

LEADING DEI

BEST PRACTICES GUIDE

引领多元公平包容
中国最佳实践指南



多元

DIVERSITY

EQUITY

公平

包容

INCLUSION

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Prelude by

Andy Bentote

It is an absolute honour to partner with sHero on this inaugural guide to DEI best practices in China.

As a global business we can clearly see the benefits to having a truly diverse organisation where all employees believe there have the same opportunity to maximise their potential. If all employees feel like they have a supportive environment where they can be the best version of themselves, then they are more likely to thrive. Therefore organisations in China which have a diversity of background and thought throughout their business will without doubt be the most successful in the future.

There has been lots of progress in China over the last few years in all areas of DEI, particularly for women in leadership roles, but there is so much more we can all do. This is why this guide is so important in providing advice and ideas to all companies at any stage in their DEI journey. Corporate China will become more diverse and I look forward to you being part of this evolution. On behalf of PageGroup, I hope you enjoy the read.

我们非常荣幸能与sHero一起合作编写中国首本关于多元、平等与包容的最佳实践指南。

作为一家全球性企业，我们深刻理解打造多元文化的好处——所有员工都深信在这样的组织中可以拥有平等的机会去探索潜能边界。当所有员工身处一个支持他们做自己的环境时，他们才能茁壮成长。因此在中国，拥有多元化背景及思维模式的企业无疑会成为未来最成功的企业。

在过去的数年里，中国在多元、平等与包容的各个领域，尤其是在女性担任领导角色方面，取得了极大的进步，但我们可以做的还有很多。这也是本指南的意义所在，它为着力于打造多元、平等与包容文化的所有企业提供了指导性建议和实践思路。未来，中国的企业将变得越来越多样化，我也期待见证这一变革之旅。在此我谨代表PageGroup祝大家开卷有益。



ANDY BENTOTE

Regional Managing Director,
Greater China & Japan
大中华区&日本区域董事总经理

PageGroup





Prelude by

Christine Liu

We are seeking to showcase companies which have adopted initiatives approaching DEI in their organizations in China.

We partner with PageGroup to curate first-of-its-kind guide in the country promoting DEI in the organizations and helping companies to benchmark on how they do it in DEI and organizations that aspire to become more inclusive places for work thus the purpose of the continued sHero x Page Group collaboration is to make corporate China an inclusive place to work.

For a decade and more a lot of organizations in China both MNCs and local companies have the right intent of making themselves inclusive, it is the best timing to curate the right guidance to manifest this intention. Thus this guide will act as a catalyst to make corporate a more inclusive place to work.

关于多元化、公平性和包容性 (DE&I) 的话题已讨论多年, 此次征集并发布中国 DEI最佳实践指南首次展示理论转化了的行动, 见证组织的包容性提升并了解在中国, 组织如何提升自身的包容性。

DEI在国际上受到越来越多的关注, 跨国公司也越来越多地应对全球多样性带来的挑战和机遇, 制定战略, 分配多样性、公平和包容的责任, 为了在复杂的全球环境中取得成功。在过去的十年中, 我们也清楚看到了全球DEI领导者需要什么来获得领导的信任, 在他们的工作场所加强归属感文化, 落地和持续全球DEI。

与PageGroup再度携手的共同目标为在中国的全球公司和中国本土全球化公司成为包容性雇主创造良机。首发电子版书籍多元公平包容中国最佳实践指南旨在帮助公司对标如何做好DEI多元公平包容工作, 同时首次展示立志建设包容职场雇主品牌的出色表现。

十多年来, 在中国的跨国公司和中國本土全球化公司不懈努力践行与创造, 力图成为最佳包容组织和品牌, 该指南是催化剂, 使得中国职场更加包容。

CHRISTINE LIU

Founder of sHero



DEI best practices

adidas



In late 2020, adidas launched the global ‘Creating a Culture of Inclusion (CCI)’ Team Workout, in which employees explore critical topics including diversity dimensions, unconscious biases, privileges and microaggressions.

Diversity and Inclusion at adidas means championing individual uniqueness, and nurturing a culture of belonging, so that everyone can perform at their best. We embrace diverse backgrounds, experiences, and perspectives and seek to create a workforce which reflects our consumers and communities. Equity is about ensuring that processes and programs are impartial, fair, and provide equal possible outcomes for every individual. Through our employees’ actions, we are committed to creating an equal starting line for everyone at adidas.

As a global company specializing in sports goods, we have set clear commitments to accelerate inclusion globally. In late 2020, adidas launched the global ‘Creating a Culture of

Inclusion (CCI)’ Team Workout, in which employees explore critical topics including diversity dimensions, unconscious biases, privileges and microaggressions. In terms of action, each employee made five specific personal commitments to jointly promote and create a more inclusive work environment.

The CCI Team Workout consists of six modules and requires 28.5 working hours for completion through live team meetings, individual preparation and reflection. With more than 10,000 employees in Greater China participating, it was quite a task to complete this project. Still, we rose to the challenge.

As of July 2021, 100% of our corporate and retail employees in Greater China have completed all six modules. Most of our employees provided positive feedback, stating that the CCI Team Workout had helped to spark meaningful conversations. Working together with our teams, over the course of six modules, we have conducted self-reflection and self-exploration on diversity dimensions, unconscious bias, privileges, and microaggressions. Most importantly, every team has now laid out commitments for the future to ensure we truly live a culture of inclusion.

While we have marked the CCI Team Workout as complete, the journey is far from over. Instead, it has only just commenced, but we have created

a strong foundation upon which we can build. In the atmosphere of team collaboration, every adidas employee made a commitment to step forward towards an open and inclusive work culture and environment, which was the original intention of the CCI Team Workout.

adidas

About adidas

adidas is a world-famous sporting goods company headquartered in Herzogenaurach, Germany. Around the world we employ over 62,000 people. adidas China was founded in 1997 as a wholly owned company of adidas Group. Today, adidas Greater China headquarters, Creation Center Asia and China Digital Hub are all located in Shanghai. adidas also has established offices in Beijing, Guangzhou as well as Chengdu, and distribution centers in Suzhou and Tianjin. adidas has identified Greater China as one of its three strategic markets around the world and the fastest growing market in the future. Both Shanghai and Beijing are among the 12 key cities of adidas worldwide.



企业DEI最佳实践

阿迪达斯

在阿迪达斯，多元化和包容性意味着支持每一个个体的独特性以及孕育具有开放包容的文化，在这里每一个人可以展示出最好的自己。我们接纳多元化的背景、经验和观点，也致力于建立一个能够代表我们的消费者和产品的团队。公平，则是通过确保过程和计划的公正及公平，为每个人提供可能的结果平等。通过我们的员工行动，我们致力于为每个阿迪人创造一条平等的起跑线。

作为一家全球化的体育用品企业，我们已经明确承诺加快全球化包容性的步伐。2020年底，阿迪达斯全球范围内推行了“创造包容性文化”的举措。在此过程中每一位员工都积极参与其中，在内容共创上，探索关键性主题譬如多元化维度、无意识偏见、特权和微歧视；在行动上，每一位员工通过明确具体的5项个人承诺，共同推进和创造一个更加包容性的工作环境。

“创造包容性文化”是一项团队共创活动，包含了6个模块，完成时间共需28.5个工作小时。形式丰富，包括现场小组研讨、自我探索及准备、以及反思。整个大中华区1万多名员工，要完成这项团队共创是一个非常大的工程，然而我们接受挑战，迎难而上。



2020年底，阿迪达斯全球范围内推行了“创造包容性文化”的举措。在此过程中每一位员工都积极参与其中，在内容共创上，探索关键性主题譬如多元化维度、无意识偏见、特权和微歧视；在行动上，每一位员工通过明确具体的5项个人承诺，共同推进和创造一个更加包容性的工作环境。

截止到2021年7月，大中华区的办公室同仁和零售门店同仁已100%完成了这六大模块的学习。我们也收到了大部分员工的积极反馈，他们认为“创造包容性文化”之举有效地开启了意义深刻的对话。在6个模块的研讨过程中，我们在多元化维度、无意识偏见、特权和微歧视方面不断进行着自我反思和自我探索。更重要的是，每一个团队都表达了对于未来的承诺，承诺我们要真真正正地践行包容性文化。

对我们来说，“创造包容性文化”模块学习的完成，是这个征程的开始，而不是结束。它为我们铺设了坚实的基础，在团队共创协作的氛围中，每一个阿迪人一起作出承诺，朝着充满开放包容的工作文化及环境踏步向前，这也是“创造包容性文化”团队活动的设计初衷。

关于阿迪达斯

阿迪达斯是世界著名的体育用品公司，公司总部位于德国黑措根奥拉赫，在全球拥有62,000多名员工。阿迪达斯于1997年在中国注册成立全资子公司。目前，品牌的大中华区总部、亚洲创新中心（Creation Center Asia）以及中国数字化中心（China Digital Hub）均位于上海，公司在北京、广州和成都也设有办公室，同时在苏州和天津设有物流中心。大中华区是阿迪达斯全球三大战略市场之一，同时也是未来增速最快的市场。上海与北京均位居阿迪达斯全球12座重点城市之列。

DEI best practices

Airwallex



As an LGBTQ+ ally, Airwallex participates in the Job Fair & Workplace Conference held by Diversity & Inclusion Consulting (DNIC) (ShanghaiPride) in Rainbow Pride Month every June. The focus is to discuss on topics, including “how to establish a good workplace cultural environment”.

We are committed to improving the diversity, fairness, and inclusiveness of Airwallex. We believe that an inclusive and diverse team is happier, healthier, and more productive. We share our successes and experience to improve and grow together. Lucy Liu, our co-founder and president, has participated in many corporate-level meetings to promote diversity and inclusion in the workplace.

Airwallex’s principle is to recruit talent based on skills, knowledge, attitudes, and experience without discriminating against any job seeker based on gender, sexual orientation, age, family status, race, nationality, disability, or religious beliefs. We evaluate salary fairness every

year and formulate a proactive action plan to ensure that the diversity of the workplace is achieved.

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In January 2021, Airwallex launched an Employee Resource Group – our Women’s Leadership Forum (AWX-Women). The program aims to help women grow and accelerate gender equality in the workplace through activities like certification courses, team building, and regular sharing of women’s

topics with external business partners. Lucy Liu was also named in 2020 EY Entrepreneurial Winning Women Asia-Pacific.

In the working environment, our company also provides Unisex and disabled toilets for daily use by different social groups. In the future, Airwallex will set up a DEI committee to be led by employees from different management levels and from various regions around the world, with support provided by executive sponsors. The goals of the DEI Committee include promoting equal opportunities for all employees without discrimination based on race, ethnicity, religion, nationality, mental or physical disability, pregnancy, sexual orientation, gender identity or expression, marital status, or age. Airwallex is committed to workplace diversity and providing equal access to job seekers.

About Airwallex

Airwallex is a global payments platform with a mission to empower businesses of all sizes to grow without borders, and by doing so, contribute to the global economy. With technology at its core, Airwallex has built a financial infrastructure and platform to help businesses manage online payments, treasury, and payout globally, without the constraints of the traditional financial system. Airwallex has secured over US\$800 million since it was established in 2015, and is backed by world-leading investors. Today, the business operates with a team of over 1,000 employees across 19 locations globally.

企业DEI最佳实践

空中云汇

在Airwallex空中云汇，我们致力于营造一个多元共融的工作环境，通过各种举措创建文化的多样性、公平性和包容性。我们相信，一个包容和多样化的团队会更快乐、健康和高效。我们共享成功，一起交流经验、提升和成长。企业文化是自上而下的，我们的联合创始人兼总裁Lucy Liu在多次企业级别会议上强调多元共融的承诺，旨在更好地促进职场的多元化和包容性。

Airwallex空中云汇秉承根据技能、知识、态度和经验招募人才，不会因为性别、性取向、年龄、家庭状况、种族、国籍、残疾或宗教信仰而歧视任何求职者。我们每年评估薪酬公平性，并制定了积极的行动计划，以确保实现工作场所的多样性。

作为LGBTQ+的联盟成员，每年6月Airwallex空中云汇都会在彩虹骄傲月参加DNIC举办的职业招聘会。除了参加建立良好的职场文化环境的讨论，还会联合超过30家的企业为LGBTQ+求职者提供公平就业的机会。

2021年1月，Airwallex空中云汇启动了一个全球员工资源小组- 我们的女性领导力论坛。这个项目通过学习认证课程、团建、与外部商业伙伴一起定期组织女性课



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题分享，助力女性成长，加速实现职场性别平等，以更好地实现公司的多元共融。联合创始人兼总裁Lucy Liu也在安永EY发布的2020年亚太区成功女性企业家榜单中获选。

Airwallex空中云汇的多元共融，还体现在工作环境设施上。公司提供男女通用和残疾人使用的洗手间，便于不同社会群体的日常使用。未来，Airwallex空中云汇计划成立DEI委员会，由来自不同管理级别和全球各个区域的员工组成该委员会，为所有员工提供均等机会，让他们免受种族、民族、宗教、国籍、精神或身体残疾、怀孕、性取向、性别认同或表达、婚姻状况

或年龄方面的歧视。Airwallex空中云汇承诺确保实现工作场所多样性，对求职者人群一视同仁。共创一个包容、开放和安全的环境，让员工为共同的目标凝聚在一起。未来可期！

关于空中云汇

Airwallex空中云汇是一家金融科技公司，赋能各类规模的企业跨境运营，以此助力全球经济发展。以技术为核心，Airwallex空中云汇构建了专有的全球金融基础设施平台，全球支付网络已覆盖130多个国家和地区的50余种货币，为各类规模的企业提供数字化的金融科技产品，在全球互联的信息化时代，以更高效、安全的方式帮助企业在全世界高速发展。自2015年成立以来，Airwallex空中云汇已获得来自顶级投资机构超8亿美元融资，目前在全球19个办公地点拥有超1000名员工。



DEI best practices

Albany



As an international manufacturing enterprise and a leader in the segment, our values emphasize safety and respect. Following the principle of “safety first”, we regard employee safety as the top priority and pay special attention to human behaviors. We believe all accidents are preventable. We implement safety into all aspects of work and life, so to improve employee safety awareness, we provide them with regular safety training, home firefighting safety training, escape drill, CPR training and first aid training, etc.

We strive to create a diverse and inclusive work environment for employees with different nationalities, gender identities, beliefs and locations. At Albany Hangzhou, 20% of employees are from local provinces and 80% are from more than 20 other provinces. The proportion of female engineers increased from 16% to 23% in 2021, and 22% of local management teams are female. In the case of any harassment at work (including verbal abuse, bullying, sexual harassment, etc.), employees can directly report it to their local HR team, the management and headquarters, or the third party authorized by the headquarters with their real name or anonymously. All reports will be fully

investigated and those who report will be protected from privacy breaches or retaliation.

Albany is working on building its motivation system to increase the sense of belonging and happiness for our employees. We have a recognition program at Albany so for employees who bring forth suggestions on safety, teamwork, working efficiency improvement, scrap and waste reduction and who take on additional jobs, the company will provide timely recognition to the employee or the team. We have also organized knowledge contests and professional skill competitions to improve the learning atmosphere, as well as football competitions and tug-of-war to improve team spirit. We also have the annual dinner, anniversary celebration (e.g. 5th/10th/15th/20th anniversary), retirement farewells, quarterly/annual star recognition, internal trainer festival, etc. to recognize employees in a timely manner and to enhance the sense of ownership. Albany provides promotion opportunities to all internal employees, especially for our young talent.

Albany cares about health and wellbeing, with annual health check for all employees and occupational health



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checks for production line employees. We also hold health lectures on topics including female health, parents-children education, make up skill training, dental health lecture and traditional Chinese medicine lecture. When Albany's blue-collar workers were faced with serious difficulties in renting houses due to the rising rent, we cooperated with the local district government to find blue-collar apartments with lower costs and solved the problem of renting for some of our employees.

After continuous efforts made in ESG field, we won an energy consumption reducing award from local district government in 2013 and 2020, and won a Special Contribution Award in 2017 for tax transparency. During the outbreak of the COVID-19 pandemic, masks were in short supply. We coordinated with overseas brother companies and donated masks to the local government to show the social responsibility as a leading enterprise. We have also organized technical knowledge seminars in universities on a regular basis to share our expertise in the machine clothing field, and provide career development guide to students to improve our influence.

About Albany

Founded in 1895, Albany International, Inc. is headquartered in Rochester, New Hampshire, USA, with research and development centers in the United States and Sweden, 22 locations in 11 countries and more than 4,400 employees worldwide. As the headquarter of Asia Pacific region, Albany International Engineered Textiles (Hangzhou) Co., Ltd. is the paper machine fabric factory with large scale, advanced technology and equipment.

企业DEI最佳实践

奥伯尼



我们尊重任何国籍、性别、地域及信仰的员工，努力创造多元及包容的工作环境。

身为制造业国际企业以及细分领域的龙头企业，奥伯尼的价值观强调“安全”和“尊重”。遵循“安全第一”的原则，视员工安全为重中之重，尤其关注人的行为，相信一切安全事故都是可以预防的，同时为员工提供定期的安全培训、消防安全培训、逃生演习、心肺复苏、急救知识培训等，提高员工的安全意识，将安全渗透到工作和生活的方方面面。

我们尊重任何国籍、性别、地域及信仰的员工，努力创造多元及包容的工作环境。目前奥伯尼杭州有20%杭州籍员工，80%非杭州籍员工，来自20多个省份。2021年女性工程师的比例由16%提高至23%，本土管理团队女性占比22%。同时，在工作中受到任何骚扰（包括语言上的侮辱、霸凌、性骚扰等）的情况下，员工可以直接以实名或匿名的形式向本土HR团队、管理层以及总部或总部提供的第三方直接报告，所有的报告都会被全面调查，报告者也会受到保护，免遭隐私泄露或打击报复。

奥伯尼为了提高员工的归属感和幸福感，做了一系列的努力，建立及时激励机制，对于提出重要有效的5S或者其他安全建议、有利于团队合作、对工作效率有明显提升、减少报废和浪费的建议、承担额外工作等积极的行为表现，给予奖励。奥伯尼还通过举办知识竞赛、技能比赛提高学习氛围；举办足球赛、拔河比赛增强团队合作；通过大型年会、周年庆典（如5/10/15/20周年）、退休欢送仪式、季度/年度之星颁奖、下午茶、内部培训师节

等，及时对员工的成绩做出认可，增强员工的认同感。公司采用内部员工晋升优先原则，给内部员工（尤其是年轻员工）成长机会。

奥伯尼持续关怀员工的健康和生活的，为员工提供年度健康体检，为生产一线员工提供职业病体检，不定期举办健康讲座，如关爱女性健康讲座、亲子教育讲座、化妆培训技巧、口腔讲座、中医养生讲座等。在公司蓝领工人由于租金上涨严重导致租房困难之际，奥伯尼和当地区政府合作，寻找高性价比的蓝领公寓，解决了部分员工租房难的问题。

奥伯尼在ESG领域持续努力，获得所在开发区2013年、2020年度节能降耗先进单位以及在税务透明方面获得2017年度突出贡献单位。在新冠疫情口罩紧缺时期，我们调动国外兄弟公司资源，向当地政府

捐赠口罩，体现了作为一家龙头企业的社会责任感。定期在高校举办技术讲座，分享所在行业技术知识，为高校学生提供职业生涯规划指导，不断提升企业影响力。

关于奥伯尼

奥伯尼国际有限公司成立于1895年，总部设在美国新罕布什尔州罗切斯特市，在美国和瑞典设有研发中心，在全球11个国家拥有22处厂区，4400余名员工。奥伯尼工程纺织品（杭州）有限公司作为亚太地区的总部，是我公司目前规模较大、技术和设备先进的纸机织物生产厂。



DEI best practices

Aptar Group



By 2025, at least 30 percent of all Aptar leaders at the Vice President level and above will be women.

We are a global company full of diverse, highly skilled, passionate people. As part of the foundation of our Diversity & Inclusion (D&I) roadmap, our goal is to ensure that all of us feel fully included and find our own sense of pride in Aptar. As a company, we are placing an even stronger focus on supporting and celebrating all types of diversity—gender, race, ethnicity, age, religion, disability and more. We believe in a working environment where everyone is valued and included, and where diversity is celebrated.

DEI as Our Core Value and Strategic Priorities

Diversity and Inclusion is one of Aptar's five strategic priorities under the umbrella of Talent & Leadership. We believe in a working environment where everyone is valued and included, and where diversity is celebrated.

Set Targets & KPIs

The Aptar Diversity and Inclusion Roadmap was launched in 2019. We are committed to setting targets and using key performance indicators (KPIs) to measure gender and diversity in the workforce. By 2025, at least 30 percent of all Aptar leaders at the Vice President level and above will be women. Today in China, the ratio is about 50%.

DEI Policies & Initiatives

We published globally relevant, stand-

alone Diversity, Equity and Inclusion and Community Engagement Policies. DEI initiatives include Aptar Global Women's Network: ALIGN (Aptar, Lead, Inspire, Grow Now), Mentoring Program for Women, DEI Week, Cultural & Diversity Corner – Mosaic, Town Hall on Diversity and Inclusion, etc.

Training on Diversity & Inclusion Topics

Aptar is partnering with best-in-class D&I partners for additional training via classroom as well as webinars and remote options. As an important part of leadership training and building inclusive leadership competencies, the "Unconscious Bias to Inclusive Leadership" training program was rolled out to our people in 2020. Additionally, the annual harassment prevention training was provided for all employee.

Additional Partners for DEI

Aptar has partnered with Catalyst, Inc., a global nonprofit working with some of the world's most powerful CEOs to enhance the workplace, to foster a more diverse environment. New in 2020, Aptar has joined the Gender and Diversity KPI Alliance (GDKA). Aptar is included in the SPDR® SSGA Gender Diversity Index Exchange-Traded Fund (ETF-SHE). In China, we proactively work with sHero, Global Women Connect and other NGOs to promote DEI and share our DEI practices.

Best Practice: ALIGN program

Aptar is proud to announce the launch of its first employee resource group, ALIGN (Aptar, Lead, Inspire, Grow, Now) as a support to the company's strategy to be a more diverse and inclusive organization. ALIGN focuses on gender equity and its purpose is to champion the development and upward progression of women, while engaging

and maximizing the contributions of all employees. ALIGN provides a forum for our employees to take part in and advance Aptar's Diversity & Inclusion initiatives.



Aptar is ranked in the top ten and is number eight out of the 300 companies included for 2021.

About Aptar Group

Aptar is a global leader in the design and manufacturing of a broad range of drug delivery, consumer product dispensing and material science solutions. Aptar uses insights, design, engineering and science to create dosing, dispensing and protective packaging technologies for the world's leading brands, in turn making a meaningful difference in the lives, looks, health and homes of millions of people around the world.

企业DEI最佳实践

阿普塔集团



阿普塔是一家全球性的公司，拥有多元化、高技能、充满激情的员工。作为我们多样性与包容性发展蓝图的一部分，我们的目标是确保我们所有人都能充分融入阿普塔，并在阿普塔中找到我们自己的自豪感。我们重视支持和倡导各种类型的多样性，包括性别、种族、民族、年龄、宗教、残疾等等。

DEI是我们的核心价值观和战略重点。

多样性和包容性是阿普塔集团五大核心战略之一“人才和领导力战略”的优先事项之一。DEI不仅植根于我们的核心价值观和员工战略中，更融于日常工作的实践和领导力行为中。

设定DEI目标和关键绩效指标KPI。

阿普塔多样性和包容性的发展蓝图于2019年开始启动，致力于使用关键绩效指标来衡量员工中的性别和多样性。到2025年，阿普塔全球副总裁及以上级别的领导人中，至少30%将是女性。如今在阿普塔中国，女性领导者比例达到了50%。通过这些清晰一致的指标包括阿普塔董事会的代表比例、员工类别的代表比例和薪酬平等，我们能清晰自我的优势及持续需要关注的领域。

DEI政策和举措。

我们在全球发布了多样性、公平性与包容的政策以及各区域的行动指南。还成立了首个全球员工资源中心，并组建了领导

团队。我们还成立了阿普塔全球首个女性资源小组ALIGN (Aptar, Lead, Inspire, Grow Now)，支持阿普塔继续努力成为一个更加多样化和包容性的组织。其他活动包括女性发展辅导计划、DEI周、全球文化及多样性分享中心、全球多样性与包容性季度分享大会等。

多元化与包容性主题培训。

阿普塔正在与一流的D&I合作伙伴合作，通过课堂、网络研讨会和远程支持，开展多样化的培训。作为领导力培训和构建包容性领导力能力的重要组成部分，“包容性领导力的潜意识偏见”培训项目于2020年在阿普塔全球开展。所有员工都可以从Catalyst Inc.获得资源 (Catalyst Inc.是一家致力于提升职场女性地位的非盈利合作组织)。此外，我们每年都会对所有员工进行预防性骚扰的相关培训。

DEI的其他合作伙伴。

阿普塔与Catalyst, Inc.建立了合作，这个组织与世界上最有影响力的CEO们合作，致力于改善工作场所，营造一个更加多样化的环境。2020年，我们加入了性别和多样性KPI联盟 (GDKA)。同时我们也被纳入了SPDR@SSGA性别多样性指数交易所交易基金 (ETF-SHE)。

最佳实践: ALIGN项目

2021年3月，阿普塔全球首个女性资源小组ALIGN (Aptar, Lead, Inspire, Grow Now) 成立，旨在成为一个更加多元化和包容性组织的重要的全球性组

织。ALIGN专注于性别平等，其目的是支持女性向上发展，同时为所有员工提供一个平台，让大家积极参与到阿普塔的多元化和包容性计划中。所有自我认同的女性都可以成为ALIGN的成员，所有员工，无论性别，都可以作为ALIGN的拥护者参加相关活动。该组织的领导团队由阿普塔各区域和职能的女性组成，其中包括阿普塔首席人力资源官、全球多样性和包容性委员会主席，并且全球多样性和包容性委员会及赞助者都是该组织的非正式成员。在ALIGN的支持下，阿普塔多元包容周于2021年10月11日至15日在全球各地举行，在组织的各个层面和所有地区传播包容和尊重多样性的精神。ALIGN已经成为阿普塔内部推广DEI的最活跃的平台。

关于阿普塔集团

阿普塔是药物递送、消费品包装配出和活性包装解决方案设计和制造的全球领导者。阿普塔的创新解决方案服务于包括制药、美容、个人护理、家居、食品和饮料市场等众多终端市场。阿普塔利用其洞察力、设计、工程和科学知识，为许多世界领先品牌开发包装配出、给药和保护技术方案，从而实质性地改变了全球无数患者和消费者的健康和生活方式。阿普塔集团总部设在靠近芝加哥的伊利诺伊州科拉斯托湖，在20个国家或地区拥有13,000名敬业的员工。

DEI best practices

Avery Dennison



We continue to focus on the following 5 strategic areas: Create Better Awareness, Training & Education, Courageous Conversations, Build a More Diverse & Inclusive Organization and ERGs.

There are 9,000-plus employees at Avery Dennison Greater China, of which 60% are female employees and 50% of managers & above are female leaders. The diversified team consists of members from various geographic regions with diversified educational backgrounds, life experiences and cultures. In 2020, our Employee Engagement Score was 87.9% and our Inclusion Index was 78%, which is a pretty high score in manufacturing industry.

Over the years, Avery Dennison has concentrated on diversity, equality and inclusion as core values. We respect the point views and ideas of every employee and focus on creating a more inclusive workplace. In terms of organizational structure, our North Asia Diversity and Inclusion Council, established in 2020, is committed to eliminating bias and motivating all employees to engage in change and reform through local and online positive actions. In addition, we have established three Employee Resource Groups (ERGs), which bring together employees with shared interests and common aspirations, creating an open and inclusive workplace. "AD Mosaic" promotes the diverse customs and cultures of various nationalities; "Mental Wellness" aims to create a great workplace and to maintain strong psychological resilience; and

"Single Parenting" group is dedicated to providing a safe and supportive environment for single working parents.

We continue to focus on the following 5 strategic areas: Create Better Awareness, Training & Education, Courageous Conversations, Build a More Diverse & Inclusive Organization and ERGs.

Create Better Awareness has been implemented through creating a DEI website, publishing monthly and quarterly information sharing, regularly holding DEI communication meetings in North Asia and issuing annual DEI awards. Every year, on International Women's Day, we will initiate a series of events, such as the "Exquisite Queen" service, women's health lectures, personal declaration posters of "This is ME", etc. We will share the stories of female employees chasing upwards and bringing out their best selves. Organize diversity and inclusion thematic forums (Theme of 2019 Forum – No limit. Ignite Yourself; theme of 2020 forum – Stronger Together in Stressful Times; theme of 2021 forum – Build Hardiness in the Post-Pandemic Era), providing a platform for employees to communicate with senior managers and external experts to promote "Courageous Conversations".

In terms of happiness, we do our very best to enhance the physical and mental health of our employees during the pandemic so that they can work better and live better. To date, we have released 100 issues of pandemic prevention promotions and Resilience Journal, established the "Stronger Together" community, and initiated events such as parent-children classes, online co-reading activities, brain health workshops, employee assistance program (EAP).

When it comes to diverse talent development, Avery Dennison

initiated the Young Talent Leadership Development Program – the Global Organizational Leadership Development (GOLD) Program in 2004. So far, over 150 outstanding fresh graduates have joined and 50% of the program graduates were promoted to manager level, 30% of which are female employees. In 2015, the Continuous Women Empowered Program – A New She Program in Greater China was launched, which covers 12 modules on work and life dimensions to empower female employees to grow and achieve more diversified career development. For now, the program has trained 450-plus frontline female employees, with a promotion rate of 39%, building a strong talent pipeline for frontline leaders and laying down solid bricks for gender diversity.

About Avery Dennison

Headquartered in Glendale, California, Avery Dennison has 30,000+ employees in over 50 countries and regions. Avery Dennison is a global materials manufacturer of branding and information labeling solutions and functional materials for nearly every major industry, including pressure-sensitive materials for labels and graphic applications, industrial, medical, and retail applications, the apparel industry and radio frequency identification (RFID) solutions. Avery Dennison in mainland China has won the title of "Best Company To Work For In Asia" for five consecutive years and in Hong Kong, China for six consecutive years. In 2020, we won the "WeCare: Most Caring Companies Award".

企业DEI最佳实践

艾利丹尼森

艾利丹尼森大中华区现有超过9000名员工，其中60%是女性员工，管理层中有50%为女性。这个多元化的团队来自不同地理区域，教育背景、生活经历和文化也非常多样化。2020年，我们的员工敬业度得分为87.9%。我们的包容指数为78%（制造业企业）。

多年来，多元平等与包容一直是艾利丹尼森的核心价值之一，我们尊重每位员工的观点和想法，并致力于打造更具包容性的工作场所。在组织设置上，2020年成立的北亚区多元化与包容性委员会，致力于通过本地和在线的积极行动消除偏见，调动所有员工成为变革的一部分。

另外，我们还设立了3个员工资源小组，旨在将有共同兴趣和共同愿望的员工聚集在一起，共同打造一个更加开放平等包容的工作场所。“四海一家”推广各民族多元的风俗文化；“心理能量站”创建一个轻松愉悦的工作环境和保持强大的心理韧性；“单亲家庭”小组为单独抚养子女的员工提供一个安全和支持性的平台。

我们将持续关注以下五大关键领域：增强意识、培训与教育、无畏的对话、打造更多元和包容的组织、员工资源组。

在增强意识方面，通过建立多元平等包容网站，发布月刊和季度信息分享，定期举行北亚区多元平等包容沟通会，颁布多元平等包容的年度奖项。每年借国际妇女节的契机用心准备一系列活动，如精致女王服务、女性健康讲座、“This is ME”个人宣言专属海报等，聆听女性员工追逐向上的故事，点亮最好的自己。举办多元化与包容性主题论坛（2019年主题-不设限制，突破自我；2020年主题-制胜2020，在一起，更强大！2021年主题-后疫情时代，打造职场硬核力），为员工提供一个与高级管理层和外部专家对话的平台，推进无畏对话。



我们将持续关注以下五大关键领域：增强意识、培训与教育、无畏的对话、打造更多元和包容的组织、员工资源组。

在幸福力方面，疫情期间尽最大努力增强员工的身心健康，使员工能够更好地工作，更好地生活！截至今日已发布100期防疫知识宣传和心理建设月刊、建立“在一起更强大”社区、亲子学堂、开展线上共读活动、脑健康工作坊、“艾”你在心员工关爱计划(EAP)等。

在多元化的人才发展方面，艾利丹尼森在2004年启动青年人才领导力发展计划-全球管理培训生GOLD项目，至今已有150多名优秀应届毕业生加入，50%毕业后被提升为经理，其中30%为女性；在2015年启动了可持续发展女性赋能计划-大中华区女工计划，项目涵盖生活与工作方面共12个模块的课程，帮助女性员工

提升自我，成就更多元的职业发展。至今已培养超过450位一线女员工，39%毕业后获得晋升，为一线领导构建强大的人才管道，为女性多元化奠定坚实的基础。

关于艾利丹尼森

艾利丹尼森总部位于加利福尼亚州格兰德勒市，拥有超过30,000名员工，遍布于全球50多个国家/地区。是一家专注于设计与生产各种类型的标签和功能性材料的全球性材料科学和制造企业，产品几乎被应用于每一个主流行业，涵盖标签和图形应用的压敏材料、工业、医疗和零售应用领域、服装行业，以及无线射频识别（RFID）解决方案。艾利丹尼森中国大陆地区连续五年以及中国香港连续六年荣获“亚洲最佳企业雇主”称号，2020年获得“WeCare最佳关爱员工奖”。



DEI best practices

Avon China



Avon, founded in 1886 in the fashion city New York, holds its original inspiration to empower women in the past 135 years. Avon entered China market in 1990, and continues to drive product innovation with its strong R&D capability in the past 31 years and brought high-quality cosmetics and skincare experience to Chinese Women. In Avon China, 70% of associates are women and 67% of executive team are women leaders. Meanwhile, there is no gender distinction in recruitment process, we encourage working mothers to speak out and create a diverse & inclusive culture.

Avon China continues to foster diverse, fair and inclusive working environment for associates, practice including: Through a series of physical and mental training to let associate learn from fun such as mental health counseling, crisis management training, fitness, yoga and succulents growing, to help associates enjoy a better working life; Kinds of employee benefits like colorful team building, spring& autumn outing, etc., to enhance sense of belonging and well-being; In 2021, we have our Shanghai office renovation to create more comfortable and relaxing environment, rearranging the office area to enhance associates cooperation and create a more open and relaxed & inclusive working environment; In addition, we offer flexible working hours and location selection to enable associates work at their best way, and support work and life with more efficiency, and we also have women specific benefits to support to be a better self through a more people-oriented way. In addition, Avon enhance associates' engagement and career development through different practices during business transition period, such as shares the company performance progress through regular town hall meetings and recognizes employees' efforts through selection of outstanding employees and team to enhance a sense of belonging and ensure transparency of the company's information, regular coffee talk with

leadership team, cross-team tea time also provide more opportunities to enhance employees and leadership team's interaction and cross functional cooperation so that to create an equal and inclusive work environment.

Avon China has also made a significant contribution to corporate social responsibility, for example, Avon is committed to end breast cancer. Avon has been at the forefront to fight against breast cancer since 1992. Over the past 25 years, Avon and Avon Women's Foundation has donated more than \$800 million to breast cancer, educated 180 million women about the disease, and funded nearly 20 million women for breast health screening. Avon's breast cancer prevention and treatment campaign with major milestone as below:

- More than 70 million "pink ribbon products" sold
- More than 100 million educational manuals on breast cancer prevention have been distributed
- Walking more than 8.5 million miles, the community is called for attention
- Funding 14 million female breast X-Ray examination
- Set-up 8 Avon Breast Imaging and Research Centers
- A "safety net" scheme for uninsured persons was established in 100 hospitals

Avon is also committed to end gender violence: Since 2004, together with Avon Women's Foundation, we have donated more than \$80 million worldwide to support awareness-raising, education and development and enhance prevention and direct services of Gender Based Violence. Avon's major milestone in Gender Based Violence includes:

- Launched "Gender Based Violence" Campaign in 2004

- Around 5 million RMB of public welfare products were sold to support Gender Based Violence activities
- More than 11 million educational manuals were distributed to encourage women to say "No" to Gender Based Violence
- Invested more than 60 million yuan to become an "Gender Based Violence" public welfare activities leader
- Avon's commitment to employees is also set-up in 2020 when it launches Gender Based Violence agreement to support any Avon employee who is victims of Gender Based Violence

About Avon

Avon, founded in 1886 in the fashion city New York, providing skincare solution for 200 million women in 100+ countries worldwide. In 1990, Avon entered China market, provided Chinese women high quality skin products with its strong R&D capability and meet the legal requirement in 100+ countries and regions. At the same time, Avon supports women's right, entrepreneur and benefit. Up till now, Avon has donated more than \$80 million on the Gender Based Violence campaigns in global, and sponsored more than 14 million women for balanced and better life. In 2020, Avon joined Natura & Co. group to co-create the fourth largest cosmetic group in the world. Sept.14, 2021, Avon launches its China first flagship store on Nanjing Road West in Shanghai.

企业DEI最佳实践

雅芳中国



AVON雅芳诞生于1886年的时尚之都纽约，135年来始终坚守“为女性而生”的品牌初心。1990年进入中国，深耕31载，始终以强大的科研力驱动产品革新，持续为中国女性带来优质的美容护肤体验。在雅芳中国女性占比70%+，高管团队中女性领导占比67%+，员工招募过程中没有性别区分，鼓励女性发声，创建多元包容的文化。

雅芳中国持续为员工打造多元公平包容的工作环境，我们的举措包括：通过寓教于乐的课程，例如心理健康、危机管理，健身瑜伽、调酒种植等，帮助员工更好地享受工作和生活；通过多姿多彩的工会活动，团队建设，春秋出游等，增进员工联结，提升员工的获得感和幸福感。同时，2021年我们进行了上海办公室的改造，给大家提供更为开放的办公环境，增进同事的交流合作及打造更为轻松包容的企业文化氛围；在灵活的办公环境之外，公司为员工提供了更为弹性的工作时间和地点的选择，支持员工用最适合他们的方式进行高效工作，更是有女性专属福利以更人性化的管理支持员工做最好的自己。此外，公司还通过多重举措促进业务转型期间员工的深度参与和个人成长，例如，我们有员工大会确保顺畅的内部沟通，设立员工奖项认可并激励员工文化落地，还有定期的高管咖啡、跨团队下午茶活动更是促进了跨层级、跨部门多元思想的交融和协作，创建了一个多元公平包容的工作环境。

雅芳中国还在企业社会责任方面做出了具大贡献，雅芳致力于终结乳腺癌。自

1992年以来，雅芳一直站在抗击乳腺癌的前沿。在过去的25年里，雅芳和雅芳妇女基金会已经为乳腺癌事业捐赠了超过8亿美元，对1.8亿女性进行了疾病教育，并资助了将近2000万女性进行乳腺健康检查。雅芳乳腺癌防治活动的重大里程碑：

- 售出超过7000万件“粉红丝带产品”
- 发放超过1亿本“预防乳腺癌”教育手册
- 行走超过850万英里，呼吁全社会一起关注
- 资助1400万次女性乳房透视检查
- 设立8个雅芳乳房成像和研究中心
- 在100家医院为未投保人士设立“安全网”计划

雅芳也致力于终止家暴：自2004年以来，与雅芳妇女基金会一起，我们在全球范围内捐助了超过8000万美元用来支持对于家庭暴力的意识提高、教育，以及发展和推进家暴相关的预防和直接服务项目。雅芳反家暴活动的重大里程碑：

- 2004年启动“大胆反对家庭暴力活动”
- 售出近500万元公益产品支持反家暴活动
- 发放逾1100万本教育手册，鼓励女性对家庭暴力说“不”

- 投入逾6000万元，成为“反家暴”公益活动领导者
- 2020年雅芳发布了一项基于性别的暴力协议旨在支持任何遭受性别暴力的雅芳员工，也阐述了我们员工的承诺

关于雅芳中国

AVON雅芳，1886年创立于时尚之都纽约，为全球100多个国家和地区逾2亿女性提供护肤解决方案。1990年，AVON雅芳进入中国大陆市场，以强大的研发力以及符合全球100多个国家和地区法律法规的高品质，为广大中国女性带来优质的美容护肤产品。同时，AVON雅芳全力支持女性的权益、创业和福利，迄今为止，AVON雅芳已在全球范围内为反对性别暴力相关议题提供超过八千万美元的捐赠款项，至今已经帮助超过一千四百万名女性建立更和谐、美好的生活。2020年，雅芳携手纳特然集团共同打造全球第四大美妆集团。2021年9月14日，AVON雅芳正式宣布，其位于上海市南京西路的中国大陆首家旗舰店正式揭幕。

DEI best practices

BBDO



From the organisational perspective, BBDO has been moving towards to a levelled structure to ensure that every employee has the equal right to express their opinion. This directive means that every employee has the opportunity to participate in the management team and cross-function activities.

BBDO club: the machine that keeps the engagement churning

BBDO Club is organised by a committee comprising of entry to mid-level BBDO employees. It aims to bring all employees together, like a big family, through different activities. The BBDO Club committee identifies talents beyond professional capacity, ranging from singing to playing musical instruments. It provides employees a platform to showcase their personal interests and passions outside of work and furnishes employees with opportunities of cross-function collaboration and an in-depth understanding of the company culture.

The club organises a wide range of diverse activities too. Employees got to relive childhood activities on Children's Day. On Chinese Valentine's Day, weddings were held for BBDO employees who were about to get married.

Employee recognition contributes significantly to business success. In line with that, BBDO has a dedicated workspace named after its client "Jagermeister 98" for various internal activities. Here, BBDO hosts all kinds of events and parties from celebrating the business achievements, welcoming

new hires, sharing the company's latest commercials, commemorating accolades, and recognising the hard work of all employees.

BBDO is committed to building a diverse workforce that welcomes and embraces diverse cultures, languages, age groups, sexual orientations, backgrounds and experiences. No effort is spared in building an inclusive culture:

"Heels of Steel": inspiring the next generation of women

"Heels of Steel" aims to the staff in Greater China through powerful stories of and experience sharing by women leaders from different walks of life reaching their full potential across different industries.

Women in leadership workshop: building the next generation of female leaders

Dedicated to cultivating female leaders, this workshop is conducted by headquarters during the summer for female employees.

"Mentors": becoming a better man

"Mentors" is an initiative where BBDO invites prominent leaders to inspire men to succeed in the modern workplace.

SHEROES: a tribute to women at BBDO

During International Women's Day, employees of BBDO in Greater China came together to celebrate women's achievements in the workplace. Tze Kiat, CEO of BBDO Greater China, spoke from her position as a leading female figure and announced her support to BBDO's key position in Omnicom's OPEN PRIDE LGBT and OMNIWOMEN programme.

About BBDO

BBDO is part of Omnicom Group. Over the years, BBDO has been the leader in international and domestic creative and effectiveness awards. It was awarded multiple times with the title of "Best Creative Advertising Agency of the Year".

BBDO Greater China, adhering to a simple philosophy, is committed to presenting to our clients only with the most outstanding creativity and comprehensive integrated marketing solutions. This commitment translates into developing high-quality content that thoroughly understands the needs of the local consumers, which is a critical element to building an appealing and a leading brand in China.

企业DEI最佳实践

BBDO

BBDO在组织层级上，始终朝向扁平化的结构靠拢，确保每个员工都有权发表自己的意见。同时，这也意味着每个员工都有机会参与管理团队及跨团队的活动。BBDO活动委员会，是一个由初中级员工组成的内部组织，旨在通过活动组织将所有员工聚集在一起，像是一个大家庭。BBDO活动委员会通过组织多样的活动挖掘员工在本职工作外的才能，从歌唱到乐器不一而足。同时，也给予了员工展示自己不同面的平台，为员工提供了跨团队合作及深入了解公司文化的机会。

丰富多样化的活动例如，儿童节活动释放员工天性、借势中国情人节为即将举办婚礼的BBDO员工举办内部婚礼，让员工感到深深的幸福感。我们有一个特殊的工作区域，区域名为“野格98”（野格是我们公司酒类客户的名字），专门用于公司内部的各项活动。我们在这里举行各式各样的活动和派对 - 庆祝公司的业务突出成绩、介绍和欢迎新入职员工派对、分享公司最新制作完成的广告，以及庆祝和表彰我们在行业各大奖项上取得的傲人成绩，肯定所有员工的辛苦付出。

BBDO致力于打造一支多元的员工队伍，欢迎和拥抱各种文化、语言、年龄、性取向、背景和经验。在包容性文化建设上，更是不遗余力：

"Heels of Steel" 激励新一代女性：

是一项旨在激励BBDO大中华区员工的计划，讲述各行各业的女性领导者在不同行业充分发挥潜力的精彩故事，并分享她们的经验。

"女性领导力研讨会"：

夏季由总部为新晋女性员工举办的研讨会，致力于培养女性领导者。

"男性导师计划" 成为更优秀的人：

BBDO邀请杰出领导者激励男性在工作中取得成功。

"SHEROES" 向BBDO女性致敬：

国际妇女节期间，BBDO大中华区齐聚一堂，分享女性在职场中取得的成功。届时，BBDO大中华区首席执行官陈子洁，通过演讲激励公司内外部人士，同时支持了BBDO的OPEN PRIDE LGBT和宏盟女性的员工计划。

关于BBDO

BBDO隶属于宏盟集团。多年领跑于国际和国内创意和实效类奖项；多次被行业媒体授予“年度最佳创意广告代理商”称号。BBDO中国秉承天联全球集团理念，致力于为客户呈现最杰出的创意及最专业完善的整合营销服务，发展最了解本土消费者需求的优质广告内容，并坚信这是在中国建立一个具有魅力的强势品牌必不可少的因素。



DEI best practices

BIPO



With a global development strategy, BIPO continues to promote a win-win development model of corporate equality and harmony. In order to create a truly diversified team, BIPO not only recruits employees from different countries and backgrounds, but also has a very high proportion of female managers. The proportion of total female employees also accounts for more than 60%.

At the same time, in order to provide a warm and pleasant working environment and work experience for employees, and enhance their sense of happiness at work, BIPO provides gifts and benefits on holidays and for employee birthdays, including gifts and vacations for female employees on Women's Day. The company not only has a mother and baby room, plus a special refrigerator to provide convenience for female employees during breastfeeding, but also has its own medical office and doctors to ensure that employees receive timely medical treatment if they are not feeling well during work. Employees can exchange points for medicines through the internal system of the company, which provides significant benefits for employees. Beyond working hours, BIPO's corporate culture also advocates internal cooperation and communication. Therefore, BIPO holds regular team building activities to promote mutual understanding between colleagues and to enhance team cohesion, so that employees can understand and identify with the corporate culture and obtain a stronger sense of belonging to the company.

In addition, in order to provide employees with a high level of recognition in their work, BIPO has set up employee incentives to recognize outstanding employee behaviors and encourage them to perform beyond expectations, setting examples of excellence within the organization. Employees with outstanding

performance will be awarded bonus and medals. At the same time, BIPO records a commemorative video for outstanding employees. It is broadcast to the wider company to demonstrate recognition of their value, which then motivates all employees, creating a positive atmosphere.

BIPO also attaches great importance to the sense of corporate social responsibility and the co-construction of a diverse and equal social environment. It continues to build up the external influence of the company through projects such as charity and social cooperation. In order to promote the employment of people with disabilities in the district of West Nanjing Road, Shanghai, and create a sustainable employment environment for the integration of the disabled and the healthy, BIPO, together with the Nanxi Social Association, carried out the employment training program for people with disabilities in Nanxi Street. Under the theme of "Spreading Wings and Building Dreams", it was an effort to create better conditions for the employment of people with disabilities. Through psychological counseling, employment skills training and career selection guidance, the program encouraged people with disabilities

to discover their shining points and create a better life with their own hands, so that people with disabilities have a greater sense of contentment and happiness during co-building and sharing. Since 2019 when BIPO became one of the South West charity partners through the "Xinxin Xiangxi" social-enterprise matching platform of the South West Social Union, it has been fulfilling its commitment to support the human resources of social organizations, community development and rural revitalization, and helping rural development. While developing its brand and business, BIPO also places the same importance on fulfilling its corporate DEI development and social responsibility. It believes that these insinuations will coalesce into the power to change the world.



It believes that these insinuations will coalesce into the power to change the world.

About BIPO

BIPO was founded in 2004 as a global one-stop service provider for human resources. Its service products include HRMS, multinational salary calculation, personnel agency, overseas landing service, attendance automation management, business process outsourcing, flexible employment, flexible benefit management, non-institutional employment management (PEO), foreign employee services, etc. Based in Asia-Pacific and trusted by clients around the world, the company promotes technological empowerment and improves management quality for enterprises. For more than a decade, the company has been forging ahead, taking globalization, digitalization and compliance as the development concept, and setting up subsidiaries in 27 countries and regions.

企业DEI最佳实践

BIPO



BIPO在发展品牌与业务的同时,也将履行企业DEI发展与社会责任放在同等位置, BIPO相信这些坚持一定会凝聚成改变世界的力量。

BIPO以全球化战略布局作为发展方向,持续推动企业平等和谐共赢的发展模式,在招募实践过程中确保真正的多元化团队, BIPO团队不仅招募了来自不同国家、不同种族的员工,同时拥有非常高比例的女性管理者,普通员工中女性比例也占到了60%以上。

同时,为了给企业员工提供温馨愉快的工作环境及工作体验,增强员工工作的幸福感, BIPO在年假日及员工生日时发放礼物福利,特别在三八妇女节的女性专属节日为女性员工提供礼物及休假。公司内部不仅设有母婴室及专用冰箱,为哺乳期女员工提供便利,还拥有自己的医务室及坐诊医生,确保员工在上班期间如有不适也能够得到及时诊治,员工可以通过企业内部系统的积分兑换药品,极大程度上为员工提供优惠。工作之外, BIPO的企业文化

也提倡加强内部合作交流,会定期举行企业团建活动,促进同事之间的相互了解和团队的凝聚力,让员工了解企业文化,认同企业文化,增强员工的企业归属感。

除此之外,为了让员工在工作中能够获得高度认可, BIPO设置员工激励措施,评选月度卓越员工,认可员工的优良行为,鼓励员工表现超出预期,在组织内树立卓越的典范。被表彰的员工能够获得奖金及定制奖牌的嘉奖,同时BIPO也特别为优秀员工录制颁奖纪念视频并在公司内部播映,让他们能够感受到自我价值的实现,同时也激励其他同事的工作积极性,在BIPO形成积极向上的良好氛围。

BIPO也十分重视企业社会责任感和多元平等的社会环境共建,通过慈善公益、社会合作等合作项目不断营造企业对外的影响力。为促进上海市南京西路街道辖区残障人士精准就业,营造可持续发展的残障融合就业环境, BIPO联合南西社联会将在南西街道开展“展翅起航 筑梦前行”南西街道残障人士就业培训项目,努力为残障人士就业创造更好的条件。该项目通过开展心理辅导、就业技能培训和择业指导,鼓励残障人士发现身上的闪光点,并通过自身奋斗,亲手创造美好生活,让残障人士在共建共享中有更大的获得感和幸福感。自2019年通过南西社联会“新新

相惜”社企对接平台成为南西公益伙伴后, BIPO一直在践行着自己的承诺,为社会组织人力资源支持、社区发展以及乡村振兴努力,助力乡村发展。BIPO在发展品牌与业务的同时,也将履行企业DEI发展与社会责任放在同等位置, BIPO相信这些坚持一定会凝聚成改变世界的力量。

关于BIPO

BIPO创立于2004年,作为全球化的人力资源一站式服务供应商,服务产品包括HRMS、多国薪资计算、人事代理、海外落地服务、考勤自动化管理、业务流程外包、灵活用工、弹性福利管理、无机构雇佣管理(PEO)、外籍员工服务等。公司立足亚太、辐射全球,推动科技赋能,为企业提升管理品质,十多年来砥砺前行,以全球化、数字化和合规化为发展理念,在27个国家和地区设立子公司。

DEI best practices

Bosch China



Every year, during the Global Diversity Day/Week, Bosch China will hold different themed online and offline campaigns in more than 10 cities.

At Bosch, we take utmost importance in creating a sense of belonging in the organisation, and that extends to “Diversity, Equity and Inclusion”. These values set the tone for implementing DEI management at Bosch and its significance to us.

Every year, during the Global Diversity Day/Week, Bosch China will hold different themed online and offline campaigns in more than 10 cities. These themes range from “Eliminating Prejudice & Respecting Differences” (2018) and “Challenging Prejudice & Fight Back” (2019), to “We Are Unstoppable” (2020) and “Diversity, Equity and Inclusion” (2021), and have garnered extensive participation and positive responses from our employees.

The Employee Assistance Program (EAP) is a complimentary professional psychological service for Bosch’s employees and their families. Up to now, at Bosch China headquarters, the average annual utilization rate of the EAP hotline has been close to 10%. Bosch China also wanted to help improve the productivity and performance of each employee and avoid burnout at the workplace. To do that, they dived into the topic of energy management. At the start of 2021, Bosch China launched energy management project covering four key dimensions: employee energy, psychology, emotion, and physical fitness.

On top of that, a personal energy management course, was introduced to help management teams track and analyze changes in their daily work and life activities. Other energy training initiatives can be customized based on the team’s energy expenditure assessment and completes with the induction of a customized curriculum. At the same time, Bosch integrated coaching techniques and energy management strategies and developed the vitality coaching program with ICF International Examiners. This curriculum aligns with the classical EAP programmes to provide employees with psychological and energy assessment as well as the solutions of energy renewal, improvement and optimisation.

Bosch also launched “We LEAD Bosch” 10 principles as leadership and collaborative culture. And with these guidelines, the company aims to equip every employee with leadership skills and drive change & innovation in the organisation. Bosch aims to establish a leadership culture through “Leadership Equity”. Coaching style leadership is the way and path to achieve this goal. Coaching style leadership can stimulate innovation, bring about growth, help build trust between people, and make every employee a success. Bosch promotes coaching style leadership internally so that more employees have the opportunity to be coached to reach their potential. With the initiation of “We LEAD Bosch”, personal success, team success, and business success can be better achieved.

As a century-old manufacturing company, Bosch is transforming into an AIoT (artificial intelligence & IoT) company. To realize the world’s Internet of Things in the future, Bosch commits to researching and acquisition of technologies and diverse talents in related areas such as connected transportation, industries, smart homes, and smart cities. In regard to

this connected mobility, Bosch China established a platform where digital and tech talents can come together as a community to share findings and connect, no matter where they are based. The community will also organize hackathons and various tech-related activities to advance toward the AIoT agenda.

About Bosch China

Bosch set up its first sales office in China as early as 1909. In 1926, the first Bosch car service workshop was opened in Shanghai. Over the past 112 years, Bosch has witnessed the unprecedented development of Chinese society and, in particular, the rapid rise of the economy after the reform and opening up. With its “local for local” strategy, Bosch in China offers cutting-edge technologies and solutions in the areas of mobility solutions, industrial technology, consumer goods, and energy and building technology. Bosch’s innovations in all its areas of business make possible the company’s strategic imperative of “Invented for Life”. As of December 31, 2020, Bosch operated 56 legal entities and facilities in China, with consolidated sales of 117.3 billion CNY, making it the group’s largest single market for the first time, with the largest number of associates outside Germany.



企业DEI最佳实践

博世中国



每一年的全球多元文化日/周，博世中国会在超过10个不同的城市举办不同主题的线上及线下活动，从“摒除偏见，尊重差异”（2018年）和“挑战偏见，实力回击”（2019年），到“我们，势不可挡”（2020年）和“多元、平等、包容”（2021年），赢得了员工的广泛参与和积极反响。

在博世，归属感的定义延伸为“多元、平等和包容”，旨在更清楚地阐释多元化管理在博世的深耕落地，以及多元对于我们的意义。

每一年的全球多元文化日/周，博世中国会在超过10个不同的城市举办不同主题的线上及线下活动，从“摒除偏见，尊重差异”（2018年）和“挑战偏见，实力回击”（2019年），到“我们，势不可挡”（2020年）和“多元、平等、包容”（2021年），赢得了员工的广泛参与和积极反响。

员工辅助计划（EAP）是博世公司为员工和员工家人购买的可以免费使用的专业心理服务。截止目前，在博世中国总部，EAP热线的年均使用率已接近10%。从2021年开始，博世中国启动了精力管理

话题，公司从员工精神、心理、情绪、体能四个基础方面进行了有针对性的产品开发与落地实践。博世总监班领导力课程则引入精力管理诊断与改善跟踪，帮助博世管理团队在体验式的课程中感受改善精力值对自身工作状态与生活的改变。精力训练营则以团队精力值测评为基础，为团队完成精力测评与定制化课程导入。与此同时，博世创新性地将教练技术与精力管理话题相融合，与ICF国际考官联合研发了活力教练项目，并配合传统企业EAP项目，为员工提供了更多心理与精神层面诊断、改善与提升的方案。

博世提出“**We LEAD Bosch**”的领导文化，共分为10条。通过“**We LEAD Bosch**”的精神指导，公司希望每一个人都能具备领导力并施展领导力。博世希望通过“领导力平权”来建立领导文化，而教练式领导力和教练型领导风格正是实现这一目标的方式和路径。教练式领导

力能够激发创新，带来成长，帮助人与人之间建立信任，相互包容，成就每一位员工。博世在内部推广教练式领导力和教练型领导风格，让更多的员工获得被教练的机会来释放潜能。通过打造“**We LEAD Bosch**”，使得个人成功、团队成功、业务成功。

作为一家百年的制造业公司，博世正在向人工智能物联网公司转型。如何实现未来世界物联化，并就互联互通、互联工业、智能家居、智慧城市等话题积累所需要的技术和多元化人才，正是博世致力研究的课题。为此，博世中国为物联极客们提供了一个交流社群——博世中国数字化人才社群。物联极客们可以通过该社群靠近和聆听散落在各个地方的才华，通过相同的频率来找到彼此，找到归属感。社群还会组织黑客马拉松等极客们喜欢的活动，朝着万物互联的目标前进。

关于博世中国

博世集团于1909年首次进入中国市场，开设了第一家贸易办事处。博世集团秉承“根植本土、服务本土”的理念，深度融入了中国经济的发展，与中国市场共同成长。博世为中国市场和用户提供汽车与智能交通、工业、消费品以及能源与建筑技术领域先进的技术和解决方案，在各个业务领域深刻地践行并诠释“科技成就生活之美”的理念。截至2020年底，博世在中国经营着56家公司，销售额达1173亿人民币，中国市场首次成为博世集团最大的单一市场，也是博世除德国以外拥有员工人数最多的国家。

DEI best practices

Cargill



At Cargill, our actions match our values. We are committed to making the future of food and agriculture more diverse, equitable and inclusive. As a member of the Paradigm for Parity Coalition, Cargill is taking action to address the corporate leadership gap and achieve equal leadership opportunities for women by 2030, with a short-term goal of women holding at least 30% of senior roles.

Cargill is a member of the Paradigm for Parity movement, which is a coalition of business leaders committed to achieving a new norm in the corporate world – one in which women and men have equal power, status, and opportunity. Cargill Operations represents a substantial portion of Cargill's footprint (16% of positions at M1/Advisor+), so the job family plays a critical role in helping Cargill achieve gender parity. Therefore, we have established the global Women in Operation (WIO) program team to implement this initiative. It includes, but is not limited to, running assessments at production facilities. Cargill also committed to making improvements improving our physical workspaces, making them more inclusive for all.

Simultaneously, having “allies” allow us to offer support and trust for each other, and understand different backgrounds in order to respect the differences between us. Together with allies, who are willing to see our similarities, we are creating a

workspace culture and environment of equality, friendliness and inclusion.

DEI- Country Talent Strategy for China

- Focus on diverse talent growth, prioritize the millennials' growth
- Ensure the nomination for both high-potential females and millennials to participate in Elevate Early Career (Cargill's global leadership program)
- Cultivate more business/function leaders and employees (females and millennials) to be key opinion leaders
- Promote and recommend Cargill positions to female and millennial candidates

The Cargill Women Network, Talent Development Promotion Committee and the others at Cargill China work tirelessly to support and realize our DEI visions.

We are proud to be recognized for our DEI efforts around the world. A few of our recent accomplishments include:

- Achieving 100% on the Human Right Campaign Corporate Equality Index for the last 17 years
- Achieving the highest score on the Disability Equality Index

- Cargill Brazil rated as the most inclusive and diversified company
- Human Resources Online in 2020, selected Cargill as the best employer for its outstanding performance in employer branding and talent development

About Cargill

Cargill's 155,000 employees across 70 countries work relentlessly to achieve our purpose of nourishing the world in a safe, responsible and sustainable way. Every day, we connect farmers with markets, customers with ingredients, and people and animals with the food they need to thrive.

We combine 156 years of experience with new technologies and insights to serve as a trusted partner for food, agriculture, financial and industrial customers in more than 125 countries. Side-by-side, we are building a stronger, sustainable future for agriculture.

企业DEI最佳实践

嘉吉

在嘉吉，我们的行为必须与价值观相符。我们致力于建立一种包容性文化，为每位员工的成功创造平等的机会。作为平等企业典范和CEO行动合作伙伴，嘉吉全球的目标是到2030年实现完全的性别平等，短期目标是女性在高级管理层的比例至少达到30%。

嘉吉是Paradigm for Parity（平等典范联盟）的成员，这是一个由商业领袖组成的联盟，致力于在企业界实现一种新的规范，及男女拥有相同的权力、地位和机会。嘉吉的生产运营团队占嘉吉业务的很大一部分，生产运营团队在帮助嘉吉实现性别均等方面起着重要的作用，因此全球成立了Women In Operations (WIO) 项目组来实现这一倡议。其中包括但不限于对生产设施的包容性设施评估，嘉吉致力于持续地提升实体工作空间，使其对所有人更具包容性。

同时，“盟友”是让我们彼此成为相互支持、信任、理解不同的背景、尊重彼此的差异，更乐于看见彼此的相同与相似的盟友，携手维护一个平等、友善、包容的工作文化与环境。

嘉吉中国人才战略DEI的愿景是：关注多元化人才成长、优先考虑千禧一代的成长；确保企业提名高潜女性和千禧一代参与Elevate Early Career（嘉吉全球领导力项目）；培养更多的业务/职能领导和员工（青年和女性）成为关键意见领袖；向女性/千禧一代候选人宣传和推荐嘉吉的岗位。为此，嘉吉中国女职工委员会、人才发展促进委员会等都不遗余力地支持和实现DEI愿景。

我们为嘉吉在全球范围内因包容性和多元化努力所获得的认可而感到自豪。不妨了解一下我们近期取得的成就：连续17年在人权运动企业平等指数评估中获得满分、残疾平等指数得分最高的公司、嘉吉巴西被评为最具包容性和多元化的公司、2020年人力资源在线举办的活动中，嘉吉凭借雇主品牌和人才建设的突出表现被评选为最佳雇主品牌。

关于嘉吉

嘉吉业务遍及全球70个国家和地区，我们的15.5万名员工始终致力于履行“以安全、负责任和可持续的方式滋养世界”的使命。每一天，我们的工作成为联接农民与市场之间、企业与食品原料之间的桥梁，并帮助人类和动物获取赖以生存的食品。

作为值得信赖的合作伙伴，嘉吉将156年的发展经验与前沿科技和创新理念相结合，在超过125个国家和地区服务食品、农业、金融和工业领域的企业客户。展望未来，我们将与客户携手努力，为全球农业打造可持续的未来。



DEI best practices

Carrier



Carrier launched its Diversity & Inclusion (D&I) strategy, focusing on four key pillars: Reduce the Gap, Develop & Sponsor, Drive Inclusion and Lean Forward. We aspire to create a real sense of belonging in our culture, inspiring and encouraging our employees to bring their authentic selves to work every day.

At Carrier China, we regularly promote a fair, respectful, diverse and inclusive working environment through E-posters, “Tone from the top” and “Tone from the middle” campaigns, GM letters, and town hall meetings, etc. More than 18 D&I related online training courses are available in the ethics & compliance training centre. Since 2018, 2,280 employees from the HVAC business unit in Carrier China have completed 9,163 courses. We have dedicated D&I Champions in Asia, serving as go-to partners and resources for employees to share and report concerns related to D&I, to ensure compliance with Carrier’s Code of Ethics.

We are proud that 56% of Carrier China’s board-level executives are female. To ensure gender equality, Carrier will clearly explain the concept of equal work opportunities for women at initial recruitment meetings and before the final hiring decisions. We will select at least one female interviewer to join the interview panel for the recruitment interview of posts at manager level and above. In the master vendor contract, we have added the criterion for screening and interviewing female candidates to ensure that all Carrier vendors understand and support the requirement for the proportion of female candidates in the company.

Employee Resource Groups (ERGs) at Carrier are networks of employees with

a shared vision: Building a diverse and inclusive workplace where we all belong. Today, more than 3,000 employees globally invest their time and resources to cultivate a culture of diversity and inclusion. To empower women, Carrier has set up a dedicated ERG, a women empowerment platform called WE@Carrier. The vision of WE@Carrier is to enable Carrier to be an Employer of Choice for women by creating a diverse, inclusive and empowering workplace where every woman can realize their full potential.

It has three primary missions: to promote a diverse environment with equal opportunities by being the voice for women across the organization, to build a global network of allies to support women to develop their leadership skills through networking, professional development and collaboration with senior leadership, and to inspire women by forming a culture of sisterhood in the workplace, identifying common career-related challenges and working on solutions through social gathering, training programmes, events and discussion sessions. WE@Carrier is just one year old. However, the total number of members has exceeded 2,000, of which 300 members are from China. It has organized many



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events and workshops, including, but not limited to Mentorship Program, “Elevate” Female Talent Program, and “ChooseToChallenge” activity.

“Elevate” is a strategic D&I program that runs for seven months. It leverages a variety of best-practice development approaches based on contemporary gender diversity research and more than a decade of practical experience developing female leaders globally. Participants learn how to shape behaviours and beliefs by shifting from tactics to strategy.

About Carrier

Founded by Dr. Willis Carrier, the inventor of modern air conditioning, Carrier is a world leader in high-technology heating, air-conditioning and refrigeration solutions. Carrier experts provide sustainable solutions, integrating energy-efficient products, building controls and energy services for residential, commercial, retail, transport and food-service customers. Carrier HVAC is a part of Carrier Global Corporation, the leading global provider of healthy, safe and sustainable building and cold chain solutions.

企业DEI最佳实践

开利

开利发布了多元化和包容性战略，由四个关键支柱组成：缩小差距、认可发展、推动包容、引领向前，以及相关徽标_belong。我们希望鼓励任何岗位的任何人，在每一天都能在工作中展现本真自我，感到归属。

在开利中国，我们定期通过邮件海报、“高层之声”和“中层之声”活动、总经理的一封信、员工大会等形式，持续促进公平、尊重、多元、包容的工作环境。开利的道德合规培训中心设计开发了超过18门多元包容相关的培训课程。自2018年起，开利中国的暖通空调业务部完成了9163次课程培训，影响了超过2000多名员工。在亚洲，我们还设有专门的多元包容大使，作为员工的首选合作伙伴，大使们负责解答员工提出的多元和包容相关问题，贯彻执行开利道德准则。

值得骄傲的是，开利中国的董事级别高管员工中，女性比例占56%。为了确保性别平等，在进行职位招聘启动会议及最终招聘决策前，开利都会清楚地阐释女性平等工作机会的理念。针对经理级别以上的岗位，在招聘面试环节中，我们会设置至少一位女性面试官参与面试小组。在供应商合同条款中，我们增加了女性候选人筛选和面试相关标准，以确保所有开利供应商了解并支持关于女性候选人比例的要求。

开利的员工资源小组是拥有共同愿景的员工组织，旨在把开利建立一个我们共同归属的多元包容的工作场所。如今，全球有3,000多名员工投入时间和资源，来共同建设多元与包容的文化。为了赋能女性，开利成立了专属的员工资源小组—女性赋能组织WE@Carrier。组织的愿景是：通过创造一个多元、包容和赋能的工作场所，使开利成为女性员工可以实现其全部潜能的职场选择。组织的使命是：倡导一个可以提供公平机会的多元环境，发出女性在公司中的声音；支持女性通过其

人际网络、专业发展和与管理层合作开发其领导力，建立一个全球的同盟网络；启发女性在工作场所建立女性团队文化，界定共同的职场挑战，通过社交、培训、活动和讨论寻求解决方案。开利女性赋权组织成立仅一年，总会员数量超过2000人，中国区会员超过300人。组织了非常多的活动及工作坊，包括但不限于导师计划、“Elevate”项目、“选择挑战”等活动。



如今，全球有3,000多名员工投入时间和资源，来共同建设多元与包容的文化。为了赋能女性，开利成立了专属的员工资源小组—女性赋能组织WE@Carrier。

其中“Elevate”项目是一项为期7个月的战略性多元包容发展计划。该计划结合了各种最佳实践开发方法，基于当代性别多样性研究和十多年在全球培养女性领导者的实践经验。参与者从中学习如何通过从战术到战略的转变，塑造行为和信念。

关于开利

开利公司由现代空调的发明者开利博士创建，是高科技暖通空调及冷冻解决方案的全球供应商。开利专家们汇聚高能效的产品以及楼宇自控和能源服务，为住宅、商业、零售、运输和食品服务客户提供可持续的解决方案。开利暖通空调业务隶属于开利公司，这是一家致力于全球健康、安全、可持续建筑及冷链领域的杰出供应商。



DEI best practices

Coca-Cola China



As a global and local business, diversity and inclusion are at the heart of our values and are an important part of Coca-Cola's success. Cultivating a diverse, equitable and inclusive workplace is a strategic business priority that fuels greater creativity, innovation, and connection for our company—and a sense of belonging for our employees. Our global inclusion efforts span five dimensions: **gender identity, culture and heritage, generation and life experience, LGBTQ+, ability and wellness.**

Greater China and Mongolia are focusing on developing talent, from locals to female talent and young talent. We aim to have 70% to 80% local talents and 50% female talents in leadership positions by 2030. Coca-Cola Women in STEM (Science, Technology, Engineering and Math) is an initiative dedicated to contributing to the talent pipeline and raising awareness in the community by empowering female talents to build successful STEM careers. In 2020, more than 500 employees participated in capability development programs, internal events and career growth workshops. In 2021, we became a founding member of the World Economic Forum's Partnering for Racial Justice in Business Initiative, a coalition designed to eradicate racism in the workplace and set new global standards for racial equity in the business.

Our approach to remuneration is grounded in principles of fairness and equity for all employees. We work with external experts to conduct pay-equity analyses regularly and globally to ensure hourly-paid and salaried employees in the same or similar jobs are paid fairly and equitably for their work, without regard to gender or race.

We recently joined The Valuable 500, a global movement to advance disability inclusion. We signed on to the

Partnership for Global LGBTI Equality, a coalition of organisations committed to accelerating LGBTI inclusion in the workplace and communities. This partnership is supported by the Office of the United Nations High Commissioner for Human Rights and operates in collaboration with the World Economic Forum.

The COVID-19 pandemic and the social injustices witnessed globally in 2020 have brought DEI to the forefront of communities worldwide, including our company, challenging us to take a hard look at where we were and where we need to be. With this in mind, we developed a Global Social Justice Framework for Action, which includes the following four pillars:

Listening

We seek out the perspectives and expertise of employees, community leaders and social justice advocates to inform our actions.

Leading

We have reviewed and updated our internal policies and practices—from recruitment to development to diverse representation across all job levels—to

help ensure fairness. This includes rolling out DEI education for all employees globally.

Investing

We invest our resources to advance important causes and use the voices of our brands to weigh in on meaningful conversations. For example, in the United States, The Coca-Cola Foundation and the company (through our Coca-Cola and Sprite brands) have contributed more than US\$5 million to date through grants, company funds, in-kind donations and employee matching funds to social justice causes.

Advocating

Together with our bottling system, we will leverage our network and resources to embrace public policies that matter. For example, Coca-Cola Brazil joined a coalition of consumer goods companies to create a plan to address structural racism in Brazil. As part of its racial equity action plan, the company's Europe operating unit is working with 10 external racial-equity experts from countries all over the region to kickstart anti-racism action.

About Coca-Cola China

Coca-Cola is one of the most well-known international brands in China, where we have more than 20 brands and offer around 100 beverage choices to local consumers. Since our return to the Chinese mainland in 1979, The Coca-Cola Company has established 46 production facilities in China. Today, The Coca-Cola Company employs more than 49,000 people across the country, 99% of whom are local hires. While the business continues to grow, Coca-Cola China and its bottling partners are committed to driving the sustainable development of local society by caring about the diversified consumer needs, product quality, community development and environmental protection.



企业DEI最佳实践

可口可乐

作为全球和本地企业，可口可乐将多元化和包容性作为企业价值观的核心，这也是我们成功的重要组成部分。培养多元化、公平和包容性的工作场所是可口可乐的战略性业务重点，可以为公司提供更大的创造力、创新和联系，并为员工提供归属感。我们在全世界的包容努力跨越五个维度：性别认同、文化和遗产、代际和生活经验、LGBTQ+以及能力和健康。

大中华区和蒙古地区非常注重本地人才和女性人才的培养，以及年轻人才的储备。我们的目标是到2030年，领导职务由70~80%的本地人才担任，同时领导职务中的女性高层领导人占比要达到50%。可口可乐STEM中的女性（科学、技术、工程和数学）是一个致力于增强女性人才能力以建立成功的STEM职业生涯的组织。2020年，超过500名员工参加了能力发展计划、内部活动和职业研讨会。2021年，我们成为世界经济论坛“商业中种族正义伙伴关系倡议”的创始成员，该倡议旨在消除工作场所的种族主义，并为商业中的种族平等制定新的全球标准。

支付权益方面，我们的薪酬方法始终秉承公平和公正原则。我们会与外部专家定期进行薪酬公平分析，以确保相同或类似职位的小时工和受薪员工的工作获得公平的报酬，而不受性别（全球）或种族因素干扰。

最近可口可乐加入了一项全球运动 -- “有价值的500”，这是一个促进残疾包容性的全球运动，我们签署了全球LGBTI平等

伙伴关系，这是一个致力于加速LGBTI在工作场所和社区中的包容性的组织联盟。该伙伴关系得到联合国人权事务高级专员办事处的支持，并与世界经济论坛合作运作。

COVID-19和2020年全球目睹的多重社会不公正现象将DEI带到了全球社区的前沿，包括对于我们的公司而言，这要求我们认真审视我们所处的位置和需要提升的地方。作为回应，我们制定了一个全球社会正义行动框架，其中有四个支柱：

倾听

我们寻求员工、社区领袖和社会正义倡导者的观点和专业知识，为我们的行动提供信息。

领导

我们审查并更新了从招聘到发展，从各职级的多元化代表到各种工作层面的内部政策和做法，以帮助确保公平。这包括为全球所有员工推出DEI教育。

投资

我们将继续投入资源推进重要事业，并利用品牌的声音参与重要对话。例如在美国，可口可乐基金会和公司（通过我们的可口可乐和雪碧品牌）迄今已通过赠款、

公司资金、实物捐赠和员工匹配资金向社会正义事业捐款超过500万美元。

倡导

我们将积极结合企业网络和资源来推进重要的公共政策及加快供应商的多元化承诺。例如可口可乐巴西公司加入了消费品公司联盟，制定了专项计划，以解决巴西的结构性种族主义问题。作为种族公平行动计划的一部分，该公司的欧洲运营部门正与来自该地区各国的10名外部种族平等专家合作，启动反种族主义行动。

关于可口可乐中国

可口可乐是中国家喻户晓的国际品牌之一，为中国消费者提供20多个品牌、约100多种产品的饮料选择。自1979年重返中国大陆至今，可口可乐系统在华建有46家工厂，员工人数超过49,000人，其中99%为本地员工。在业务不断发展的同时，可口可乐中国与装瓶合作伙伴也长期致力于实现当地社会的可持续发展，在乎消费者多元的饮料需求，在乎产品的质量，在乎社区的发展，在乎环境的共生。

DEI best practices

Covestro



Covestro has been cultivating its diversity and inclusion culture from three primary focus areas: colleagues, company and community (the so-called 3Cs). Making continuous innovation efforts in these three areas brings positive impact both internally and externally. This year, Covestro demonstrated all its D&I highlights and achievements internally and promoted them to the community. It held the Qiantan Forum to discuss topics like female career development with its neighbours, inviting them to its yearly D&I Day in May to share diversity, equity, and inclusion approaches.



According to internal statistics, the female employee ratio at Covestro China had increased yearly by 33% in 2018, 34% in 2019, and 43% in 2020.

Female employees in Covestro China accounts for 32% of the workforce, where 38% are female managers, and 38% are female executives.

In 2021, Covestro launched its first global D&I annual report outlining the best D&I practices building a diverse and inclusive company culture where everyone will feel valued and heard. To further promote D&I efforts, Holly Lei, President at Covestro China, was invited by different companies, associations, industries and communities to share the best in D&I practice.

At Covestro, we strive to build a gender-balanced workforce, especially in HR processes like recruitment and people development. A diverse interview panelist could ensure transparency, equality and equity during the recruitment process. We are dedicated to attracting more female talents to join us, and we look forward to empowering them in their career advancements.

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We, at Covestro, strive to build a corporate culture described as “We Are 1”, providing a holistic and diverse training system. Our employees are encouraged to bring their whole selves to work every day, and together, create an environment of true belonging, where they can work and collaborate

while growing and learning together. Employees have been participating in various well-being activities through the diversity and inclusion platform. Consequently, we achieve the target of a healthier workplace, happier workforce and higher efficiency. For example, we have more than 24 well-being clubs, of which 17 are sports clubs, and 7 are art clubs. Employees can opt to participate based on their interests and availabilities. In 2021, we introduced three new clubs: A reading club, a club for working mums and a pet lover club. We hope that through these activities, every employee will be proud to be part of Covestro.

About Covestro

Covestro is among the world's leading polymer companies. Business activities are focused on manufacturing high-tech polymer materials and developing innovative, sustainable solutions for products used in many areas of daily life. In doing so, Covestro is fully committed to the circular economy. As of June 30, 2021, Covestro has around 50 production sites and employs 18,000 people.



企业DEI最佳实践

科思创

科思创从“员工 (Colleagues)”、“企业 (Company)”和“社群 (Community)” (即3C) 三大维度来践行多元包容。一直以来始终在三个维度上不断深耕与创新。植根于此，科思创多元包容不仅仅只是在内部展示多元包容各项举措的亮点和取得的成绩，同时也延展到社群中。比如2021年3月主办的前滩论坛，与好邻居们一起共同探讨职场女性发展的相关话题，还邀请邻居们出席其2021年5月多元包容中国区路演，并一起分享各自在多元、公正、包容上的成就。

2021年，科思创正式推出了首本全球多元包容年报，其中更是囊括了无数在全球各个国家和地区的一些最佳实践案例，助力进一步推动多元、公正、包容。科思创中国区总裁雷焕丽多次接受来自不同企业、协会、行业和社群的邀请，分享我们在多元包容方面的实践经验，以期与社会各界携手共同推动及共建多元、公正、包容生态圈。

科思创在人才选拔和培养环节中注重性别平等。多元的面试专家小组凭借多元视角全面确保人才选拔中的公开、公平、公正。科思创一直期待吸引更多女性的加入，助其发展、为其赋能。截至2021年2月底科思创中国内部数据显示，新员工中女



截至2021年2月底科思创中国内部数据显示，新员工中女性占比逐年上升 (2018年33%，2019年34%，2020年43%)。中国女性员工占比为32%，女性经理占比为38%，女性高管占比为38%。

性占比逐年上升 (2018年33%，2019年34%，2020年43%)。中国女性员工占比为32%，女性经理占比为38%，女性高管占比为38%。

科思创一直秉承 “We are 1” 的企业文化，在人才培养方面具备完整及多元的培训体系，兼顾员工学习体验的同时，激励员工全身投入工作，一起协同、学习和成长。在打造多元、包容、健康、高效的办公环境方面，科思创有24个不同类型的健康福祉俱乐部，17个运动类俱乐部和7个文娱类俱乐部，员工可以根据自己的兴趣爱好和时间来灵活选择参与。科思创还定制开发了俱乐部小程序，以帮助相应的俱乐

部负责人更高效地管理和组织俱乐部的各项活动。在健康福祉俱乐部上，科思创不断推陈出新，比如2021年又新推出了三个俱乐部，分别是读书俱乐部、职场妈咪俱乐部和萌宠俱乐部。满满的归属感让每一位员工都为自己是科思创的一员而自豪。

关于科思创

科思创是全球最大的聚合物生产商之一，2020年销售额达107亿欧元。公司业务范围主要集中在高科技聚合物材料的生产制造，以及用于诸多日常生活领域的创新性及可持续性产品解决方案的研发，从而致力于全面推动循环经济发展。其主要服务领域涵盖汽车与交通、建筑、家具与木材加工以及电子、电气与家电行业，其他领域还包括运动休闲、化妆品、医疗以及化工行业本身。截至2021年6月30日，科思创在全球拥有50个生产基地、约18000名员工。

DEI best practices

Diageo

DIAGEO



As a global leader in alcoholic beverages, we are proud to be the sponsor of 2021 China Social Impact Awards – Equality in Education Award, which demonstrated our commitment to community and social responsibility.

At Diageo China, our culture is to “be bold, be accountable, be passionate and be agile”. Since 2021, “be inclusive” has become another important element of our culture. To give every Diageo employee a sense of commitment, achievement and belongings, we hold annual meeting twice a year to celebrate every success and recognize people who made a great contribution to our company and business.

We believe that all employees, regardless of level and function, can make a difference to gender equality, challenge gender stereotypes and prejudices and contribute to an inclusive culture. Today, 50% of the Diageo China leadership team are women. When it comes to total employees, female employees account for over 50% - they play an irreplaceable role to our company and business with their wisdom, effort and contributions to the business. Moreover, to help our employees better balance work and

life and to create more equal career opportunities, we have introduced Global Family Leave to ensure both male and female employees have 26 weeks paid parental leave. Since this policy became effective in 2019, many of our Chinese employees have benefited from the policy and fulfilled their family responsibilities.

At Diageo, our purpose is “Celebrate life, every day, everywhere”. We have set Happy Hour every Friday with different themes to promote the communication among employees. In addition, we have actively involved employees in the design of the company’s relocation to create more inclusive and flexible working spaces. Our annual Global INC Week has become an integral part of our efforts to promote inclusion and diversity. Diageo China will also launch a series of inclusive leadership training and embed I&D into both internal and external employer brand strategy to maximize the positive impact of I&D at the company and employee level, as well as the talent market. We aim to help each employee to perform at their best in the workplace through these different initiatives.

Our ambition is to be the best performing, most trusted and respected consumer goods company in the world. As a global leader in alcoholic beverages, we are proud to be the sponsor of 2021 China Social Impact Awards – Equality in Education Award, which demonstrated our commitment to community and social responsibility. In the post-epidemic era, Diageo did not cease these efforts. Next, we will take the Diageo Bar Academy virtual

and provide skill training courses. The Academy will help bar and restaurant operators to further develop in this industry and build a foundation, while these skill training courses will help people who are seeking employment in the industry with education opportunities. Participants will gain a systematic and in-depth understanding of professional skills and learn the latest business methods to enhance their ability to seek job opportunities in the industry. Women will make up no less than 50% of participants. In addition, the skill training program will also set up a I&D curriculum to strengthen the education of practitioners from multiple dimensions such as equality, diversity and disability support.

About Diageo

Diageo is one of the world’s leading wine companies with a comprehensive portfolio of over 200 quality brands and a global presence in more than 180 countries and regions. Diageo entered China in 2002, and the Shanghai office has now grown into the headquarter of the Greater China. Based on local development, Diageo focuses on the promotion of high-end brands while diversifying its product portfolio in order to better serve Chinese consumers and meet the demand of consumption upgrading.



企业DEI最佳实践

帝亚吉欧

帝亚吉欧中国的企业文化可以概括为：大胆执行、主动担当、热情投入、敏捷果断。值得一提的是，从2021年开始，“包容多元”也成为企业文化的一部分。在一年两度的公司年会上，公司都会欢庆成功，分享及表彰卓越贡献，让每一位在帝亚吉欧工作的员工有使命感、成就感、归属感。

帝亚吉欧相信员工无论职位和工种，都可以充分发挥自己的影响力，为两性平权发声，挑战性别刻板印象和偏见，为包容性文化贡献力量。在帝亚吉欧中国，管理层中女性领导占比50%，女性员工占总员工数的50%以上。女性凭借着智慧和努力，在帝亚吉欧扮演着重要的角色。不仅如此，帝亚吉欧中国还推行全球育婴假政策，规定无论男女员工，都可享受26周的全薪育婴假，以此帮助员工平衡工作和家庭之间的关系，创造更多平等的职业机会。政策自2019年推行以来，已有诸多中国员工受惠，有效地兼顾了家庭责任。

在帝亚吉欧，我们的目标是“精彩生活、欢庆无限”。每周五不同主题的“欢乐时光”，旨在增进彼此的交流。公司搬迁设计也会积极征求和采纳员工的建议，打造更为包容多元的灵活办公空间。一年一度的“包容多元周”也已经成为推动包容多元进程不可或缺的一部分。接下来，帝亚吉欧中国也将针对领导团队展开一系



作为国际知名洋酒集团，帝亚吉欧中国成为“2021年中国社会影响力大奖”-教育平等奖的赞助商，以实际行动展现帝亚吉欧一直以来富怀的社会责任感。

列包容性领导力的培训，通过内外兼容的雇主品牌战略深耕包容多元领域，最大程度地发挥包容多元对公司、员工和人才市场带来的积极影响。通过不同的举措，助力每一位帝家人在职场里展现最好的自己。

帝亚吉欧的目标是成为世界上业绩表现最好的、最值得信赖的、最受尊重的消费品公司。作为国际知名洋酒集团，帝亚吉欧中国成为“2021年中国社会影响力大奖”-教育平等奖的赞助商，以实际行动展现帝亚吉欧一直以来富怀的社会责任感。疫情逐步稳定，但帝亚吉欧从未停止脚步。接下来，帝亚吉欧将开展线上帝亚吉欧调酒学苑项目，以及多项职业技能培训。帝亚吉欧调酒学苑项目将帮助酒吧餐饮经营者进一步在行业内深耕，成为行业内的中流砥柱。而职业技能培训项目则会

针对有志于加入此行业却苦于无门的人，提供受教育的机会，让他们系统而深入地了解专业技能和最新的经营方法，从而提升他们在行业内寻求工作机会的能力，该职业培训项目的女性学员占比将不低于50%。除此之外，该培训项目还将特别设置“包容与多元”课程，从平等和多元、残障支持等多维度强化对从业者的教育。

关于帝亚吉欧

帝亚吉欧是全球知名跨国酒业集团，产品线覆盖全面，在全球拥有超过200个优质酒水品牌，销售网络遍布全球共180多个国家及地区。帝亚吉欧于2002年首次进入中国，历经多年发展，上海已经成为了集团的大中华区总部。立足于本土发展，在丰富产品组合的同时，帝亚吉欧着力于高端品牌的推广，以求更好地服务于中国消费者，满足当下消费升级的需求。

DEI best practices

EcoWater



The Community focuses on three themes with the aim to help female employees improve themselves through a variety of activities, and convey women's voices and a healthy, motivated, positive image to the outside world.

Diversity, equality and inclusiveness are the cultural foundation of EcoWater – and our senior executives hold a positive, optimistic and persistent attitude towards DEI. In EcoWater China, we established **EcoWater Female Community**, the first formal employee organization across business departments, initiated by Bella Tong.

As a female executive of EcoWater Systems China, Bella deeply understands the challenges faced by women in the process of promotion to senior management positions. She believes and hopes that through the initiative of building an internal female community, female employees of the company can be further empowered and cared for in the workplace. She expects the company to enable the female employees to achieve personal growth and self-fulfillment by creating a diversified, equal, and inclusive corporate culture. While actively displaying and delivering the values of DEI to every employee, we gradually identify with, build and embrace the culture of DEI together, so as to truly care for women and every employee. Each member of the Community shoulders the responsibility of completing the mission and promoting the EcoWater brand, and acts as

the ambassador of the brand. They influence EcoWater agent partners through the daily work of EcoWater employees and strive to create a strong ripple effect on the whole community.

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1. Experience of growth

Introduce the fixed and growth mindsets through the book, "Mindset: The New Psychology of Success". According to the fixed mindset, success lies in the results, which can prove one's own talent and ability; while according to the growth mindset, success lies in trying one's best, and learning and self-improvement. Through the sharing, members of the Community realized that only by looking at issues with a proper mindset can they constantly overcome their limitations and achieve sustainable self-growth.

For example, in terms of work, leaders with a growth mindset are better at listening to others' critical suggestions and pay more attention to employees' personal development. Enterprises

and teams with a growth mindset are more inclusive and can communicate more freely and openly. In terms of interpersonal relationships, people with a growth mindset are more empathetic, take the initiative to manage relationships, and believes that all relationships such as love and friendship can be nurtured and developed. In terms of education, children with a growth mindset can enjoy more fun in the process of doing things and are more willing to seek help, don't give up easily, and have greater resilience.

2. Power of happiness

Through watching video resources, members of the Community conducted in-depth analysis and discussion on happiness. They found that happiness is profound and meaningful, which can only be realized by constantly discovering, expressing and spreading love. They should not only develop their ability to do things but also cultivate their inner sensibility.

3. Journey of beauty

Beauty is the lifetime pursuit of women. We encourage women to focus on health and self-confidence through a wide variety of channels suitable for themselves, such as exercise and diet.

About EcoWater

EcoWater Systems is the world's leading water purification company. It is a member company of Marmon Holdings, Inc., a Berkshire Hathaway company owned by the legendary investor Warren Buffett. EcoWater Systems has been focusing on innovation and R&D in the field of home water treatment for nearly a century, committed to providing consumers with whole home water purification solutions. EcoWater Systems aims to improve the life quality for thousands of families by providing better water for them.



企业DEI最佳实践

怡口净水

多元化、平等性和包容性是怡口的文化根基，怡口的高管对此始终抱有积极乐观且坚持的态度。在怡口中国，我们成立了怡口女性社区，这不仅是一个聚焦于工作本身的正式员工组织，也是由怡口亚太副总裁，中国总经理童继红发起的第一个跨业务部门组织。

作为怡口中国的女性高管，童继红深刻体会到女性在向高层管理职位晋升过程中所面临的挑战，她相信并希望通过打造公司内部女性社团，让公司女性员工在工作的同时可以得到更多的赋能和关怀，通过打造多元、公平和包容的企业文化让女性员工更好地成长和实现自我成就。在向每一位员工积极展示和传递多元、平等与包容的价值观的同时，逐渐认同并一起打造和拥抱多元、平等和包容的文化，做到真正地去关注女性、关怀每一位员工。社区里的每一位成员都肩负着完成工



社区聚焦三大板块的主题，开展多种多样的活动和沙龙来帮助女性员工提升自我，并向外界传递女性的声音和健康、上进、美丽和优雅的身影。

作使命以及宣传和推广怡口品牌的责任，都是品牌的代言人。他们用怡口人日常生活和工作中的点点滴滴去影响怡口的代理商伙伴，努力对整个社区产生强大的涟漪效应。

社区聚焦三大板块的主题，开展多种多样的活动和沙龙来帮助女性员工提升自我，并向外界传递女性的声音和健康、上进、美丽和优雅的身影。

1. 成长日志

借由《终身成长》这本书，阐述固定型与成长型两种思维模式。固定型思维模式中，成功来源于事情的结果，能够证明自己的天赋和能力；而成长型思维模式中，成功来源于尽自己最大努力做事，来源于学习和自我提高。在分享中大家认识到只有用正确的思维模式看待问题，才能不断地克服自我的局限，实现持续的自我成长。例如，在职场中，具有成长型思维的领导更善于倾听他人的批判性建议，更重视员工的个人发展。具有成长型思维的企业和团队更具有包容性，能够更加开放自由地交流。在人际关系中，具有成长型思维的人更具同理心，会主动经营关系，相信爱情、友谊等一切关系都是可以培养和成长的。在教育中，拥有成长型思维的孩子，更能从做事的过程中享受到乐趣，他们更乐于寻求帮助，不易放弃，复原力更强。

2. 幸福力量

通过观看视频，社区成员们进行了关于幸福的深入剖析和讨论，发现原来幸福不是简单的快乐，而是一种有意义的快乐。幸福是需要不断去发现、表达和传递爱来实现的；不能只顾着培养做事的能力，也要培养内心的感受力。

3. 美丽旅程

美丽是女性一生的修行，通过运动、饮食等多种多样的适合自己的方式，打造健康的自己，成为更好的自己。

关于怡口净水

怡口净水是全球知名领袖级净水企业，背靠拥有强大实力的美联集团，是股神巴菲特旗下伯克希尔·哈撒韦公司下属企业。怡口净水近百年来始终专注于家用水处理领域的创新与研发，致力于为消费者提供全屋净水解决方案，改善万千家庭的生活品质，点滴呵护，共创好水好生活。

DEI best practices



In the EY Greater China Region, employees are the most valuable intangible assets. We strive to create an inclusive working environment, where every employee has a high sense of belonging, respect each other, and give full play to their individual potential in work with sound wellbeing.

We continuously monitor the balance and mix of the talent pool with the aim to build a more diversified and inclusive work environment for all people, e.g., people with disabilities, different educational backgrounds, socio-economic backgrounds, women in STEM, etc., via various initiatives. For example, we actively participated in LGBT+ inclusion themed 'PRIDE job fair' and online/ offline events to show our inclusive work environment and attract LGBT+ talent. We also initiated the recruiting process to recruit students with disabilities as interns in Hong Kong and disabled employees in GDS centers in Mainland China.

Gender parity is one of our top inclusion strategies. At EY Greater China, more than 64% of employees are females. Our leadership regularly monitors metric reports to ensure that our female employees and executives are treated fairly in the promotion process, salary pay, career development, etc. Around 45% of Greater China Leadership Team members are females in 2021 (equivalent to 1 in 2.5). We can see that EY Greater China has been working hard to achieve gender parity and create an equal and inclusive work environment. In addition, our leadership team also reviews women salary pay and the ratio of men to women in recruitment to ensure gender parity.

At EY, the journey towards inclusion is ongoing. Inclusive leadership is an important part of the EY D&I culture. We encourage our employees to act inclusively, learn inclusively, and think inclusively. To improve the inclusive

mindset and mitigate bias in the workplace, we organized unconscious bias workshops and provided our employees with guidance on 6 key inclusive behaviors.

In addition, to better promote inclusive leadership and teaming, and create a safe, non-discriminatory, and better working environment for all EY people, EY Greater China has championed D&I by launching a series of initiatives, considering the needs of various groups, in an attempt to increase flexibility and inclusiveness. Such initiatives include: Inclusive Leadership, Professional Women's Network, Cross Generation Network, Cultural Diversity Network, Working Parents' Network and Unity (LGBT+ Inclusion). Each of these networks carries different objectives and allows everyone at EY feel that they belong.

We provide our people with further opportunities to help drive sustainable, inclusive growth in our communities through our global social impact

initiatives – channeling their knowledge, skills and experience to help young people develop the mindsets and skills they need most to succeed in a transformative age, and impact entrepreneurs to scale businesses that tackle inequality. We also work closely on the Inclusive/Social Procurement initiative, which is led by our Environmental Social Governance Services, i.e., a formal effort to source spending with suppliers who are at least 51% owned, operated and controlled by underrepresented populations. One of the main suppliers that supports our Employee Assistance Program is 51%+ owned by women entrepreneurs.



In the EY Greater China Region, employees are the most valuable intangible assets.

About EY

EY exists to build a better working world, helping to create long-term value for clients, people and society and build trust in the capital markets. Enabled by data and technology, diverse EY teams in over 150 countries provide trust through assurance and help clients grow, transform and operate. Working across assurance, consulting, law, strategy, tax and transactions, EY teams ask better questions to find new answers for the complex issues facing our world today.

EY refers to the global organization, and may refer to one or more, of the member firms of Ernst & Young Global Limited, each of which is a separate legal entity. Ernst & Young Global Limited, a UK company limited by guarantee, does not provide services to clients, nor does it own or control any member firm or act as the headquarters of any member firm. Information about how EY collects and uses personal data and a description of the rights individuals have under data protection legislation are available via EY official website. EY member firms do not practice law where prohibited by local laws.



企业DEI最佳实践

安永



在安永大中华区，我们始终把员工视为最宝贵的财富。我们致力于营造一个多元共融的工作环境，让每位员工拥有高度归属感，彼此相互尊重，并在拥有良好福祉的工作环境中发挥个人的最大潜能。

在安永大中华区，我们始终把员工视为最宝贵的财富。我们致力于营造一个多元共融的工作环境，让每位员工拥有高度归属感，彼此相互尊重，并在拥有良好福祉的工作环境中发挥个人的最大潜能。

我们时刻关注安永人才梯队比例的平衡，以便通过各种举措建立一个更多样化和更具包容性的工作环境。例如，我们积极参与性少数群体共融性主题的“骄傲招聘会”及其他相关的线上线下活动，以展示我们的多元共融文化，从而吸引性少数群体人才；我们还启动了相关招聘程序，在香港办公室招募有残疾障碍的学生，为他们提供实习的机会，以及通过内地相关机构的网络来协助聘用有残疾障碍的员工。

共融领导力是安永多元共融文化的重要组成部分之一。我们鼓励员工在日常工作、学习及思考时，要具有包容的意识。为了提高员工的共融性思维，减少在工

作场所的偏见，我们组织了无意识偏见研讨会，并就6种关键的包容性行为提供指导。

性别平等是我们最重要的共融策略之一。安永大中华区有超过64%的女性员工。安永大中华区领导层也会定期审查相关报告，以确保我们的女性员工及高管在晋升、薪酬、职业发展等方面得到公平对待。2021年大中华区领导团队中约45%的成员是女性（相当于1/2.5）。

此外，考虑到不同群体的需要，为了更好地促进共融的领导力和团队合作，为员工创造一个开放、安全和非歧视的工作环境，我们建立和推出了一系列旨在增强多元共融文化理念的内部活动及平台，其中包括：共融领导力、职业女性交流平台、跨世代交流平台、多元文化共融交流平台、在职父母交流平台和彩虹联盟。以上提及的交流平台都有其主旨，为不同群体而设立，从而让在安永的每位员工都能感觉到归属感。

安永大中华区通过具备全球影响力的举措，为员工提供更多可参与、融入的机会，以共同推动社区的可持续、共融性发展。此过程激励了每一位员工更深入地落实责任，在环境可持续性和共融性发展方面发挥自己的作用。比如，我们积极接触以少数群体为主体的供应商，并且展开合作方面的讨论。其中，支持我们员工援助计划的供应商是一家由女性企业家占股51%的企业。这些努力也正在逐渐影响我们的客户，甚至对整个社区和经济发展都产生强大的涟漪效应。

关于安永

安永的宗旨是建设更美好的商业世界。我们致力帮助客户、员工及社会各界创造长期价值，同时在资本市场建立信任。在数据及科技赋能下，安永的多元化团队通过鉴证服务，于150多个国家及地区构建信任，并协助企业成长、转型和运营。在审计、咨询、法律、战略、税务与交易的专业服务领域，安永团队对当前最复杂迫切的挑战，提出更好的问题，从而发掘创新的解决方案。

安永是指Ernst & Young Global Limited的全球组织，加盟该全球组织的各成员机构均为独立的法律实体，各成员机构可单独简称为“安永”。Ernst & Young Global Limited是注册于英国的一家保证（责任）有限公司，不对外提供任何服务，不拥有其成员机构的任何股权或控制权，亦不担任任何成员机构的总部。请登录安永官方网站，了解安永如何收集及使用个人信息，以及在个人信息法规保护下个人所拥有权利的描述。安永成员机构不从事当地法律禁止的法律业务。

DEI best practices

FranklinCovey



FranklinCovey is a company proud of its culture. Diversity, equity, and inclusion are in strong alignment with FranklinCovey's core mission and values. As our CEO, Bob Whitman, states: "Our stated mission is to enable greatness in people and organizations everywhere and unleash their potential. First, there is greatness in everyone. Second, such greatness can be systematically unleashed through the proper application of paradigms, principles, and practices. One of those principles is that no matter how we look, where we come from, or what we believe, we are given equal opportunity to be great!"

We are committed to have every FranklinCovey associate feel respected, included, and truly valued. We treat each person we work with as a partner and try to understand their unique individual thoughts and needs. We foster a culture of inclusion through leadership training, employee resource groups, and unlimited employee access to all our content, including leadership and unconscious bias training. We believe that people are inherently capable, and aspire, to greatness.

We foster a culture of transparency where our associates can thrive and have opportunities to develop and advance their careers through initiatives such as regular contribution conversations and internal mentorship programs. We look for ways to actively eliminate barriers that prevent them from achieving greatness through best practices, such as regular compensation review plan to ensure pay equity, maternity leave for new parents, and reasonable accommodations for the disabled.

Knowing that creating a diverse workforce and advocating diversity is essential to FranklinCovey's success, we are committed to increasing diversity at all levels of our team and ensuring an inclusive culture. We have more than 2,000 employees worldwide and provide solutions and content output in more than 160 countries and regions. We work with clients every day to manage the diversity, equity, and inclusion initiatives supported by our learning programs. Together, we help promote the sustainable and inclusive development of the community through our solutions. For example, FranklinCovey Unconscious Bias™: Understanding Bias to Unleash Potential solution focuses on removing and filling the gaps that separate people and developing leaders who can create inclusive workplaces and address the impact of unconscious bias on decision-making.

The progress of the diversity and Inclusion in FranklinCovey on FY21

- Expand pool of BIPOC Candidates, and the hired rate increase 18% (19% → 37%)
- The BIPOC talent promotions increase 16% (5% → 21%)
- The Women Promotions rate remains the same as last year's percentage (76%)

FranklinCovey has received several recognitions for our efforts to promote gender equality. While we are making great progress, we remain dedicated to

our ongoing learning and improvement so that FranklinCovey will continue to be the workplace of choice for achievers.

- FranklinCovey – Female Leadership Award
- Ms. Jing Feng, General Manager of FranklinCovey China, was selected as one of the Top 50 Female Entrepreneurs in Human Resource Industry in China 2021

About FranklinCovey

FranklinCovey Co. (FranklinCovey, NYSE: FC) is a global company specializing in organizational performance improvement. We help organizations achieve results that require a change in human behavior. Our expertise is in seven areas: leadership, execution, personal productivity, trust, sales performance, customer loyalty and education. We provide leadership and execution training and management consultation to organizations and individuals in more than 165 countries and regions. It was founded in 1980 in the United States and entered China in 1996 with offices in Beijing, Shanghai, Guangzhou and Shenzhen.

企业DEI最佳实践

富兰克林柯维

富兰克林柯维是一家以文化为基础的公司。多样性、公平性和包容性与富兰克林柯维的核心使命和价值观高度一致。正如我们的首席执行官鲍勃·惠特曼所说：我们既定的使命是在世界各地的人和组织中释放伟大的力量，成就卓越。首先，每个人都有伟大之处。其次，它可以通过范式、原则和实践的正确应用系统地释放出来。其中一项原则是，无论我们长什么样，我们来自哪里，或者我们相信什么，我们都有平等的机会成为伟大的人！

我们致力于让每一位富兰克林柯维员工都感到受到尊重、被包容和真正受到重视。我们将共事的每一个人视为真正的合作伙伴，并力求了解他们独特的个人想法和需求。我们通过领导者培训、员工资源小组以及员工对我们所有内容的无限制访问（包括领导力和无意识偏见培训）来培养包容文化。我们相信，人具备与生俱来的能力并且渴望卓越。

我们培养一种透明的文化，让我们的员工能够茁壮成长，并有机会通过定期贡献对话和内部指导计划等举措来发展和提升他们的职业生涯。我们通过最佳实践积极消除阻碍他们实现卓越的障碍，例如定期审核薪酬计划以确保薪酬公平、为新父母提供产假，以及为残疾人提供合理便利。

我们深知创建多元化的员工团队并倡导多元化对富兰克林柯维的成功至关重要。富兰克林柯维致力于提升我们队伍中各个层面的多样性，确保包容性文化。富兰克林柯维在全球拥有2,000多名员工并在160多个国家/地区提供解决方案和内容输出。富兰克林柯维每天与客户合作，管理由我们的学习计划支持的多元化、公平和包容性举措。通过我们的解决方案共同帮助推动社区的可持续、包容性发展。例如，富兰克林柯维[无意识偏见™：了解偏差以释放潜力]解决方案，该内容专注于消除和拆除分隔人们的墙，培养能够创造包容性工作场所并解决无意识偏见对决策的影响的领导者。

富兰克林柯维2021年在多元化和包容性方面的扩展与提升

- 扩大BIPOC候选人才比例，2021财年较上一年提升了18% (19%→37%)
- BIPOC人才晋升比例增加，2021财年较上一年提升了16% (5%→21%)
- 女性晋升的百分比，在2021财年同上一一年保持一致 (76%)

以下是富兰克林柯维在推进性别平等举

措上获得的认可。我们仍然致力于不断学习和改进，以便富兰克林柯维将继续成为有心的成功人士的首选工作场所。

- 富兰克林柯维 [女性领导力] 获奖；
- 富兰克林柯维中国总经理冯璟女士入选 "2021中国人力资源服务业女企业家Top 50"

关于富兰克林柯维

富兰克林柯维 (FranklinCovey, 纽约交易所证券代码: FC) 是一家专注于绩效改善的全球化公司，帮助企业通过改善员工的行为来实现目标。专业服务涉及七大领域：领导力、执行力、个人效能、信任、销售绩效、客户忠诚度和教育。为全球逾165个国家和地区的组织和个人提供领导力和执行力的培训和管理咨询。1980年成立于美国，1996年进入中国，在北京、上海、广州和深圳设有办公室。



DEI best practices

Ford China



Care For Each Other is one of the Ford+ behavior launched globally by Ford. We value the diversities, respect the equity, embrace the inclusion, and are committed to building a corporate culture that fosters a sense of belonging. Ford China provides employees with working pattern flexibility to create a diverse, equal and inclusive working environment so that employees can feel cared for and empowered. We actively reshape the employee experience by providing tools, flexibility, and innovative workspaces to create safe collaboration and always-on customer relationships. Our employees can use flexible benefit points to meet individual diversified needs. By continuously providing professional support in mental health through different aspects, we created a safe and healthy workplace, and met diverse personal needs. While enriching the lives of employees, we also promote both the physical and mental health of employees to bring out their full potential in a working place focusing on their wellbeing.

In 2021, Ford China partnered with Deloitte to conduct DEI audit by utilizing Deloitte's DEI Maturity Model. The audit focused on five key factors by defining, collecting, and analyzing key data (qualitative, quantitative, and employee voice) and sharing findings with country and regional leaders. It will help to drive DEI journey for Ford. To further promote a diverse, equal, and inclusive culture, we have organized a series of DEI activities over the past few years to increase employee engagement.

DEI Week is held every July and lasts for five days to enhance the awareness of diversity, equity and inclusion and creates a sense of belonging. It enables us to implement the Ford+ by caring for each other, embracing inclusion and encouraging new creative thinking.

For 2021, a DEI photo exhibition was held in DEI week. During this event, our employees used photos to tell their own stories about DEI, and they also voted for their most favorable photos and stories, with winners receiving awards from the president.

We run a panel discussion regarding different DEI topics each year such as psychological safety in the workplace and unconscious bias etc... Meanwhile, external guests or internal expertise are invited to share DEI knowledge and skills such as 'how to understand yourself and others', 'Enneagram', and 'inclusive communication'.

Skip level meetings are also organized to enable a safe environment and channel for employees to talk with senior leaders directly and create an environment of belonging. In 2020, nearly 90 sessions were held with 1,000 employees participating.

Our DEI Monthly newsletter is also an effective communication tool within Ford, which is designed to bring all our DEI activities together in one place. We share the latest DEI activities, DEI knowledge, books, movies, and stories etc.

Women of Ford (WOF) is an employee resources group established by Ford Motor Company globally. It is dedicated to the unique needs of the female employees at Ford, bringing together employees to work on delivering the vision and mission, which is creating an inclusive environment that fosters authenticity and equality for women.

Lastly, the annual Ford pulse survey helps people leaders to understand the key drivers of belonging at Ford and facilitates specific DEI action plans.



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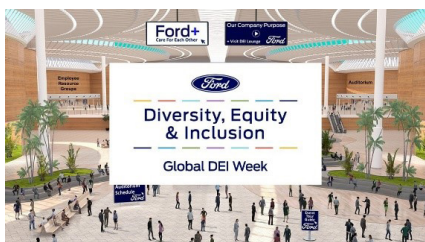
About Ford China

Ford Motor Company (NYSE: F) is one of the world's largest automotive companies, based in Dearborn, Michigan. The company designs, manufactures, markets and services a full line of Ford cars, SUVs, trucks, electrified vehicles, and Lincoln luxury vehicles, provides financial services through Ford Credit and is pursuing leadership positions in electrification, self-driving services, and connected services. Ford Motor (China) Ltd. was established in 1995 in the China market to provide consumers with a wide range of Ford and Lincoln branded products and services.



企业DEI最佳实践

福特中国



多元平等包容周在每年的7月举行，为期五天。通过相互关心、拥抱包容和鼓励新思维来实施我们的Ford+，提升多元平等包容意识并营造文化归属感。

互助关爱 (Care For Each Other) 是福特全球推出的Ford+计划的核心内容之一。我们重视员工的多样性、赋予平等性、拥抱包容性、并致力于打造有归属感的企业文化。福特中国为员工提供灵活的工作模式，旨在营造一种多元、平等、包容的工作环境和文化体系，让员工感受到被关心、被赋能。通过提供工具、灵活性和创新工作空间来实现安全协作和始终在线的客户关系，积极重塑我们的员工体验。公司为员工提供弹性福利积分，用以满足个性化的多元需求。通过不同维度持续提供心理健康方面的专业帮助，创造安全健康的工作场所，解决多元的个人需求。丰富员工生活的同时，也促进了员工身心健康发展，并在拥有良好福祉的工作环境中发挥个人的最大潜能。

2021年福特中国与德勤合作，基于德勤的DEI成熟度模型，进行了福特中国机构多元平等包容成熟度的审计。通过定义、收集和分析关键数据（定性、定量和员工声音）并与国家和地区领导人分享调查结果，本次审计专注于5个关键因素，并在前进的道路上对齐并推动多元、平等、包容的文化之旅。为了进一步推动多元、平等、包容的文化体系，过去几年来，我们开展了一系列的DEI活动，以增强员工的参与度。

多元平等包容周在每年的7月举行，为期五天。通过相互关心、拥抱包容和鼓励新思维来实施我们的Ford+，提升多元平等包容意识并营造文化归属感。2021年的多元平等包容周中，我们举办了照片展活动，每一位员工用照片述说她们关于DEI的故事。员工就最喜欢的照片和故事进行投票，最终由总裁给获奖的同事进行颁奖。

每年的“TA们说活动”就不同的DEI话题来展开相关的讨论，比如“职场心理安全”、“无偏见意识”等话题。同时每年也会邀请外部的大咖或者内部的同事来分享DEI的知识与技能，例如“如何了解自己与他人”、“九型人格”、包容的沟通方式等等。

创建跨级别会议，通过创造安全的环境及渠道，让员工有机会直接与高层领导进行沟通 and 交谈，以营造归属感。据2020年统计，跨级别会议已安排近90场，有1000名员工参加。

DEI月刊是内部员工沟通中的一个有效工具，旨在整合我们所有的DEI活动，分享最新的DEI活动、知识、书籍和电影，讲述我们身边的故事等。

福特女性组织是福特全球设立的官方组织，致力于满足福特女性的独特需求并实现愿景和使命，来创造一个包容的环境，促进女性的平等和自我成长。

福特年度脉动调查帮助领导了解员工在福特拥有归属感的关键驱动因素，并促进DEI的具体行动计划。

关于福特中国

福特汽车公司是全球最大的汽车企业之一，总部设在美国密歇根州迪尔伯恩市。公司核心业务包括设计、制造、销售高品质的轿车、SUV、卡车和电动车型以及林肯品牌豪华车型，并提供相关售后服务。与此同时，福特汽车公司还通过福特汽车金融信贷公司提供汽车信贷业务，并积极致力提升公司在电气化、自动驾驶以及智能移动出行方面的领先地位。福特汽车(中国)有限公司成立于1995年，在中国市场为消费者提供多元化的福特和林肯品牌产品和服务。

DEI best practices

Henkel



Globally, Henkel has been an advocate for gender equality in the workplace. Starting in 2021, Henkel officially launched the “Blind Recruitment” project, which is dedicated to helping the Talent Acquisition department to identify candidates from the perspective of “ability”, remove potential internal biases, and ensure fairness, respect and equal employment opportunity in the hiring process to consider every unique individual as an employee.

Henkel has also spared no effort in helping women grow and exert their influence in the workplace. The Henkel Automotive OEM Division officially launched the Diversity and Inclusion Journey (D&I Journey) in June 2021. Women from different fields are invited to offline forums to share and discuss significant D&I matters, shining the light and wisdom of women.

A diverse work environment not only means a more equal gender split, but also spans different ages and job descriptions. In August 2021, the company held a career fair, which was an important event to promote internal recruitment and mobility to all Henkel employees. In this grand event, Henkel not only invited representatives, who have gone through an internal transfer to share their career transitions, but also the heads of various business units personally provide career planning advice for the younger generation. At Henkel, we encourage employees to explore their hidden potential and seek



In the era of volatility, uncertainty, complexity, and ambiguity (VUCA), “the only constant is change” is a true portrayal of our daily work and life.

possibilities for career development. We also believe that opportunities leading to diversified development is one of the best ways to retain employees.

In the era of volatility, uncertainty, complexity, and ambiguity (VUCA), “the only constant is change” is a true portrayal of our daily work and life. Henkel firmly believes that emotional wellbeing is an important aspect that Henkel, as an employer, can provide to its employees, and it is also an important part to enhance the happiness of Henkel employees at work. In May of 2021, Henkel officially launched the “We care for and reward our people” project and opened a 24-hour hotline operating seven days a week for employee mental health. Professionals such as career coaches, marriage and relationship experts, psychologists, health management advisers and many others provide employees with emotional support and work and life counseling. In addition, there is also Henkel’s monthly

e-newsletter for employees to acquire knowledge and advice on their physical and mental health. Henkel also held various activities relating to emotional health, including online courses, in-person forums and fairs on personal wellbeing, to look after employees holistically.

About Henkel

Henkel operates a balanced and diversified business portfolio on a global scale. Through a strong brand, outstanding innovation and advanced technology, our company has established a leading position in the three major business segments of the industrial and consumer sectors. The company was founded in 1876 and has a history of more than 140 years. In 2020, Henkel’s sales reached 19.3 billion euros. Under the guidance of a strong corporate culture and common principles and values, Henkel’s 53,000 employees around the world represent an enthusiastic and diversified culture.

MATTERS:
ER OF WOMEN

alk Series
n Leadership



ERSITY
MATTERS

THE POWER of WOMEN

Diversity 2020

Women Leadership Talk

Henkel



企业DEI最佳实践

汉高中国

汉高全球始终推崇工作环境中的性别平等。自2021年开始，汉高正式启动了“招聘盲选”项目，这个项目旨在帮助用人部门真正从“能力”角度去识别候选人，去除潜在的内心偏见，确保过程公平，以保障每一个独特的个体都受到同等的尊重和公平的就业机会。

在助力女性成长和发挥女性职场影响力的道路上，汉高也一直不遗余力。汉高汽车OEM事业部在2021年6月正式启动了多样性与包容性之旅。通过线下的主题活动，邀请不同领域的女性进行个人分享和探讨，闪耀女性的光芒与智慧。

多元化的工作环境不仅仅意味着不同性别的团队成员，也包括不同年龄和工作内容。2021年8月公司举办了职业嘉年华，这是一次面向汉高所有员工呈现内部招聘岗位的精彩活动。在这次盛大的活动中，汉高不仅邀请了内部转岗的员工代表，来分享他们在内部职业生涯中的华丽转身，各个业务单元负责人也亲自上阵“招兵买马”，对年轻一代进行职业规划指导。在汉高，我们鼓励员工探索自身的隐藏潜力，寻求职业发展上更多的可能性，也深信提供多元化发展空间是留住员工的最好方式之一。



VUCA时代，“唯一不变的就是变化”是我们日常工作生活的真实写照。

VUCA时代，“唯一不变的就是变化”是我们日常工作生活的真实写照。汉高坚信，情绪价值是汉高作为雇主可以为员工提供的重要价值，也是提升员工在汉高工作幸福力的重要组成部分。2021年5月汉高正式启动了“心”福关爱，“高”枕无忧汉高中国员工关爱项目，并开设了7*24小时员工心理健康热线。由职场教练、婚恋专家、教育心理学家、健康管理师等专业人员，为员工提供情绪支持和工作生活的辅导。除此之外，还有汉高身心健康电子快报，每月通过邮件形式发送，让员工每月学习一点心理学，让生活更幸福。汉高同时还举办了形式多样的心理关爱沙龙，包括身心健康线上微课、线下沙龙、心理嘉年华等，全方位呵护员工心理健康。

关于汉高

汉高在全球范围内经营均衡且多元化的业务组合。通过强大的品牌、卓越的创新和先进的技术，公司在工业和消费领域的三大业务板块中确立了领导地位。公司成立于1876年，迄今已有140多年历史。2020年，汉高销售额达193亿欧元。在强大的企业文化和共同的处事宗旨与价值观的引领下，汉高全球约53,000名员工融合为一支热情、多元化的团队。

DEI best practices

Honeywell



In 2020, Honeywell and the Shanghai Soong Ching Ling Foundation introduced a social welfare project known as “Working Women and University Students Empowerment”.

Honeywell China has long been committed to creating an inclusive and diverse corporate culture. Gender inclusion is an important dimension of diversity. During the recruitment process, Honeywell requires half of the candidates applying for all open positions to be women to ensure gender equality in the recruitment process and diversity in talent acquisition.

Regarding talent nurturing and development, Honeywell conducts regular leadership courses and training programs for female employees. These initiatives identify female employees with high potential to participate in leadership development and mentorship programmes, and aims to create an environment that is respectful, equal and motivating supportive for female employees.

Creating a diverse and inclusive culture at work is not something one can accomplish overnight. Honeywell established the “Honeywell China I&D Council” to deepen employees’ understanding of diverse and inclusive cultures. This council organises a wide range of multicultural activities that includes sharing sessions by female employees about work-and-

family balance and parenting, women leadership development training, career development panel discussions and female leaders speaking about workplace experience and growth mindset. On top of that, the council also focuses on other diversity pillars, showcasing interviews with employees from different age groups and cultural backgrounds on their viewpoints on self-identify and diversified workplace.

Honeywell holds thematic activities and topical discussions in the Asia-Pacific region too. Since October 2020, Honeywell Asia Pacific launched a monthly multicultural electronic publication called We Together. This publication strengthens Honeywell’s diverse and inclusive corporate culture and focuses on DEI-related subjects such as race and religion, special groups and unconscious bias. Every employee stands a chance to be featured in the publication, where they are free to share ideas and opinions, creating a sense of belonging and pride as part of the

Honeywell family. At this moment, this publication reaches an audience of 32,000 employees.

While a lot goes into developing its diverse and inclusive culture, Honeywell also actively fulfils its social responsibilities. In 2020, Honeywell and the Shanghai Soong Ching Ling Foundation introduced a social welfare project known as “Working Women and University Students Empowerment”. This supports working women and college students entering the workplace, and assists in stress management to help them achieve work-and-life balance and fulfil their potential.

In recognition of its diverse and inclusive corporate culture, balanced talent selection and promotion system, and being a remarkable platform to communicate with its female audience, Honeywell received the Gold Award for “Best Companies for Female Executives” at the 2019 Global Women & the Future Conference.

About Honeywell

Honeywell is a Fortune 500 technology company that provides customised aerospace products and services, building and industrial control technologies, and performance materials to the world. It is committed to integrating aircraft, buildings, factories and supply chains, with advanced connectivity in mind to achieve a more intelligent, safe and sustainable long-term development.

Honeywell was founded in 1885, with its first franchise in China set up in 1935 in Shanghai. The multinational conglomerate corporation adheres to the philosophy of cultivating long-term development in China. It implements the strategies of “East for East” and “East to Rest” and promotes growth with local innovations. Today, all Honeywell’s four primary strategic business groups are represented in China, with its Asia Pacific headquarters in Shanghai.

企业DEI最佳实践

霍尼韦尔

霍尼韦尔中国长期致力于创建包容与多元的企业文化。性别包容是多元化的一个重要维度，霍尼韦尔在招聘过程中，明确要求招聘的所有岗位都必须有一半的候选人为女性，以确保招聘环节的性别平等及人才源头的多元化。在人才培养和发展上，霍尼韦尔定期开展培养女性员工领导力课程和培养项目，挑选高潜力女性员工，参加领导力培训、项目实践和导师辅导，旨在为女性员工营造一个尊重、平等、激励的工作环境。

创造一个多元包容的文化和办公环境并不是一蹴而就的，霍尼韦尔中国成立了多元与包容文化联席会，通过举办丰富的多元文化活动加深员工对多元包容文化的理解和认同，例如邀请职场女性分享她们如何平衡工作与家庭以及育儿心得、举办女性领导力潜能培训和职场发展座谈会、分享女性领导者的职场经验和成长心路、采访不同年龄层和不同文化背景的员工对于自我认同和多元办公环境的看法等。2020年10月起，霍尼韦尔亚太区创办了多元文化电子刊物《We Together》，该刊物每个月聚焦EDI相关话题，包括种



2020年，霍尼韦尔（中国）有限公司联合上海宋庆龄基金会设立专项基金，开展“家庭教育在职女性和大学生赋能”公益项目，为即将步入职场的大学生和在职女性提供支持及指导，帮助她们缓解压力、平衡工作与生活、释放自我潜能。



#敢耀绽放

#ChooseToChallenge

Honeywell

International Women's Day



族和信仰、特殊群体、无意识偏见等，并组织协调在亚太地区开展相关主题活动与话题讨论。每个员工都可以各抒己见，并有机会入选当月刊物，展现了霍尼韦尔多元包容的企业文化特征，也让员工感受到被承认和尊重的归属感和自豪感。目前，该刊物的亚太区员工受众已达32,000人。

霍尼韦尔在重视自身多元包容文化发展的同时，也积极承担和履行社会责任。2020年，霍尼韦尔（中国）有限公司联合上海宋庆龄基金会设立专项基金，开展“家庭教育在职女性和大学生赋能”公益项目，为即将步入职场的大学生和在职女性提供支持及指导，帮助她们缓解压力、平衡工作与生活、释放自我潜能。2019女性与未来的会议上，霍尼韦尔中国凭借其平衡的人才选拔及晋升体系、卓越的女性交流平台、荣获了“2019女性高管最佳公司”金奖，这也是对霍尼韦尔性别平等和多元包容的职场文化的认可。

关于霍尼韦尔

霍尼韦尔是一家《财富》全球500强的高科技企业，为全球提供行业定制的航空产品和服务、楼宇和工业控制技术、以及特性材料，致力于将飞机、楼宇、工厂、供应链和工人等万物互联，使世界实现更为智能、安全和可持续发展的长远发展。霍尼韦尔始创于1885年，在华历史可以追溯到1935年在上海开设的第一个经销机构。霍尼韦尔秉持深耕中国谋求长期发展的理念，贯彻“东方服务东方”和“东方服务世界”的战略，以本土创新推动增长。目前，霍尼韦尔所有业务集团均已落户中国，上海是霍尼韦尔亚太区总部。

DEI best practices

I-Mab



We started by calling for the collaboration of colleagues around the world, mobilising a drive to nominate women within our network that embodied the values of Inclusivity, Resilience, Strong Mentorship, Collaboration, Fearlessness, Integrity, Innovative Thinking and Pioneering Spirit.

At I-Mab, we take gender equality seriously and invest significantly in talent development. We understand that a diverse and inclusive culture is critical for our long-term sustainable growth. Female employees account for two-thirds of our total workforce

and represent more than 30% of board members.

We embrace collective action of identifying, promoting and nurturing women during different moments of their career progression. In 2020, the I-Mab Women's Leadership Council came as an important initiative to support and empower women leaders to excel in their careers. We started by calling for the collaboration of colleagues around the world, mobilising a drive to nominate women within our network that embodied the values of Inclusivity, Resilience, Strong Mentorship, Collaboration, Fearlessness, Integrity, Innovative Thinking and Pioneering Spirit. From the pool of nominations, eight outstanding ambassadors were chosen to take part in the year-long program.

Internally, we set up the platform for ambassadors to share their voices and build their influence across the organisation. Externally, we provide women leaders with opportunities

to engage and present alongside distinguished female leaders worldwide. One such platform includes the Women Alliance Group, which I-Mab has been a proud member of since 2021. The group aims to foster a more diverse and inclusive work environment.

I-Mab has received a number of accolades and recognition for its diversity and inclusion programs and initiatives. For instance, Dr. Joan Chen, CEO at I-Mab has been included in the third Forbes China Tech Women list 2021. The list honours women who have made outstanding contributions in the fields of technology and engineering. It's a classic reflection of I-Mab's dedication to female leadership development, which is not just the right thing to do, it's also a key enabler of our business strategy.

About I-Mab

I-Mab (Nasdaq: IMAB) is an innovation-driven global biotech company focusing on discovery, development, and soon, commercialisation of novel and highly differentiated biologics in immuno-oncology therapeutic area. The company is rapidly progressing from a clinical-stage biotech company to a fully integrated global biopharmaceutical company with a world-class GMP manufacturing facility, and cutting-edge, global R&D and commercialisation capabilities. In 2021, I-Mab attained the **T+ Excellent Employer Award** in recognition of its "Global Vision, Innovation and Collaboration" at the China Health Trends Summit.



I-Mab Women Leadership Council (WLC) ambassadors sharing their views about career development.

企业DEI最佳实践

天境生物

在天境生物，我们始终秉承性别平等，培育人才。我们深知，多元包容的文化对于公司可持续发展至关重要。公司女性员工占比超过三分之二，超过30%的董事会成员为女性。

天境生物致力于女性员工的个人成长与职业发展，在其不同的职业阶段和重要时刻提供成长支持。去年，公司成立了女性领导力理事会。经过提名与选拔，位女性当选首届天境生物女性领导力理事会大使，开始为期一年的任期。她们代表了

包容、坚韧、良师益友、团队合作、不惧挑战、正直诚信、创新思维和锐意进取等特质。

对内，天境生物为大使们搭建分享与交流的平台，帮助她们提升内外部沟通时的信心和影响力。对外，公司为女性领导者提供机会，与全球知名的女性领袖同台交流。此外，天境生物还是女性联盟 (Women Alliance Group) 的成员；女性联盟旨在赋能职场女性，推动形成更加多元、包容的职场环境。

凭借在多元化和包容性领域的项目与举措，天境生物获得了一系列的荣誉与认可。值得一提的是，第三届的福布斯2021中国科技女性榜中，天境生物首席执行官申华琼博士成功入选。该榜单旨在表彰在科技、工程领域做出杰出贡献的女性。这是天境生物致力于女性领导力发展的经典体现，这些举措不仅只是一件件正确的事情，更是我们业务战略的关键。



她们代表了包容、坚韧、良师益友、团队合作、不惧挑战、正直诚信、创新思维和锐意进取等特质。

创新 Innovation

诚信 Integrity

坚韧 Resilience

包容 Inclusion

WOMEN'S LEADERSHIP COUNCIL

Our Women's Leadership Council Global Ambassadors are leading the way.

I-Mab empowers women and men to build a more inclusive world together

Gender inclusivity is not just a tagline. At I-Mab we live it.

I-MAB BIOPHARMA 天境生物

Liping WANG 王莉萍
Executive Director, Medical Research

Michelle YANG 杨明
Executive Director, Clinical Operation

Jane WENG 吴慧
Director, Non-Clinical

Min DING 丁敏
Director, Regulatory Affairs

Shanshan GAO 高杉杉
Director, Clinical Project Management

关于天境生物

天境生物是一家创新的国际生物科技公司，聚焦肿瘤免疫领域差异化创新生物药的研发、生产和商业化。凭借领先的新药研发实力以及正在快速推进的GMP生产能力和商业化布局，公司正迅速从临床阶段生物科技公司成长为覆盖全产业链的综合性全球生物制药公司。2021年，天境生物在“中国大健康趋势发展峰会”中，凭借“全球视野、研发创新、协同合作”三大关键词荣获“T+Employer™卓越趋势雇主”殊荣。

DEI best practices

Kraft Heinz



Celebrationz is a global employee recognition platform initiated by Kraft Heinz as a testament to the company's commitment to inclusion.

"We Demand Diversity" is one of Kraft Heinz's six company values. We highly regard the value of women's work and are committed to breaking gender bias. At present, in senior-level management, women leaders account for up to 46%, and in middle-management-level, the number is at 51%.

At Kraft Heinz, diversified values are not just lip service but deeply woven in the company's **"Living Our Values"** training and various other events. We encourage employees to think about the importance of a diverse team, make changes through behaviours and make commitments through actions. On International Women's Day this year, the company held the **"Choose to Challenge"** event, educating employees on gender equality and promoting commitments for actions through activities such as distributing cards of breaking gender bias and stereotypes.

Kraft Heinz strives to improve employees' happiness and pay great attention to their mental health. With the **"Employee and Family Assistance Program"**, employees and their family members can call the EFAP hotline available 24/7 for free physiological consultation. During Mental Health

Month every May, we organise a series of activities such as meditation and yoga in the workplace. Kraft Heinz regards employees as family members and celebrates their life milestones. We present employees with gift packages when they welcome a newborn to their family and when they get married. Newly promoted employees will receive gifts as recognition of their outstanding performances. Employees celebrating work anniversaries on their 10th, 20th year of employment will receive special commendation to express our gratitude

Celebrationz is a global employee recognition platform initiated by Kraft Heinz as a testament to the company's commitment to inclusion. Through this platform, employees can extend praise, blessings and recognition to colleagues across all departments, breaking down geographical and hierarchical barriers to create a close-knit community.

We support the work-life balance of our employees. Every year, we provide two extra days of "surprise" paid time-off and paid family leave. Employees with children and elderly parents can

use these days to accompany their children or take care of their parents and elders. In addition, the company also actively practices workplace flexibility. All employees can choose to work from home on rotation basis, avoiding the commuting hassle and improving the quality of life for employees without compromising productivity. Simultaneously, the company is working hard to create a relaxed and enjoyable workplace by organising colourful activities for employees, such as basketball competitions and tasting activities, to make daily work life more exciting and enjoyable.

We are committed to practising sustainable development and social responsibility. Since 2016, we have collaborated with the non-profit organisation, Rise Against Hunger, to launch the **Rise Against Hunger Meal Packaging and Donation Campaign**, to alleviate global hunger and improve children's nutritional status. Adhering to the path of sustainable development, Kraft Heinz will continue to undertake and practice our social responsibilities proactively.

About Kraft Heinz

Kraft Heinz is a world-renowned food and beverage company and a trusted food manufacturer. Kraft Heinz China is now running two business lines: Heinz infant nutrition, and sauces and condiments. The company's established brands, such as Master Soy Sauce, Heinz Ketchup, Guanghe Fermented Bean Curd and Heinz Baby food supplement range, have created a solid foundation in the market, allowing it to explore further the market potential of China's "Enhanced Taste" platform. Adhering to the corporate purpose of "Let's make life delicious", Kraft Heinz is committed to providing consumers worldwide with high-quality food products. With its iconic, classic and emerging brands already in various retail and catering channels, Kraft Heinz has been able to establish its brand successfully.



企业DEI最佳实践

卡夫亨氏

"我们需要多元化"是卡夫亨氏的六大价值观之一。我们重视女性的力量，致力于打破性别偏见。目前，公司的高层管理者中，女性比例达到了46%；中层管理者中，该比例达到了51%。

多元化的价值观不是口号，体现在公司的《活出我们的价值观》培训中，也体现在公司的各种活动中。我们鼓励员工思考多元化团队的重要性，同时鼓励员工通过行为做出改变，通过行动做出承诺。2021年3月的国际妇女节，公司举办了"敢于挑战活动"，通过分发打破性别偏见和固有印象的卡片等活动设计，不仅向员工普及了性别平等，更是促成了行动承诺。

卡夫亨氏一直努力提升员工幸福感，高度关注员工心理健康，设立了"员工及家庭支持计划"，为员工及其家人开通24小时的免费心理咨询热线。每年5月为心理健康月，会在办公室组织冥想瑜伽等系列活动。卡夫亨氏视员工为家人，和员工共同见证他们人生的里程碑，并为之送上祝福。提供新生儿礼包，结婚生育贺金，还为新晋升的员工准备晋升礼包，以鼓励和表彰他们的卓越表现。对于在公司服务10年及20年的员工，公司会另行举办表彰活动以表达感谢。

Celebrationz是卡夫亨氏全球启用的员工表彰平台，是公司在包容创新性上的一个很好的佐证。通过此平台，各个层级之间



Celebrationz是卡夫亨氏全球启用的员工表彰平台，是公司在包容创新性上的一个很好的佐证。

与内部可以为彼此表彰、点赞、祝福。这个平台有效地打破了地域、层级的隔阂，所有员工都可以为其他人送上暖心的话语和善意。

我们支持员工的工作与生活平衡。每年我们会为员工准备两天额外的惊喜带薪休假，以及家属陪伴假。家中有年迈父母以及孩童需要照顾的员工，可以使用这些假期陪伴孩子成长，或者照顾父母长辈。此外，公司也积极践行办公灵活性，每一位员工都享有在家办公的选择。在不影响工作效率的同时，减少了通勤带来的麻烦，提高了员工的生活质量。同时，公司致力于营造轻松愉快的工作环境，通过不定期地举办丰富的员工活动，例如员工篮球赛、内部尝鲜、试吃活动，让员工的日常工作有滋有味。

在践行可持续发展和社会责任上，值得一提的是自2016年起，我们与"抗击饥饿"非盈利组织达成合作，在全球范围内

发起"抗击饥饿营养餐包装及捐献公益活动"，共同为缓解全球饥饿、改善儿童营养状况努力。秉承可持续发展之路，未来卡夫亨氏也将继续积极承担并践行我们的社会责任。

关于卡夫亨氏

卡夫亨氏是国际知名的食品和饮料公司，是消费者信赖的食品生产商。卡夫亨氏中国主营酱油酱料调味品以及婴儿类辅食两大业务。公司旗下味事达酱油、亨氏番茄酱、广合腐乳、亨氏婴幼儿辅食系列等强势品牌资产，为其深入挖掘"提升味道"平台在中国的市场潜力夯实了基础。秉承"让人们的生活有滋有味!"的企业愿景，公司一直致力于为全球消费者提供最优质的食品，在零售和餐饮渠道拥有标志性的经典品牌和新兴品牌，树立并保持广受欢迎和信赖的企业和品牌形象。

DEI best practices

Sino-US United MetLife



The company has established a systematic curriculum framework to help promote the DEI culture. It comprises various content such as DEI - Prejudice and Micro Discrimination, DEI-Cross-cultural Work and Inclusive Leadership.

Sino-US United MetLife Insurance Co., Ltd. (or the company) has a corporate culture rooted in Diversity, Equity and Inclusion (DEI). The management team set clear DEI standards and objectives, and include them in the annual performance goals.

When developing its talent development strategy, the company always takes the following into account:

- How to explore the superiority of female employees and help them plan career paths accordingly.
- How to support female employees to better balance personal development, family life and social identity.
- How to establish an employer platform to help them realise career dreams.

By the end of 2020, the company has provided more than 9,000 female employees in China with flexible-working opportunities to help them better balance family and career. The proportion of women in our insurance agency team and senior management team is 63%+ and 49%,

respectively – an impressive testimony of our commitment to women's career development.

The company pays special attention to providing equal career development opportunities for women. It is committed to developing meaningful career progressions for female employees to reach their fullest potential and nurturing a steady addition of female leadership roles that will positively impact the company. "Zhuo Yue" and "Xing Yue" talent development programs for local talents focus on developing the successors of middle and senior managers in the company. We select promising and outstanding employees to improve their strategic thinking and efficient team management skills through training modules and prepare them for higher management positions in the future.

The company meticulously selects participants for these two programs to ensure that at least 50% of participants are women. Outstanding female employees with the potential to develop their careers overseas will get the opportunity to participate in the global female leader development project that is exclusive to excellent female talents.

The project lasts for six months, during which the participants will be evaluated on professional leadership and attend leadership courses specifically designed for women. Every participant is assigned an executive mentor for career guidance and can participate in cross-country case discussions. Through this project, female employees can improve their professional competence quickly, get to know excellent female managers from various countries, and have more exposure for career opportunities.

The company has established a systematic curriculum framework to help promote the DEI culture. It comprises various content such as DEI - Prejudice and Micro Discrimination, DEI-Cross-cultural Work and Inclusive Leadership. Our company has also set up a DEI Ambassador Team comprised of employee representatives from different functions, channels and branches. The DEI Ambassador Team actively advocates and promotes DEI culture, updating the company with relevant action plans. DEI ambassadors assist department heads to hold "DEI Dialogues" with employees too. MetLife has this slogan that demonstrates its DEI commitments: "Always with you, building a more confident future".

About Sino-US United MetLife

Sino-US United MetLife Insurance Company Limited (the company) was incorporated as a joint venture company by a subsidiary of MetLife, Inc. and Shanghai Alliance Investment Ltd. (SAIL). Relying on the MetLife companies' abundant experience in the insurance industry and SAIL's profound expertise in the Chinese market, the company is committed to providing credible and professional insurance solutions for consumers in China. In nearly 30 Chinese cities, the company offers life, health, accidental and annuities insurance products to clients through its multi-dimensional channels, including career agency, bank partners, and direct and digital marketing.



企业DEI最佳实践

大都会人寿

中美联泰大都会人寿保险有限公司（以下简称：大都会人寿）的企业文化植根于“多元、公平、包容”，管理团队更是有着明确的标准和目标，并将其纳入到所有管理团队的年度工作目标中贯彻执行。

在多元、公平及包容的文化土壤里，公司在人才发展策略中，始终如一地思考和践行如何发挥女性员工的特点优势并进行相应的职业规划、如何支持女性员工更好地取得个人发展和家庭、社会认同的平衡、如何打造帮助她们实现职业梦想的雇主平台。截至2020年，公司为超过9000名中国女性提供了具有灵活弹性时间的工作机会，帮助她们更好面对家庭与事业的双重挑战，女性占公司整个保险营销队伍的63%以上。同时公司高度重视女性的职业发展，内勤高级管理团队中的女性管理者比例增长到了49%。

大都会人寿非常重视为女性提供平等的职业发展通道，为每位女性员工打造充满潜力的职业前景，同时也为公司注入源源不断的“她”力量。针对本土优秀人才的“卓跃”和“星跃”人才发展项目聚焦培养公司中高层管理者的接班人。我们会挑选有潜力的优秀员工，通过一系列的训练营培养和提升他们在战略思维和高效团队管理方面的能力，为未来胜任更高的领导岗位做好准备。



为了不断推进和渗透公司多元、公平及包容的文化，大都会人寿建立了体系化的课程架构，如《DEI-偏见与微歧视》、《DEI-跨文化工作》、《包容性领导》等课程内容。

公司高度重视项目过程中人员选拔的过程，确保每年女性的参与比例要达到50%。对于有海外职业发展潜力的优秀女性员工，会提供她们参加全球女性领导者发展项目的机会。此项目专为优秀的女性人才量身打造，参与者100%为女性。项目为期6个月。参加者会得到专业的领导力测评，参加专门的女性领导力课程，每个人都配有一位高管导师做职业辅导，还有机会参与跨国家的案例讨论。通过这个项目，优秀的女性员工得以加速提高自身专业能力，结识各国优秀女性管理者，为自己拓展更多的职业机会，成就别样的精彩。

为了不断推进和渗透公司多元、公平及包容的文化，大都会人寿建立了体系化的课

程架构，如《DEI-偏见与微歧视》、《DEI-跨文化工作》、《包容性领导》等课程内容。除此之外，公司还成立了由各职能及各分公司的员工代表组成的DEI大使团，他们积极宣导、推行DEI文化的落地和跟进行动举措。DEI大使们协助部门负责人与员工开展“DEI访谈会”。“常伴左右，共驭美好未来”是公司的目标主张，是我们的责任，也是我们的承诺。

关于大都会人寿

是由美国大都会集团下属公司和上海联和投资有限公司合资组建而成。凭借美国大都会集团在保险业的丰富经验以及上海联和投资有限公司对中国市场的深刻认识，大都会人寿致力于为中国消费者提供值得信赖和专业的保险方案。大都会人寿通过顾问行销、银行保险、直效行销及数字营销等多元渠道，为全国近三十个城市的消费者提供人寿、健康、意外伤害及年金保险产品等保险服务。

DEI best practices

METTLER TOLEDO

METTLER TOLEDO



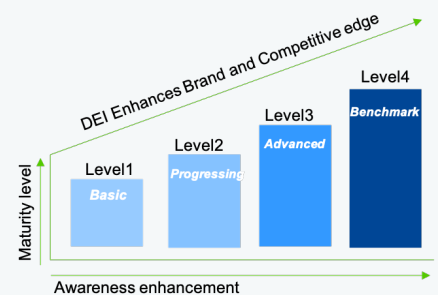
We deem DE&I as the foundation of MT’s innovation. Specifically, we value difference and encourage different points of view.

At METTLER TOLEDO (MT), we define diversity, equity and inclusion (DE&I) as valuing differences, caring for equality, and embracing inclusion. We deem DE&I as the foundation of MT’s innovation. Specifically, we value difference and encourage different points of view. We care and respect every employee, provide development opportunities with equality. We strive to create an inclusive work environment where everyone can make the most of their unique talents. Different opinions and diverse perspectives are highly welcomed in MT. They have helped us to strengthen our DE&I proposition, define our DE&I maturity model, and continue to optimize our DE&I maturity level through various initiatives.

We have been committed to creating various growth and development opportunities for talent. At MT, 34% of our employees are females. We believe in the power of women and focus on their growth and development. To accelerate the leadership development

of female managers, help them go further in the workplace and become role models for women in MT China, we launched a year-long **MT Women Leadership Development Program (WLDP)** so women leaders can be the backbone of the company’s multiculturalism and we will jointly create a more open, equal, diverse, and innovative workplace in MT China. In addition to leadership programs, what is more important is the promotion of focused projects on the integration of knowledge and action. The four projects are: organizational awareness, employee care, female recruitment, and female development. In the one-year female leadership development project, 19 female managers have successfully graduated, and five female leaders have been promoted.

Aside from the implementation of programs and focus projects, we are highly aware of the importance of learning from each other. With this in mind, the company officially launched the **MT Professional Women Community (PWC)** in 2019, aiming to continuously build a MT professional women platform where everyone can participate and contribute through community learning. The senior executives of the company serve as the rotating chairperson, and this platform focuses on the three key points of “work”, “life” and “self”. In the past two years, there were multiple thematic activities with a total of more than 1,500 participants. The thematic workshops have included: “How to overcome



obstacles and concerns that hinder women’s career development”, “Explore your inner self, and achieve a better self”, “Ride the wind and waves together”, “Sharings from McDonald’s female executives”, “Talk about career planning” and “Dreams light up life” which were broadcasted live.

About Mettler-Toledo

Taking “Quality First and Innovation” as its management tenet, METTLER TOLEDO (MT) is committed to offering global customers with high-quality precision instruments and weighing instruments, as well as comprehensive and detailed technical support services. Around the world, MT makes great contributions to the development of weighing and analysis technology.

企业DEI最佳实践

梅特勒-托利多

在梅特勒-托利多 (METTLER TOLEDO, 以下简称MT), 我们定义DE&I为珍视差异、关爱平等、包容融合。

我们把DE&I视为MT的创新基础。具体展开而言, 我们珍视差异, 鼓励不一样的观点; 我们关爱尊重每位员工, 提供平等的发展机会; 我们努力打造包容的工作环境, 促进每个人充分发挥自己的独特价值。不一样的观点在一起碰撞, 我们不仅进一步渗透了公司的DE&I主张, 更清晰地定义了公司的DE&I成熟度模型, 希望通过DE&I举措持续提升公司的DE&I成熟度水平。

我们一直致力于为人才创造各种成长和发展的机会, 在MT我们有34%的女性员工, 我们深信女性员工的力量, 用心关注她们的成长和发展。为了加速女性管理者领导力发展, 帮助她们在职场上更进一步, 成为MT中国职场女性榜样; 同时作为推动公司多元文化的中坚力量, 共同打造MT中国更加开放、平等、多元、创新的工作场所, 我们开发了周期为一年的MT女性领导力发展项目 (WLDP)。除了领导力课程之外, 更重要的是知行合一的聚焦项目推进 - 四个项目分别是 "组织意识、员工关爱、女性招募、女性发展"。一年的女

性领导力发展项目, 已经有19位女性管理者顺利毕业, 其中有5位女性领导获得了职位晋升。

除了课程和聚焦项目实践, 我们深知互相学习的重要性。2019年, 公司正式推行了MT职业女性沙龙PWC期望通过社区学习的方式, 持续性地打造一个人人参与、人人贡献的MT职业女性平台。公司高层担任轮值主席, 聚焦 "工作"、"生活" 和 "自我" 三个重点, 在过去的两年中开展了多场主题活动, 总参与人次超过1500人。如主题工作坊 "如何克服阻碍女性职业发展的障碍/顾虑"、"探索内我, 成就更好的自己"、"一起乘风破浪"、"麦当劳女性高管分享"、"畅谈职业规划, 梦想点亮人生" 直播活动等等。



我们把DE&I视为MT的创新基础。具体展开而言, 我们珍视差异, 鼓励不一样的观点; 我们关爱尊重每位员工, 提供平等的发展机会; 我们努力打造包容的工作环境, 促进每个人充分发挥自己的独特价值。

关于梅特勒-托利多

秉承 "品质至上、勇于开创、追求变革" 的企业宗旨, 梅特勒-托利多集团始终致力于为全球客户提供质量卓越的精密仪器和衡器产品, 以及全面细致的技术支持服务。纵观世界称量及分析技术的发展, 凝聚着梅特勒-托利多在专业领域坚定不渝的信念和不断累积的智慧。



DEI best practices

Morningstar



At Morningstar, Diversity, Equity and Inclusion have always been our corporate culture because we believe that a diverse and inclusive culture can effectively and sustainably improve the company as a whole. We believe that this is the social responsibility of every company. And therefore, we focus on creating excellent employee experiences, especially regarding inclusion, as we know that good company culture will positively impact the company in terms of workflows, management behaviors, and business outcomes.

All leaders at Morningstar, from the global CEO to the General manager of Morningstar Shenzhen office, follow the principle that no one has private office in the company. In addition, there is no individual work cubicle in our workspace so that employees can truly feel openness and equality. In September this year, Morningstar Shenzhen office introduced the new working model- unassigned workstation with neighborhood. By upgrading the office to a shared workspace, employees will have the flexibility to choose their desk based on what they feel best each day. Rather than being limited to an assigned desk, neighborhoods allow employees to work in the spot that's

most comfortable while remaining close to their teammates. We also select office furniture to adapt to different scenarios so that everyone can have diverse working experiences.

Every year, we set clear goals to guide our work in DEI. We see flexibility as a part of the DEI culture development in different regions. When implementing DEI initiatives, we take into consideration the entire development cycle of employees, including talent acquisition,



To make sure the voice of every group is heard, diversified Employee Resource Groups and internal social platforms, such as WIN, WIT, CFA Affinity, Ally, OUT, Volunteer Club and various interest groups, are formed and supported by employees from various departments.

onboarding, development, retention and leading so that we can think about our DEI culture from different aspects.

In talent acquisition, we put an emphasis on the proportion of different types of talent. Within job descriptions, we try to filter out and eliminate overly biased words with the help of research data and make phrases in job descriptions as neutral as possible to avoid any emphasis on gender and age. We created a standard structured interview system and set up diverse interview teams with standardized evaluation mechanisms to ensure equity for each candidate. During the preliminary screening of candidates, we expand recruitment channels to attract talents of different genders and demographics to make sure the gender proportion of the applicants is well balanced. We also conduct regular data reviews to guarantee that our recruitment process attracts diverse talents and promotes equity.

From the perspective of talent development and retention, Morningstar strives to maintain the diversity and inclusion of our talents through anti-bias training and internal discussions. Data on promotion, performance and development are regularly analyzed to ensure diversity has been taken into account.

We also have a dedicated Intranet to publish information, share activity arrangements and continuous DEI-related training to enhance employees' awareness and attention to DEI and cultivate DEI behaviors. To make sure the voice of every group is heard, diversified Employee Resource Groups and internal social platforms, such as WIN, WIT, CFA Affinity, Ally, OUT, Volunteer Club and various interest groups, are formed and supported by employees from various departments.

About Morningstar

Morningstar Inc is one of the leading investment research providers in North America, Europe, Australia, and Asia. The company offers financial information, funds, stock analysis and ratings for individual investors, financial advisors, asset managers, retirement plan providers and sponsors, and institutional investors in the private capital markets. We are also committed to developing intuitive, practical, and user-friendly analysis application software tools and services. Morningstar (Shenzhen) Co., Ltd. is a wholly-owned Hong Kong enterprise invested and established in Shenzhen by Morningstar, Inc. (Nasdaq: MORN) in February 2003 through Morningstar (Asia) Co. Ltd.



企业DEI最佳实践

晨星资讯

在晨星，公司一直秉承着多样、平等、包容的文化理念，因为我们一直相信打造多元包容的文化可以有效及持久地为公司的业务产出服务。同时，这也是每一家企业的社会责任。特别是在包容这一主题上，公司关注于打造卓越的员工体验，这种体验不仅仅是在表象，而是将努力植入到所有的工作流程、管理行为及业务产出中。

晨星的传统是老板没有自己的办公室，从全球CEO到深圳办公室负责人都奉行这个原则，再加上没有格子间的空间设计让员工切身感受到开放和平等。今年9月，深圳办公室正式推出了无固定工位的办公模式，通过将办公室升级为共享办公空间，每一个员工不再有固定座位，适配不同场景的办公家具，让大家体验到除了平等之外的多元文化。

公司每一年都会设定清晰的目标来指引DEI工作，并且根据不同地区的DEI文化的发展程度给予灵活性。公司以实际的员工发展全流程作为DEI工作实施的整体框架，从加入公司、员工发展、人才保留及领导业务等各个维度综合衡量多元、平等和包容。

在人才招聘上，我们关注不同人才比例的平衡。在岗位介绍环节，利用研究网站来筛选及剔除过于倾向性的词汇，将岗位描述的词汇尽量中性化，不强调性别及年龄



通过多样化的员工小组和公司内部的社交平台，包括了WIN组织、WIT组织、CFA Affinity、Ally、OUT、公益俱乐部及各项兴趣小组，为少数群体发声，得到了各个部门的积极支持与参与。

信息。利用标准的结构化面试体系、设置多样化的面试官团队，和标准化的评价机制保证对每个应聘者的公平性。在应聘者的前期筛选中，扩展招聘渠道，以吸引不同性别和背景的人才应聘，同时关注男女应聘者的比例，并加以平衡。公司还会定期回顾数据，确保招聘流程始终专注吸引多样化人才并兼顾公平。

从人才发展及保留的角度，晨星通过摒除偏见的培训及开展内部讨论，确保人才选拔角度的多样化与包容性。并且定期对晋升、绩效及发展的数据进行分析，以保证将人才多样性纳入考量。

公司还另外设有专门的内网来公布信息、分享活动安排和持续的DEI相关培训安

排，提升员工对于DEI的意识和关注，培养DEI行为。通过多样化的员工小组和公司内部的社交平台，包括了WIN组织、WIT组织、CFA Affinity、Ally、OUT、公益俱乐部及各项兴趣小组，为少数群体发声，得到了各个部门的积极支持与参与。

关于晨星资讯

Morningstar, Inc.是全球目前最主要的投资研究机构之一，业务遍及北美、欧洲、澳洲及亚洲，为个人投资者、投资顾问、基金管理公司、退休计划发起机构及私募领域的机构投资者等专业人士提供财经资讯、基金、股票的分析及评级，并致力于发展具实用性、操作简易及功能显著的分析应用软件工具及服务。晨星资讯（深圳）有限公司是由美国Morningstar Inc.（纳斯达克上市公司，代码MORN）于2003年2月通过晨星（亚洲）有限公司在深圳投资成立的港资独资企业。

DEI best practices

Nestlé



Nestlé values are rooted in respect – respect for ourselves, respect for others, respect for diversity and respect for the future. To foster the foundations of an inclusive culture, we at Nestlé aim to provide a workplace that provides equal opportunities for every employee. In line with our commitment to enhancing gender balance at all levels in our workforce, we pledge to achieve equal pay for equal work. The Nestlé Equal Pay Project regularly reviews and analyses the pay equity at all levels within the company, aiming to achieve pay equity. At Nestlé, the Unconscious Bias and Sexual Harassment Prevention Trainings are held regularly to drive company culture and increase employees' awareness. We aim to have 70% of employees trained on Unconscious Bias and Sexual Harassment Prevention in 2021 to empower the Diversity & Inclusion culture and increase employees' knowledge and understanding as we build a more inclusive workplace.

The Gender Balance Acceleration plan mainly aims to increase the proportion of women in senior leadership positions, succession planning, and set objectives regarding the female new hires. To achieve the gender balance in senior management levels and build senior female leaders as role models to inspire more female leaders to grow and advance, we had introduced the "Boost Female Leaders Program" in 2019. Today, we have run two cycles of this program successfully, with 13 senior female leaders participating in the program, forming the Nestlé GCR Women Alumni. They will continue expanding their social network, learning from each other, and building strengths through the SWAN network, "Senior Women At Nestlé".

Creating Shared Value (CSV) is an integral part of the Nestlé strategy.



The philosophy and implementation of Nestlé CSV focus on three impact areas: for individuals and families – enabling healthier and happier lives, for our communities – helping to develop thriving and resilient communities, and for the planet – stewarding resources and the environment for future generations.

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and the environment for future generations.

Nestlé China has been working with FESCO since 2017 on its Diversity Employment Program to hire persons with disabilities. Aligned with the initiative's goals, we have hired differently abled people to work in the Supported Employment Base established with government support to provide them with public welfare positions, such as environmental administrators. Since 2019, Nestlé China has taken a pioneering role, with its 19 subsidiaries, to support persons with disabilities by hiring 53 differently abled employees to work in the Supported Employment Base in 16 cities in Mainland China. For our unwavering support towards employing disabled personnel, Nestlé China was recognized and awarded by Beijing Disabled Persons' Federation with the **Corporation Award for Caring for the Differently abled**.

The advancing of the Diversity Employment Program encourages every employee to exert their influence in the development of inclusiveness gradually and actively to improve employment fairness in the entire community.

About Nestlé

Founded in 1866 and headquartered in Vevey, Switzerland, Nestlé is a world-renowned food and beverage company with a purpose to unlock the power of food to enhance quality of life for everyone, today and for generations to come. Through more than 2,000 brands worldwide, we are able to offer a comprehensive portfolio of products, covering infant nutrition, water, coffee, pet food, professional solutions, dairy products, health science, frozen food, condiments and other areas. In 2020, our total reported sales were CHF 84.3 billion. Nestlé believes that our behaviour, strategies and operations need to generate value for the communities we operate in to create long-term, sustainable value for our shareholders, business partners and consumers.



企业DEI最佳实践

雀巢



创造共享价值是雀巢公司战略的组成部分之一。雀巢的创造共享价值理念和行动专注于三个领域：为了个人和家庭--让人们过上更健康和幸福的生活；为了我们的社区--帮助打造繁荣兴旺、与时俱进的社区；为了地球--为后代可持续地管理我们的资源。

雀巢的价值观植根于尊重，尊重自己、尊重他人、尊重多样性和尊重未来。为推动共融文化地基，在雀巢，我们的目标是提供一个为每个人创造平等机会的工作场所。根据我们对加强各级员工性别平衡的承诺，我们进一步承诺努力实现员工的同工同酬。雀巢的同工同酬项目，会定期审核及分析公司内部各层级的薪资公平性，旨在为进一步承诺及实现同工同酬而努力。雀巢定期举办无意识偏见及预防性骚扰的培训，以增强文化和提高员工的意识。我们的目标是让70%的员工在 年接受无意识偏见和预防性骚扰的培训，以增强多样性和包容性文化，提高员工的意识，打造更加包容的工作环境。

性别平衡加速计划主要是为了提高女性在高级领导岗位上及高级领导岗位的继任者计划上的比例，并设定新员工招聘中女性员工的占比目标。为了实现高级管理层的性别平衡，同时树立高层女性领导力榜样，以激励更多的女性领导者发展和成长，我们自2019年起启动了“女性领导力提升项目”。截至目前，我们已经成功举办了两批项目，有13位高层女性领导人参加了该项目，并组成了雀巢大中华区女性高管校友会。她们将继续通过SWAN社交网络--“雀巢的女性高管”来扩大社交网络，相互学习并建立优势。

创造共享价值是雀巢公司战略的组成部分之一。雀巢的创造共享价值理念和行动专注于三个领域：为了个人和家庭--让人们过上更健康和幸福的生活；为了我们的社区--帮助打造繁荣兴旺、与时俱进的社区；为了地球--为后代可持续地管理我们的资源。

从2017年开始，雀巢中国与FESCO合作推动多元化就业项目（支持残疾人就业项目），聘请残疾人到残疾人帮扶就业基地工作，该基地在政府支持下建立，旨在为残疾人提供生态环境管理员等公益岗位。自2019年起，雀巢中国与旗下19家子公司一起率先支持残疾人就业，在中国大陆16个城市聘请了53名残疾员工到残疾人帮扶就业基地工作，获北京市残联颁发的爱心助残企业奖。多元化就业项目的推进，

不仅激励了每一位员工在共融性发展方面积极地发挥其个人的影响，也逐渐影响着整个社区就业的公平性。

关于雀巢

雀巢公司成立于1866年，总部位于瑞士韦威，是目前全球知名的食品饮料公司，我们的目标是充分发掘食品的力量，提升每个个体的生活品质，无论当下还是未来。雀巢在全球拥有超过2000个品牌，涉及婴儿营养、饮用水、咖啡、宠物食品、专业解决方案、乳制品、健康科学、冷冻食品、调味品等领域。2020年营业额为843亿瑞士法郎。雀巢相信，只有当我们的行为、战略和经营活动能够为运营公司所在的社区、合作伙伴以及消费者创造价值时，我们的股东才能获得长期的、可持续的价值。

DEI best practices

Nokia Shanghai Bell



Powered by inclusion is the

Nokia way: For us inclusion and diversity is a business imperative, and a basis for greater innovation, superior organizational performance and excellent customer service. “We hope it goes without saying that as a company, we respect people of different genders, sexual orientation, ethnicity and religion, as well as people with disabilities and of different generations,” says Anneli Karlstedt, Head of Inclusion & Diversity at Nokia. “We aim to bring together people with diverse experience, education, expertise and backgrounds for the benefit and well-being of the individuals and our company.”

Nokia Shanghai Bell, Nokia’s flagship joint venture in China, also has a long history of promoting gender balance and happiness. To achieve this goal, Nokia has implemented gender balance initiatives to ensure both men and women to have equal opportunities to succeed in every function and at every level. The practices in China mainly focus on women care, women leadership, women technical talents, ICT girls (promoting STEM education to girls). Through these global and local projects, Nokia provides comprehensive care and support for female employees and greatly meets satisfaction for our employees and the sustainable development of the company.

Women Care & Personal Support Service

Lots of women care activities include International Women’s Day celebration, annual family day, flexible work-from-home policy, mommy’s cabin, annual Golden Leaf Award for high-performance female employees and various social clubs such as dancing, cooking, travelling and gardening. PSS (Personal Support Service) is

another valuable way to support employees, especially female employees. Nokia Shanghai Bell has launched PSS to help employees achieve harmony between work and personal life since May 2018. It shows that more than 50% of the emotional needs of Nokia China were addressed and resolved in the first call in the year 2020. And it also receives quite a lot of positive feedbacks from female employees.

Nokia China Women Forum (Women Leadership)

Nokia China Women Forum is made up of three phases: self-awareness, evolution with business, and growth for the future, aiming to enhance female talent’s abilities, including growth mindset, impact & influence, strategic ability, and innovation power. Female talents have greatly learned to embrace the essence of “Her Strength” and to push the limits of their capabilities.

WIN, Women in Nokia (Female Technical Talent)

WIN aims to develop women leadership

for female employees at Nokia, support career development for women, and encourage more talented women to join Nokia. So far, WIN has carried out nearly 30 activities on women’s career development and leadership related topics, benefiting more than 1,000 women. Meanwhile, through WIN, Nokia was awarded “Best Employer for Women’s Development” by women organization, LeanIn Hangzhou China. All these above make WIN influential inside and outside the company.

ICT Girls (Information and Communication Technology Girls)

Promote STEM (science, technology, engineering and mathematics) education for primary and high school girls. We have a clear purpose, and that is to see Nokia people thriving. That means putting not just professional growth but also the personal well-being and work-life integration at the centre of everything we do. By fostering a diverse and inclusive work culture and creating an environment that is physically and mentally safe, everyone can realize their potential at Nokia.

About Nokia Shanghai Bell

Nokia Shanghai Bell creates the technology to connect the world, and has established an end-to-end industry chain covering R&D, market, service, global delivery and procurement in China. As a joint venture between Nokia Corporation and China Huaxin Post and Telecom Technologies Co., Ltd., a subsidiary of Poly Group, we are committed to Sino-EU innovation cooperation, possessing abundant local and global resources. Globally, Nokia is leading the world to adopt end-to-end 5G networks that are faster, more secure and capable of revolutionizing lives, economies and societies. We adhere to the highest ethical business standards by creating technology with social purpose, quality and integrity.



企业DEI最佳实践

诺基亚贝尔

"以多元包容为持续动力"是诺基亚始终秉承的发展理念,对我们来说,多元和包容是实现伟大创新、实现组织绩效以及为客户提供卓越服务的基本保障。正如诺基亚全球包容与多样性负责人所提到的,"我们希望,作为一家公司,我们尊重不同性别、性取向、种族和宗教的人,以及残疾人士和不同世代的人",我们的目标是将具有不同经验、教育、专业知识和背景的人员聚集在一起,为个人和公司的利益和福祉服务"。

诺基亚贝尔作为诺基亚在中国的旗舰合资公司在倡导性别平衡及提升幸福力方面也有着悠久的历史。我们部署了很多性别平衡行动及举措,旨在确保男女员工在每项职能和每一个层级上都有平等的成功机会。在中国的实践则主要聚焦于女性员工关爱、女性论坛、女性科技人才、ICT女孩(鼓励女孩学习信息和通信科学)等。通过这些全球或本地支持项目,为女性员工提供所需的关爱和支持,同时也极大地提升了员工的满意度和公司的可持续发展。

女性员工关爱

包括每年的三八妇女节庆祝、家庭日、灵活的居家办公政策、妈咪小屋、年度金叶子奖以及丰富多彩的员工俱乐部等。在2018年5月公司更是推出了个人支持服务(Personal Support Service),以帮助员

工通过EAP服务实现工作与个人生活的平衡和谐。2020年度报告显示,超过50%的情感需求在第一次通话中得到了满足解决,同时PSS服务也收获了很多女性员工的积极反馈。

女性论坛计划

由三阶段组成:自我意识、业务发展和未来发展,旨在提升女性管理人才4项能力支柱,包括:成长心态、影响力、战略能力和创新能力。最终帮助女性人才学会拥抱"她的力量"的本质,并突破自己能力的极限。

WIN女性科技人才项目

提升女性员工的领导力、支持女性员工职业发展,鼓励更多有才华的女性加入诺基亚贝尔。迄今WIN已开展了近30场关于女性职业发展和领导力提升的活动,受益超千名女性。也赢得了女性组织励瑛杭州授予的"最佳女性发展雇主"的美誉,极大地增强了WIN在公司内外部的影响力。

ICT女孩

(鼓励女孩学习STEM科学)

促进小学和高中女生的STEM(科学、技术、工程和数学)教育。

员工的蓬勃发展是我们的战略重点。这意味着,我们所做的一切,不仅以职业成长为中心,更是以个人幸福和工作与生活的融合为中心。通过塑造多元包容的工作文化,创造身体和心理安全的环境,让每个人释放潜力。

关于诺基亚贝尔

上海诺基亚贝尔股份有限公司(简称:诺基亚贝尔)是诺基亚集团和中国保利集团旗下华信邮电的中外合资企业,我们拥有丰富的本地和全球资源。诺基亚贝尔秉承"科技以人为本"的全球理念,在中国设立了研发、市场、服务、全球交付、供货等全产业链布局。诺基亚正在引领全球部署更快、更安全,并能够彻底改变生活、经济和社会的端到端5G网络。我们恪守最高商业道德标准,坚持诚信经营,以高品质的技术创新服务社会。

DEI best practices

Organon



At Organon, DEI is at the heart of all we do – it’s what makes us who we are. As such, we naturally place a high value on the different perspectives, insights, and richness it brings to our culture. As we’re a company focused on women’s health, we position DE&I as part of Organon’s DNA from the very beginning.



Diversified value

As a century-old pharmaceutical company that just became independent in June 2021, Organon regards every employee as the “founder” of the company. Organon China always carries out its vision of “creating a healthier and better day for every woman”. It is committed to building our culture based on “truth and honesty”, “spirit of ownership”, “mutual respect”, “win-win cooperation”, “courage forward”, and “embrace passion”. We keep creating a more diverse, equal and inclusive workplace environment for every employee.



Gender equality

Organon not only focuses on women’s health but also employee care and gender equality. Female employees in Organon China account for more than 50%, and 70% of board members are women. We offer benefits such as extended women’s day, maternity

and paternity leave, and preferential cervical cancer vaccinations to achieve “the balance between the needs of the company and employees”.



Work-life balance

At Organon, we are committed to providing every employee with comprehensive and valuable benefits programs, such as health and benefits, insurance, and retirement plans. To ensure the balance between work and life of employees, the company provides 15 to 20 days of paid annual leave every year. On top of that, they also get five days of - leisure leave for employees with five years of service, and various benefits, such as Celebration days, Christmas holidays, and “focus days” for employees to work from home every Friday. We hope employees can effectively save commuting time while maintaining efficient work to balance family and life.



Diverse growth

The company launched its “Happy August” program in August this year. The rich and comprehensive initiative includes the distribution of customised t-shirts, masks, and epidemic prevention kits for special periods of epidemic prevention. Calm, a mobile

app designed to help reduce stress, overcome anxiety, improve performance, feel happier and sleep better, was introduced too. In conjunction with the Calm app, the Shanghai office also offers yoga meditation experience to provide employees with a way to decompress and relax during lunch break. The company also pays for Harvard psychology courses and time management courses for employees to care for their physical and mental health.

About Organon

Organon is a global healthcare company focused on women’s health, headquartered in Jersey City, New Jersey, USA, with approximately 9,000 employees worldwide. Adhering to the “Here for Her Health” value proposition, we offer a global portfolio of more than 60 medicines and medical solutions covering a range of critical disease treatment areas.



企业DEI最佳实践

欧加隆

在欧加隆，多元平等与包容是我们的首要价值观，也是我们一切工作的核心。我们重视它给我们的文化和思维带来的不同视角、见解和丰富内涵。同时，由于我们是一家专注于女性健康领域的公司，这一独特视角也保证了我们从创立之初就将DE&I定位为公司基因的一部分。

多元价值

作为2021年6月刚刚独立成司的百年药企，在欧加隆，每一位员工都是公司的“创始人 (founder)”。欧加隆中国始终贯彻公司的愿景，“为每一位女性创造更健康、更美好的每一天”，致力于通过推动公司六大文化“真实坦诚”、“主人翁精神”、“相互尊重”、“携手共赢”、“勇往直前”、“怀抱激情”的建设，为每一位员工打造一个更为多元、平等与包容的职场环境。

性别平等

欧加隆根植女性健康的文化基因也体现在了员工关怀和性别平等层面。目前，欧加隆的女性员工占50%以上，董事会的女

性成员高达70%。公司为员工提供延长的妇女节、生育和陪产假，以及宫颈癌疫苗注射优惠等福利政策，以实现“公司和员工需求之间的平衡”。

生活平衡

不仅是女性员工，在欧加隆，我们致力于为每一位员工提供实现多元生活方式的工具。因此，公司打造了全面而丰富的福利项目，如健康福利、保险和退休计划，以及各种福利假期，包括司庆日、圣诞假等。同时，每周五是鼓励员工在家办公的“专注日”，希望员工在保持高效工作的同时，有效节省上下班的通勤时间，从而得到更多兼顾家庭和生活的可能性。

多元成长

2021年8月，欧加隆推出了“幸福8月”计划。在疫情下的酷暑时节，除了发放公司为每一位员工定制的T恤、口罩和防疫包，还特别开发了Calm——一款旨在减轻压力焦虑、提升幸福力和睡眠质量的专属App，并在上海办公室提供了瑜伽冥想

训练体验。此外，公司还为员工付费购买了哈佛心理课程与时间管理技巧课程，全方位呵护员工的身心健康。

关于欧加隆

欧加隆（纽约证券交易所代码：OGN）是一家全球化的医药科技公司，从默沙东拆分后专注于女性健康，总部设在美国新泽西州泽西市，全球约有10,000名员工。我们“因她而来”，在全球拥有超过60种药物和医疗解决方案的产品组合，覆盖一系列关键疾病治疗领域。

DEI best practices

PageGroup

PageGroup

PageGroup Changes Lives for People through Creating Opportunity to Reach Potential. That's our Purpose and it's at the heart of our business. Our D&I culture supports a working environment where all our employees feel valued and heard, and feel that they belong. We're proud of our commitment to diversity and inclusion and our relentless focus to improve by listening to our people and making them part of the ongoing change and evolution.

We have created three solid pillars that mark the foundation of our D&I strategy.

- 1 Setting an Example (our internal initiatives)
- 2 Pushing Boundaries (we help our clients)
- 3 Shaping the Future (we aim to be at the forefront)

Changing lives and adapting to our markets and customers only works if we benefit from diverse mindsets, ways of thinking and approaches. To achieve this, we champion D&I through a series of initiatives rallying around the big 6 strands and providing range of networks and supports.

Women@Page

- where women succeed at work. We have over 330 partnerships within our female global mentoring programme.

Pride@Page

- where sexual orientation and gender identity don't matter. Our LGBTQ network embraces our culture of acceptance without exception. As the first recruitment company to be a Stonewall Global Diversity Champion, we demonstrate our commitment to our employees bringing their whole selves to work. June is our focus month to advocate Pride Month.

Ability@Page

- where disability doesn't hold you back, to show our commitment to helping people reach their potential by supporting them in all areas of physical and mental wellbeing. We have various themed workshops around this to break the stigma and share practical techniques.

Parents@Page

- provide all our parents and carers encouragement and support with the right resources, parenting seminars and maternity workshops. Some workshop examples include 'Plan for summer holidays', 'Take control of what you can change as a new parent'.

Age@Page

- At PageGroup age is just a number. We recruit and retain people across all ages recognizing the benefits of having an age diverse workforce.

Unity@Page

- We launched Unity@Page to optimise learnings from one culture to another and promote the benefit of multicultural perspectives in the workplaces.

PageGroup have achieved The Times Top 50 Employers for Women for the second time. This is a widely respected award for employers committed to achieving equality for women at work and we are proud to have been included again. It is more than just gender though, we have won this because we celebrate, support and develop intersectional women: LGBTQ+, culturally diverse, women with disabilities (visible and invisible), carers, socially mobile and any combination of these and more. Our culture is one of inclusion and belonging and that's what makes the difference.

As a recruiter, we're in a position to influence and committed to creating equal opportunities when recruiting for our clients. Meanwhile we are actively committed to D&I in all its forms and we are privileged to also be able to support and promote D&I for our customers and society as a whole. As an example, we have organized four D&I learning workshops and invited more than 100 clients in recent 2 years. We hold D&I as a strong performance driver and with our customers, we want to impact our society in the long-term and strive towards a more equal world.

About PageGroup

PageGroup plc was established in the United Kingdom in 1976. Since this time, we have grown to be one of the world's most successful recruitment organisations with a market capitalisation of GBP 1.3 billion and we are listed on the London Stock Exchange as a FTSE 250 company. Page China was established in 2003. Now we operate from our six offices in Beijing, Shanghai, Shenzhen, Guangzhou, Suzhou and Chengdu. We pride ourselves on understanding the local business environment and economy to be able to provide excellent service. Our talent pool contains 1,000,000+ candidates resulting in 2,300+ job placements in China in 2020.



企业DEI最佳实践

PageGroup

PageGroup为职场人士创造职业机遇，挖掘内在潜能，成就精彩人生，这是我们的宗旨，也是我们集团的价值核心。我们多元与包容的文化能让所有员工在职场中感到被重视、被倾听，因而让他们能有归属感。对多元与包容文化的承诺让我们感到自豪，我们也为不懈关注、聆听和成就我们的员工而感到自豪。

PageGroup对于多元与包容的战略有三项基本原则：

- 1 树立榜样 (通过我们内部的活动)
- 2 超越自我 (通过协助我们的客户)
- 3 塑造未来 (通过成为行业内前沿标杆)

受益于多元化的心态、思维模式和方法论，我们得以快速适应各种市场和客户，帮助求职者成就精彩人生。为了实现这一目标，我们围绕着六大支柱对多元与包容提出了一系列的倡导：

Women@Page

女性在职场上也能获得成功。已经有超过330位成员参与了我们的全球女性指导计划。

Pride@Page

其实性别和性取向并没那么重要。我们为性少数群体提倡一种毫无例外的包容文化。作为第一家被评为 "StoneWall" 全球多元冠军的招聘咨询公司，我们承诺让员工可以毫无保留地投入工作，同时我们会在每年骄傲月 (6月) 集中倡导包容少数群体的文化。

Ability@Page

不要因为不完美而退缩。我们通过支持员工的身心健康和幸福力来履行挖掘内在潜能的承诺。围绕这一点，我们会开展各种主题的研讨讲座，分享实用技巧，帮助大家打破传统观念。

Parents@Page

我们会给已经成为家长的员工提供各类支持和资源，包括各种育儿讲座、产前工作坊、暑假计划工作坊、新手父母成长工作坊等等。

Age@Page

在PageGroup年龄只是一个数字。我们认识到拥有不同年龄层的员工的好处，因此我们会招聘和保留各种年龄层的员工。

Unity@Page

我们新推出这个支柱是为了让大家能够学习和认识到拥有跨种族的多元化视角在职场中的好处。

PageGroup近期再次被泰晤士报评为最佳女性雇主50强。这是一个知名并广受认可的奖项，获奖者都是致力于实现女性工作平等的雇主，因此我们很自豪能再次入选。其实这个奖项并不仅为推动职场性别平等而设立，赢得这个奖项意味着除了关注各类女性群体，我们也鼓励、支持和包容性少数群体、拥有多元文化背景的群体、有可见或不可见残障的群体、需履行照顾责任的群体、社会流动群体等等。

正因坚持多元与包容的文化，我们如此与众不同。

作为招聘咨询公司，我们也影响着客户，我们提倡客户在招聘员工时创造平等的工作机会。我们一直积极主动投入各种形式的多元与包容倡导，能与我们的客户甚至整个社会群体一同去支持和促进多元与包容的文化，让我们感到无比荣幸。例如，近两年来已经有逾100家客户参与我们组织的四场多元与包容学习工作坊。多元与包容对效能有很强的驱动性，我们坚信与客户的携手努力能够长远地影响整个社会，肩并肩迈向更加平等的未来。

关于PageGroup

PageGroup是全球领先的专业人才招聘公司，于1976年在英国成立，作为一家在伦敦证券交易所上市的FTSE 250指数成份股公司，目前已市值超过10亿英镑。我们于2003年在上海设立了中国大陆的首家办事机构，之后迅速扩张到北京、苏州、深圳、广州和成都等地。凭借多年间在各地区内建立的招聘专场和业务网络，我们充分了解当地商业环境及经济形势，为此我们能提供卓越优质的服务。在2020年这一年内，我们中国的人才库已登记超过100万候选人并成功匹配了超过2300个职位需求。

DEI best practices

Trip.com Group

Trip.com Group™
携程集团



The Group adopts principles of open recruitment, fair competition and selection on merit, without discrimination based on religion, race, gender or household registration, or disability.

In its 22-year history, Trip.com Group has been committed to create a more diverse, fair and inclusive workplace culture, especially in ensuring fair employment, safeguarding the rights and interests of female employees and encouraging their career development, demonstrating its image as a responsible enterprise.

The Group adopts principles of open recruitment, fair competition and selection on merit, without discrimination based on religion, race, gender or household registration, or disability. The success of the group's hiring policy can be seen in its demographics. Today, among Trip.com Group's staff, 50% are women, 41% are above the middle and senior levels, and 30% are senior managers. Women also help lead many of the technological developments and innovations at Trip.com Group. Their presence helps to drive gender awareness and equality to ensure women feel the value of their roles in the business.

Trip.com Group values the protection and care of its employees and commits to helping women in the workplace enhance their influence. To demonstrate support to families and to promote working mothers, a maternity gift of

RMB 800, and a maternity allowance of up to RMB 3,000, is given to female employees. Women during maternity can also get travel allowance during workdays, in which the Group alone invests more than RMB 1 million every year. Pregnancy recliners are provided in the office, and each floor is equipped with a mother-and-baby room for breastfeeding.

Trip.com Group is devoted to enhancing employee satisfaction and happiness to support employees achieve a work-life balance and enhancing their sense of belonging. In 2019 a staggered work system was introduced and allows employees to freely choose their work time. This initiative offers working parents and other employees the flexibility and control to pick their own work time. In August 2021, the Group further launched a six-month "2021 Hybrid-working Trial". It is a comprehensive mixed office trial, involving two control groups, made up of hundreds of employees, to explore whether this model can be one of the company's future long-term working practices. This is the second iteration of the Group's "Work from Home Trial" project, which was first implemented in

2010 and 2020. This time, the scope of employees has been expanded from mainly customer service staff, to cover technical, product, business, marketing and functional positions. Employees in the "hybrid working" pilot group will work from home every Wednesday and Friday. The trial will monitor the effectiveness from five dimensions to better examine the benefits of the model, improve employee satisfaction and increase working flexibility.

Trip.com Group also actively promotes community values and is strongly involved in CSR activities. It is leading the travel sector in its rural revitalization project, establishing country retreats in rural areas providing jobs and upskilling local people to raise the quality of life for local populations. Trip.com Group has invested in Country Retreats, and will subsequently promote the rural revitalization strategy through a "Five-year Action Plan", including investing 1 billion yuan in rural tourism industry fund, incubating 10 key net-worthy villages for public welfare, empowering 100 tourism villages on a large scale, and training 10,000 professionals for rural tourism to boost local construction and employment.

About Trip.com Group

Trip.com Group is a leading global travel service provider comprising of Trip.com, Ctrip, Skyscanner, and Qunar. Across its platforms, Trip.com Group helps travellers around the world make informed and cost-effective bookings for travel products and services, and enables partners to connect their offerings with users through the aggregation of comprehensive travel-related content and resources, and an advanced transaction platform consisting of apps, websites and 24/7 customer service centers. Founded in 1999 and listed on NASDAQ in 2003 and HKEX in 2021, Trip.com Group has become one of the best-known travel groups in the world, with the mission "to pursue the perfect trip for a better world".



企业DEI最佳实践

携程集团

携程集团在22年的发展历程中，始终追求创造更为多元、公平、包容的职场文化环境，特别在保障就业公平、维护女性员工权益和职业发展上表现出色，彰显了其负责任的大企业形象。

体现在招聘方面，携程集团一贯秉承“公开招聘、公平竞争、择优录取”的公平就业原则。集团员工中，有一半是女性员工，中高层以上女性员工占41%，高层管理女性员工占30%。女性还引领了携程集团的许多技术发展和创新，集团的产品研发团队中女性比例占30%。集团对女性员工的重视有力地推动了性别平等，确保女性提升职场影响力和自我价值。

除了激励女性员工的职业发展，集团还在生活上全方位保障和关怀女性员工：孕期女员工除了可以享有800元生育礼金以及最高3000元的额外生育津贴，还能获得工作日上下班交通补助，仅这一项，集团全年投入超过百万元。办公环境中设置孕妇躺椅，每个楼层为哺乳期员工配备母婴室。

携程集团同样致力于提升全体员工满意度和幸福感，支持员工实现工作与生活平衡，增强归属感。2019年，集团推出错峰

上下班工作制度，允许员工自由选择上下班时间，这项举措为职场父母接送子女提供了便利。今年8月，宣布启动为期半年的“2021混合办公试验”，通过对2个对照组，总计数百名员工参与的混合办公综合试验，探索该形式是否可以作为公司未来长期办公形式之一——这是携程继2010年、2020年实施“在家办公试验”项目之后的再次迭代试验，参与实验的员工范围由原来的以客服人员为主，扩展至覆盖技术、产品、业务、市场营销以及职能岗位。“混合办公”试验组的员工，每周三和周五在家办公，试验将对总计5个维度的效果进行监测，以更好地发挥此模式的优势，致力于提高工作的灵活性和打造一个包容的工作环境。

集团还积极于推动实现更为广泛的社会公平，促进社会共同富裕事业，今年将“旅游乡村振兴”提升至公司战略层面，以公益性计划投入打造家携程度假农庄，后续还将通过“五年行动计划”全面推进乡村振兴战略。战略具体包括：携程将投入10亿元乡村旅游产业基金；对10个重点网红村落实现公益孵化；对100个旅游村规模化赋能；为乡村旅游培养10000名专业人才。此举将极大地带动当地旅游发展建设以，促进地劳动力就业。



体现在招聘方面，携程集团一贯秉承“公开招聘、公平竞争、择优录取”的公平就业原则。

关于携程集团

携程集团于1999年创立，2003年在纳斯达克上市，2021年在香港交易所正式挂牌，是全球领先的一站式旅游服务供货商，旗下品牌包括 Trip.com、携程、Skyscanner及去哪儿网。为世界各地旅客全方位搜罗及整合旅游信息，让用户可以轻松预订旅游产品及服务，做出最精明的选择。

DEI best practices

Visa



Visa strives to be a great company where employees can do their best work, achieve their career goals and contribute to the company's success while leading fulfilling personal lives. We conduct regular pulse surveys to assess the wellbeing and engagement of our employees. The latest survey results indicate a highly engaged workforce in Visa China (90%), with employee wellbeing at 86%. We attribute this to the culture of inclusion and diversity we are all driving at Visa and is demonstrated through the following examples:

No Meeting Friday afternoons

For nine months of the year, we are establishing No Meeting Friday Afternoons. Employees are expected to work the full workday on Fridays, while they can spend the afternoons getting caught up on their work and taking time to think and focus on their priorities without the interruption of an afternoon full of meetings. As always, business and client needs come first, so there may be times when employee need to have a meeting on Friday afternoon. For the remaining three months of the year, we will be on Wellbeing Friday Afternoons when employees may take the time to recharge, get caught up on their work or schedule personal appointments without the worry of missing meetings on Friday afternoons.

Benefits designed to care for the whole and unique you

Research has shown that taking time off to recharge has many benefits, such as improving physical and mental well-being and enabling our employee to operate at their sustainable best. With this, Visa offers 2 days family care leave per year for employees to spend time with their family and loved ones, 4 weeks of paternity leave for all male employees who has a newborn baby. Our corporate Gyms program and flexible benefits program also has been a long-standing and much welcomed program with our employees.

Flexible work and employee experiences

Reflecting the value that Visa places on our people, we want to foster an inclusive culture that supports flexible work in a way that ensures both positive employee and company outcomes. Flexibility to work from home and a consistent in-office collaboration days culture co-exist at Visa. In addition, there are full ranges of inclusion and wellbeing activities available to all employees, including yoga, handcraft, meditation, food tasting, art, fitness, and financial wellbeing.

We are very proud of inclusion and diversity that we are driving for Visa's continuous success as a company and as a great place to work.

About Visa

Visa Inc. is the world's leader in digital payments. Our mission is to connect the world through the most innovative, reliable and secure payment network, enabling individuals, businesses and economies to thrive. Our advanced global processing network, VisaNet, provides secure and reliable payments worldwide and is capable of handling more than 65,000 transaction messages per second. The company's relentless focus on innovation is a catalyst for the rapid growth of digital commerce on any device for everyone, everywhere. As the world moves from analogue to digital, Visa is applying our brand, products, people, network and scale to reshape the future of commerce.

企业DEI最佳实践

Visa

Visa公司致力于打造一个使员工乐业于此的最佳职场，我们旨在不仅要使员工能得到良好的职业发展，而且更关注员工在致力于公司长期发展的同时，实现个人价值。Visa公司通过定期开展的员工敬业度调查来了解员工对幸福力和敬业度方面的看法。最近一次调查结果显示，Visa中国的员工整体敬业度指数为90%，其中幸福力指数高达86%。这些数字的背后都有赖于公司对实践多元包容文化做出的如下举措：

无会议的周五下午

在过去的九个月中，Visa在公司内实行了“无会议的周五下午”。虽然员工们还是一如往常地每周工作五天，但我们约定不在周五下午安排任何会议，给到员工充分的时间专注和思考当下的工作重点。当然，业务和客户的需求对公司也至关重要，如果有紧急或者必要的业务会议，我们也需要快速响应。在接下来的三个月，我们还将实行“舒心时光”，员工们可以利用无会议的每周五下午为自己充电，关注自身职业发展或安排个人事务。

为每一个独特的你提供周全的福利关怀

有研究表明，适当的劳逸结合对职场人士有诸多好处，比如可以改善生理和心理健康，可以赋能员工在职场发挥最佳状态。因此，在年假之外Visa还额外给到员工2天的家庭关怀假。员工可以利用该假期和家人朋友们共度美好时光。又如，我们还给到所有男性员工为期4周的陪产假，让他们安心照顾新生儿和适应新的生活。此外，在公司实行多年的健身房福利项目以及弹性福利也深受员工们的喜爱。

弹性工作和员工体验

为了体现Visa对员工的价值主张，公司致力于打造弹性工作和多元包容兼容并蓄的文化。我们也以此为基准，确保员工在出色状态下工作的同时，也确保公司能有高效产出。比如，我们支持员工家庭办公，也需要员工在一周固定的三天于办公室协同团队一起工作和面对面交流。另外，公司每年还会为员工组织一系列体现多元包容以及幸福力相关的活动，例如瑜

伽，手工活动，冥想，美食品鉴，艺术，健身和理财投资等主题活动。

Visa员工们为能和公司一起共创包容多元化的文化和打造最佳职场而倍感自豪。

关于Visa

Visa公司是全球领先的数字支付公司。我们的使命是通过最创新、可靠和安全的支付网络连接世界，促使个人、企业和经济活动蓬勃发展。我们拥有全球先进的支付处理网络VisaNet，确保世界各地的支付交易安全可靠。VisaNet每秒可处理超过65,000笔的交易。Visa对创新的坚持不懈是万物互联时代商业发展的催化剂，亦是每个人及每个市场实现无现金未来梦想的重要推动力。当世界由模拟向数字时代演变之际，Visa正运用我们的品牌、产品、人才、网络和规模，重新塑造商业的未来。





About

sHero

sHero represents the evolution of an enduring legacy supporting and advancing women in the workplace. For a decade, we have been working with the world's leading and most forward-thinking companies, through innovative initiatives, signature events, and creative content, to champion for cultural change and women's advancement.

First as a champion of working women, and our vision, breadth and depth grew as our thought leadership and expertise expanded to meet the changing marketplace demands for DE&I. Today, as a driving force for DEI, we help companies create energetic cultures and real business impact advising organizations with actionable insights, data-powered solutions, and inspiring events that provide a guide to setting new culture standards in an ever-changing landscape.

As a leader across the entire spectrum of the DE&I space, no matter where organizations are on their DE&I journey, sHero's wide-ranging programs can be combined to meet each client's unique needs. By leveraging all of our capabilities, we will help our clients as they lead the way to a new bottom-line-driving business priority—to make belonging a baseline at every stakeholder touchpoint."

We are a provider of integrated DE&I platform services in the market.

sHero代表着一个持久传承支持和推动女性在职场的演变。十年来我们与世界领先和具有前瞻性的企业合作通过创新项目、重大活动与创意内容倡导文化变革与女性发展与进步。

起初作为职业女性的捍卫者，随着我们的思想领导力和专业知识的扩展，我们的视

野、广度和深度也在增长，以满足不断变化的市场对DE&I的需求，如今我们已经成为DEI的驱动力量助力公司真正意义上影响商业的可持续发展和繁荣，为组织在不断变化的世界建设新的文化标准指引方向。

定位为DEI领域的领导者，无论你们组织处于哪一个阶段，我们的多元的项目都会满足到你们独特的需求。尽我们所能帮助我们的客户，因为他们将引领迈向一个新的底线 - 驱动业务优先级 - 使归属成为每个利益相关者接触点的基线。

我们是市场上多元公平包容整合平台服务提供商者。

www.sherochina.com

About

PageGroup

PageGroup plc was established in the United Kingdom in 1976. Since this time, we have grown to be one of the world's most successful recruitment organisations with a market capitalisation of GBP 1.3 billion and we are listed on the London Stock Exchange as a FTSE 250 company. Page China was established in 2003. Now we operate from our six offices in Beijing, Shanghai, Shenzhen, Guangzhou, Suzhou and Chengdu. We pride ourselves on understanding the local business environment and economy to be able to provide excellent service. Our talent pool contains 1,000,000+ candidates resulting in 2,300+ job placements in China in 2020.

PageGroup是全球领先的专业人才招聘公司,于1976年在英国成立,作为一家在伦敦证券交易所上市的FTSE 250指数成份股公司,目前已市值超过10亿英镑。我们于2003年在上海设立了中国大陆的首家办事机构,之后迅速扩张到北京、苏州、深圳、广州和成都等地。凭借多年间在各地区内建立的招聘专场和业务网络,我们充分了解当地商业环境及经济形势,为此我们能提供卓越优质的服务。在2020年这一年内,我们中国的人才库已登记超过100万候选人并成功匹配了超过2300个职位需求。

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