

MAKING YOUR ORGANISATION
MORE INCLUSIVE

INCLUSION & DIVERSITY CASE STUDIES





Foreword

Inequalities are the biggest challenges we are confronting in today’s rapidly changing technological landscape by the evolution of connectivity, edge computing, blockchain, internet of things and artificial intelligence (AI) at a speed never seen before.

In this context, it is a moral imperative to foster a work environment where every person feels valued, respected, and empowered for who they are. This is key for the fairness and sustainability of our societies as well as for the social acceptance of our industries.

Europe must succeed in diversity and inclusion to remain competitive, innovative and the best place to live and work for the many, not just the few.

As leaders of some of Europe's most influential

companies, Members of the European Round Table for Industry (ERT) recognize their role in driving change. Our commitment to promoting Inclusion & Diversity is unwavering.

This compendium serves as a library of examples to inspire and inform efforts to create truly inclusive workplace cultures. Within these pages lie 28 case studies. You will find a wealth of insights, best practices and concrete actions designed to embrace diversity and foster a sense of belonging.

Let us seize the opportunity to shape a future that celebrates diversity and unleashes the latent talents of all individuals. Europe’s strength lies in its diversity and by embracing it wholeheartedly, we chart a course towards a prosperous and more harmonious tomorrow.

JOSÉ MARÍA ÁLVAREZ-PALLETE,

Chair of the ERT Committee on Jobs, Skills & Impact

Chairman & CEO of Telefónica

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Introduction

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

This compendium offers a comprehensive guide, from grasping the core principles of inclusion and diversity to implementing tangible policies and actions, aimed at fostering a workplace culture that celebrates differences.

Whether you're an HR professional, a manager, or an employee looking to make a positive impact, you'll find a wealth of information, tools and proven strategies to facilitate the journey toward establishing a more inclusive and diverse work environment.

This toolkit offers practical guidance on: creating an inclusive culture, addressing bias and discrimination, promoting diversity in hiring and talent management, building inclusive teams, training, development and measuring progress.

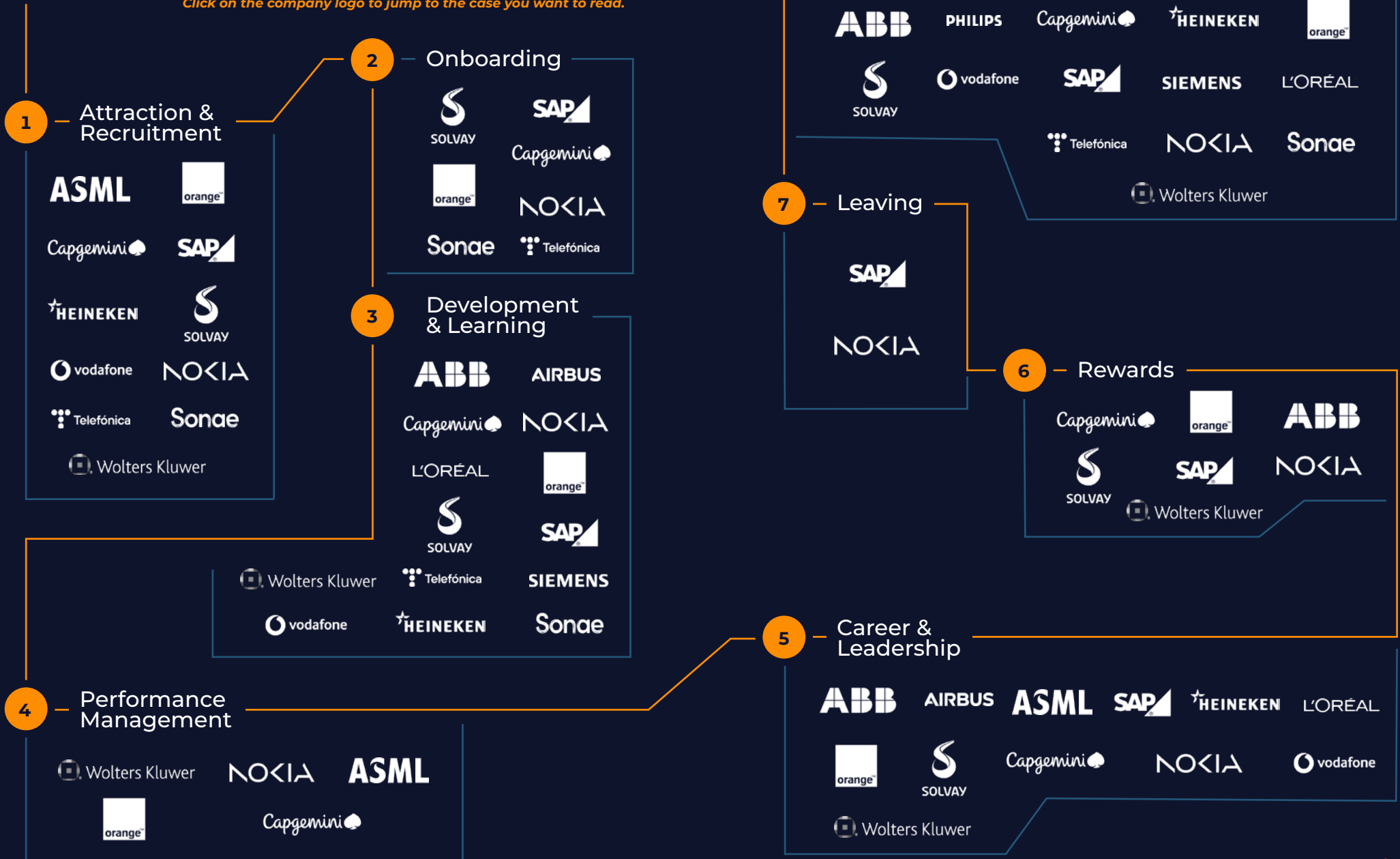
By adopting the insights and strategies outlined in this toolkit, organisations can not only enhance employee engagement, innovation and productivity but also position themselves as leaders in creating positive social change.

Together, let's embrace the power of inclusion and diversity to drive success and create workplaces where all individuals feel welcomed and respected, and where everyone can thrive!

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.

Victims Support



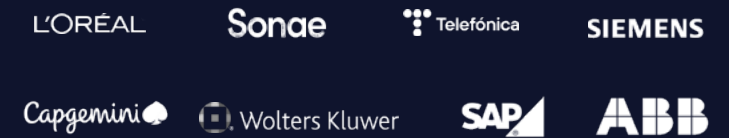
Gender



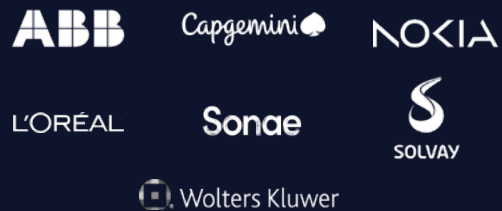
Disabilities



LGBTQI+



Age



Ethnicity



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





ABB



Inclusion & Diversity Dimension

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

Global genderneutral parental leave



What are the results so far?

At ABB we want to foster an inclusive, flexible and fair workplace to enable our employees to thrive during all phases of the employee life cycle. Our parental leave program does not only benefit our working parents, but drives trust, engagement and retention across the entire organization.

What did you want to achieve?

As part of our commitment to establish a more inclusive and equitable working environment, we introduced a global gender-neutral parental leave program in 2021. In the new program, both primary and secondary caregivers are entitled to a specified period of paid leave upon the arrival of a new child, whether through birth, adoption or surrogacy. This program embodies ABB's commitment to the value of care and reinforces our sustainability agenda's pledge to advance social progress within both ABB and the communities we engage with. It stands as a demonstration of our support for employees who are parents, contributing to providing the next generation with a stable foundation and solidifying ABB's reputation as a preferred employer.

What did you do?

We implemented a gender-neutral and inclusive worldwide parental leave policy that applies to both primary and secondary caregivers. Primary caregivers are eligible for 12 weeks of paid leave, while secondary are entitled for 4 weeks of paid leave. These timelines serve as the universal baseline across all nations. In other words, if the local legislative standards are more generous, they stand to prevail.

Furthermore this policy is available for full time and qualified fixed-term contract employees. Those entitled should take the leave within a 12-month window following the birth or adoption of the child. These leave days will align with any paid parental leave mandated by local laws and regulations.

What have you learned?

The pivotal elements for success include high inclusion scores in our employee engagement survey and a significant uptake of parental leave among employees. And even more importantly, pride and a strong sense of belonging across the organization.



Reach
Global



Target
~105,000
employees



Duration
Ongoing

2

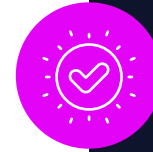
ABB



Inclusion & Diversity Dimension

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

LGBTQI+ Reverse Mentoring Program



What are the results so far?

- Great participation from all countries and businesses/functions. All mentees have activated six more inclusive behaviours compared to when they started the program including: completed LGBTQ+ online awareness trainings, attended Employee Resource Group sessions, feel more comfortable in being visible allies, talk to their colleagues about Employee Resource Group events, increased willingness to further contribute to the LGBTQ+ agenda. A framework for Allyship maturity was developed with online tools to self-assess the allyship journey.

What did you want to achieve?

Setup of pilot LGBTQ+ reverse mentoring program. 16 couples (Senior Leaders and LGBTQ+ members) were paired up to complete a 6 month journey of mutual education. Targets were:

- Sensibiliser Senior Leaders on equality for LGBTQ+ & transferring knowledge from the community
- Identify & remove potential barriers to equality
- Increase confidence of senior allies to act
- Activate allies, leveraging their power of influence to generate an impact
- Building support environment for LGBTQ+
- Boost an inclusive culture
- Empower participants to speak up

What did you do?

Call for action during Pride month to recruit mentors and mentees. Pairing people in couples based on their profile, interest and maturity in the topic and then setup of periodic meeting to start the journey, monitor progress and close the reverse mentoring program. We also aim to create a library of content, available for mentors/mentees to strengthen the educational aspect of their journey.

What have you learned?

Importance of creating a safe space for all to educate, engage and empower on diversity and inclusion. Leave initial space for people to find their way, while providing a set of actions to choose from to generate a concrete impact in the organisation.

Importance of empowering role models to send signals to the rest of the organisation, increasing their knowledge on the topic with specific micro-learning. Giving people time to learn how to create space in the organisation for minorities and how to boost an inclusive culture with daily actions.



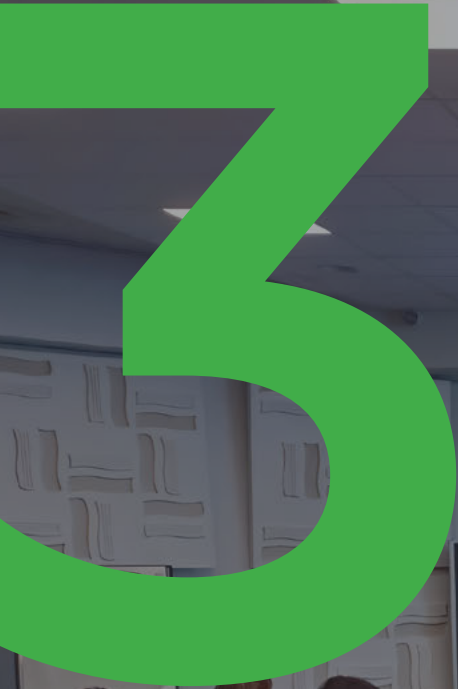
Reach
Global



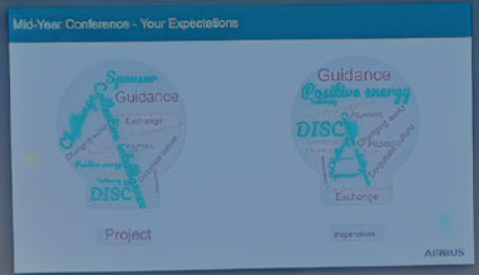
Target
32 (pilot)



Duration
6 months



AIRBUS



Inclusion & Diversity Dimension

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

MyWay Corporate Women Leadership Program



What are the results so far?

The programme has been running for five years and over 365 talented women have attended the programme (2023 figures).

What did you want to achieve?

Key challenge: Increasing gender diversity across functions and hierarchies at Airbus.

Objective: Create a community of potential female key leaders, break existing biases and unleash their full potential.

What did you do?

MyWay programme is focussed on career development for women at Airbus. It is one of our flagship leadership offerings in support of gender diversity.

This is a 12-month programme for women at Airbus in which personalised objectives for each member are decided in collaboration with the participant's line manager and HRBP. Throughout the programme, the participants have a sponsor to help them guide through their development plan.

MyWay has five key checkpoints during these 12 months: a virtual kickoff that onboards all the participants, virtual co-development & co-sensing session, an in-person mid-year symposium, continuous coaching, mentoring & management talks to support ongoing individual challenges, and lastly, a closing in-person conference to share your development journey.

What have you learned?

- Networking is a key strength of the programme both for execution and as an advantage for the participants.
- The past editions emphasised the need to highlight and recognise our internal partners – facilitators, coaches and sponsors.
- A rigid focus on leadership model(s) for women is a key learning for future editions.
- The programme can grow further with stronger connections with other diversity initiatives and women's networks across Airbus.



Reach
Global



Target
365
women



Duration
2019 -
Ongoing

4

ASML



Inclusion & Diversity Dimension

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

Creating a culture of inclusion that fosters innovation and creativity and in which everyone can thrive



What are the results so far?

According to our worldwide employee surveys, we have achieved an inclusion score of 82% and are on track to meet our targets for 2025.

What did you want to achieve?

At ASML, we are on a journey of discovery, propelled by our rapid growth. And with rapid growth come challenges. As we look into the future, integrated into our ESG strategy, our aim is to foster an inclusive culture that establishes a safe environment in which employees can flourish. We believe this will be achieved by stimulating an inclusive mindset and addressing stakeholder needs through employee networks and our ESG strategy. We aspire to engage leaders to demonstrate their commitment and accountability by empowering them to “set an example” and create environments that promote inclusion within their individual teams and across ASML. As we look to 2024, our first priority is to ensure an inclusive culture for all employees. For 2024, our focus will be on increasing the inflow of women and under-represented groups as well as increasing the number of women in leadership roles.

What did you do?

In the US, we are working with non-profit and professional organizations and strategically recruiting from universities that have a strong track record of identifying exceptional talent from under-represented backgrounds. We have also implemented mentoring and coaching programs. To foster diversity in the interview process we have implemented inclusive interview panels.

In the Netherlands, ASML is actively engaged in education initiatives that foster inclusion, with a specific focus on encouraging women to join the semi-conductor industry. Furthermore, we have increased our participation in 'Women in Tech' programs. We are also launching a series of other initiatives designed to increase the recruitment of women, support their progression into leadership positions and strengthen ASML as a preferred employer for under-represented groups.

What have you learned?

Our company has made a significant strides in addressing our recruitment targets but we still have a journey ahead of us. Notably, diversity and inclusion have become increasingly pivotal factors in candidates' decision-making process and they are often cited as a top reason for choosing to join ASML. We have to ensure that we deliver on what we promise.



Reach
EU & US



Target
Company
wide



Duration
Ongoing

5

Capgemini 



Inclusion & Diversity Dimension

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

EDGE certification



What are the results so far?

In 2022, Capgemini achieved the EDGE+ global certification for nine countries, representing 85% of our workforce. This certification not only recognised our achievements but also introduced an ambitious action plan. We monitor progress quarterly through active participation from HR, Ethics, Learning, DPO, business, and management. This collaboration has led to advancements in benefits policies, including improved parental leave in the US, UK, and India.

We have been listed in prestigious indices such as Bloomberg Gender Equality and Refinitiv D&I (top 100 companies), highlighting our dedication to diversity and inclusion also achieving Silver level in Stonewall index, showcasing our commitment to fostering an inclusive environment.

What did you want to achieve?

At Capgemini, our ambition is to build an inclusive and equitable workplace where all talents, representing society in its richness, can thrive. Engaging in leading external indexes and certifications such as EDGE, Stonewall, and Bloomberg Gender Equality Indexes enables us to gain valuable insights into industry-leading benchmarks. This engagement in external indexes empowers us to identify areas for improvement, enhancing our commitment to diversity and inclusion. We evaluate and align our policies and processes with best practices, aiming for gender parity and inclusive representation.

What did you do?

We work in parallel on the 3 pillars of the DEI tryptic:

- Diversity: Our commitment by 2025: 40% women in the workforce, 30% in executive leadership, 20% representation of underrepresented minorities in the US, and a remarkable 46% increase in disability representation in the past two years.
- Equity: We address the entire Talent Value chain, ensuring equal opportunities in recruitment for all talents, implementing a policy of equal promotion rates, and monitoring progress towards achieving equal pay for equal work.
- Inclusion: We empower managers with training and resources for unbiased decision-making and foster open conversations within teams to harness diverse perspectives for innovation. We value employee feedback through surveys and active participation in Employee Networks Groups (ENGs).

Through the comprehensive EDGE certification, including an extensive employee survey, we conducted a global campaign in our nine core countries to collectively advance our company's diversity and inclusivity.

What have you learned?

Engaging with diversity and inclusion indexes, Capgemini emphasises measurable objectives and regular evaluation to align initiatives with values. As a Glocal team, we embrace diverse best practices, considering local laws and cultural nuances. Supporting marginalised groups benefits all employees, enhancing well-being and success. By prioritising inclusivity, we create an environment that nurtures diversity, empowers individuals, and fosters collective success.



Reach Global



Target All Employees (350,000)



Duration 6 Months - EDGE Certification Annual Campaigns Bloomberg GEI, Stonewall





Capgemini 



Inclusion & Diversity Dimension

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

Employee Networks Groups (ENGs)

Enablers

AN INCLUSIVE COMPANY CULTURE

INCLUSIVE LEADERSHIP

EQUAL OPPORTUNITIES

SOCIETAL ENGAGEMENT AND RESPONSIBILITY

What did you want to achieve?

Employee Networks groups (ENGs) have existed at Capgemini since 2007, driven locally by passionate colleagues on a voluntary basis. They have grown organically across the Group – forming global networks under four main D&I topic areas: Gender, LGBT+, Disability (including Neurodiversity) and Ethnicity. In 2022, we started a journey to formalise the governance structure and enablement of these voluntary groups as part of building our inclusive culture and empowering diverse teams – to embed them as a core part of our D&I Strategy to shape our future culture.

What did you do?

We have undertaken some simple, but critical activities to formalise employee network groups whilst maintaining their independence to give employees a voice:

- Appointment of a paid Global ENG Lead to support and coordinate network activities at a Group level.
- Allocated budgets to each Global ENG to enable them to directly undertake activities in support of their communities.
- Mapped ENG activities to employee lifecycle value points – to identify and support the positive impact they can have throughout.
- Positioned ENGs at the forefront of our global awareness campaigns – to personalise the topics covered and bring authenticity to our words and actions.

Above all – we have ensured that ENGs are recognised, empowered, and incorporated into our wider D&I and Inclusive Culture strategy. For instance by providing formalised network leadership training with partner Radius, we have ensured any actions requested of them are appropriate for a volunteer group.



What are the results so far?

One result has been the rapid expansion of Employee Network Groups (ENGs), in terms of growth, impact, and volunteer satisfaction. Globally we are seeing more collaboration between different ENGs leading to a richer experience with greater efficiency, and adoption of the ENG concept into new markets to support their people experience.

At a company level, we have evidence that ENG involvement leads to up to 10% higher retention rates and giving our people a platform to voice their input to policies and strategy direction is valued by both our employees and senior leadership.

What have you learned?

Key successes and things we've learned:

- Frameworks and direction help elevate volunteers' intentions from good to great!
- The most effective action is helping people connect, collaborate and share
- Empowering ENGs is a win-win for volunteers and business
- We are still working on improving recognition for our ENG volunteers' efforts
- We need to remain vigilant against over-fragmenting the population, and ensure that the spaces we create are inclusive and welcoming to everyone.



Reach
Global



Target
15%
(50,000)



Duration
Ongoing



Capgemini 



Inclusion & Diversity Dimension

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

Empowering inclusion from unconscious bias to inclusive leadership

What did you want to achieve?

Capgemini is committed to empowering our leaders to be inclusive and create an environment where everyone can succeed, through a long-term cultural shift rather than relying on short-term fixes.

Recognizing and addressing unconscious biases is critical to this – so we want to embed awareness and techniques to minimize bias throughout our organisation. To achieve this inclusive transformation, we prioritize 3 main success factors: changing mindsets, adapting our behaviours, and training our managers.

What did you do?

To strengthen our inclusive leadership culture, we have a three-stage journey:

Stage 1 – Baseline: In 2021, we established our employee's current sentiment on diversity, discrimination and inclusion with a global Inclusion Survey.

Stage 2 – Education: Moving forward into 2022, we engaged our VPs in interactive Unconscious Bias training workshops, supported by internal campaigns on bias awareness for all employees – illustrating and examining common biases.

Stage 3 – Engagement: After establishing a solid foundation of understanding, we transitioned into active engagement! By supporting inclusive decision-making, we launched our "Inclusion Circles" campaign across the Group, hosted by senior business leaders. These small-groups' open discussions and provide an opportunity to move from awareness to engagement on D&I topics and put learnings into practice in a safe space.

We are reinforcing all of this through Inclusive Leadership pilot programs with our country boards, supporting them to become active and visible advocates, who could demonstrate strong commitment to inclusion through their own actions.



What are the results so far?

Awareness of bias has increased, becoming a much easier topic to discuss and explore. By Dec-22, 97% of VPs had completed unconscious bias training, creating a strong foundational awareness of bias recognition. This is now a mandatory part of our VP on-boarding process, supported by online learning modules for all employees.

Inclusion Circles are on-going with hundreds of volunteer hosts so far and a 98% positive approval rating from participants. Feedback and action from these Circles are supporting the development of our strategy for the next phase of our journey.

What have you learned?

Our main lesson is that to achieve real change, you must commit for the long term. Creating a truly inclusive environment will not happen overnight, instead you must embark everyone on a defined, iterative pathway to build understanding and confidence. Supporting people to practice inclusive leadership in a safe space is key – as fear of failure or "saying something wrong" is a huge barrier to overcome.

It is also critical to listen to your colleagues along the way and adjust as required, whilst staying true to your purpose and goal.



Reach
All our leadership worldwide

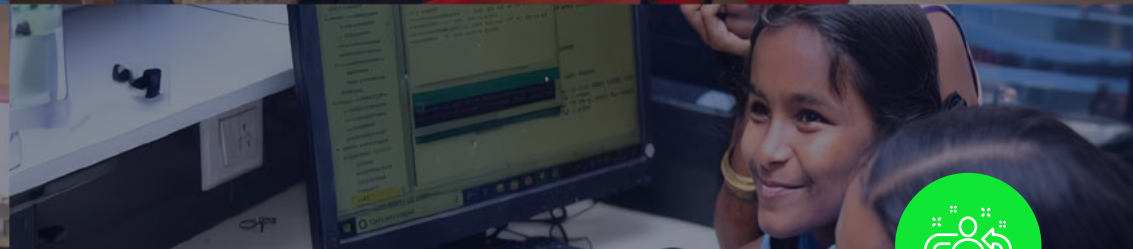


Target
All VPs



Duration
2022 - Ongoing

8



Inclusion & Diversity Dimension

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

Growing future ACE of STEM



What are the results so far?

At Capgemini, we have implemented 80 active projects impacting 17,000 beneficiaries across 13 countries, including Denmark, France, Germany, India, Italy, Morocco, Poland, the United States, and the United Kingdom, which focus on promoting STEM among girls and young women.

What did you want to achieve?

Through our ACE of STEM program, we are committed in promoting diversity and inclusion by building a sustainable talent pipeline in STEM, with a specific emphasis on girls and young women.

We also aim to bridge the gap for underrepresented groups with limited access to quality education, particularly girls from marginalised communities. By enabling women graduates in engineering to pursue careers in technology, we strive to increase their participation in the engineering sector, while contributing to the economic and social development.

What did you do?

At Capgemini, significant actions are taken to address the under-representation of girls and women in STEM:

- **Debunking Misconceptions:** Programs like “Digital Caravan” in Morocco and “Grant project” in Poland introduce STEM to young children and adults, dispelling misconceptions about women in tech.
- **Equipping Students with STEM Skills:** Initiatives like “Cap sur le Code” in France, “You Code” in Morocco, and “SRF – Coding for Girls” in India, where we teach coding, empowering girls with essential STEM skills.
- **STEM Skill Competitions:** We organise and participate in competitions, such as the “Girls in Science Program” in Denmark, “Digital Page Hackathons” in the United States, and “First Lego League” in the United Kingdom.
- **Mentorship Programs:** We provide excellent mentorship to high school and college girls, helping them choose the right STEM majors based on their interests and abilities.
- **Employee Mentorship:** We encourage our employees, particularly women, to provide mentorship to young students through initiatives like “Marrainage” in France and “Technovation” in Spain.

These actions, supported by external partnerships and dedicated volunteers, contribute to our ACE of STEM program’s goal of creating an inclusive environment in STEM and building a sustainable talent pipeline, specifically focusing on girls and young women.

What have you learned?

Capgemini’s success factors and learnings from its initiatives are as follows:

- **Long-term Commitment:** Our unwavering investment and dedication to promoting STEM among girls and young women ensure a lasting impact, tackling systemic barriers.
- **Holistic Approach:** Taking a comprehensive approach that encompasses role modelling, mentorship, skill development, and awareness building inspires girls to pursue STEM fields and generates a significant impact.
- **Scalability:** Expanding our initiatives through the ACE of STEM program allows us to extend our reach, collaborate with external partners, and involve colleague volunteers, amplifying our impact.

These factors have been instrumental in propelling our achievements and will remain influential as we strive to foster a STEM community that is even more inclusive and diverse.



Reach
All



Target
All
Employees



Duration
Ongoing



Inclusion & Diversity Dimension

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

The WOMEN IN SALES Initiative



What are the results so far?

The sales team at HEINEKEN comprises 30,000 individuals, with women making up 21% of the workforce. Our ambition is to have 25% of sales senior managers be female by 2025! When we launched the initiative in 2020, only 9% of senior managers were female. Since then, we have made steady progress and by the end of 2022, this figure had increased to 19%.

Another significant metric we monitor is the Inclusion Index from our annual Climate Survey, which consists of questions designed to gauge the level of inclusion employees experience within the organization. In 2021, the Inclusion Index for the Women in Sales group was 79 and it grew to 82 in 2022.

What did you want to achieve?

The Sales function, especially in the alcohol industry, has predominantly seen a higher representation of men compared to women. There exists a stereotype associated with the 'salesman' role, leading to several biases and misconceptions about women in the field. The mission of Women in Sales is to bring about a constructive change within the Sales function by focusing on initiatives that aim to attract, retain and develop women in this profession, while fostering an inclusive workplace.

What did you do?

HEINEKEN Operating Companies worldwide aim to boost female representation in salesforces by 2025, closely monitoring progress on a quarterly basis. In 2022, each Operating Company devised action plans encompassing attraction, retention, development and inclusive workplace. Sales Directors engaged in dialogues to understand the specific challenges faced by women.

On a global scale, a robust communication strategy engages the sales workforce, fosters idea-sharing and addresses women's sales challenges. Special Women in Sales awards are presented at Commerce Week, an annual gathering of HEINEKEN's commerce employee. The Global Commerce Talent Committee, including the CCO, ensures that there is female representation in candidates to senior sales vacancies. They even consider external candidates when necessary and conduct interviews with diverse panels to combat bias.

In 2023, an external campaign on LinkedIn will further bolster HEINEKEN's employer brand, alongside women's roundtables discussions where senior sales leaders engage in proactive conversations with mid-level female sales professionals to identify and tackle their specific challenges.

What have you learned?

High-level endorsement has driven impactful actions worldwide! Leaders at both global and regional levels have made this initiative a top priority, consistently evaluating its effectiveness. Although it has a worldwide reach, the initiative is tailored to suit the specific circumstances of each operating company, even challenging established norms when required. For instance, in Brazil, we introduced the option of using cars instead of motorcycles for sales positions, resulting in an increase in female hires. In Cambodia, the implementation of inclusive parental policies, standardised recruitment practices, and flexible work policies led to a notable rise in the percentage of women in mid-management sales roles, growing from 9% to 32%. These localised efforts have had a positive impact on thousands of employees.



**Reach
Global**



**Target
30,000
employees**



**Duration
Ongoing**

It's not about him or her but **him and her**

10

L'ORÉAL



Inclusion & Diversity Dimension

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

DE&I training programmes



What are the results so far?

We have developed a set of 10 DE&I capabilities, and we offer self-positioning tools to all employees and managers. In 2023, we share with our employees educational content comprising up to 15 e-learning, two upskilling workshops on DE&I essentials and more advanced skills and podcast curations. The DE&I Essentials workshop is compulsory for all newcomers in the first 12 months of employment. Our recruiters also have a key role on DE&I and are therefore also trained specifically in line with their practice. End 2022, we started the roll-out of our Inclusive Leadership management training for all our management committees and more than 500 managers have been trained by mid-2023.

What did you want to achieve?

Since 2007, L'Oréal DE&I training programs aim to increase self-awareness for employees in all functions and metiers and promote inclusion. Employees don't always know that they have biases and how they can shift their mindset. The DE&I global team develops learning content that can be adapted to local markets to ensure inclusion and a safe space for everyone. In 2018, a cascading roll-out through a train-the-trainer methodology was introduced to enable a wide implementation of DE&I learning programmes within the Group without extra cost for local entities.

What did you do?

Every employee of the Group has access to educational content and specific tools, accessible through in-class or online workshops and e-learning programmes. Adapted content is provided for managers through an ad-hoc inclusive leadership programme.

In 2023, our DE&I e-learning library addresses the most common topics in DE&I, aiming at providing either the "essentials" or more advanced skills. These tools and topics offer employees the opportunity to understand:

- the concept of unconscious bias and microaggression, so to better prevent them
- gender equity and LGBTQIA+ inclusion in the workplace
- how to identify and fight against sexism and racist behaviors
- how to understand and prevent discrimination on physical appearance
- the importance of digital accessibility and how to apply it to the content
- how to be aware of mental health issues and support people, who might be affected
- the importance of intergenerational relations in the workplace, discrimination based on age, and concrete ways that foster generational inclusion at work
- domestic violence and its consequences in the workplace

What have you learned?

DE&I topics depend on the local, societal, and labour context. An online library covering a wide range of topics allows every market to push trainings according to their local needs and challenges. All e-learning are available in nine languages. Facilitating the roll-out of learning programmes through a train-the-trainer methodology has a very positive effect on their global impact. DE&I subjects are embedded within the existing learning curriculum such as leadership trainings, marketing and, communication and are crucial to cultivating an inclusive and equitable culture where everyone feels valued and can contribute.



**Reach
Global**



**Target
All
employees**



**Duration
Ongoing**

TI



NOKIA



Inclusion & Diversity Dimension

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

Disability Inclusion eBook



What are the results so far?

We launched the ebook globally in 2021 and created a [blog](#) in 2022 for sharing the [ebook](#) externally. Gartner also included Nokia's ebook as an artefact in their platform.

What did you want to achieve?

Enable and equip Nokia managers and teams to support people with disabilities throughout the employee life cycle and tune People Managers' mindset and that of their teams towards inclusion.

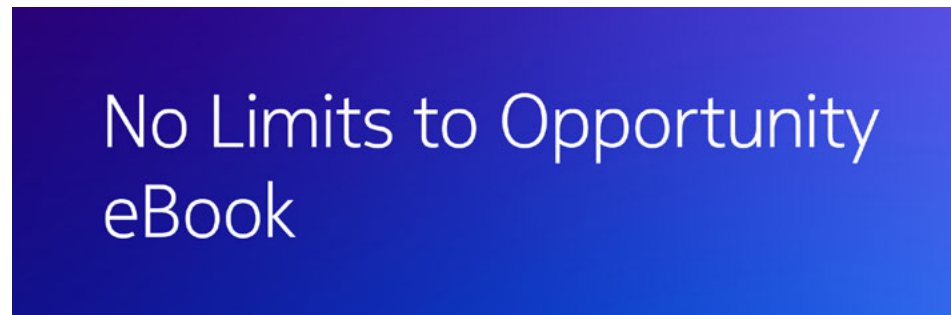
What did you do?

We developed an eBook for our People Managers called "No Limits to Opportunity" and shared it externally to encourage everyone to learn more about this area and consciously act together in a more open and inclusive manner to the benefit of all. Ebook serves as global guidance on how to hire, onboard and engage team members with disabilities. It covers:

- Nokia's approach to disability inclusion
- Opportunities for Nokia in tapping into this large talent pool
- An educational overview on disabilities
- Expectations from People Managers
- More details on how to find services and tools to help recruiting process onboarding
- How to improve communication and interaction

What have you learned?

It addressed the needs of various target groups (HR, managers, teams) and helped build awareness as well as open the dialogue, allowing for transparency.



Reach
Global



Target
Entire
company



Duration
2021 -
Ongoing

12

NOKIA



Inclusion & Diversity Dimension

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

Leading an Aging Workforce

Enablers

AN INCLUSIVE COMPANY CULTURE

INCLUSIVE LEADERSHIP

EQUAL OPPORTUNITIES

SOCIETAL ENGAGEMENT AND RESPONSIBILITY



What are the results so far?

The eBook was launched in September 2023 with great initial feedback, but we are still in the early stages. The next steps are to ensure that it's used as a practical playbook for managers.

What did you want to achieve?

Nokia's ambition is to create an inclusive working environment in which everyone feels valued and respected and has an equal opportunity to grow, regardless of their age. When it comes to how we work together in multigenerational teams, it is crucial that we understand and recognize the diverse perspectives, values, experiences of all generations and don't let our biases hinder us. That's why we have developed a new eBook called: Leading an aging workforce.

What did you do?

The eBook aims to give a voice to the aging workforce at Nokia and justifies why this topic is important and deserves our special attention. It is written to help both formal and informal people managers, but it also contains useful information for all employees and HR representatives, based on interviews with experienced people, their managers and HR.

The eBook answers many of the burning questions managers have, offering guidelines and tips on topics such as:

- How to recruit, onboard, inspire and develop an aging workforce and provide meaningful growth opportunities to our most experienced employees.
- How to build and lead multi-generational teams across four generations, and utilizing the full potential of every generation.
- What age discrimination looks like based on research – busting biases and myths about an aging workforce.
- The best way to approach the topic of retirement.

What have you learned?

The eBook answers many of the burning questions, which the managers have, such as:

- How to build and lead a multigenerational team?
- How to provide meaningful growth opportunities to experienced employees?
- How to inspire them?
- How to approach the retirement topic?



**Reach
Global**



**Target
Entire
company
(~87,000
employees)**



**Duration
2023 -
Ongoing**

13



Inclusion & Diversity Dimension

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

Hello Women



What did you want to achieve?

In 2020, we launched the Hello Women program, designed to tackle the worldwide challenge of recruiting and retaining women within our technical teams. Our aim is to achieve a representation of 25% women in these teams at the Group level by 2025. The program is composed of four key components:

1. Raising awareness of technical careers among schoolgirls and students.
2. Identifying and attracting women, whom we can bring into our workforce.
3. Providing support to women seeking to transition into a technical career.
4. Implementing initiatives to retain women in technical roles at Orange.

What did you do?

Between 2021 and 2024, the Group financed and deployed 26 new projects across more than 20 countries, with new partnerships identified through calls for projects. We also enhanced the visibility of numerous existing initiatives within the Group and shared best practices. We conducted surveys to gain a better understanding of the experience and expectations of women in technical roles at Orange. This information enabled us to tailor our efforts to provide them with optimal career opportunities and a balanced work-life environment. As an example, Orange took part in the 2021 Gender Scan, an international survey involving multiple companies.

In terms of communication, we organised Hello Women events in Paris in both December 2021 and January 2023, complemented by a robust presence on social media. Furthermore, we orchestrated over 100 internal and external events across 70 cities globally, all centred around the theme of women in technology for International Women's Day 2023. Additionally, we forged a partnership with Chut ! Magazine in France starting from June 2022. Orange has been involved in five editions since 2021. Our communication efforts encompassed both internal and external campaigns, highlighting accomplished female role models in technical professions.

What are the results so far?

The representation of women in technical roles within the Group, which encompasses 136,000 employees, rose from 20.94% in 2021 to 21.15% in 2022, and further to 21.4% by June 2023. Additionally, the percentage of women hired for technical positions across the Group increased from 22.6% in 2021 to 25.46% in 2022.

Since 2021, Hello Women awareness-raising initiatives have connected with more than 10,000 girls worldwide.

What have you learned?

Breaking down stereotypes and motivating young girls to pursue technical studies, while also encouraging women to explore technical careers, is a widespread, societal challenge that requires sustained effort and dedication to address. However, it can be tackled through constant, reiterative communication and awareness-building, such as the use of relatable and inspiring role models. Additionally, collaboration with trusted partners who bring valuable expertise and experience to the table is crucial in this endeavour.



Reach
Worldwide



Target
~25000 girls
and women



Duration
Ongoing

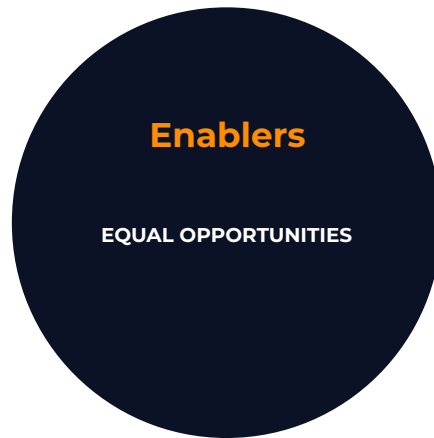
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Inclusion & Diversity Dimension

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

Neuroteam



What did you want to achieve?

We firmly believe that a diversity of talents greatly benefits our company. It serves as a catalyst for a positive work environment and boosts performance for both the company and its stakeholders. Recognising the value of neurodiversity in enhancing teams and the organisation as a whole, we made a decision in April 2021 to establish the Neuroteam program.

The Neuroteam program, initiated by the Group, aims to leverage cognitive diversity for enhanced workplace performance and well-being. Sponsored by our CSR and HR functions, Neuroteam facilitates collaboration within teams, to combat biases and stereotypes surrounding both neurotypical and atypical individuals. It also focuses on recruiting new talent and reimagining innovation. This multidisciplinary program has an international scope and brings together dedicated employees from various branches of the Group, including members of the neurodivergent community and representatives of all business functions. Led by the Global Diversity, Equity and Inclusion Department, the goal is to adjust work methods, share experiences and update our policies to booster the recruitment, onboarding and retention of neurodiverse employees.

What did you do?

At the end of 2022, we organised a conference on this subject featuring insights from experts, as well as testimonials from managers and employees. In 2023, an inaugural workshop took place with representatives from the Innovation Division, delving into the realm of cognitive inclusivity. Additionally, we developed a guide and e-learning materials in both French and English to raise awareness among employees, managers and HR personnel concerning the positive impact of neurodiversity in the workplace.



What are the results so far?

We have provided training for recruiters to incorporate cognitive diversity into our recruitment procedures, commencing with internship campaigns. In April 2023, our B2B Division actively engaged in Neurodiversity Celebration Month across various countries worldwide through a global social media campaign, generating over 200 posts, 120K impressions and eliciting 250 comments. Currently, almost 700 employees have completed the e-learning module on Neurodiversity in the workplace.

What have you learned?

We believe in the potential of partnerships to bring about positive change and as such, we are active members of various international coalitions. These include the International Labour Organisation, the SAP Autism Pledge, GSMA, The Valuable500 and in 2023, Orange took a leading role in co-chairing the Neurodiversity sub-group of the ERT Diversity and Inclusion Taskforce. Additionally, we are a founding member of Neurodiversity in Business created in the UK.



Reach
Global



Partners
136,000
employees



Target
Ongoing

15

PHILIPS



Inclusion & Diversity Dimension

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

Employee Resource Groups (ERGs)



What are the results so far?

Currently our ERGs have over 10,000 members globally and are governed under one model. They are making significant impact on our culture when it comes to education, inclusion, allyship and professional development. Providing psychological safety, they have created platforms for employee feedback, allowing employees to share their work experiences at Philips so we can improve our processes, accessibility and policies. Through their work and leadership, our Diversity, Inclusion and Wellbeing Indexes via our Employee Engagement Survey are some of the highest rated favourable throughout Philips. Truly a testimony of a culture of inclusion!

What did you want to achieve?

At Philips our ambition is to create a culture that fully leverages our differences and fosters intentional inclusion. In order to achieve this, our Diversity & Inclusion strategy focuses on the creation of Employee Resource Groups (ERG's). Our employee-led Employee Resource Groups provide an inclusive space for employees to support, embrace, and care for one another, develop skills, experience meaningful cultural connections, and support key business initiatives. ERGs are usually created by employees who share a characteristic, but our ERGs are open to all and we truly encourage people from all backgrounds to join every ERG at Philips supporting the concept of allyship.

What did you do?

Over the last 2 years we have worked closely with our ERG's (currently 11 globally) to help them form, establish clear charters, and support their ambitions. Our current ERGs represent the following employee demographics: Black, Latinx, Asian, LGBTQ+, Veterans, Disabled, Parents, Neurodiversity, Caregivers, Future Leaders, and Women. Each ERG follows our operating & governance model that provides a structure as it relates to executive sponsorship, succession, areas of focus and competencies. Each ERG has an executive sponsor from our Global Diversity Council and is co-led by two selected employees that manage the day-to-day operations. ERG leaders are accompanied by committees focused on areas such as culture, recruitment, retention, development, allyship, intersectionality and mental health and wellbeing to help support their respective missions. Each ERG has 1-3 KPI's that measure their success year after year. KPI's focus on topics such as awareness, representation, community impact. Our ERGs communicate to their members via our internal communications platforms and our collective ERG leaders meet monthly to share best practices.

What have you learned?

We have learned so much! The change we can make with the power of connection and coming together and empowering our employees to use their voice. Creating visibility, voice and platform for ERGs and what they can do when they have our support. Executive sponsorship is so crucial to have the advocacy and buy-in from the top helping guide them and challenge barriers. Recently three of our ERG's have influenced change 1) as it relates to employee accessibility and policy change; 2) by providing feedback to an in-house created visual that represented stereotypical images (due this feedback, the visual was immediately changed); 3) by providing feedback on work experiences that has in turn substantially influenced our Diversity and Inclusion strategy!



Reach
Global



Target
>10,000



Duration
18 months





Inclusion & Diversity Dimension

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

Autism at Work



What are the results so far?

Autism at Work is completing a decade of championing workplace inclusion. As of 2022, our SAP workforce has more than 215 colleagues on the autism spectrum in 16 countries and across all functional areas. Our colleagues contribute daily to the success of SAP in a wide variety of STEM and non-STEM roles.

This program enables us to find great talent which we would otherwise potentially miss and allows us to leverage the unique abilities and perspectives of people on the spectrum, to foster innovation.

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 autistic individuals and foster an inclusive workplace that embraces neurodiversity. Our ambition also is to become a force-multiplier of autism inclusion within our ecosystem.

What did you do?

New hires join through various channels. The team receives information regarding autism and according to their new colleague's specific needs.

Every individual is unique. While some autistic individuals need more frequent or on-going support, others might not. Every colleague receives the programme's support according to their own preferences – everything is optional.

Newly launched in 2022, the Autism at Work Executive Advisory Committee is comprised of inclusive-minded senior executives who serve as advisors regarding strategy, inspiring and influencing engagement, and sharing insights from across the globe. In recognition of the importance of direct representation, there is a 'rotating' seat reserved for Autism at Work colleagues.

Externally, the SAP Autism Inclusion Pledge shares SAP's best practices to accelerate the autism inclusion journey of employers worldwide. With over 90 signatories, this initiative encourages others to join an ever-growing community of companies leading the way to support neurodiversity in the workplace. Its aim is to re-shape thinking about employment possibilities for autistic individuals. www.sap.com/AutismInclusionPledge

What have you learned?

We learned that the challenges with finding and retaining a job start early in life with a lack of labour market experience. For many of our Autism at Work colleagues, SAP is their first professional experience.

We recognise that the environment and mindsets are everchanging and we must evolve continuously. The input from our colleagues on the spectrum is valuable to ensure that we stay current and can best support our community.

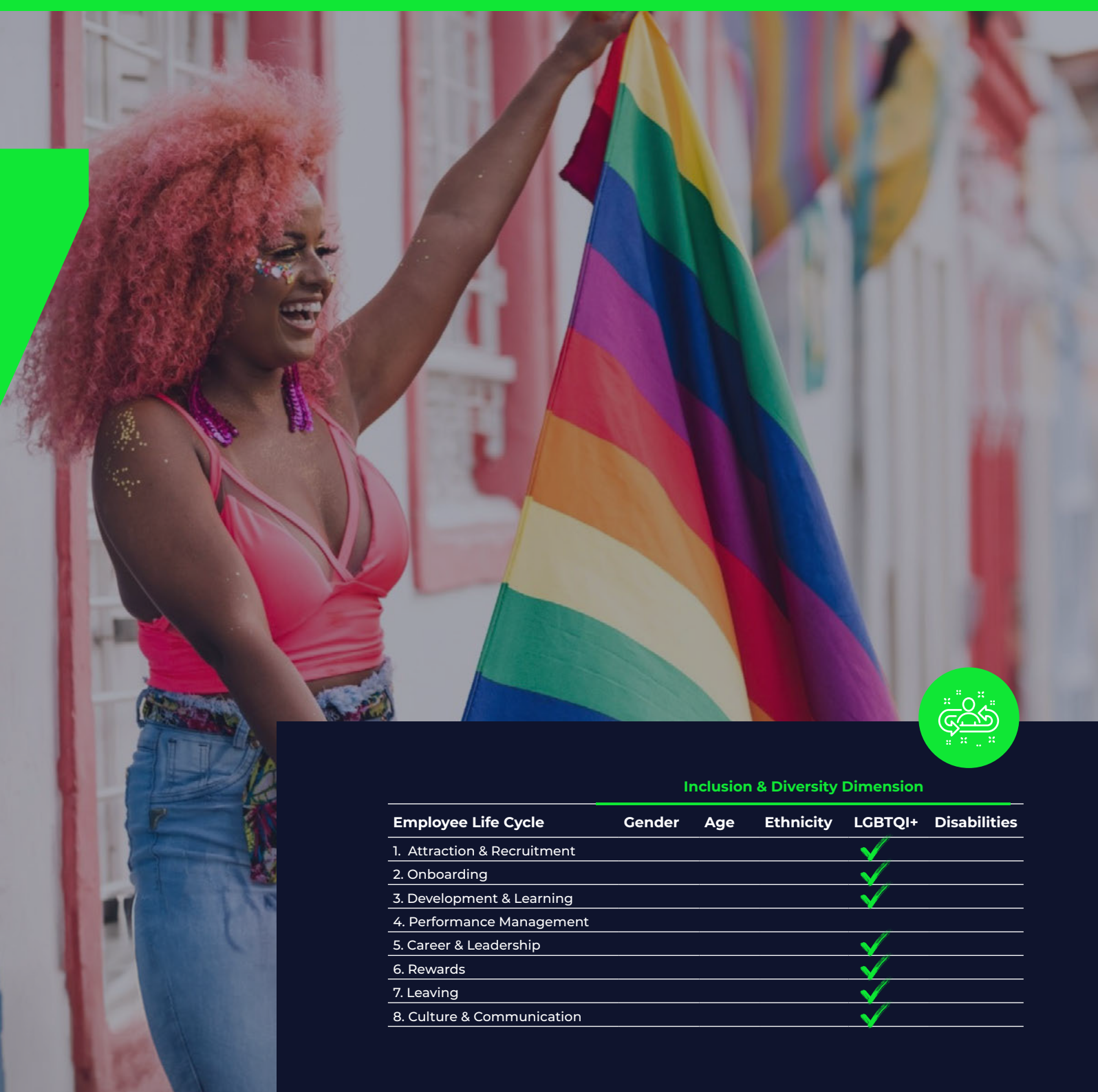


**Reach
Global**



**Duration
2013 -
Ongoing**

77



Inclusion & Diversity Dimension

Employee Life Cycle	Gender	Age	Ethnicity	LGBTQI+	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



What are the results so far?

As of 2023, SAP has been using the Gender Transition Guidelines to support colleagues in countries such as Germany, the U.S., Brazil, the Philippines, and Australia. SAP software has also been leveraged with relevant solution functionality like expanding gender options including non-binary ones, the possibility to use preferred names and to update the employee's own pronouns.

In the U.S., Canada and some Latin American countries, SAP also offers enhanced, trans-inclusive healthcare benefits. 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 Human Rights Campaign, Pride Connection, Germany's DAX LGBT+ Index and other organisations.

What did you want to achieve?

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'. 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 Global Gender Transition Guidelines as a cooperation between the SAP Global Diversity & Inclusion Office, SAP Global People Compliance Office, SAP Health, Safety & Well-Being and Pride@SAP, the LGBTIQ+ and ally employee network. These guidelines are regularly updated and assist trans employees, their managers, colleagues and additional business partners such as HR through the gender transition process.

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 for further enablement.

Additionally, several SAP Global Policies include explicit reference to transgender people like the Non-Discrimination Policy, 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 several SAP Inclusive Mindset Challenges, available for all employees globally.

What have you learned?

We have learned the importance of internal executive sponsorship and working with external organisations to deliver team enablement workshops in support of transitioning colleagues. 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 LGBTI Standards of Conduct for Businesses and by recently signing the Human Rights Campaign 'National Business Statement On Anti-LGBTQ+ State Legislation' and an open letter by Out & Equal in support of LGBTQ+ diversity and inclusion in Brazil.

SAP's Chief Diversity & Inclusion Officer, Supriya Jha recently interviewed an employee, Robyn Arro where Robyn shared her experiences of transitioning and the importance of being her authentic self at work and how SAP provides resources to support LGBTQ+ employees.



Reach
Global



Duration
2016 -
Ongoing

18



Inclusion & Diversity Dimension

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

21 Day Challenge Disability Inclusion Edition



What did you want to achieve?

Through our 21-Day Challenge, we encouraged our team members to gain insights into the experiences of colleagues with disabilities. The goal was to enhance their comprehension and seek ways to establish a workplace that embraces both visible and invisible disabilities, ensuring everyone feels included.

What did you do?

In 2022, to celebrate International Day of Persons with Disabilities, we invited Siemens employees from all around the world to learn more about the experiences of their colleagues through the 21-Day Challenge: Disability Inclusion edition.

During our 21-day challenge, we provided daily recommendations of podcasts, videos and articles, aiming to empower our colleagues to acknowledge and confront the discrimination, marginalisation, exclusion and accessibility issues experienced by many individuals with disabilities.

These educational resources were carefully selected to equip them to advocate for meaningful change. They were curated by members of the Global DEI Comms team, members of the disability community at Siemens, and the Siemens USA Disability Inclusion Council. Additionally, employees had the opportunity to learn about 21 inspiring colleagues, who are dedicated to advancing disability inclusion and propelling positive transformation.



What are the results so far?

A remarkable 4,850 employees actively participated in the challenge, collectively accumulating over 3,500 hours of learning. In terms of engagement on our internal platforms, posts on Yammer gathered an impressive 26,000 views, accompanied with over 500 Likes.

What have you learned?

This experience has highlighted a strong eagerness among Siemens employees to educate themselves and learn more about the lived experiences of their colleagues. This also serves as a positive indicator of our commitment in fostering an environment of diversity, equity, inclusion and belonging at Siemens.



Reach
Global



Target
~300.000
employees



Duration
Nov 4 - Dec 2
2022



Inclusion & Diversity Dimension

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

DEI Citizen Day case study



What are the results so far?

Engaging with the autistic community is not only an opportunity for our employees to gain valuable insights and understanding, but it also plays a crucial role in promoting inclusivity and acceptance. This direct interaction with different cultures and perspectives is invaluable for personal growth and fostering a more inclusive workplace. Additionally, by supporting the integration of autistic individuals into society, you're contributing to a more inclusive and diverse community.

What did you want to achieve?

Solvay's mission is to "forge connections among individuals, concepts and components to redefine progress." The element of "People" is of utmost importance and holds a central role. Through the initiative 'One Dignity', we have prioritised Diversity, Equity and Inclusion in our Group's overarching strategy. To translate this DEI commitment into tangible results, we have established nine challenging objectives to guarantee that every member of our team can fully express themselves at work. At the Zhenjiang Site, both management and the labour union are energetically working towards cultivating a more inclusive environment, where employees can discover and realise their own intrinsic value.

What did you do?

On October 22, 2022, the Zhenjiang site hosted our Citizen Day event along the Yangtze River, at a public camping park. With a focus on Diversity, Equity and Inclusion (DEI), our theme was "I AM because WE ARE". The aim was to promote the principles of "Diversity, Equity, Inclusion" to a wider audience, including both employees and children.

We collaborated with House of Snails, a local NGO dedicated to supporting families affected by autism. Ms. QIU Defeng, the principal of House of Snails, provided valuable insights into autism during the event. We extended invitations to several autism families, affectionately known as the "Children of the Stars", to join us. Our goal was to facilitate their integration into society by engaging them in all the activities.

Remarkably, the event coincided with the birthday of one of our autism participants, LIU Luoyuan. He generously volunteered to oversee our charity bazaar, where all proceeds will be donated to House of Snails. Through this diverse array of activities, our aspiration is to plant a seed of understanding in every participant's mind, fostering a culture of acceptance and inclusivity for all.

What have you learned?

Proactively engaging with minority populations is a crucial step towards creating a more inclusive and culturally sensitive workplace. It not only broadens perspectives but also helps to break down barriers and foster a more understanding and harmonious environment.



Reach
Zhenjiang,
China,
Asia



Target
Over 700
people



Duration
22 October
2022

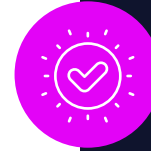
20



Inclusion & Diversity Dimension

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

Young Professional Network



What are the results so far?

By prioritizing tangible solutions, each generation had the opportunity to articulate their specific needs and aspirations. We discovered significant shared interests within each age group, as well as distinctions between them. Together, we worked towards identifying strategies to enhance our collective effectiveness in the workplace.

What did you want to achieve?

How can we effectively attract and retain talent across different generations? The Solvay Young Professional Network has taken the initiative to ponder these pivotal questions. In an ever-changing and uncertain world, finding one's place can be a challenge. How to work together towards a win-win approach (better results and well-being at work)? One glaring realisation has swiftly emerged – stereotypes pose a significant barrier to this endeavour.

What did you do?

In 2008, SAP developed the Gender Transition Guidelines as a cooperation between the SAP Global We convened representatives from various generations to reflect on any preconceived notions they might hold about other age groups. The next step is to devise strategies for dismantling these stereotypes and fostering collaborative efforts, thereby unlocking the full potential of each individual.



What have you learned?

It's always very useful to learn to collaborate and communicate. We all have a different understanding, but sharing interpretations and perspectives is fundamental for fostering understanding and empathy among team members. Collaboration is essential. We all have the potential to develop, but we're stronger and we'll go further together.



Reach
Brussels,
Belgium



Target
30
Employees



Duration
2 hours

21

Sonae



Inclusion & Diversity Dimension

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

Inclusive Recruitment at MC



What are the results so far?

Over 80% of the individuals we brought into the fold now have permanent contracts, signifying a notable rise in confidence regarding the integration of individuals with disabilities beyond the initial project scope. The sense of belonging to teams has grown stronger and leaders have developed new skills, particularly in the realm of inclusive leadership.

The project's triumph has been so pronounced that we are currently in the midst of launching the second edition in northern Portugal.

What did you want to achieve?

At MC, Sonae's business unit focused on food retail, we developed a project aimed at fostering diversity and inclusion within our stores across the Lisbon region by actively involving people with cognitive disabilities and mental disorders.

This journey had multiple stages, with a key emphasis on providing these individuals with a secure contract, distinguishing it as an onboarding initiative rather than an internship program.

What did you do?

Initially, we privileged partnerships with specialised entities. We redesigned our recruitment process, proactively assessing the accessibility of our stores beforehand. We modified the selection approach, including the implementation of situation or "on the ground interviews" when needed. We tailored training sessions for leaders, teams and HR staff. We established a policy where everyone was assigned at least one internal tutor. Additionally, we reshaped the onboarding day and work framework, for instance, by initiating with a fixed work schedule that excluded weekends. Furthermore, we maintained ongoing supervision while actively promoting successful integration stories.

What have you learned?

Having a dedicated intervention technician from the external expert provider, that was present at store level, played a pivotal role in our success.

The strong collaboration with HR teams was evident in all the steps, including interviews, integrations etc.

Training our teams, leaders and tutors in advance was very crucial.

Finally, maintaining an open-minded approach and being willing to adapt both our recruitment and onboarding models were key elements in achieving our objectives.



Reach
Portugal



Target
All the
organisations
were impacted
directly or
indirectly



Duration
6 months

2022



Sonae



Inclusion & Diversity Dimension

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

Sonae Arauco Employee Referral Program



What are the results so far?

Sonae Arauco's Employee Referral Program was implemented in July 2022, and since then, we had more than 60 recommendations of possible candidates to enlarge our talent pool. We were also able to fill more than 25 open positions in all geographies!

Furthermore, this initiative has also served as a motivating factor for our employees. They found the reward as an additional compensation and recognition, not only on financial point of view, but mostly because they felt more valued and happy to be able to contribute to address the recruitment challenge in a very tangible way.

What did you want to achieve?

Like a lot of companies these past years, we faced increased pressure in terms of talent attraction and recruitment as well. The talent war topic became even more pressing after recent social-economic events, with a higher turnover rate reflecting the willingness of the employees to search for opportunities that better match their interests. This linked to our internal aging demography, and presence in countries with a low unemployment rate, creating an increased pressure in terms of recruitment. It was more important than ever to think of new ways that would mobilise the company in this trial, and would help to tackle the challenge to find the right talent for open or new positions.

What did you do?

We thought that our biggest asset, our people, could be the key to help us tackle this problem. With a workforce of almost 2600 employees of more than 35 nationalities, we had a potentially extended talent pool, that we could tap into. This would be possible, if we could engage our employees and motivate them to serve the company as ambassadors by sharing our opportunities in their personal/ professional networks and by helping us find candidates with the right profile that match our culture and recruitment needs.

We decided to implement an Employee Referral Program, establishing a reward for employees who referred a candidate, in case he/ she is selected and worked with us for at least 6 months.

With this program, we aimed to capture great talent and at the same time recognise the employees that support us in finding this diverse talent pool to address the company's needs.

The Employee Referral Program was implemented in all geographies and open to all employees in the company. We wanted to foster a spirit of inclusiveness and belonging, making this open to each business lever, from operators to senior managers. At the same time, we aimed to foster an increased social awareness and engagement with the communities, since the bonus in these particular case reverts to social responsibility (an entity of the choice of the employee).

What have you learned?

In the deployment of this initiative, communication has been the key to help leveraging this program. We used posters, flyers, articles in our internal newsletter and recently an institutional video sharing the first success case, in order to spread the message to all employees and make the initiative more visible in all sites.

One critical point in our dispersed geographical presence was the adjustment of the reward to the geography, the support to the critical talent issues and also, to make it more attractive in the referral process by choosing what could be the reward that best suits our people (money, travels, days off etc).



Reach
Portugal
Spain
Germany
South
Africa



Target
Around 2600



Duration
Ongoing

23

Sonda



Inclusion & Diversity Dimension

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

The Reborn project



What are the results so far?

Reborn is still ongoing until July 2023, but we can already assess some results. From the beginning of the project until now, they are completely new women, who feel more confident and empowered. Some are already employed, and one who was studying has already an internship. For our volunteers, their horizons have broadened by facing new realities. They feel like their professional skills contribute to changing someone's life in a meaningful way. Our goal is that every woman will have a job by the end of the first edition of Reborn, and we are already more than halfway there.

What did you want to achieve?

Reborn was the first step to achieve the goal of involving the Zeitreel brands (MO, Zippy/Losan & Salsa Jeans) and Zeitreel teams in sharing their know-how and expertise in a way that made a difference in other people's lives. With 80% of the leadership in the company being female, it made sense to create and invest in a project that empowers women in the job market. So Reborn was developed to give valuable skills, advices and orientation to women at risk of social exclusion, to help return to the job market and improve their lives, personally and professionally.

What did you do?

The Reborn project started with a partnership with Program Incorpora that shared 11 profiles of women at risk of social exclusion who could benefit from a program like this. The program consists of 8 weekly group workshops and 2 individual coaching sessions, all given by Zeitreel employees, who are experts in the following themes:

- Personal styling: adapting clothing looks to each woman's style and body
- Job Searching: provide advises on how to find a job, supporting in creating a CV and preparation for an interview practice
- Financial Literacy: money saving advice and day to day money management
- Make-up: suggestions on skincare and best make-up styles for each woman
- Nutrition: teaching how to eat healthy with a low budget
- Coaching: one-to-one sessions on how to approach the job market and searching new job opportunities

The Salsa Jeans and MO brands also, donated 3 outfits for the interviews, and we contacted Wells – a Sonae Group brand – which donated a make-up kit to each woman who participated.

The self-learning platform GoodHabitZ – one of our learning partners – also gave each woman access to all their behavioural and soft skills courses.

What have you learned?

Reborn was designed as a sharing and learning project. Our people are sharing their knowledge on themes that they are part of their professional life, and sharing it in a way that captivates and follows themes that interest these women. In return, they also learn from the participants and their personal experiences, which make them leave their safe zone.

It's a two-way enrichment process that will stay with the participants for a lifetime. We also learnt that helping women at risk of social exclusion should be a societal imperative and it will definitely be something that we will continue to work on.



Reach
Porto,
Portugal



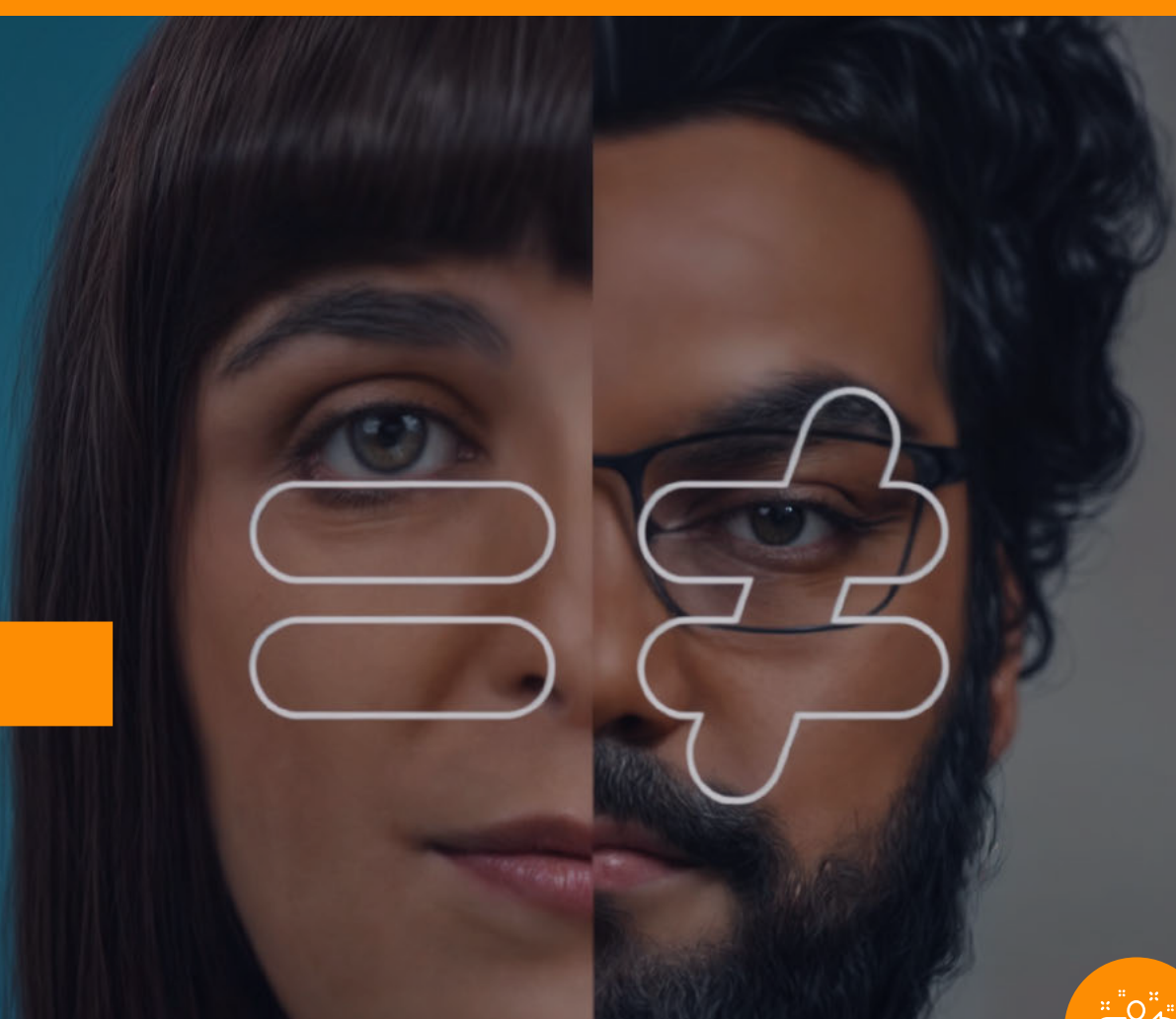
Target
11 women
considered at
risk of social
exclusion &
14 Zeitreel
employees,
who joined as
volunteers



Duration
March -
July 2023

24+

Sonae



Inclusion & Diversity Dimension

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

Worten Diversity and Inclusion plan



What are the results so far?

We have obtained positive results, with good level of engagement and high evaluation scores! In our e-learning programme, we recorded a 90% participation rate and received an average evaluation score of 4.7 out of 5. When it comes to training of office leaders, we saw a remarkable 98% participation, with an evaluation score of 4.6 out of 5, an ENPS score 75 and a subsequent session participation rate of 91%. As for the training of operation leaders, we had 92% participation, along with an impressive evaluation score of 4.7 out of 5, an ENPS score of 79 and ongoing subsequent sessions.

Beyond these quantitative metrics, we have received a lot of spontaneous feedback, indicating the pride our team members feel in Worten's progress in this domain.

What did you want to achieve?

In 2019, with the aim of evolving into an increasingly diverse and inclusive company, at Worten, Sonae's business unit focused on electronic retail, we established the Worten Diversity and Inclusion Plan. This plan is underpinned by targeted actions and measurable outcomes across four key areas: Gender Equality, Inclusion of People with Disabilities, Work-Life Balance and Parenting Protection. These vectors are addressed through various initiatives, including a strong investment in communication and comprehensive training programs for all members of our workforce. This concerted effort aims to build awareness, recognising that true progress in this direction can only be achieved through the collective involvement of every individual within our company.

What did you do?

Several initiatives were established to foster greater knowledge, awareness and empathy oriented towards the topic.

We began with the launch of mandatory e-learning for all employees. Subsequently, recognising that the success of this strategy hinges on the understanding, acceptance and endorsement of the company's leaders – its main ambassadors – we held a workshop for executive line managers and directors to delve into and implement a comprehensive, long-term plan. Following this Workshop, individual sessions were conducted to present the results, understand the perspective and secure commitment.

Next, we provided specialised training to all leaders with the tools to communicate concepts effectively and conduct exercises tailored to their respective team dynamics. At the end of the training leaders were tasked with implementing activities with their teams, followed by a subsequent gathering to openly exchange insights (leader to leader) regarding their experiences, key takeaways, best practices to adopt and seeking assistance in resolving any challenges.

An indispensable component for driving this cultural shift lies within the HR team, which also underwent diverse training sessions to align with these transformative efforts.

What have you learned?

Through the initiatives, we have been implementing and drawing from the feedback obtained from our annual inclusive culture survey, we have identified a genuine interest among our employees in this subject matter. They express a sense of pride in the trajectory we are on. Moreover, we have successfully conveyed the message that this is a collective journey for which each of us bears responsibility and can actively contribute. We learned that it is essential to foster dialogue and share good practices among leaders, but also uncertainties and concerns. All these endeavors have contributed to cultivating an environment of respect and transparency within our teams.



Reach
Portugal



Target
4500
employees



Duration
Ongoing

25



Inclusion & Diversity Dimension

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

LGBTQ+ Transition Toolkit



What did you want to achieve?

The inclusion of LGBTQ+ employees is another step forward in our diversity strategy, building on the wealth of diversity represented by different genders, cultures, abilities, functional formations and leadership styles already in place at Telefónica. The willingness to speak openly and publicly about LGBTQ+ diversity allows us to convey our commitment and let the people, who work at Telefónica know, that their experiences matter to us. We want to transmit our approach towards the LGBTQ+ community to the entire Telefónica staff and specifically towards trans people, as well as a firm position against any discriminatory conduct or practice.

What did you do?

We have developed a toolkit guide to help people who are going through a process of gender transition or who are considering starting one. It is also a manual for their managers and colleagues to broaden understanding and improve support for each colleague during this transition. The toolkit contains general information on gender identity, recommendations for starting conversations, how to communicate to the team, the importance of confidentiality, respect, and advice on how to contact the HR team to request support, accompaniment and to make the necessary changes, so each person can be and work with confidence. We have also generated information and awareness sessions for both HR teams and the entire workforce to increase visibility, knowledge and reduce biases and barriers.

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.



What are the results so far?

We have made significant progress in our objective of generating a culture of inclusion, gaining more visibility of this group, when there is also, a great risk of exclusion and opening conversations. Changes have been generated with internal processes, when transitions have taken place on how somebody could adapt these new realities.

What have you learned?

In this Project, our aim is to achieve a wide dissemination of the guide, through different media and touchpoints with employees, especially in the internal network of LGBTQ+ employees and Allies, who also form a support and accompaniment group. The visibility of the different LGBTQ+ groups has been expanding in recent years and there are more and more studies indicating that almost 10% of Generation Z identifies as non-binary. So, companies must be very well-prepared to be able to attract and retain this diverse talent.



Reach
Global



Target
All leaders



Duration
2013 -
Ongoing

26



Telefónica



Inclusion & Diversity Dimension

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

Raise awareness for the full inclusion of people with disabilities



What are the results so far?

There has been an important increase in the number of sectors, where people with disabilities now work at our company. In addition, there are more and more people, who feel comfortable to report their disabilities to the organisation. Furthermore, there is a high commitment from the employees, who massively participate in each of the training actions.

We have also seen significant involvement from other interest groups, such as the group of internal Telefónica teachers (more than 400 people who are agents and promoters of change), who deal with learning, to build training and accessible content.

What did you want to achieve?

At Telefónica, we would like to promote awareness by reinforcing internal communication as the key to generating commitment and emotional engagement with diversity. We want to convey Telefónica's commitment to promoting an inclusive work environment, in which people with disabilities feel fully included at work. We want to raise awareness about the value contribution of Talent with Disabilities and reduce unconscious biases and assumptions. Finally, we would like to normalise the interaction of all the people, who work at Telefónica.

What did you do?

- **Information:** Talking about the value that people with disabilities bring to the company and the advantages and support we offer to employees with a disability certificate. Our purpose is to improve knowledge of multiple realities, focus on the capacities and give practical advice to people who live/ co-exist or work with people with disabilities.
- **Training:** The main goal is to foster empathy, eliminate biases and prejudices, and drive inclusive behaviours.
- **Training for all employees** in which we emphasise abilities and not disabilities. To break down personal barriers, fears or labels that all of us have and to hear testimonials from colleagues with disabilities, who already work at Telefónica.
- **Exclusive training for leaders**, since they play a key role in inclusion and they should know how to manage their teams normally and comfortably and to reduce barriers and biases against future incorporations.
- **Accompany and Counseling:** Each area that hires people with disabilities requires specific information and awareness, depending on the type of disability and adaptations that may be needed. So, we either provide training to reduce barriers and unconscious biases or we share guidelines. In some cases, we have also connected each manager with specialised entities (i.e. to work with people with hearing disabilities, or autism spectrum disorders).

This is a project that requires a lot of customisation and support.

What have you learned?

We have demonstrated that there is a great spirit of integration at Telefónica. We are a company that welcomes people who want to incorporate diverse talents. We have also learned that any cultural change requires time and that many different impacts can generate real changes in organisations. This starts with awareness! As a company though, we still have a long way to go to be a fully disabilities-friendly working environment. We need to improve accessibility and to generate accessible content with adapted tools and materials. This effort will also yield a better understanding of our customers with disabilities.



Reach
Spain



Target
All staff



Duration
Ongoing

27

50%

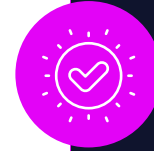
of women felt there is a **stigma around talking about menopause at work**



Inclusion & Diversity Dimension

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

Supporting Menopause at work



What are the results so far?

The toolkit has increased awareness and led to a creation of a new employee support group, 'The Cycles of Life Community'. This platform offers a secure environment for more than 400 employees to interact, exchange advice and initiate discussions to promote understanding. Withing the community, informative podcasts led by healthcare experts have been shared, providing a spectrum of guidance, including recommendations for helpful apps to monitor symptoms.

What did you want to achieve?

In 2021, Vodafone initiated a study by independent researchers, surveying over 5,000 women in five different countries to explore the effects of menopause in the workplace. The research revealed that 3 in 5 women experienced symptoms, which affected their work, with 2 in 5 expressing apprehension about its influence on their career advancement. Furthermore, 44% admitted feeling embarrassed to seek assistance in the workplace. As a consequence, Vodafone embarked on a mission to diminish the stigma surrounding menopause in the workplace and provide support to women across different stages of life, enabling them to thrive in their careers.

What did you do?

Vodafone launched a comprehensive menopause toolkit, that encompasses every stage of the menopausal journey, from Perimenopause to Post Menopause, including guidance on Endometriosis and transitioning. This toolkit disseminates practical information through various channels such as definitions, resources and support available within existing policies. It also offers training opportunities like webinars and online learning modules. The toolkit adopts a person-centric approach, delivering insights on menopause, accessing assistance and providing support to colleagues and family members. Moreover, it dedicated guidance on leadership responsibilities, aiming to provide knowledge to facilitate discussions on menopause, reduce stigma and aid managers in cultivating an inclusive workplace.

What have you learned?

Since the launch of the toolkit and support group, there has been a consistent demand for a supportive community for employees experiencing menopause. The toolkit has garnered more than 2,500 downloads and increased open conversations regarding menopausal symptoms and workplace support. The introduction of the menopause awareness learning course has played a pivotal role in enhancing understanding and mitigating stigma. Recognising that each individual's experience is unique, it is imperative to persist in listening, amplifying awareness and directing individuals towards the support accessible through current policies.



Reach
Global



Target
All employees
and managers
across the
Vodafone
markets.



Duration
Ongoing

2028



Wolters Kluwer



Inclusion & Diversity Dimension

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

Embedding inclusive behaviors within diverse innovative teams



What are the results so far?

We have a multi-prong approach to measuring the success of the initiative which includes not only measuring completion rates but also behavioural change in employee pulse surveys and annual engagement and belonging survey. Our first part of the Inclusive Leadership Learning Journey had very high employee and manager participation. In addition, the majority of employees reported observing more inclusive behaviours – at least one or more times a week following our first module. We will continue to measure the program over the next two parts of the Learning Journey.

What did you want to achieve?

We know that bringing our best to our stakeholders requires a highly engaged and talented workforce – one that represents the diversity of those we serve and the communities where we live and work. We also understand that fostering an inclusive culture of belonging leads to individual and business success. We strongly believe in the importance of diversity, equity, inclusion and belonging and are committed to taking action to improve it. In Q4 2022, we launched an Inclusive Leadership Learning Journey for all people managers and employees globally.

What did you do?

The Inclusive Leadership Learning Journey is a three-part, year-long interactive learning journey translated into 13 languages. It is designed to drive behavioural change within everyday team interactions and our global culture. The first part of the program is focused on key inclusive behaviours, the second on reducing bias in decision-making, and the final part encourages allyship to reduce inequities within the workplace.

We quickly learnt, in collaboration with our outside consultants, that it was important that we approached this as a behaviour and culture change initiative. The learning modules consist of weekly 5-minute videos and tools to immediately practice the learning in every day interactions. People managers also had the opportunity to attend Interactive Webinars and facilitated Team Discussions, all designed to help our teams become more inclusive.

What have you learned?

We quickly learnt that it was important that we approached this as a behaviour and culture change initiative; thus, the learning should be strongly encouraged but not be made mandatory. Approaching learning and behavioural change with a neuroscience perspective enables companies to provide DEIB content that is relevant globally and be implemented locally to improve inclusion within individual teams.



Reach
Global



Target
~ 20,000



Duration
12 months

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Jean-François van Boxmeer
Vodafone Group

Vice-Chairs

Nancy McKinstry
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