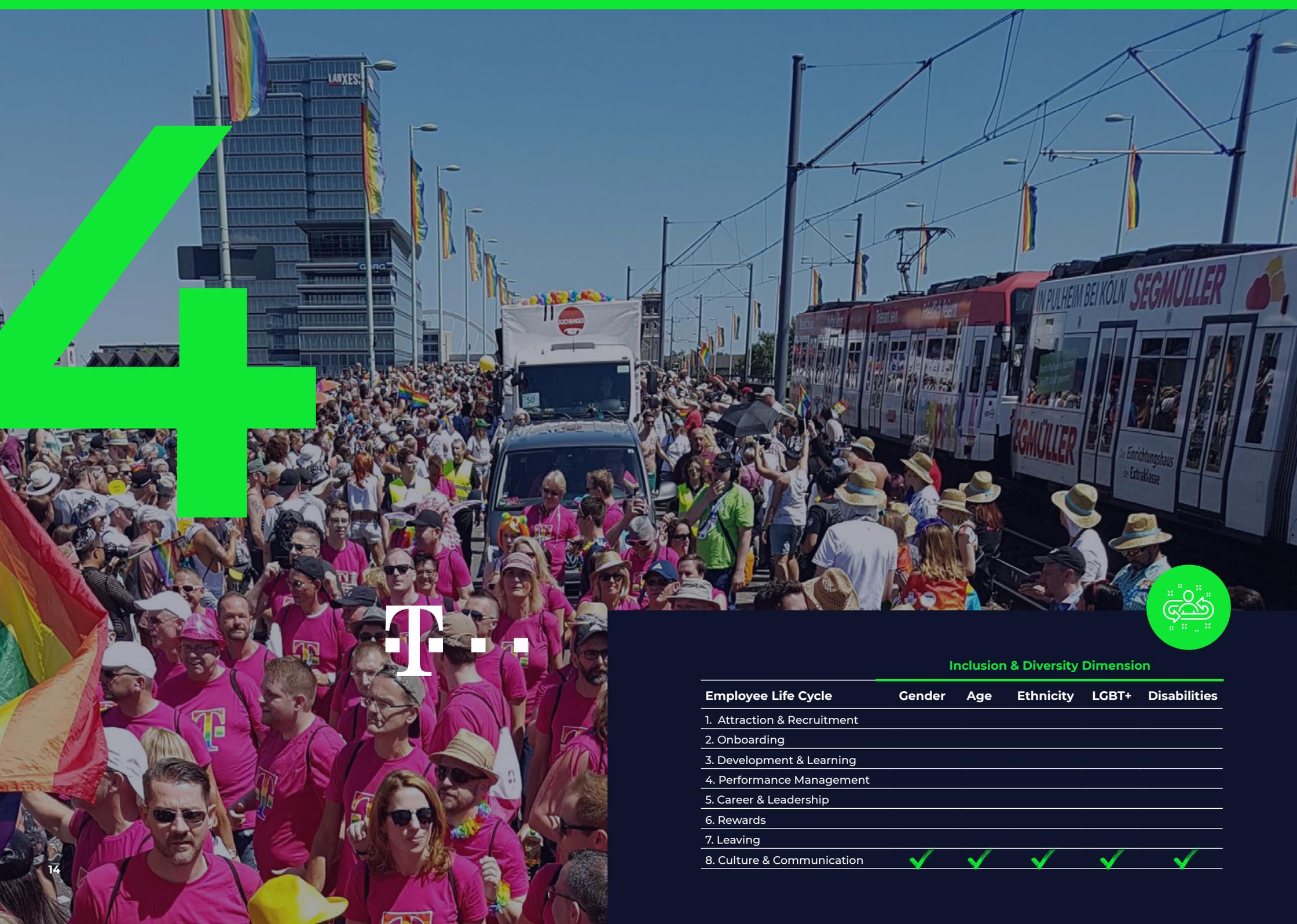
Reach
Global



Target
All female employees



Duration
2010 - 2020



T.



Inclusion & Diversity Dimension

Employee Life Cycle	Gender	Age	Ethnicity	LGBT+	Disabilities
1. Attraction & Recruitment					
2. Onboarding					
3. Development & Learning					
4. Performance Management					
5. Career & Leadership					
6. Rewards					
7. Leaving					
8. Culture & Communication	✓	✓	✓	✓	✓

Realising greater gender, age, cultural identity, personality and skills diversity



Background

I&D are key contributors to our corporate success. In 2005, Deutsche Telekom was the first international company based in Germany to have a group-wide diversity policy covering all six core dimensions: gender, age, origin/culture, religion, sexual orientation and disability). And in 2010 we became the first DAX 30 company to voluntarily undertake a 30% female quota for leadership positions.

What did you want to achieve?

We want to go further in 2020 with a renewed strategy and management commitment for bringing more gender, age, cultural identity, personality and skills diversity into our leadership teams.

What did you do?

We implemented various formats to fight Unconscious Bias (including online workshops and e-learning) and hosted the 10th German Diverse City conference in our Bonn Headquarters. We also created opportunities for increasing women in our leadership (a 30% commitment) and in general (30% in our talent programme, 40% in our trainee programme).

Developing guidelines on making presentations inclusive for employees with special needs, increasing the number of video transmissions with sign language and providing barrier-free workplaces are a few examples of how we support our colleagues with disabilities.

Our newly revised offers cover all professional and personal aspects to drive cross-border mobility. And we have designed our onboarding offers to better integrate international executives relocating to Germany.

Our 'Reverse Mentoring' programme connects members of our top Business Leadership Team with young trainees to share new ways of digital collaboration. We are also supporting and leveraging self-organised diversity communities in and beyond Germany. Around 250 employees participated in the Christopher Street Day 2019 in Cologne to represent and support LGBTQ+ rights and topics in our company.



What are the results so far?

Around 1,000 employees have taken part in our Unconscious Bias webinars since 2019, and we have held more than 20 workshops with Board members and N-1 and N-2 leaders. Demand is growing for the topic to be included in teambuilding events for mixed nationality management teams.

Deutsche Telekom has exceeded the prescribed minimum rate of 5% disabled employees for many years, reaching 7.6% in 2019. In Germany, more than 60 volunteers run social networks to connect underrepresented groups in Deutsche Telekom. These networks, which have more than 2,000 members and many times more followers, organised 50 events in 2019.

Overall, Deutsche Telekom is proud to have won a variety of HR and Employer of Choice awards globally in the past years in recognition of our efforts on I&D.

What have you learned?

We have learned that key factors for success include strong top leadership commitment, legal and structural changes and a holistic approach that encompasses the whole employee lifecycle.

Widespread communication and marketing campaigning, strategic industry partnerships and membership of relevant advocacy groups have all proved essential for increasing I&D. Last but not least, the growing interest and investment of our employees to drive diversity further via networks and communities have been critical to our success.



Reach
Global



Target
All 200,000
employees
worldwide



Duration
2005 - present

5



Inclusion & Diversity Dimension

Employee Life Cycle	Gender	Age	Ethnicity	LGBT+	Disabilities
1. Attraction & Recruitment	✓				
2. Onboarding					
3. Development & Learning					
4. Performance Management					
5. Career & Leadership	✓				
6. Rewards					
7. Leaving					
8. Culture & Communication	✓				

Changing the culture to tackle the issue of sexual harassment



Enablers

- AN INCLUSIVE COMPANY CULTURE
- INCLUSIVE LEADERSHIP
- ASPIRATION AND GOAL SETTING
- CLEAR RESPONSIBILITY
- EQUAL OPPORTUNITIES
- SOCIETAL ENGAGEMENT AND RESPONSIBILITY

Background

The issues of sexism and sexual harassment have gained rising visibility in civil society across the world, since the advent of the #MeToo revelations concerning Harvey Weinstein and others. We mentioned this matter in our Group European agreement on gender equality signed at the end of 2017, as one of the pillars to improve gender equality and diversity.

With mainly technical activities, ENGIE is (numerically) a male-dominated workforce with women representing just 22% of employees worldwide. It is important that we attract young female engineers and provide them with good career development and safe working conditions.

What did you want to achieve?

Only a few cases of sexual harassment had been reported, making it easy for us to continue not addressing this issue. We knew that women, who are the most numerous victims, are reluctant to talk, even when ordinary sexism was at stake. With French legal constraints issued at the end of 2018, we decided to co-build an initiative from scratch and a whole system to change our culture and tackle this issue.

What did you do?

We took a progressive approach to co-building a holistic system – including prevention, orientation, support and treatment axes – with volunteer HR/diversity colleagues. We defined the roles of the newly appointed 'referents' and created a process and a communication toolkit, adaptable by local entities. The network of 70 referents we built and motivated in France 2019 has now grown to 120.

We are raising awareness among all employees, training HR and management, training new referents, subscribing to a specialised hotline with penal lawyers and psychologists and managing a steering committee with the main syndicates in ENGIE. A seminar we held in February 2020 gathered 100 people. External speakers and workshops targeted psychology and the role of the referent.

As an extension of this initiative, we are also working on domestic violence since as it also affects well-being and performance, and have just provided recommendations to HR.



What are the results so far?

Quantitative results are difficult to assess because change happens over a long time, and women are still reluctant to talk openly. However, we can report: most 'referents' have been trained (90%) and half of the communication actions have been implemented (50%). So far, there are still very few cases reported (less than 10).

What have you learned?

We learned that engaging all internal stakeholders from the start is a key success factor: HR and also medicine, social representatives, ethics and compliance, HSE and social assistance.

We also learned that we should motivate and train sexism 'referents' together and in the same way, whether appointed by their employer or personal representative bodies, and regularly ask referents about their expectations. Additionally, we learned that we need to provide a communication and training toolkit that can be customised to local needs and with local contacts, and to share the experience of local entities in their own words.



Reach
France,
expanding
to the rest
of Europe



Target
70,000
people



Status
2019 - present

6



Inclusion & Diversity Dimension

Employee Life Cycle	Gender	Age	Ethnicity	LGBT+	Disabilities
1. Attraction & Recruitment					
2. Onboarding		✓			
3. Development & Learning		✓			
4. Performance Management					
5. Career & Leadership		✓			
6. Rewards					
7. Leaving					
8. Culture & Communication					

Leveraging our exceptional knowledge and skills capital



Enablers
AN INCLUSIVE COMPANY CULTURE

Background

Internal skills are an asset of extraordinary value for Eni. The best holders of the know-how relevant to the business are often the people who work for us and who devote themselves to their work with passion.

The exceptional capital of internal knowledge and skills requires an attentive eye to recognise its value, commitment to maintaining it and an ability to convey it. Based on the principle that in-house competences are an asset of extraordinary value for Eni, in-house trainers have always been present in our company.

What did you want to achieve?

We created the Eni Faculty to leverage this heritage and convey it to colleagues through engendering inclusion and integration, onboarding new employees and recognising the people with strategic know-how. Through the Eni Faculty, our company formally identifies, trains and supports colleagues who become an integral part of the process of transferring professional knowledge, expertise and skills.

What did you do?

Since 2016, HR has supported line managers and professional areas in identifying the Eni people that teach internally and have the characteristics needed to become a trainer: professional know-how, soft skills, teaching abilities and motivation. These teachers retain their roles in the business, continuously updating their know-how in their professional area.

The faculty identifies and includes both 'Active' and 'Future' trainers. 'Active trainers' are expert teachers, highly motivated and with a specific teacher training. Future trainers are soon-to-be teachers with less experience in training. For both, the company has developed courses, services and tools to ensure their know-how is always updated and to enhance and develop their capacity to pass on their knowledge to other colleagues.

What have you learned?

The generosity, passion and professionalism characterised by our in-house trainers are critical success factors. Together they allow Eni to enhance and convey not only the capital of knowledge and skills but also our values and our strategy.

We have learned that by telling the story of our company, our values and our strategy, our trainers promote a common language, developing connections and synergies.



What are the results so far?

In 2019, around 800 active trainers delivered 527,000 hours of training. The continual interaction between trainers and learners, with their different points of view – various levels of seniority, different generations, various professions, diverse cultures – translates the work done by our trainers into essential leverage for inclusion and integration.



Reach
Global



Target
All employees
800 trainers
(2019)

- 68% > 45 yo.
- 29% female



Duration
2016 - present



 **HEINEKEN**



Inclusion & Diversity Dimension

Employee Life Cycle	Gender	Age	Ethnicity	LGBT+	Disabilities
1. Attraction & Recruitment					
2. Onboarding					
3. Development & Learning	✓	✓	✓	✓	✓
4. Performance Management					
5. Career & Leadership					
6. Rewards					
7. Leaving					
8. Culture & Communication					

Building awareness about I&D and inclusive leadership capabilities



Background

In addition to collectively meeting our global inclusion and diversity (I&D) aspirations and to effectively cascade and build awareness about I&D and inclusive leadership capabilities, we wanted to truly embrace the cultural diversity of each of the countries we operate in.

What did you want to achieve?

We decided to build and work with a global community of more than 80 local I&D ambassadors, who embrace their ambassador role by working with their leadership teams and help them understand and respond to local I&D opportunities and requirements. The I&D ambassadors also help drive I&D action plans in their local markets.

What did you do?

We built a strong I&D ambassador community through an internal hiring process. We put out a call-to-action for volunteers to apply and, after an interview process, they were selected based on their skills, competences and overall potential. We then designed common processes for all I&D ambassadors across all of our operating companies. We built an I&D toolkit specifically for our ambassadors to use with their leadership teams to assess and address I&D opportunities and requirements in their countries.

We cascaded the I&D ambassador training by region. To kick off the I&D ambassador role, we invited each country's ambassador to a week-long programme where they were trained on key practical skills based on the common processes we had developed and the global I&D toolkit. Engagement with I&D ambassadors continued for seven months, which included six online sprints to guide and support them as they progressed in their role.

The global I&D ambassador community also meets bi-monthly to share their best I&D practices through sessions called 'Share, Learn and Reapply'.



What are the results so far?

We have built, trained and are now working very closely with a global community of more than 80 local I&D ambassadors. The I&D ambassadors have worked with their leadership teams and helped them to create, in addition to our global I&D aspirations, local I&D action plans to respond to local I&D opportunities and requirements.

At year-end 2019, the local I&D ambassadors had generated more than 170 I&D projects; a major success in amplifying the impact of HEINEKEN's global I&D strategy.

What have you learned?

We have learned that our key success factors for I&D are gaining strong support from our local countries and our global and regional leadership along with ensuring our I&D ambassadors come from diverse functions – a mix of business and support functions, for example.

Another of our key success factors is that I&D ambassadors create their own coalition by gaining more support in their countries from other colleagues who are interested and want to make a change through I&D. Building a global community that connects the I&D ambassadors also proved crucial. It is a place where they can share questions, successes, failures and best practices.



Reach
Global
85,000 employees



Target
All 85,000 employees
>80 local I&D ambassadors



Duration
2019 - present



Inclusion & Diversity Dimension

Employee Life Cycle	Gender	Age	Ethnicity	LGBT+	Disabilities
1. Attraction & Recruitment	✓				
2. Onboarding					
3. Development & Learning	✓				
4. Performance Management					
5. Career & Leadership	✓				
6. Rewards					
7. Leaving					
8. Culture & Communication	✓				

Advancing gender-balanced leadership through networking, campaigning and mentoring



Background

Henkel's goal is to continually increase the share of female representation at all levels of the organisation. Our commitment to diversity has been recognised several times in the recent years, with BCG Gender Diversity Index 2019 putting Henkel at second place within the DAX 30 category. In 2019, the proportion of women in management positions at Henkel was around 36 percent, we welcomed more than 42% female new joiners and we continue strengthening our gender balanced acceleration via various ongoing initiatives. One of them is the RISE Network by Henkel Beauty Care.

What did you want to achieve?

The Henkel Beauty Care 'RISE Network' aims to advance gender-balanced leadership through networking, campaigning and mentoring.

What did you do?

RISE Network started at Henkel Germany and expanded globally, less than 6 months later. A LinkedIn community, as well as an internal collaboration Microsoft Teams channel were created, where the network communicates and exchanges on a regular basis.

The RISE Network organises monthly networking sessions in the form of Virtual Coffee & Connect one-hour webinars with inspirational internal and external guest speakers. Some of the key topics covered so far have been home office efficiency, strategic career planning, mentoring, unconscious bias and gender-balanced leadership. The monthly networking sessions have been joined regularly by more than 100 participants.

A RISE mentoring program was also launched globally in June, connecting almost 80 mentees with senior leaders, helping them develop their capabilities, confidence and competences to accomplish personal and professional goals and to broaden their network.



What are the results so far?

The RISE Community currently has around 500 online followers and it continues to grow.

The participation rate has reached more than 100 attendees per session and more than 80 mentees have already joined the 12-months old programme globally. In addition, the initiative had a positive "pull" effect, with other business units, regions and functions adopting the networking and mentoring activities.



What have you learned?

We learned that executive sponsorship from the start is a key factor for success. Additionally, raising awareness and an understanding of the purpose across all organisational levels is key to achieving organisational buy-in.

We also learned that a holistic approach to diversity drives greater change, that driving change needs specific and measurable targets where people are accountable and that this work in progress needs to be continuously monitored and reviewed.



Reach
Germany,
then
rolling out
globally



Target
80% of all
females



Duration
On-going



Inclusion & Diversity Dimension

Employee Life Cycle	Gender	Age	Ethnicity	LGBT+	Disabilities
1. Attraction & Recruitment	✓				
2. Onboarding					
3. Development & Learning	✓				
4. Performance Management					
5. Career & Leadership					
6. Rewards					
7. Leaving					
8. Culture & Communication					

Empowering women to enter the male-dominated electricity sector



What are the results so far?

Since the programme's creation in August 2019, more than 21,000 women have applied for the 200 trainee positions available. Approximately 3,000 women attended the first in-person information session.

This training programme is allowing us to grow female talent in our sector and attract a diverse pool of talent to our organisation where women will continue to be supported and encouraged in their development.

Background

Women have a clear desire to join the electrician field and, with that, we seek to empower and equip female talent with the skills and training required.

What did you want to achieve?

Neoenergia, a subsidiary of the Iberdrola group in Brazil, identified an opportunity to empower women to enter the electricity sector, creating greater gender balance in an otherwise male-dominated industry.

What did you do?

We created the School of Electricians for Women, with training and education exclusively for women interested in building electrical installations and energy distribution grids. Doing so has expanded employment opportunities for female talent in areas of economic difficulty. It has also created a mutually beneficial relationship for society and the company.

Neoenergia focuses on the safety, qualification and professional training of female electricians to operate in the energy sector. Specialised courses in Bahia and Pernambuco prepare women to join the workforce as electricians and eventually gain employment within one of Neoenergia's energy distributors.

The programme selection process consists of a written test (Portuguese, maths and writing), psychological assessment, altitude practical test and interview. Four classes of 25 women in each city receive 596 hours of training over seven months.

Employees support female trainees through the company's volunteer programme. Volunteers monitor trainee development and discuss relevant organisation topics with trainees. After completing the programme, successful trainees are encouraged to apply for an electrician position within Neoenergia with the same benefits and pay as men entering the field.

What have you learned?

We learned that women are interested in entering this field, and that encouraging them throughout their learning journey is critical. We also learned that allowing men and women to work together from the start breaks down unconscious biases around women working in this field. In the future, to create a more inclusive workplace, the electrician school will be mixed gender.

Through this initiative, we have learned that we can adapt our work environment to consider women, purchasing uniforms for women and installing dedicated bathrooms, for instance.



**Reach
Brazil**



**Target
200 women
per cohort**



**Duration
7-month
training
programme
August 2019**

TO

KONE



Inclusion & Diversity Dimension

Employee Life Cycle

Gender

Age

Ethnicity

LGBT+

Disabilities

- 1. Attraction & Recruitment
- 2. Onboarding
- 3. Development & Learning
- 4. Performance Management
- 5. Career & Leadership
- 6. Rewards
- 7. Leaving
- 8. Culture & Communication



Global cross-functional review of I&D processes and practices



Enablers

AN INCLUSIVE COMPANY CULTURE

INCLUSIVE LEADERSHIP

EQUAL OPPORTUNITIES

SOCIETAL ENGAGEMENT AND RESPONSIBILITY

ASPIRATION & GOAL SETTING

CLEAR RESPONSIBILITY

Background

At KONE, we strive to build and nurture an inclusive culture that promotes and values diversity. To be more effective in driving I&D within KONE, we recognised a need for a more comprehensive global I&D strategy. As a first step, we wanted to get a better understanding of where we currently are both locally and globally in regards to I&D practices and start planning our way forward based on the current status and our I&D vision.

What did you want to achieve?

Our aim was to review the I&D practices in the countries we operate in to better understand where our strengths and development areas are globally and use that information in creating a solid global plan for driving I&D. We wanted to benchmark KONE against other global companies as well as get an understanding of our country organizations' stand point against the benchmark.

What did you do?

We partnered with a global consultancy to get an external view and benchmark for I&D practices. Using their framework that was validated by KONE HR and business stakeholders, we conducted an I&D review for our operating countries. Review consisted of several capability areas within I&D, covering both HR and business related processes and practices. HR and business leaders across the world were involved in giving their input to the review.

What are the results so far?

All participants were committed to giving their input and we were able to collect data from all the countries involved in the review. All countries received their respective results and country leadership teams were instructed to go through the results and plan for local actions to create awareness and develop their approach to I&D.

As a company we now have more clarity on our maturity in I&D practices overall, and were able to define our global focus areas based on the strengths and development areas identified in the review.



What have you learned?

The I&D review was received positively in the organization and there is a good level of engagement among HR and business stakeholders to develop our I&D practices. This forms a great foundation for developing our I&D practices further. As part of the assessment we got to know about the different I&D initiatives and actions in our operating countries which gives us an opportunity to share best practices across the country organisation.

As expected, we also learned that there is a fair amount of variance in I&D maturity between our operating countries and therefore in addition to global strategy and guidance, local action planning still plays a crucial role.



Reach
Global



Target
>50
operating
countries



Duration
2 months



T T



MAERSK



Inclusion & Diversity Dimension

Employee Life Cycle	Gender	Age	Ethnicity	LGBT+	Disabilities
1. Attraction & Recruitment	✓				
2. Onboarding					
3. Development & Learning					
4. Performance Management					
5. Career & Leadership					
6. Rewards					
7. Leaving					
8. Culture & Communication					

Challenging stereotypes to enable a gender diverse future pipeline



Background

The shipping and logistics industries have traditionally been male dominated with very few women, particularly seafarers; the estimated industry average of just above 2%. Attracting women into the industry is one of the biggest challenges.

What did you want to achieve?

Gender stereotypes associated with different careers start at a very young age. We all have a responsibility to challenge these stereotypes. At Maersk, we are addressing this as part of a long-term investment to challenge stereotypes and change perspectives to enable a gender diverse future female pipeline.

What did you do?

Maersk has three female role models taking part in 'Lead the Future', a broader STEM awareness campaign in Denmark, where we have our headquarters. Our role models visit high schools and universities to engage with students and highlight a STEM (science, technology, engineering and mathematics) career.

We launched a global video as part of the programme. Our video highlights that the issue of gender stereotypes associated with different careers starts at a very young age, as young as 6 years old.

What have you learned?

We have learned that bridging the gap cannot be a corporate issue alone but requires all members of society to change.



Reach
Global



Target
Global audience



Duration
Long-term investment

What are the results so far?



Based on an idea that has been used in previous countries, we recorded the stereotypes video in a school in Denmark – a country once ranked high on the WEF Gender Gap Index.

We had hoped that maybe in Denmark, the children might see careers more equally. They did not; the results were similar, with over 80% of the children assuming that a Captain and an Engineer are more likely to be careers for men. Despite the progress claimed in bridging the gender equality gap, we still have a long way to go.

12



Inclusion & Diversity Dimension

Employee Life Cycle	Gender	Age	Ethnicity	LGBT+	Disabilities
1. Attraction & Recruitment	✓			✓	
2. Onboarding					
3. Development & Learning					
4. Performance Management					
5. Career & Leadership	✓			✓	
6. Rewards					
7. Leaving					
8. Culture & Communication	✓			✓	

Fostering inclusion by supporting all employees in their roles as parents



Background

At Nestlé, we are driven by our purpose: we unlock the power of food to enhance quality of life for everyone, today and for generations to come.

Guided by our values rooted in respect, we are committed to fostering a supportive environment for our employees and their families and helping to improve their Nutrition, Health and Wellness, especially for new parents and their children. With this purpose, we reviewed our Global Maternity Protection Policy and launched a more inclusive and enhanced Nestlé Global Parental Support Policy in December 2019.

What did you want to achieve?

At Nestlé, we support gender equality and diversity and understand that every family is unique. Recognising the diversity of families, Nestlé wants to support its employees in their roles as parents to make Nestlé an even more inclusive and inspiring place to work. We wanted to make our Global Parental Support policy even more progressive, moving away from traditional gender stereotypes and acknowledging the broad spectrum of family structures not only to foster inclusion, but also to enhance equality.

What did you do?

Recognising that today, more than ever, families are diverse and have diverse expectations of their employer, our new gender-neutral Nestlé Global Parental Policy will apply to all employees worldwide.

It extends parental leave for primary caregivers from 14 to 18 weeks of fully paid leave and offers secondary caregivers a minimum of four weeks. In the policy we also promote employment protection and non-discrimination after the parental leave, health protection in the workplace, provide a conducive work environment to breastfeed and access to flexible work arrangements upon return to work.



What are the results so far?

We have received very positive feedback from our employees as well as our external stakeholders and we will measure its impact on our employees through our next Global Engagement Survey.

What have you learned?

Our main challenge is in managing the complexity of implementing such a policy, given our wide geographic and manufacturing footprint, the diversity of our job profiles and having nearly 300,000 colleagues around the world. Our policy defines clear principles and global minimum standards while allowing for market adaptation based on local context and legislation.

Effective internal and external communication helped to establish strong leadership support, create changes in mindsets and engage employees.

We are dedicated to being a family-friendly employer and are confident that this policy will further enhance our existing commitments to be an equal-opportunity and diverse employer.



13

NOKIA



Inclusion & Diversity Dimension

Employee Life Cycle	Gender	Age	Ethnicity	LGBT+	Disabilities
1. Attraction & Recruitment					
2. Onboarding					
3. Development & Learning					
4. Performance Management					
5. Career & Leadership					
6. Rewards	✓	✓	✓	✓	✓
7. Leaving					
8. Culture & Communication					

Closing the unexplained pay gap



Background

Nokia has a long-time commitment to inclusion and diversity and has continued to make this a key business priority. Nokia's customers measure and evaluate their suppliers' actions on inclusion and diversity and insist on seeing their vendors not just speak to the subject, but show evidence of specific actions designed to help mitigate inclusion and diversity challenges. In addition, our Nokia shareholders are also committed to changing and improving the landscape for women, the LGBT+ community, as well as other diverse groups.

What did you want to achieve?

Nokia wants to strengthen its ability to attract and retain great people and bring the diverse perspectives needed to succeed in our business. We also want to show that we are ready to invest in our fight for inclusivity and to set an example for the tech industry.

What did you do?

In 2019, Nokia conducted a pay gap analysis together with a human resources consulting firm. It revealed a small, but statistically significant, unexplained pay gap at Nokia. This gap represented the difference in salary between male and female workers once factors that drive pay at Nokia, such as job grade, experience, performance and location are considered.

Nokia allocated a special budget to close this unexplained pay gap and made the necessary adjustments to the compensation of impacted employees at one go. While the majority of beneficiaries of the pay increases were women, the research uncovered some unexplained pay gaps for men as well, which were also addressed. Read more in [Nokia's blog](#).



What are the results so far?

We have closed an unexplained pay gap.



What have you learned?

This experience and analysis provided actionable data on our compensation. Nokia is committed to ensure that what was once closed continues to stay closed. This unexplained pay gap review is now done yearly and reported in [Nokia's People and Planet report](#).

We also learned that, along with our continuing focus on individual accountability, including the expectation that our leaders and managers continue improvements in the area of inclusion and diversity, Nokia as a company must also look at its overall practices and policies that may have an impact on our progress towards full inclusivity.

Lastly, we also realised that keeping the unexplained pay gap closed and avoid reverting back, requires additional actions:

- We take proactive steps to help ensure inclusive candidate lists when hiring
- We stopped asking external candidates for their compensation history – also in countries where it's still allowed – to ensure we do not inherit any pay gap when recruiting. If the information is offered, we consciously do not let it influence our decision-making.
- We ensure that salaries offered to female candidates are in line with the role and others in the same job.
- We continue to ensure that women can progress in their careers and that their performance is evaluated objectively.
- Nokia has trained its leaders on recognising and mitigating their bias since 2013 and continue to do so on a regular basis. In 2020, all Nokia leaders go through a 2-hour Navigation Bias with Inclusion training.



Reach
Global



Target
All 100,000 employees, except executives



Duration
January - July 2019

144



Inclusion & Diversity Dimension

Employee Life Cycle	Gender	Age	Ethnicity	LGBT+	Disabilities
1. Attraction & Recruitment	✓				
2. Onboarding	✓				
3. Development & Learning	✓				
4. Performance Management	✓				
5. Career & Leadership	✓				
6. Rewards	✓				
7. Leaving	✓				
8. Culture & Communication	✓				

A global agreement on gender equality in the workplace, work-life balance and combatting discrimination and violence



Enablers

- AN INCLUSIVE COMPANY CULTURE
- INCLUSIVE LEADERSHIP
- ASPIRATION AND GOAL SETTING
- CLEAR RESPONSIBILITY
- EQUAL OPPORTUNITIES
- SOCIETAL ENGAGEMENT AND RESPONSIBILITY

Background

Orange signed this open-ended, global agreement with the UNI Global Union in July 2019: it provides a common framework of actions and KPIs covering gender balance in all job roles, equal career opportunities, equal pay, work-life balance and combatting sexism, harassment, discrimination and violence, and applies to all countries in the world where Orange operates.

What did you want to achieve?

We want to ensure that all Orange countries have structured action plans to address gender equality in the workplace, work-life balance and combat discrimination and violence. We also want to ensure they are defined and tracked by a dedicated committee of people, both men and women and including staff representatives and Employee Forums/unions.

What did you do?

We signed an agreement in July 2019, after six months of negotiation with the UNI Global Union. This agreement gives us a global structure with proposed actions and a common set of KPIs to report on, but each country has the flexibility to define their own actions depending on their local context. The agreement spans all countries in all regions of the world in which Orange is present: more than 30 countries across Europe, the Middle East and Africa, Asia and America.

So far, we have communicated on this agreement to all employees in all countries. For example, it was the main theme of our Group-wide International Women's Day communication this year.

Most countries have now completed the first stages of deployment. They have nominated their Diversity representative and created their Diversity Committee. Some have already held one or two Committee meetings. Companies with more than 400 employees have completed their initial mapping exercise to understand their current status and actions and identify areas for improvement.

We have also identified data sources for our annual KPI-reporting to the UNI Global Union. We aim to have all of these initial actions completed in all countries by July 2020, though this date may be pushed back because of the COVID-19 crisis.

What are the results so far?

The deployment of this agreement has enabled each country to draw up its own action plan based on local best practices but also on those from other countries.

It is too early to assess the impact of these action plans; but just the fact that dedicated representatives and Committees are being created in each country, and knowing they must report on the agreement's KPIs, will help to focus more on gender equality, work-life balance and discrimination and violence, and also encourage dialogue with Employee Forums and local unions.

What have you learned?

Two of our key factors for success are gaining top management and union commitment at Group level and in each country, along with the creation of the dedicated Diversity representative and Committee. Other success factors include creating a standard set of KPIs across the Group, sharing best practices and holding regular meetings with, and annual reporting to, the UNI Global Union.

We learned that we needed to create a global framework of objectives and actions that is sufficiently flexible to be adapted to each local context.



Reach
Global



Target
All 143,000 employees



Duration
July 2019 - present



15



Inclusion & Diversity Dimension

Employee Life Cycle	Gender	Age	Ethnicity	LGBT+	Disabilities
1. Attraction & Recruitment	✓	✓	✓	✓	✓
2. Onboarding	✓	✓	✓	✓	✓
3. Development & Learning	✓	✓	✓	✓	✓
4. Performance Management	✓	✓	✓	✓	✓
5. Career & Leadership	✓	✓	✓	✓	✓
6. Rewards	✓	✓	✓	✓	✓
7. Leaving	✓	✓	✓	✓	✓
8. Culture & Communication	✓	✓	✓	✓	✓

GEEIS: an international certification in Diversity



Enablers

- AN INCLUSIVE COMPANY CULTURE
- INCLUSIVE LEADERSHIP
- ASPIRATION AND GOAL SETTING
- CLEAR RESPONSIBILITY
- EQUAL OPPORTUNITIES
- SOCIETAL ENGAGEMENT AND RESPONSIBILITY

Background

Orange is a founding member of Arborus, an international network and endowment fund devoted to gender equality and diversity in the workplace. In 2010, Arborus created the GEEIS (Gender Equality European & International Standard) certification for Gender Equality, and another for Diversity as a whole in 2016. Certifications are valid for four years, with a follow-up audit after two years.

GEEIS is an international standard enabling the development of a common culture in gender equality and diversity in the workplace, offering multinational companies international recognition, encouraging the introduction of tools to manage an inclusive equal opportunity strategy and fostering dialogue and the sharing of best practices between countries.

What did you want to achieve?

The GEEIS certifications give us visibility of the current situation regarding Diversity in the countries that are audited, and they are an enabler to implementing the Group's Diversity policy in these countries. They also enable us to identify best practices which can be shared with other countries. The fact that countries are audited regularly means that they can monitor their progression. And finally, GEEIS certifications provide tangible recognition.

Our objective is to have 15 countries with a GEEIS-Diversity certification by 2025. We have 10 today.

What did you do?

We have had 19 entities in 17 countries certified since 2011. Half these certifications are in Diversity, the other half in Gender Equality. Orange also participates in regular best-practice sharing events organised by Arborus.

In 2019, Arborus launched a GEEIS-SDG trophy, which associates gender equality (UN Sustainable Development Goal 5) with the other SDGs to demonstrate the inseparable link between social and societal progress, safeguarding the planet and world peace. Orange was awarded a GEEIS-SDG trophy for the Women's Digital Centres created by the Orange Foundation in Europe and Africa to train women in digital technology and support those who want to start up their own businesses.

We are now currently working with Arborus on a GEEIS-AI certification, which recognises and encourages the development of inclusive Artificial Intelligence based on gender-neutral and non-discriminatory data.

What are the results so far?

GEEIS certifications in Diversity have encouraged countries to develop structured action plans and tools to measure key indicators, and enabled them to identify their priorities, their weak points and the areas where they can improve.

They have been inspired by best practices identified either within Orange or from other companies. The audit preparation brings teams together and provides an opportunity to communicate on the subject both internally and externally, brainstorm and construct a Diversity roadmap.



What have you learned?

We established that our key success factors include gaining top management commitment at Group level and in the country concerned along with using standard tools across all countries, where possible – a standard pay gap analysis tool, for instance. Sharing best practice and leveraging the feedback received from the auditor also proved crucial.

We also learned that auditors look for structured action plans and clear objectives.



Reach
Global



Target
All 143,000 employees globally



Duration
2016 - present

16

6



Inclusion & Diversity Dimension

Employee Life Cycle	Gender	Age	Ethnicity	LGBT+	Disabilities
1. Attraction & Recruitment					✓
2. Onboarding					✓
3. Development & Learning					✓
4. Performance Management					
5. Career & Leadership					
6. Rewards					
7. Leaving					
8. Culture & Communication					✓

Growing to be an employer of choice for people with autism



Enablers

AN INCLUSIVE COMPANY CULTURE

INCLUSIVE LEADERSHIP

EQUAL OPPORTUNITIES

SOCIETAL ENGAGEMENT AND RESPONSIBILITY

Background

Around 85% of people diagnosed with autism spectrum disorders are unemployed or underemployed, even though 60% have average-to-above-average cognitive abilities and intelligence. Launched in 2013, SAP's Autism at Work programme was designed to leverage the unique abilities of people with Autism Spectrum Disorder (ASD).

What did you want to achieve?

To be the most inclusive software company on the planet, SAP aims to be an employer of choice for people with autism, increasing the number of colleagues with autism while maintaining a high retention rate. We also aim to be a force-multiplier of autism inclusion within our ecosystem and a differentiator in supporting neurodiversity in the workplace.

What did you do?

Originally, the programme targeted people with skills like pattern recognition and data processing. As the programme has grown, we learned the abilities of people with autism are as unique as the individuals themselves.

We partner with external organisations to identify the best talent with ASD. Once the hiring decision is made, their new team is trained according to their specific needs. A new colleague with ASD is assigned a team buddy to support their onboarding and a mentor in their location who helps with social interactions and engagement at SAP.

Every individual is unique, and while some people with autism need more frequent or on-going support, others might not. This is an individual discussion with every employee we hire and employ. Every candidate receives the programme's support and help in building an individual support circle with a variety of roles and people involved.

What are the results so far?

Today, our SAP workforce has more than 175 colleagues with autism in 16 countries and across more than 140 teams. They contribute daily to the success of our company in more than 28 different types of roles.

Nicolas Neumann, an Accounts Payable analyst based in Buenos Aires, Argentina, joined SAP's Finance organisation through the Autism at Work Programme in 2016. He designed a tool that automates the posting of complex invoices with multiple cost allocations, reducing the time Accounts Payable needs to process large credit card statements from two to three days to 20 minutes. Nico's innovation was awarded the SAP's most prestigious recognition for innovation – the Hasso Plattner Founders' Award.



What have you learned?

We learned that the challenges for people with autism in finding and retaining a job start early in life with a lack of labour market experiences. For many of our employees with autism, this was their first work experience.



Reach
Global -
active in 16
countries



Target
Attraction &
retention of
people with
autism 2019:
175 colleagues



Duration
2013 - present

17



Inclusion & Diversity Dimension

Employee Life Cycle	Gender	Age	Ethnicity	LGBT+	Disabilities
1. Attraction & Recruitment				✓	
2. Onboarding				✓	
3. Development & Learning				✓	
4. Performance Management					
5. Career & Leadership				✓	
6. Rewards				✓	
7. Leaving					
8. Culture & Communication				✓	

Developing policies and practices to ensure transgender inclusion



Enablers

AN INCLUSIVE COMPANY CULTURE

INCLUSIVE LEADERSHIP

EQUAL OPPORTUNITIES

SOCIETAL ENGAGEMENT AND RESPONSIBILITY

Background

According to Stonewall's Global Guide 'Trans Inclusion in the Workplace': 'Unique challenges exist for transgender employees in workplaces throughout the world. These range from a lack of awareness and inclusive recruitment processes (...) to inadequate support for the transition and a failure to put processes and policies in place to prevent discrimination at work'.

What did you want to achieve?

In 2005, SAP supported the first colleagues to transition within the company. Since then, the company has been developing policies and practices to ensure transgender inclusion.

What did you do?

In 2008, SAP developed the Gender Transition Guidelines as a cooperation between the SAP Global Diversity & Inclusion Office, SAP Global HR Compliance Office, SAP Health & Well-Being and Pride@SAP, the LGBT+ and ally employee network. These guidelines assist transgender employees, their managers, colleagues and additional business partners such as HR through the gender transition process. They also inform SAP employees of concepts related to gender identity and expression.

Some of the topics covered include references to notification of gender transition, appearance standards, restroom access and health facilities, right to privacy and confidentiality, name change and pronoun use, leave and medical benefits, as well as an FAQ section and additional external resources.

Additionally, several SAP Global Policies include explicit reference to transgender people like the Non-Discrimination Policy, the Human Rights Commitment Statement and the Supplier Code of Conduct. The SAP Writing Style guidelines cover the use of gender-neutral language. The transgender community is also addressed in the module for LGBT inclusion of the SAP I&D online training 'Focus on Insight', available for all employees globally.

SAP external focus is to also advocate to eradicate transgender legal discrimination. SAP has done so by being one of the first 15 companies to pledge their support to the United Nations' Global LGBT Standards of Conduct for Businesses and by joining the Human Rights Campaign 'Business Coalition for the Equality Act'.

What are the results so far?

As of 2020, SAP has been using the Gender Transition Guidelines to support colleagues in countries such as Germany, the US, Brazil, the Philippines and Australia. SAP software has also been leveraged in these processes, having now documented the different process steps and relevant solution functionality like gender options.

In the US and Canada, SAP also offers employees and their dependants enhanced, trans-inclusive healthcare packages. Pride@SAP leaders have launched dedicated transgender employment programmes in Brazil and Argentina.

SAP has been recognised as a top global employer for LGBT inclusion by organisations such as Stonewall and Workplace Pride, among others.



What have you learned?

We have learned the importance of working with external organisations to deliver team enablement workshops in support of transitioning colleagues and how it can bring excellent results.



Reach
Global



Target
Global recognition as LGBT+ inclusive employer



Duration
2005 - present



SIEMENS



Inclusion & Diversity Dimension

Employee Life Cycle	Gender	Age	Ethnicity	LGBT+	Disabilities
1. Attraction & Recruitment					
2. Onboarding					
3. Development & Learning	✓				
4. Performance Management					
5. Career & Leadership	✓				
6. Rewards					
7. Leaving					
8. Culture & Communication					

Increasing gender diversity in senior management throughout Europe

Enablers

AN INCLUSIVE COMPANY CULTURE

INCLUSIVE LEADERSHIP



Background

A Siemens programme in the UK entitled 'Women into Leadership Programme' proved to be a great asset and important catalyst to foster an inclusive and unbiased culture. The programme counts more than 25% of promotions among its 40 participants.

What did you want to achieve?

Siemens in Europe aims to strengthen its succession pipeline for business key functions with qualified female candidates to increase gender diversity in senior management throughout Europe.

What did you do?

Accelerate-Europe started in September 2019, providing early identification and targeted development of mid-career female candidates. The programme offers high impact, coaching-led interventions to accelerate engagement and performance as well as support for career decisions and professional development.

After being nominated by their managers and interviewed by several colleagues of the Human Resources People & Leadership department, two cohorts of 12 participants were selected, representing a balanced mix of technical, business and support functions from 15 different countries in Europe.

The twelve-month programme includes on-site workshops, individual coaching, work in between modules career consulting, discussions with senior leaders and peer coaching. Two on-site and two virtual training courses focus on topics critical for a successful long-term career in big organisations: authentic leadership; self-belief and confidence; politics and networking; as well as presence and gravitas. These occasions also serve as networking opportunities.

The programme finished in August 2020, after which we formed an alumni community and HR monitors participants' progress.

What have you learned?

The support of the sponsors who were members of Siemens' top management was one of the key factors for success, adding high credibility to the programme upfront. Addressing direct superiors to those eligible to be nominated was equally important to ensure a rigorous nomination and selection process where highly qualified and highly talented mid-career candidates were part of the programme. Internal communication was essential for raising awareness within our organisation and participants' environments.

A high degree of flexibility proved crucial as we needed to switch to virtual workshop sessions halfway through the programme because of the coronavirus pandemic.

We learned that participants' diversity was vital in terms of business functions along the whole value chain and countries represented. We also learned that we need to integrate female and male high potentials in future development programmes. It is important.

What are the results so far?

Participants and senior management established strong connections. Participants reported personal growth through an intense exchange of experiences.

We increased the female share of the candidate pool for senior management roles. Approximately 25% of participants were added to the succession pipeline for critical functions in the European organisation.



Reach
Europe



Target
24
participants



Duration
September
2019 -
August
2020

19

SIEMENS



Inclusion & Diversity Dimension

Employee Life Cycle	Gender	Age	Ethnicity	LGBT+	Disabilities
1. Attraction & Recruitment				✓	
2. Onboarding					
3. Development & Learning				✓	
4. Performance Management				✓	
5. Career & Leadership				✓	
6. Rewards					
7. Leaving					
8. Culture & Communication				✓	

Raising awareness of IDAHOBIT and the importance of LGBT+ rights



Background

The International Day Against Homophobia, Transphobia and Biphobia (IDAHOBIT) is observed on May 17 and aims to coordinate international events that raise awareness of LGBT rights violations and stimulate interest in LGBT rights work worldwide.

What did you want to achieve?

In celebration of IDAHOBIT, the Siemens Pride employee network and HR Diversity Office want to raise awareness of this day and the importance of LGBT+ rights.

What did you do?

Since the COVID pandemic prohibited any on-site activities, a digital format was chosen and subsequently adapted to be available to viewers worldwide. We decided on a professionally produced web TV show to transport the message. A global employee mailer raised awareness of this digital event, as did several intranet news articles and a contribution to a local radio format.

German and Austrian Pride networks produced the programme; the Siemens Pride employee network and HR Diversity Office moderated it. It included an informative session on the history and current situation of LGBT+ rights, their necessity in a business context, employee network activities and offerings, such as counselling, and an overview of public activities, such as attendance at Pride parades worldwide. We interviewed Siemens' Chief Diversity Officer and held a 45-minute panel discussion on inclusivity, which several high-ranking leaders and activists attended.

The programme was produced in English and dubbed live into German to ensure worldwide availability and relevance. Live closed captioning was available for anyone with impaired hearing. The programme is now available internally on the MyVideo platform and promoted externally via the Siemens PRIDE LinkedIn channel.



What have you learned?

A diverse international task force of Siemens Pride groups comprising 15 people from nine countries developed the idea while in search for alternative campaign formats in the wake of IDAHOBIT. We learned that together, with exceptionally strong support from management and leaders, this diversity of people and ideas can comprehensively develop the complex and demanding preparations of an initiative such as this.

<p>Reach Global</p>	<p>Target 275,000 invitations sent</p>	<p>Duration First event May 2019 Annual 2-hour webcast</p>
---------------------------------------	--------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------

What are the results so far?



The event attracted 2,000 registrations, and 800 viewers followed the virtual format event. Viewers handed in questions via text chat during the interview and panel discussion. And several viewers requested advice or contact information for local LGBT+ networks. We have also onboarded a large number of new activists and allies.

Feedback included a greater feeling of being oneself, representation of the community and overall recognition of the issues faced by LGBT+ people.

20

50th



Inclusion & Diversity Dimension

Employee Life Cycle	Gender	Age	Ethnicity	LGBT+	Disabilities
1. Attraction & Recruitment					
2. Onboarding					
3. Development & Learning		✓			
4. Performance Management					
5. Career & Leadership		✓			
6. Rewards					
7. Leaving					
8. Culture & Communication		✓			

Creating learning opportunities by taking advantage of our age diverse workforce



Background:

In an organisational context where four generations with significantly different profiles and ambitions coexist, Sonae MC, the food retail branch of Sonae Group, felt the need to leverage the value of this age diversity by bringing together employees of different ages in a mentoring relationship so that they can know each other better, while sharing their life experiences and knowledge. With that in mind, the Reverse Mentoring Programme was designed and rolled out.

What did you want to achieve?

The Reverse Mentoring programme aims to bring leaders and young people together, creating intergenerational value by building bridges through debate and mutual learning on topics that leverage Sonae MC's cultural transformation.

As part of the programme, the younger generation takes over as mentors and leaders as mentees, in a reverted mentorship. During this time, mentors share their points of view on issues such as technology, the impact that diversity and inclusion has on decision-making processes and discuss the generational gap with their mentees.

What did you do?

Sonae MC kicked the programme off with open sessions to present and explain the initiative. During these sessions, mentors and mentees were paired up according to some criteria: mentors should be up to 30 years old and mentees should be part of the top management layer.

Those that were interested in participating were asked about their skills and preferences. With this in mind, the pairs were created through a matching process. Mentors and mentees signed a commitment letter and received a Mentor/Mentee guide to help them through the journey. A learning platform managed the programme and ensured everyone was aligned.

During the programme, challenges were set in order to foster participants' engagement. After six months, the pairs were brought together to receive their feedback, hear about their experiences and key learnings and identify strengths and areas to improve for future editions. A survey was launched to collect feedback from participants and assess whether the programme had succeeded in accomplishing the goals we defined at the start of the programme.



What are the results so far?

Launched in February 2019, the first edition comprised of 117 participants; 63 mentors and 54 mentees aged from 23 to 59 years old.

What have you learned?

The feedback collected was extremely important, helping to identify strengths and areas to improve in future editions. For example:

- Cultural transformation: Participants agreed that the objective of bringing together different generations was fully accomplished and helped promote a culture of greater proximity and informality.
- Mutual learning: Participants felt that the knowledge shared during the sessions was helpful for their job and has contributed to their personal development.
- Digital agility and innovation: A harder goal to achieve and an opportunity to develop in future editions. Most participants did not feel a significant increase in technological savviness.



Reach
Portugal



Target
117 employees
Baby Boomers 9%
Gen. X 28%
Gen. Y 56%
Gen. Z 7%



Duration
1st edition: 6 months
2nd edition: undergoing roll-out, with a total of +250 participants already engaged





SONAE



Inclusion & Diversity Dimension

Employee Life Cycle	Gender	Age	Ethnicity	LGBT+	Disabilities
1. Attraction & Recruitment					
2. Onboarding					
3. Development & Learning		✓			
4. Performance Management					
5. Career & Leadership		✓			
6. Rewards					
7. Leaving		✓			
8. Culture & Communication					

Ensuring sustainable knowledge management through an age-inclusive approach



Background

Restructuring processes and retirements can often lead to the exit of skilled employees. In many cases, as the knowledge is spread along the organisation, not systemised and there is a lack of formal transfer programmes or succession plans, these leavers may represent a significant knowledge loss. Therefore, Sonae Arauco, leader in the wood-based panels industry, aimed to ensure that senior employees who leave the company have the opportunity to teach and share their knowledge with younger generations, putting together people from different career stages and taking advantage of the age diversity risen.

What did you want to achieve?

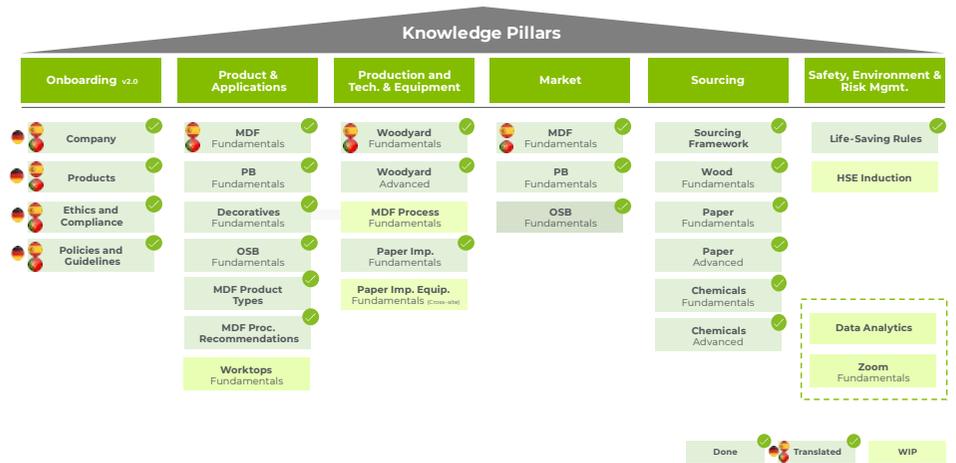
Sonae Arauco has created the Sonae Arauco Knowledge Academy (SAKA) to prevent the organisation from losing knowledge and skills when employees retire or leave. Its primary purpose is to identify, collect and standardise its core and critical knowledge with the support of its senior employees, aiming to retain and transmit it to younger generations in a sustainable and inclusive approach.

The SAKA project aims to strengthen and influence the organisation based on five key benefits: acting as a strategic enabler, fostering people development and engagement, ensuring knowledge gathering and structuring, promoting process standardisation, and reinforcing a continuous improvement culture.

What did you do?

The project was structured according to six knowledge pillars aligned with Sonae Arauco's Product Lifecycle: onboarding; product & applications; production and technology & equipment; market; sourcing; safety, environment and risk management. With this in mind, training levels were defined according to the knowledge depth required and senior employees were identified according to expertise.

With their support, a technical knowledge management system was developed, comprising a knowledge database repository, training modules for new employees and for career development purposes, as well as specific training plans for each function.



What have you learned?

The engagement and inclusion of both senior and younger generations was of paramount importance for the success and effectiveness of the Academy, allowing Sonae Arauco to ensure a sustainable approach to its knowledge management, while reinforcing employee sense of purpose.

The data gathering process as well as the design of diverse and attractive learning methodologies were key to the impact of the training modules and programmes.



Reach
Portugal,
Spain,
Germany &
South Africa



Target
3,000
employees



Duration
On-going initiative
with training models
(online and offline),
with different
durations according
to the knowledge
pillar and the depth
required

What are the results so far?

In the first two years after the launch, Sonae Arauco developed and validated 20 training modules and impacted 220 trainees from younger generations, according to the target functions covered by the training modules. Estimates point to a total of 8,830 hours of training received by eligible employees. The training achieved a 100% satisfaction rate, with employees valuing the experience and development benefits.

The knowledge data gathering and training development involved 159 senior employees, who together developed 13 manuals and identified 57 potential process improvements.



DIVERSITY & INCLUSION COMMITMENT @

22



2014

Telefonica

2015

% EXEC.
Women

50

100%



Inclusion & Diversity Dimension

Employee Life Cycle	Gender	Age	Ethnicity	LGBT+	Disabilities
1. Attraction & Recruitment	✓				
2. Onboarding					
3. Development & Learning	✓				
4. Performance Management					
5. Career & Leadership	✓				
6. Rewards	✓				
7. Leaving					
8. Culture & Communication	✓				

Reaching 30% of females in leadership positions by December 2020



Enablers

ASPIRATION
AND GOAL SETTING
EQUAL OPPORTUNITIES

Background

For Telefónica, diversity makes us stronger and more competitive. Diversity is a necessary part of the strategic agenda.

What did you want to achieve?

At Telefónica, we aim to achieve 30% of females in leadership positions by December 2020. We set the objective in all countries and business areas. We ensure leadership commitment by setting targets, tracking KPI progress and supporting the goal with other initiatives that lead towards a more diverse workplace.

What did you do?

In July 2018, we created a Transparency Commission to ensure our commitment spans our organisation. We present all executive appointment proposals to the Commission, to be approved by our Chairman and some Executive Committee members.

Our objective is to provide transparency and to open all executive vacancies to all employees. We want to ensure women are on the shortlists and interviewers panels. We also want to increase the knowledge and visibility of our pre-executive female talent pool to the top management and local committees.

Our actions include:

- A Diversity and Transparency Dashboard to measure KPIs' progress
- Monthly approval and share evolution at Executive Committee and business review meetings to support and inform critical decision making and actions
- An online tool, rather than face-to-face meetings, with 'one-click approval'.

The members of the Transparency Commission receive all details of open executive vacancies, candidates, interviewers panels, shortlists and final candidate proposals. The file includes the percentage of gender diversity in each area and the evolution in the last months and years.

Other initiatives carried out to achieve this goal include:

- Launch a "Women in Leadership" development program for our female executives and pre-executives.
- Develop unconscious bias training for all board members and senior leaders.
- Share the executive vacancies on our internal SuccessFactors platform.
- Communicate the executive vacancies to our pre-executive female talent pool, which includes more than 500 women pre-identified in talent review meetings.
- Increase the visibility of the pre-executive female talent pool across all countries.
- Develop a catalogue of good practices for job descriptions, which must be written in an inclusive language.



What are the results so far?

In the last 4 years, the number of female executives has increased by 5.4 percentage points (p.p.).

Since the creation of the Transparency Commission (2 years ago):

- The percentage of open and published executive vacancies has increased by 22 p.p.
- The executive vacancies covered by women have increased by 6 p.p.

Additionally, we have increased the visibility of our female talent pool among senior leaders.

What have you learned?

We learned that we should track diversity KPIs in the same way as we track other business KPIs. We also learned how regularly sharing improvements and results across countries helps people see that increase is possible.

Along our journey, we have also learned that engaging managers and employees – in addition to senior leaders – is important. We must encourage them to play a more active role in driving diversity decisions.



Reach
Global



Target
All leaders



Duration
2013 -
present

Q3



Inclusion & Diversity Dimension

Employee Life Cycle	Gender	Age	Ethnicity	LGBT+	Disabilities
1. Attraction & Recruitment					
2. Onboarding					
3. Development & Learning					
4. Performance Management					
5. Career & Leadership					
6. Rewards					
7. Leaving					
8. Culture & Communication	✓	✓	✓	✓	✓

Building a good place to work



Background

Employees' growth, personal development and engagement are central to the company's performance, making them a core Total focus.

What did you want to achieve?

In 2019 Total launched the 'ONE TOTAL, BETTER TOGETHER' ambition, which aims to attract and develop talent all over the world; promote a management style that can make the most of the knowledge and expertise and pass on Total values; and make Total a good place to work together.

What did you do?

We defined three primary ambitions:

- **Developing talent:** 400 talented developers provide employees with individualised support and career coaching. A transparent job posting system to offer everyone the chance to apply for a new position. Individual career reviews and training.
- **Promoting the manager-coach:** The responsible manager who provides feedback and supports to each of his/her team members. A career-long coaching and management training path throughout the career.
- **Building a good place to work:** Initiatives and resources so every team can create a safe, modern, pleasant and user-friendly workplace. Personal services to make life easier for employees. Wider use of flexible hours and telework to maintain a good work-life balance.



What are the results so far?

The results of a survey tell us that in 2019 Better Together truly ushered in a wave of change.

Thanks to this initiative, Management Committees around the world have identified tangible actions that they want to implement and share with their teams. We have already fixed managerial targets and published offers on our job posting system.

What have you learned?

ONE TOTAL, BETTER TOGETHER is considered Total's human ambition and is supported by all the teams – not only HR. This is the key to success.

We learned that we should involve all managers at all levels of the company in the implementation process, along with fully involving employees. To get their feedback and identify their needs, we organised workshops before launching the project globally.



Reach
Global



Target
All employees



Duration
2019 - present

24+



Inclusion & Diversity Dimension

Employee Life Cycle	Gender	Age	Ethnicity	LGBT+	Disabilities
1. Attraction & Recruitment					
2. Onboarding					
3. Development & Learning	✓				
4. Performance Management					
5. Career & Leadership					
6. Rewards					
7. Leaving					
8. Culture & Communication	✓				

Stimulating women to be more active in their career



What are the results so far?

Based on feedback, Coaching Circles is meeting expectations in terms of how women are seeking and reacting to opportunities, reflecting on their careers and networking. We are seeing women 'Act, Advertise and Ask' rather than remaining passive and avoiding self-promotion. They are surmounting 'self-limiting beliefs', considering the different 'language' between men and women and also creating awareness and focused initiatives.

Indirectly, Coaching Circles has stimulated the career of participants within Umicore and now guides other diversity initiatives within the company.

Background

At Umicore, we believe in equal opportunities, fairness and diversity.

What did you want to achieve?

As part of the different initiatives we take to foster an inclusive culture, the coaching circles was launched back in 2016. We wanted to create an initiative to stimulate women to be more active in their career. 'Coaching Circles' aims to bring female leadership to the next level by providing a combination of coaching, training, mentoring and networking. We started a pilot in 2016 in Belgium. It was a very enriching experience for both participants and mentors. Following the very positive feedback, we integrated Coaching Circles into Umicore's learning and development offering and gradually roll out similar initiatives globally inspired by this successful case.

What did you do?

The Coaching Circles programme consists of 5 four-hour group sessions around five topics over five months, mediated by a female professional trainer: 'network & connection', 'communication & visibility', 'life balance & resilience', 'effective leadership' and 'personal growth'. Individual coaching sessions at the start and end complements the programme with a personal flavour.

The sessions are very interactive, with 20 participants and five internal mentors. Breakout moments allow discussion on how to apply the topic of the session in the specific Umicore setting, creating a link between theory and practice.

As mentors, senior female managers want to create an open atmosphere, being authentic to encourage sharing. This also means showing vulnerability since some topics – such as how to overcome self-limiting beliefs – are not easy to share. Their personal learnings and insights are of great value to younger female colleagues.

Coaching Circles creates a network that lasts. In-between sessions and after the programme, people continue reaching out to one another.

We now organise the program annually as part of our standard training curriculum.

What have you learned?

We learned that the mix of training, mentorship and networking is extremely powerful. Next to this, programme support from senior management, it has helped make this programme a success.



Reach
Global,
started in
Belgium



Target
Female
Managers



Duration
Ongoing
initiative,
started in
2016



25



Inclusion & Diversity Dimension

Employee Life Cycle	Gender	Age	Ethnicity	LGBT+	Disabilities	Victims Support
1. Attraction & Recruitment						✓
2. Onboarding						
3. Development & Learning						
4. Performance Management						
5. Career & Leadership						✓
6. Rewards						
7. Leaving						
8. Culture & Communication						✓

Enabling employees to fulfill their potential in a safe and supportive environment



Enablers

- AN INCLUSIVE COMPANY CULTURE
- INCLUSIVE LEADERSHIP
- EQUAL OPPORTUNITIES
- SOCIETAL ENGAGEMENT AND RESPONSIBILITY

Background

Vodafone Foundation commissioned research, carried out in 2019, revealing that more than 1 in 3 (37%) of working people surveyed across multiple industries and at varying levels of seniority have experienced domestic abuse. The research looked into the impact of domestic abuse on work-life and career experience and how victims seek support at work.

What did you want to achieve?

With an estimated one in three women and one in six men experiencing abuse in their lifetime, this issue affects people throughout society. Vodafone recognises our role as a global business to be proactive in making a difference, enabling our employees to fulfil their potential in a safe and supportive environment.

What did you do?

The Vodafone Foundation research informed Vodafone's approach to supporting employees. In 2019, Vodafone launched a new global policy, specifically designed to support victims of domestic violence and abuse in the workplace. The policy provides employees with support, specialist counselling, and ten days additional paid leave. Specialist training has been provided to HR and managers to help them support employees experiencing domestic violence or abuse, including how they can assist them in seeking help. To support victims in a remote working environment, managers are provided remote learning on how to support victims, access to the policy and information to refer victims to helplines and support organisations. Virtual learning is delivered through webinars and podcasts to continually help managers to support victims through the Recognise, Respond and Refer model in a remote working environment. In 2019, Vodafone published a guide for employers who want to adopt similar policies and support victims in the workplace. This has been updated with guidance on how managers can support victims in a remote work environment. This will support other employers who want to adopt policies to support victims in the workplace.

Vodafone Foundation has continued the international expansion of Bright Sky – a free app that connects victims to advice and support services. The app also contains a short questionnaire to help users assess the safety of a relationship and provides information about different forms of abuse, the types of support available, steps to consider if leaving an abusive relationship and how to help a friend affected by domestic abuse. As well as giving help and advice, the Bright Sky app is designed to log incidents of domestic abuse without any content being saved on the device itself.

What are the results so far?

Over the past ten years, the Vodafone Foundation has connected more than 700,000 people affected by domestic abuse to help and advice.

One example, the TecSOS device (developed in partnership with the Red Cross, TecSOS Foundation and Thames Valley Partnership) provides high-risk survivors of domestic violence with enhanced access to the Police at the press of a button. Used by more than 100,000 people to date, TecSOS has been credited with enabling lifesaving interventions by the Police, as well as significantly enhancing the user's sense of safety and security.



What have you learned?

Our research helped us understand how domestic violence and abuse can impact victims in their workplace. It impacts productivity, morale, wellbeing and limits a victim's full participation in work.

We learned that employers can play an important role in helping victims in the workplace through policy, training and supporting technology combined with inclusive leadership and raising awareness about domestic violence and abuse.



Reach
Global



Target
All 100,000
employees



Duration
2019 - present



ERT Members

Chair

Carl-Henric Svanberg
AB Volvo

Vice-Chairs

Nancy McKinstry
Wolters Kluwer

Dimitri Papalexopoulos
Titan Cement

Secretary General

Frank Heemskerk

Austria

Stefan Doboczky
Lenzing

Belgium

Ilham Kadri
Solvay

Thomas Leysen
Umicore

Denmark

Søren Skou
A.P. Møller-Mærsk

Finland

Henrik Ehrnrooth
KONE

Pekka Lundmark
Nokia

France

Jean-Paul Agon
L'Oréal

Pierre-André de Chalendar
Saint-Gobain

Jean-Pierre Clamadieu
ENGIE

Paul Hermelin
Capgemini

Florent Menegaux
Michelin

Benoît Potier
Air Liquide

Patrick Pouyanné
Total

Stéphane Richard
Orange

Jean-Dominique Senard
Renault

Germany

Martin Brudermüller
BASF

Timotheus Höttges
Deutsche Telekom

Joe Kaeser
Siemens

Ola Källenius
Daimler

Christian Klein
SAP

Stefan Oschmann
Merck

Johannes Teysen
E.ON

Oliver Zipse
BMW Group

Greece

Dimitri Papalexopoulos
Titan Cement

Hungary

Zoltán Ádott
MOL

Ireland

Tony Smurfit
Smurfit Kappa Group

Italy

Guido Barilla
Barilla Group

Rodolfo De Benedetti
CIR

Claudio Descalzi
Eni

Alessandro Profumo
Leonardo

Gianfelice Rocc
Techint Group of Companies

The Netherlands

Nils S. Andersen
AkzoNobel

Ben van Beurden
Royal Dutch Shell

Dolf van den Brink
HEINEKEN

Frans van Houten
Royal Philips

Nancy McKinstry
Wolters Kluwer

Norway

Hilde Merete Aasheim
Norsk Hydro

Portugal

Paulo Azevedo
Sonae

Spain

José María Álvarez-Pallete
Telefónica

Ignacio S. Galán
Iberdrola

Pablo Isla
Inditex

Rafael del Pino
Ferrovial

Sweden

Börje Ekholm
Ericsson

Martin Lundstedt
AB Volvo

Carl-Henric Svanberg
AB Volvo

Jacob Wallenberg
Investor AB

Switzerland

Paul Bulcke
Nestlé

Christoph Franz
F. Hoffmann-La Roche

Jan Jenisch
LafargeHolcim

Björn Rosengren
ABB

Turkey

Güler Sabancı
Sabancı Holding

United Kingdom

Ian Davis
Rolls-Royce

Leif Johansson
AstraZeneca

Helge Lund
BP

Lakshmi N. Mittal
ArcelorMittal

Nick Read
Vodafone Group



The European Round Table for Industry (ERT) is a forum that brings together around 55 Chief Executives and Chairs of leading multinational companies of European parentage, covering a wide range of industrial and technological sectors. ERT strives for a strong, open and competitive Europe, with the EU and its Single Market as a driver for inclusive growth and sustainable prosperity. Companies of ERT Members have combined revenues exceeding €2 trillion, providing direct jobs to around 5 million people worldwide - of which half are in Europe - and sustaining millions of indirect jobs. They invest more than €60 billion annually in R&D, largely in Europe.

 [@ERT_eu](https://twitter.com/ERT_eu)  www.ert.eu

Boulevard Brand Whitlock 165,
1200 Brussels, Belgium

Tel: +32 2 534 31 00

Email: contact@ert.eu

© ERT Released in September 2020