June 2022

Operational Recommendations Ethnic Diversity & Inclusion

Diversity & Inclusion Workstream

Business for Inclusive Growth

Disclaimer

Business for Inclusive Growth (B4IG) is a global CEO-led coalition of major companies fighting against inequalities of income and opportunity. With the OECD as its Strategic Partner, B4IG coordinates with governments to scale up business action on inequality. More information on www.b4ig.org.

The opinions and arguments expressed herein are those of the authors and do not necessarily reflect the official views of the OECD or its member countries.

Acknowledgement

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Executive Summary

Business for Inclusive Growth's Diversity and Inclusion Working Group gathered a group of global companies operating across the globe, to identify common strategies and interventions that they can take to build greater ethnic diversity and inclusion. Representatives of member companies have actively contributed by sharing their perspectives and experiences. These operational recommendations are a result of our discussions, research, and close collaboration.

We, the Business for Inclusive growth (B4IG) coalition, acknowledge that we must act both within our organisations, our value chains and our ecosystems to move beyond prevention of any form of ethnic and racial discrimination and actively foster inclusive business cultures.

Companies are encouraged to follow either all of the Operational Recommendations Guide or to a partial degree, depending on company-specific challenges, maturity level, strategic objectives or national legislations across four pillars of the framework that we have developed to drive commitment and action.

Recommendation I. Bold Leadership: Set goals that reach beyond legal compliance and hold leaders accountable for results with transparency of metrics and progress.

Dimension 1.1: Governance

1. Create an advisory board to review progress and provide informed guidance, strategies and an action plan to progress an ethnic and racial inclusion agenda.
2. Identify business sponsors to drive the agenda, integrate it into the corporate strategy, and influence local strategies engaging key stakeholders to become change agents and active role models when driving action.

Dimensions 1.2: Communication

1. Drive visible leadership commitment to ethnicity inclusion and anti-racism globally, and cascade it down at country level both internally and externally.
2. Ensure that communications plans focus on specific under-represented - where appropriate and per local context.

Dimension 1.3: Measurement

1. Understand the legal landscape to identify locations where data collection, assessment and measurement tools can be integrated into talent processes.
2. Acknowledge the social and cultural context and available data at the country level through local census; identify ethnic and racial groups impacted by discrimination and historically under-represented in the workplace.
3. Establish and publish representation goals per career level/country for headcount mix, recruitment, progression and retention - where legally applicable to reflect society representation.
4. Share accountability for goals with leadership, and track progress frequently with the same rigor as other business metrics; include them in the business metrics dashboard to ensure data transparency.

Recommendation II. Talent Actions: Implement D&I talent actions across attraction, retention, development, advancement & other key processes.

Dimension 2.1: Hiring

1. Adopt new sourcing strategies and partnerships to access broader and untapped talent pools and to create a balanced pipeline, while ensuring the entire recruitment process is **unbiased.**

Dimension 2.2: Retaining & Advancing

1. Build an ethnically/racially diverse leadership pipeline, focusing on growing and empowering all employees, and ensuring they have a sponsor and mentor, as we know under-represented groups have historically had less access.
2. Monitor gaps in terms of progression and representation across specific functions and levels; ensure equal access to leadership and career growth conversations, and that learning opportunities are provided to all, to ensure under-represented groups are able to progress at the same rate as their counterparts.
3. Provide professional development opportunities to under-represented groups -where legally applicable - ensuring we build skills aligned to priority business areas and self-advocacy and provide access to business leaders and learning content in a safe environment.

Recommendation III. Culture: Build an inclusive, diverse and bias-free workplace, where employees are enabled to drive change, and inclusive leadership is role-modelled.

Dimension 3.1: Education and awareness

1. Launch anti-racism learning modules and Allyship Programs for employees to increase their awareness around the topic and understanding of roles and responsibilities in speaking up as allies.

Dimension 3.2: Engagement

1. Run employee listening sessions at country level to understand their experiences; identify advisory board representatives who play a key role in analysing the feedback received and in translating it into concrete actions.
2. Create, promote, recognize and empower local Employee Networks to offer a chance to create a greater sense of community and belonging, to support targeted professional development opportunities, and to have a voice in the business and serve as a vehicle for change.

Dimension 3.3: Communication

1. Drive local efforts (e.g. internal conferences/events, external speaker sourcing) to strike regular and meaningful connections with employees through shared values, motivating them to take action.
2. Promote intersectionality with other existing programs/networks (e.g. cross-cultural, social mobility, gender, LGBTQ+) to focus on initiatives informed by the experiences and voices of different groups and to engage new audiences in ways that resonate with their values.
3. Identify D&I sponsors/champions/leaders in teams to bring forth bottom-up ideas and approaches while supporting, developing, and driving ethnic/racial diversity further within their workplace to ensure goals are achieved.

Recommendation IV. Ecosystem: Influence clients, customers, partners and suppliers to support meaningful change in their organizations, and within local communities.

Dimension 4.1: Clients/Customers & Suppliers

1. Partner with clients that incorporate and work on the prevention of ethnic/ racial discrimination to ensure that, at the project/team level, there is awareness and clear commitment around the topic to identify and address potential challenges.

2. Include contractual agreements on diversity to provide a clear statement of intent for ethnic/racial diversity with suppliers - where applicable and depending on tools and existing mechanisms - and partner with firms/organisations that adhere to the company's policies and share similar values on the topic.

3. Leverage Marketing & Branding to promote ethnic/racial diversity externally to positively influence clients and customers.

Dimension 4.2: Partners

1. Collaborate with external organizations (e.g. country level initiatives, local governments, trade organizations,) to develop an ethnic/racial inclusion focus on the ecosystem through the exchange of collective practices and experiences, multiplying the reach and impact of individual efforts.

2. Contribute to creating Thought Leadership, by connecting with different organizations, companies, multi-stakeholder partnerships or non-profits with similar goals and focus areas to incorporate innovative solutions and prevent discriminatory practices within the ecosystem that the company interacts with on a continuous basis.

B4IG

Advancing Ethnic D&I in the Workplace

Context

As societies and workforces around the world are becoming increasingly diverse with people of different cultural backgrounds, skin colour, ethnic and national origins working together in both the public and private sector, the subjects of Diversity and Inclusion are receiving increased attention by the business sector. Nonetheless, structural ethnic and racial discrimination is entrenched within the workplace today in the form of ethnic and racial inequality and injustice[1].

Labour market outcomes over the past decade indicate that most underrepresented groups such as LGBTQ+, women and elderly workers have experienced better integration and acceptance[2]. However, this has not been the case for ethnic and racial groups.

Discrimination against ethnic and racial groups remains prevalent in the hiring process: with applicants from ethnic and racial backgrounds sending 50% more CVs to get invited to a job interview. Discrimination on the job also remains common: when compared to the «majority» workforce, "signals of differentiation" increase employees' exposure to discrimination, indirectly pushing them to conform to dominant standards and practices to protect themselves.

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1. OECD, *All Hands In? Making Diversity Work for All,* OECD Publishing, Paris, 2020
2. Ibid.

Definition

We acknowledge the fact that different situations and groups exist in diverse countries and that there is no universal language that can be applied to address the topic. Ethnicity is often understood and interpreted in different manners, making it an ambiguous term. We recognize the term is indeed constantly evolving, making context and region, more specifically country specific conditions, an essential element that determines its usage. The usage of terms such as 'ethnicity', 'race', and 'indigenous identity' may be polarized in some countries or regions, while usual and neutral in others. Even in countries advanced in diversity data collections, norms around appropriate terminology are in continuous discussion.

According to the UN, ethnicity "describes a shared culture: the practices, values, and beliefs that characterise those belonging to a community. This multidimensional concept acts as an umbrella term encompassing language, religious traditions"[3]. **This document builds on the United Nation's definition[4] of Ethnicity as its baseline, expanding its scope to a number of related concepts such as race, skin colour, indigenous identity, ancestry, citizenship and nationality.**

The terminology used in this document attempts to provide a global understanding, letting companies adapt it in accordance with the local contexts or country conditions depending on where each company would like to apply the recommendations.

3. Balestra, C. and L. Fleischer, *Diversity statistics in the OECD: How do OECD countries collect data on ethnic, racial and indigenous identity?*, 2018
4. United Nations, *Principles and Recommendations for Population and Housing Censuses Revision 3,* Department of Economic and Social Affairs, New York, 2017

Role of Business

We, the Business for Inclusive growth (B4IG) coalition, acknowledge that we must act both within our organisations, our value chains and our ecosystems to move beyond prevention of any form of ethnic and racial discrimination and actively foster inclusive business cultures. Existing policies and anti-discrimination legislation alone will not suffice in removing structural obstacles. Specific measures focusing on the topic are required to ensure equality of opportunities and fair treatment at work for underrepresented groups.

While some governments, trade unions, businesses and other non-profit organisations have already committed to fight against ethnic and racial discrimination, it is essential to translate commitment into actions.

Integrating diverse groups is now beyond ethical imperatives; the economic and social case continues to strengthen. McKinsey's report 'Diversity wins: How Inclusion matters' or Accenture´s 'Getting to Equal' underlines this aspect through evidence that the most **diverse companies tend to outperform less diverse competitors in the market.** With growing research indicates the correlation between better business and employee engagement and inclusion, the business case has grown strong. Conversely, increasing diversity on its own, will not yield desired outcomes. Diversity must be coupled with a truly inclusive environment, where everyone feels that they belong, in order to harness the overall potential that ethnic and racial diversity and inclusion has to offer[5].

Till present, the discussion and perspective around discrimination/injustice has been viewed and interpreted through a singular lens. However, intersectionality highlights that, in a complex manner, multiple forms of discrimination can combine and affect the experience of a certain individual or marginalised group, making it essential to consider the Operational Recommendations through an intersectional lens.

Based on the four pillars of our Diversity & Inclusion (D&I) framework, B4IG member companies have collectively designed operational guidance defined through a set of recommended actions to advance ethnic and racial diversity, helping organisations drive their ethnicity focused D&I strategies, promoting and valuing it within the workplace.

These operational recommendations have been built on existing research work of the United Nations (UN), the Organisation for Economic Co-operation and Development (OECD) and reflect the input of member companies existing best practices across diverse sectors and across different regions and contexts. Representatives of member companies have actively contributed to share their perspectives and experiences in order to make this guidance operational and pragmatic to provide a comprehensive understanding of what ethnic and racial diversity entails in the workplace, the challenges, and the existing or potential solutions to address issues.

Building on this guidance, B4IG companies will assess their existing D&I strategies, to identify areas for new ethnic and racial diversity focused measures and build an action plan depending on local context to prevent ethnic and racial discrimination within their direct operations and supply chains and with their partners.

Companies are encouraged to follow either all of the Guide or to a partial degree, depending on company-specific challenges, maturity level, strategic objectives and national legislations across four pillars of the framework that we have developed to drive commitment and action.

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5. Karpe S and Horan J, *Diversity & Inclusion in Asia: Let's Talk About Ethnicity and Race,*
   The Conference Board, 2021.

Diversity and Inclusion Framework of Operational Recommendations

1_Bold Leadership

Set goals that reach beyond legal compliance and hold leaders accountable for results with transparency of metrics & progress

2_Talent Actions

Implement D&I talent actions across attraction, retention, development, advancement & other key processes

3_Culture

Build an Inclusive, diverse and bias-free workplace, where employees are enabled to drive change, and inclusive leadership is role-modelled
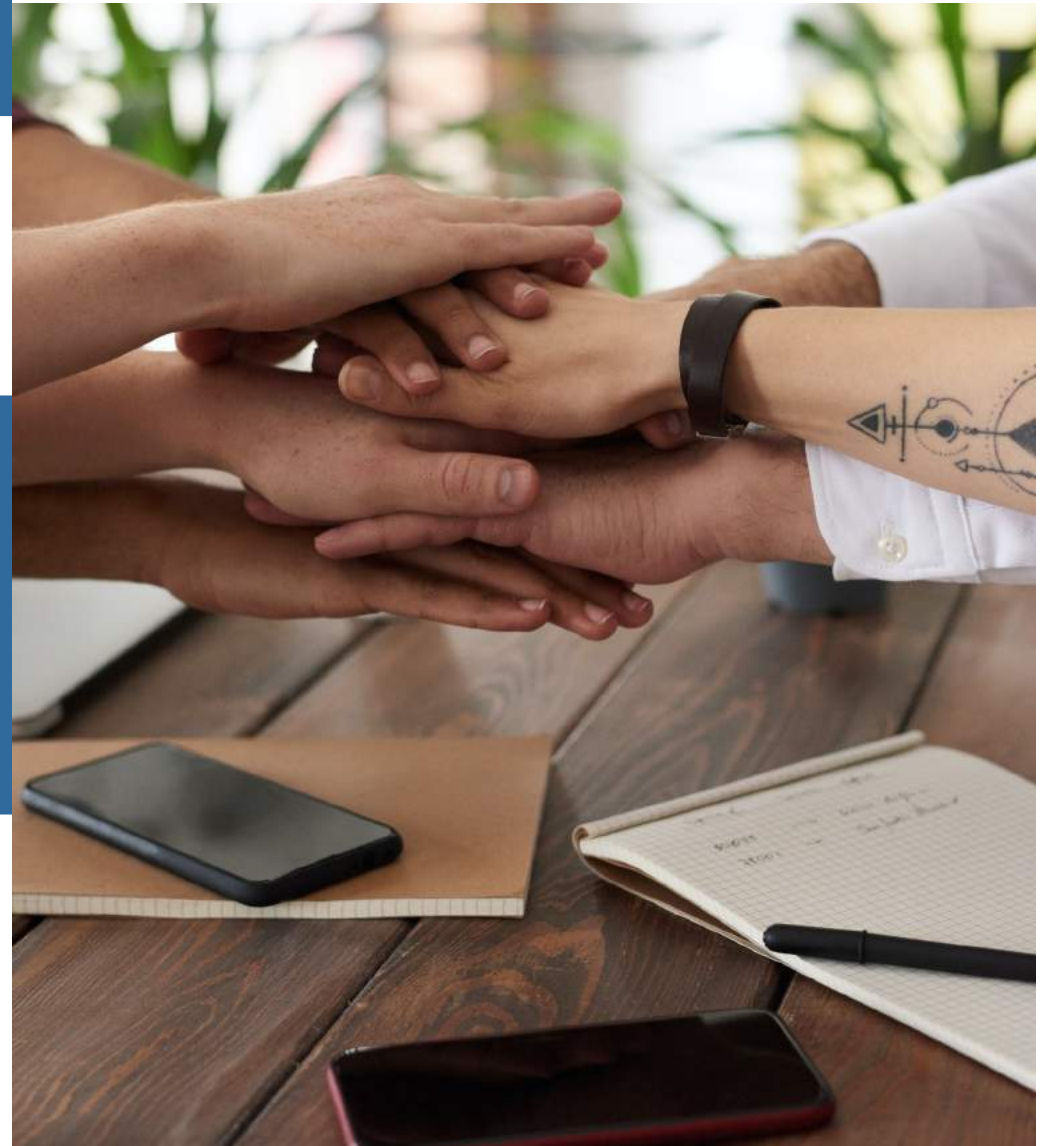
4_Ecosystem

Engage clients, customers, partners and suppliers to support meaningful change in their organizations, and within local communities

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Bold Leadership

Set goals that reach beyond legal compliance and hold leaders accountable for results with transparency of metrics & progress

Dimension 1.1: Governance
1. Create an advisory board to review progress and provide informed guidance, strategies and action plan to progress ethnic and racial inclusion agenda.

• This would consist of **identifying relevant representatives, spokespersons from different branches of the organisation and establishing a group of committed members** dedicated to the topic. The ethnicity/race advisory board's mission should be tied to the goal of B4IG's aspiration to help companies drive their D&I efforts that centre the ethnic/racial diversity experience. It would serve as a forum for interaction and cooperation between executives, ethnic groups representatives, champions/sponsors, creating a network of experts on the topic. It would provide the space for proposals, the launch of initiatives and/or creations of statements. The advisory board has the potential to exert influence and to engage company employees, partners and suppliers by raising awareness. Frequent touchpoints, discussions and activities would be required to ensure strong impact of these advisory bodies.

• Companies that have D&I advisory boards instead of specific topic-based ones can form a **sub-committee to address specific issues for ethnic/racial groups or leverage existing bodies** to push forward the ethnic/racial agenda. Specific **members can be identified as ambassadors/champions for the topic to ensure that they are communicating frequently and where appropriate**. Certain companies may decide to keep the board broader than just ethnicity/race to create conversations that tackle the whole spectrum. To go one step further, it is not only ethnicity/race that needs to be considered but also inclusion; therefore, mental wellness and other areas such as social mobility, culture or religion need to be inter-connected/linked at a certain point. In this case, it is necessary to ensure that the topic of ethnicity/race is a core priority, with continuous action.

Examples:
• **Capgemini** is an example of a company that has an Inclusive Leadership Advisory Council (ILAC) to address ethnicity/race. Working closely with North American executive leadership and CSR, the ILAC's priorities are focused on diverse recruitment and retention, and enhancing the employment experience at Capgemini for under-represented groups.

• At **Danone**, a D&I Council has been formed consisting of executive sponsors, functional D&I champions leaders, brands and marketing as well as Partnership representations, pushing forward the overall D&I agenda across the company, including the focus on ethnic/racial diversity.

• At **Accenture** a Steering Committee has been formed to address the unique challenges we have in Europe. The committee gathers HR Leaders as well as Europe Ethnicity sponsor and senior representatives from Legal and Employee Relations.
Accenture has also adopted a scorecard that measures their top 500 leaders globally on a range of activities, including the extent to which they advance our inclusion and diversity goals. Putting people metrics on par with financial metrics can be a game changer to accelerate progress toward goals.

2. Identify business sponsors to drive the agenda, integrate it into the corporate strategy, and influence local strategies engaging key stakeholders to become change agents and active role models when driving action.

• Moving beyond separate agendas and strategies of D&I, there is pressure from internal employees, legal teams, clients, and investors to demonstrate that topics such as ethnic/racial diversity should be promoted for more than moral reasons. Their business reasons need to be articulated through communication and more specifically through the exchanges, events, messaging, and actions of leaders. **D&I is interwoven within different angles and branches of the business and needs to be positioned as a business imperative**. The business case for ethnic/racial diversity is essential to move it beyond being a Human Resources/Talent issue, which it is often limited. In addition, the importance of ethnic/racial diversity must be cascaded equally through both a top-down and a bottom-up approach.

Examples:

• Opportunity and impact for ethnic/racial diversity need to be connected to trust, success and social engagement as is carried forth by the example of **Henkel**. The company demonstrates the business case for diversity: to stay competitive and valued, to respond to the increasing business needs of customers/clients, to provide a sense of belonging to people and to disclose information on D&I to investors and shareholders by incorporating it within their strategy.

• At **Danone,** D&I is part of the 2030 company goals to achieve inclusive growth and has been implemented through a combination of top-down – with Executive sponsorships – and bottom-up approaches with more than 300 champions across different functions and regions. The global roadmap, including priority on ethnicity/race where it is applicable, guides the implementation, while actions are carried out at the local and functional level by creating accountability and ownership at these stages.

Dimensions 1.2: Communication
1. Drive visible leadership commitment to ethnicity inclusion and anti-racism globally and cascade it down at country level both internally and externally.

• Real commitment from leadership is critical to ensure that significant progress is made, and goals are met.

• OECD research[6] indicates that group-specific policies and general measures need to consider the impact that they can create for both the targeted group and the rest of the population. Inadequate terminology for individuals and groups, and for respective measures could lead to less confident and disengaged employees who are on the receiving end of micro-aggressions; consequently, generating negative repercussions and backlash. **Communication strategies adapted to local contexts with suitable terminology and clear procedures are a core step for any organisation seeking to address the topic of ethnic/racial diversity**. As quoted in the Conference Board Report[7], "vast differences in the comprehension and interpretation of the terms "ethnicity" and "race" between the West and Asia creates confusion and misunderstanding. Western multinational enterprise headquarters often do not sufficiently understand the local context, cultural nuances, and other on-the-ground challenges associated with tackling these subjects in Asia." **Local realities therefore require local perspectives and procedures. Local teams need to develop discussions and strategies in a phased manner in liaison with the headquarters teams**. The widespread culture of ignoring conversations related to ethnicity/race needs to be reversed in order to identify underlying problems[8]. Unaddressed issues at the local level in one region have the potential to disrupt the organization's collective efforts at building an inclusive culture worldwide.

• Reiterate anti-discrimination policies and zero tolerance for retaliation against anyone who speaks up about racist behaviour that they experience or witness.

• **Building inclusive language guides (targeted communication) across diverse scenarios relevant to local branches and regions for communication** between employees and teams is one example of support that the organisation could provide to all.

Examples:
• A global statement from top leadership can be released to convey clear commitments and define a collective understanding of the challenges and action plan. This would provide a global framework to build locally adapted actions. **Accenture**'s Standing Together Against Racism is an example showcasing openly shared beliefs and commitments around ethnicity/race. This commitment comes from the top and includes clear goals and actions and has been cascaded down to the entire organization. Although under-represented groups may vary from one country to another, it is important de recognize that racism is a universal issue and the main prerequisite for effectively combating it is recognizing that these problems exist and communicating this with employees.

2. Ensure specific under-represented groups are highlighted in local communication plans where appropriate and per local context.

• Global guidelines with relevant language and references are a requirement for the organisation to equip employees and managers with a '**toolbox' of actions that can be adopted to the local context** to reflect on-the-ground realities.

• While global policies and guidelines spread awareness, to scale-up impact organisations need to join **ethnic/racial diversity-specific partnerships to exchange on the topic and hold discussions/trainings/events for employees** (also referenced in pillar 4 ecosystem under partnerships).

6. Karpe S and Horan J, *Diversity & Inclusion in Asia: Let's Talk About Ethnicity and Race,* The Conference Board, 2021.
7. Ibid.
8. Ibid.

Dimension 1.3: Measurement

1. Understand the legal landscape to identify locations where data collection, assessment and measurement tools can be implemented into talent processes.

• The collection and availability of diversity data can help identify areas where policy action is lacking in order to implement relevant responses. As observed in the table below that includes OECD countries only, data collection practices differ according to regional and country-level contexts.

Figure I. **Diversity data collection practices**

+ Indigenous identity	Australia, Canada, Chile, Colombia, Mexico, New Zealand, United states Costa Rica	*8/13 0ECD countries with Indigenous populations*
+ Race and ethnicity	Czech Republic, Hungary, Ireland, Israel, Latvia, Lithuana, Poland, Slovak Republic, Slovenia, United Kingdom Bulgaria, Romania, Russian federation	*17/37 OECD countries* *3 partner countries*
Migrant Status	Austria, Belgium, Denmark, Estonia, Finland, France, Germany, Greece, Iceland, Italy, Japan, Korea, Luxembourg, the Netherlands, Norway, Portugal, Spain, Sweden, Switzerland, Turkey	*7/37 OECD countries*

Source: Balestra, C. and L. Fleischer, *Diversity statistics in the OECD: How do OECD countries collect data on ethnic, racial and indigenous identity?*, 2018

• Proper data on ethnic/racial groups helps render groups statistically visible and justifies actions in favour of these groups given their exposure to inequalities and discrimination. The difficulty of collecting data on this issue poses several problems for companies as salient knowledge/information about disadvantages are lost/unclear due to the lack of information on the experience of ethnic/racial groups.

• Global D&I teams need to assess the legal and cultural landscape on the topic of ethnicity/race to comprehend the countries that can impose clear indicators, commitments and representation goals. It is relatively easier to collect data in countries such as the United States, Canada, the United Kingdom, and South Africa, as their legal systems allow it, and ethnicity/race/indigenous groups are measured by the government. Nonetheless, it is equally essential to push forward the discussion in countries where the topic is more sensitive. Given that multiple countries in Europe do not allow data collection related to ethnicity/race, other data such as nationality and country of birth (while recognizing these are not perfect proxies for ethnicity/race) of individuals should be identified to comprehend the difficulties faced by these communities. It is to be noted here that data protection of collected information stands as a prerequisite for companies; the collected information must be reviewed and stored in a protected manner in compliance with data protection laws.

2. Acknowledge the social and cultural context and representation data available at the country level through local census; identify ethnic and racial groups that are impacted by discrimination and historically under-represented in the workplace.

• This can be carried out through global or local inclusion surveys and through interaction with local/regional business units and legal teams. As ethnicity has many definitions and usages, an external consultant could help analyse the way companies encompass the same topic in different areas, respecting local law in terms of data collection practices, specifically regarding the processing of non-identifiable data and framing of self-identification questions. When companies are unable to conduct inclusion surveys, inclusion indexes could be an option to demonstrate the level of inclusivity. This could be through external inclusion indexes assessed by consultancies. Such indexes would require the company HR groups to fill in detailed questions and could help companies identify their position and work on areas of inclusion (e.g., internal promotion of employees from ethnic/racial groups) that require further attention.

Difference between Inclusion Survey & Inclusion Index:
An inclusion survey (also identified as Diversity & Inclusion survey) is a method to collect employee sentiment related to company environment through a defined set of questions to measure how different communities experience the company culture. Market research and studies enable the company to understand how different measures and actions affect groups[9].

An inclusion index is based on a model of inclusion that has been developed through quantitative and qualitative interviews over time. Diverse indexes exist for companies to compare their level of inclusion and diversity.

9. Romansky L, Garrod M, Brown K, and Deo K, *How to Measure Inclusion in the Workplace,* Harvard Business Review, 2021

• Research indicates that diversity policies have frequently been the topic of disagreements. "Only around one in three people in the European Union would be supportive of concrete measures at their own workplace."[10] This demonstrates that despite the difficulties related to feasibility and effectiveness of actions, employers as well as D&I teams need to clearly outline that ethnicity/race-related operational actions do not favour certain groups over others but rather provide equal opportunities for all. Clear communication is essential to avoid negative repercussions and pushback from other groups of the workforce.

Examples:
• Accenture **France** launched a fully anonymous Inclusion survey, with the objective of measuring the inclusion of minorities in the workplace, particularly focusing on ethnicity/race and social mobility. The questions covered a number of topics, including identity & self-censorship, perceptions of workplace diversity, career development opportunities, workforce culture and employee behaviours. Results were aggregated and used to inform the broader ethnicity strategy in Accenture France.

3. Establish and publish representation goals per career level/country for recruitment, progression and retention – where legally applicable to reflect society representation.

• While the US, UK, Canada, Australia and South Africa are the most advanced countries in the discourse related to ethnicity/race, not all companies that have branches in these regions have clear goals based on data and commitments. Consequently, companies must design action plans and indicators based on ethnicity/race-related data. This can be collected in the hiring/recruitment phase as well as through internal employee surveys.

Examples:
• Several companies such as **Henkel** and **Capgemini** set internal ethnicity/race goals to monitor progress and intend to release global goals in specific countries based on either national origin in certain countries and/or ethnicity/race where applicable. These will be communicated internally and externally.

• In the US, every quarter **Capgemini** tracks Black employee population data. In the UK, in consultation with the Works Council and the Race and Equality employee network, they have updated the fields in HR systems and run a campaign to improve the declaration of employee ethnicity/race data. In Australia, they aim to increase the indigenous employee headcount by 2025, as part of the local and public reconciliation plan with the traditional owners of the land.

• **Danone** has achieved a goal of 50% of under-represented nationalities (outside of western Europe) in their Directors population and 30% of under-represented nationalities in the Executives population globally in 2020. They also intend to shortly announce external ethnicity/race goals for North America and Brazil.

• While **Accenture** has set internal representation goals for many years, they realized that change would come faster if they held themselves publicly accountable, sharing their goals internally and externally. They had been publishing their workforce demographics since 2016, but knew they needed to do more than just report their numbers. They were asking their people to make equality for all a personal priority and needed to be transparent about their progress.

10. OECD, *All Hands In? Making Diversity Work for All,* OECD Publishing, Paris, 2020

4. Share accountability for goals with leadership and track progress frequently with the same rigor as other business metrics; include these in a business metrics dashboard to ensure data transparency.

• In 2020 **Accenture** publicly announced new goals for 2025 for increased race and ethnicity/race representation in their workforce overall and among Managing Directors in the U.S., U.K. and South Africa (similarly, in 2017, they announced their goal to become a gender-balanced workforce by 2025). Progress is actively monitored and assessed, and leaders are held accountable for achieving these goals. Earlier this year an update on progress in the US, was also shared.

• All goals and data collected should be included in Business and Talent Dashboards with clear accountability from leadership to progress.

• Visibility and transparency are needed for inclusive companies to ensure a fair recruitment process and to create a diverse environment to source and develop all talent.

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Talent Actions

Implement D&I talent actions across attraction, retention, development, advancement & other key processes

Dimension 2.1: Hiring

1. Adopt new sourcing strategies and partnerships to access broader and untapped talent pools and to create a balanced pipeline, while ensuring the whole recruitment process is unbiased.

• This would entail building a workplace that reflects society. For example, **Salesforce's** 5 principles of Inclusive Recruitment provide an overview of necessary aspects to consider:

  a. What does it mean to be the 'most qualified'?
  b. Strive to have a candidate pool that reflects the local communities/ regions.
  c. Ensure fair and equitable hiring processes.
  d. Map candidates to core competencies and values, not culture fit.
  e. Lead with equality and company values in the interview experience.

• Attracting talent through Executive Search, Talent Mapping, Sourcing, Referral Process among other vital methods to avoid selection bias.
• Going to sources that offer a larger selection of underrepresented ethnicity/race groups such as Historically Black Colleges and Universities (HBCUs) or Hispanic Serving Institute (HSIs) as seen in the United States.
• Partnering with external organizations to help identify candidates and pre-assess potential and skills over pedigree or academic background; leverage AI Technologies to combat bias.
• Mandatory training completion for all HR and non-HR recruiters on mitigating biases that surface in the recruiting process (e.g. confirmation bias, halo effect, affinity bias, stereotyping, the first impression, contrast and inconsistency in questioning). Ensure that any employee who potentially interviews a candidate has been effectively trained and encompasses the essential components to recruit and shape a diverse workforce. In parallel, ensuring that the interviewing teams or those engaged with potential candidates are as diverse as possible.
• Review the Talent Brand strategy and recruitment campaign imagery and stories to reflect the diversity of society in which we live; review it with a panel of employees representing ethnic/racial diversity.
• Mandating diverse slates in the interview processes.
• Integrating candidate data collection measures through career websites – consent based and under data privacy regulations in respective countries to gather information and understand the profiles of candidates and talent pools.

Examples:

• Skills Programme (Youth Mouv' Up), in which **AXA** is involved with four other companies to provide 2 professional experiences for young individuals in NEET from a disadvantaged background in the suburban areas of Paris. Ethnic/racial and migrant backgrounds tend to overlap with the pool of individuals within these groups. The objective of the program is to help young individuals build soft skills as well as professional skills to enter the labour market in today's global context.

• At the cross section of their D&I and Digital inclusion policies, **Capgemini** has established several partnerships with Associations or Institutions developing digital skills among vulnerable populations:
  - A three-year partnership with Code Your Future, a UK-based non-profit organisation, training refugees and those from disadvantaged backgrounds (majority of participants are from diverse ethnic/racial backgrounds) to become software developers and gain employment in the technology industry.
  - In Central Europe, ReDI School of Digital Integration is a non-profit coding school for tech-savvy people without access to digital education, based in Berlin, Munich, Düsseldorf, Duisburg and Copenhagen. They provide talented individuals, mainly with a refugee background, with free, high-quality training and the chance to start their career in the Tech industry.
  - In the US, Per Scholas provides skills training and access to employer networks to individuals who are often excluded from tech careers.
  - In France, Simplon, Openclassroom or Konexio provide digital training for those coming from underprivileged suburbs.

• At **Danone**, a diverse slate of candidates is interviewed for all open positions before an offer is extended to any candidate. They equally build partnerships in North America with Jumpstart MBA, National Black MBA, ALPFA and Prospanica that enable the identification of high performing diverse talent. Furthermore, as part of the global D&I champions community, BOLD and HOLA are Employee Resource Groups formed in North America for Black and multicultural employees.

Dimension 2.2: Retaining & Advancing
1. Build an ethnically/racially diverse leadership pipeline, focusing on growing and empowering all employees; ensuring all employees have a sponsor and mentor as we know under-represented groups have had historically less access to them.

• When feedback tools and mechanisms are available, ensure they are equally used for all groups. Under-represented groups tend to receive less feedback than majority groups.
• Provide access to role models and employee networks to empower and inspire individuals in their career progression, reinforcing connections and personal relationships within the company.
• Have employee networks' members support awareness activities and engagement actions.
• Train managers to tackle biases promptly and in initial stages where possible, in order to create psychologically safe environments. This will also allow the company's values to be upheld and encourage discussions instead of avoiding confrontation, as is the habitual practice in many countries[11].
• In areas where data collection is not allowed, reflect on leadership team's diversity and ensure candidate pools for promotion and succession planning are diverse.

11. Karpe S and Horan J, *Diversity & Inclusion in Asia: Let's Talk About Ethnicity and Race*, The Conference Board, 2021.

Examples:
• **Accenture** offers eight-month mentorship programs designed for African American and Black, Asian American, Pacific Islander, and Hispanic American and Latinx employees that combines individual and small group mentoring. The purpose of the program is to cultivate a highly engaged peer network to facilitate career growth and professional development. In addition, Accenture offers sponsorship engagement through 'Engage!', a leadership journey for Black Senior Managers that provides development for employees, their line managers and sponsors. It focuses on culture change by involving the full employee ecosystem to retain and support the career aspirations of Black talent.

• **Accenture**´s Skills to Succeed program is about supporting and empowering people to take on the shifting workforce landscape, embedding responsibility and sustainability by design. The program focuses on building market-relevant skills for young people not in employment, education or training, and helping them to move closer to the world of work. Since 2010, local initiatives have provided training and assistance to more than 100,000 young people in the UK.

2. Monitor gaps in terms of progression and representation, wherever ethnic groups are measurable, in all functions and particularly at senior levels; ensure equal access to leadership and career growth conversations as well as learning opportunities are provided to all to ensure under-represented ethnic/racial groups are able to progress at the same rate as their counterparts.

• McKinsey's research on companies indicates that even after being hired, ethnic/racial groups experience difficulties in being promoted and/or recruited for different internal positions[12]. Consequently, support is required to reduce the existing barriers that prevent certain groups from advancing in their professional career.

3. Provide professional development opportunities to under-represented groups -where legally applicable- in order to build skills aligned to priority business areas and self-advocacy, and provide access to business leaders and learning content in a safe environment.

• Creating ambassador programs involving top leaders as mentors to provide guidance to individuals from disadvantaged backgrounds. Connecting leadership with more junior employees who may share similar lived experiences, may encourage and inspire them in their careers.
• Strive for change and raising awareness among employees via long term internal mentoring. Testimonies of leaders/employees could be inspirational for these initiatives.

Examples:
• While hiring is a key step in promoting inclusivity, ethnic/racial diversity-related mentoring helps reach the target groups at a larger scale. Taking the example of **AXA**'s mentoring priority, establishing role modelling within top leaders and employees as well as providing mentorship to younger generations is essential. In support of the "1 young, 1 solution" government mechanism, AXA in France is offering nearly 3,000 young people from diverse backgrounds, opportunities to join its teams in 2021.

12. Dixon-Fyle, S., Dolan, K., Hunt, V., & Prince, S., *Diversity Wins: How Inclusion Matters, McKinsey & Company,* 2020

03_

Culture

Build an inclusive, diverse and bias-free workplace, where employees are enabled to drive change and inclusive leadership is role-modelled

• While firms and organizations justify diversity actions and policies such as hiring ethnic/racial groups with the 'economic case and social case for business', notably increasing productivity and innovation, the mindset needs to develop beyond this[13]. Ethnic/racial diversity can only positively impact the bottom line if the culture is right (inclusive environment, integrating policies and commitments among others). Positive impact is stronger in companies where under-represented groups feel included, valued and involved in decision-making, designing and strategy implementation. Successful integration is ensuring these groups feel respected and comfortable at the workplace. As such, in order to create this culture and environment, companies need to follow adequate measures.

• We recommend beginning the conversation by creating a shared understanding of the topic and how it fits into different contexts related to the company's principles, values and structure through education programs and awareness-building. It is also essential for companies to set in place a global anti-discrimination policy that covers discrimination on the basis of ethnicity/race.

Examples:
• At **Schneider**, a global policy clearly defines harassment/discrimination and lays out employees' and managers' roles and responsibilities along with the different reporting mechanisms that are available to use.

Dimension 3.1: Education and awareness
1. Launch anti-racism learning modules and Allyship Programs for employees to increase their awareness around the topic and understanding of roles, responsibilities in speaking up as Allies.

Examples:
• **Accenture, Sodexo, Capgemini** and **Henkel** have unconscious bias trainings (across the world) and anti-racism modules in the US, Canada, UK & South Africa. Accenture has Ethnicity Ethics & Compliance training that they have customized and launched in the US, UKI, South Africa and ANZ; similar training will be launched across Europe this year and countries like Germany and France have organized specific awareness sessions with external senior subject matter experts – with the objective of providing contextual information based on history and legal context.

• **Henkel** North America introduced a comprehensive suite of micro-lessons that focuses on systemic racism, ethnicity/race, cultural awareness, and many other topics. These lessons are curated and delivered directly to employees on a weekly basis to further embed learnings. It is therefore important to provide participants with the tools to change and evidence-based exercises that increase participants' self-reflection and provide concrete steps for improvement[14]. Studies also indicate that one training is not enough, so companies should consider learning pathways designed to cover different levels of knowledge and basics that need to be known. This should be available to all employees and not just on a voluntary basis, as it has been found that voluntary diversity training likely attracts those employees who need training the least[15].

13. Ibid.
14. Lindsey, A., King, E., Hebl, M. et al. *The Impact of Method, Motivation, and Empathy on Diversity Training Effectiveness*. J Bus Psychol 30, 605–617, 2015.
15. Kulik, C. et al., *The rich get richer: predicting participation in voluntary diversity training,* Journal of Organizational Behavior, Vol. 28/6, 2007.

• **Capgemini** UK's leadership community attended anti-racism trainings in 2020 with a leading external expert. This was extended to all employees, together with an Anti-Racism learning pathway developed and curated with their Race & Equality Network; along with an anti-racism toolkit which equips colleagues to create safe spaces for brave conversations within team meetings, by sharing lived experiences. Capgemini Australia intends to run cultural competency trainings for all its Indigenous Employee Network members and members of HR/ broader leadership to make sure that they truly understand what being inclusive of Aboriginal and Torres Strait Islander peoples means, to better promote this inclusive mindset throughout the company.

• There is equal emphasis on Allyship programs to provide employees with the option to sign up to people spaces (company networking) to identify themselves as disability champions, allies of LGBTQ+ people or allies of ethnic/racial groups, who are then invited to specific events and are welcome to engage with the respective Employee Networks.

• **Henkel** has developed an Allyship toolkit on the topic of ethnicity/race that provides extensive information on how to connect with employees from different backgrounds.

• **Sodexo** has designed an action plan for the Comex group with learning modules specifically focusing on the subject of ethnicity/race and the different groups that fall under the category. In parallel, an anti-racism guide encompassing 5 diversity situations for all managers will be essential. At present, they are currently focusing first on the UK, USA & Brazil and seeking to incorporate learning modules more widely, at a later stage. While the targets for these modules have generally been top leaders, it is crucial to have targeted modules for different levels of the workforce and different departments. Companies beginning this action could start with certain groups and expand further as the initiatives are implemented.

• **Henkel** has adopted a staged approach of short videos for top management that span across hiring practices, performance and daily conversations in order to ensure the team is openly discussing the topic of ethnicity/race. In the specific modules that exist, they have implemented short videos for hiring managers (all teams and departments) which are later emailed as a reminder during the hiring process. New employees are equally provided with this guide.

Dimension 3.2: Engagement
1. Run employee listening sessions at country level to understand their experiences; identify advisory board representatives who play a key role in analysing the feedback received and in translating it into concrete actions.

• Hold global listening sessions to learn from local and regional markets regarding the situation (language/culture are region and context specific) to design solutions including the input received from them in the process. These sessions should identify under-represented people (invite members to participate if they are interested in doing so), what the act of exclusion leads to, and the social factors that contribute to building negative consequences. It entails looking at common stereotypes, power, privilege, unequal access to education/job opportunities/housing/health care, etc. The ensuing goal of such sessions is to hear from people on the ground directly and to partner on potential solutions to ensure they are relevant to the local context.

• Following the death of George Floyd and the Black Lives Matter movement, which inspired racial and ethnic/racial diversity movements in the US and beyond, employee listening sessions have become a measure for employees to raise concerns and communicate their lived experiences and emotions. Awareness regarding ethnic/racial diversity at the workplace has since increased, pushing the topic as a priority for D&I management teams. The Black community at Henkel has been involved in listening sessions with the top management, and awareness emails on the topic have been shared with all employees following last year's protests. The recordings of these sessions from the North American branches have been shared globally with additional and tailored information for colleagues in different regions. In parallel, Schneider Electric US has been holding listening sessions with employees in response to both the protests after the death of George Floyd and the #StopAsianHate movement. The team in charge is actively educating and influencing action plans in the US. Listening sessions continue to be a proven effective space for employees to voice their concerns, following the increase of attacks against the Asian community in NA and the Stop Asian Hate movement.

Examples:

• **Sodexo, Accenture** and **Capgemini** have employee listening sessions in the UK, the US and/or South Africa along with other locations (including various European countries). However, the main issue is that quite often, companies' initiatives are limited to these regions. In this respect, we encourage companies to extend these initiatives to other markets in ways that are relevant to the local situation. This entails developing global standards (e.g. company-wide statement on ethnic/racial diversity, anti-discrimination policy) and local actions on these standards tailored to each market.

• In 2016, **Accenture** created a platform called 'Building Bridges: An Open Dialogue on Diversity' as they believed it was important to provide a workplace where people could have open and honest discussions about the issues of ethnicity/race and how it affects their colleagues, clients, family, friends, and communities. It has become an ongoing vehicle for open and meaningful dialogue. Recently, Building Bridges has been used to host a session due to the rise in anti-Asian sentiment and racism during the coronavirus (COVID-19) pandemic and in the wake of the death of George Floyd and anti-racism protests around the world.

• **Accenture** held listening sessions across Europe, with the objective of creating a safe space for individuals to share their points of view and insight on what could be done differently to make Accenture a better place to work for people of all ethnicities, racial & national origins. Feedback received has been used to develop a tailored action plan for ethnic/racial inclusion across Europe, as well as tangible interventions and resources, such as an anti-racism manager guide in France.

2. Create, promote, recognize and empower local Employee Networks to offer a chance to create a greater sense of community and belonging, to support targeted professional development opportunities, and to have a voice in the business and serve as a vehicle for change**.**

Examples:

• Employee Networks exist in most companies, however for the topic of ethnicity/race, they are largely located in the North American region/ United Kingdom/ Latin America/ SA/ Australia. **Henkel** has ethnicity/race-specific Employee Networks mainly in North America that are open globally. These Employee Networks are provided with institutional recognition to support their efforts and the people involved in the exchange. In recent years, they have been growing and conducting events to drive specific topics.

For ethnicity/race, the U.S. Employee Network connected with the Amsterdam branch and was invited to exchange on the topic with Europe's top management.

• **Capgemini** & **Accenture**'s Employee Networks join the decision-making processes and assist HR and D&I leads in the creation of policies supporting underrepresented groups. In Capgemini North America:
- AABPT Employee Network, the African-American and Black Employee Network, is active in the Black Leadership Development Program which gained executive sponsorship for 64 managers in 2019 and 2020.
- HOLA Employee Network has a strong focus on recruitment, retention, and professional development of Hispanic/Latino employees.
-CREATE (established in March 2013), the Asian American Employee Network joined with several other Networks to lead a #StopAsianHate campaign with several awareness webinars.

• **Danone** has developed a strong bottom-up movement with D&I champions across different regions and functions where they operate. They work hand-in-hand with Human Resource and Leadership teams to progress on their local and functional roadmaps with best practice sharing as a regular action for inter-development. Employee Networks such as BOLD & HOLA in North America and RISE in the UK are also integrated in the champions network to incorporate propositions from these groups.

• **Accenture** offers networks organized around common interests or experiences that: provide people with valuable opportunities to network with colleagues, discuss career management, build cultural awareness, and get involved with diverse recruiting and corporate citizenship efforts. There are several networks across the UK, US, Canada, Germany, Austria, Switzerland, Germany, Russia and Brazil that focus on and ethnicity/race.

• Employee Networks also help build strong links and partnerships with non-profit organisations and universities (linked to the ecosystem pillar) to identify talent from specific communities.

Dimension 3.3: Awareness
1. Drive local efforts (e.g. internal conferences/events, external speaker sourcing) to strike regular and meaningful connections with employees through shared values, motivating them to take action.

• Awareness related to non-discrimination legislations and recourse mechanisms need to be shared and made accessible to protect potential victims. All companies need to ensure these measures through global and local efforts[16].

Examples:
• In Capgemini Australia, Indigenous Employee Networks run awareness sessions or Fireside yarns throughout significant weeks of the year, in order to hear stories from indigenous communities, better understand the history and culture, and what can be done to make a difference to move together towards reconciliation.

• Henkel has regional D&I policies and a global team with local ambassadors. They gather at a global level on a regular basis, and the local branches are given the freedom to drive the strategies and initiatives according to the specific contexts (gender/ethnicity/race/culture and origins focus).

2. Promote intersectionality with other existing programs/networks (cross-cultural, social mobility...) to focus on initiatives informed by the experiences and voices of different groups and to engage new audiences in ways that resonate with their values.

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16. OECD, *All Hands In? Making Diversity Work for All,* OECD Publishing, Paris, 2020

Intersectionality entails supporting individuals and groups that fall under multiple characteristics of underrepresentation. In order to tackle this, companies are advised to adopt innovative approaches and policies related to ethnicity/race but also link them with other aspects of diversity[17].

Examples:

• The key to promote intersectionality is having touchpoints with different dimensions of D&I. At **Sodexo**, subject matter experts join the D&I community through regular touchpoints to spread awareness and create discussions between different networks and groups. They ensure that ideas and initiatives can take place at a wider scope.

• For Pride Month 2021, **Schneider Electric** led an awareness campaign focused on intersectionality and the LGBTQ+ community ("What does intersectionality Mean to a Gay and Hispanic Man?"). The goal was to educate employees on the meaning of the concept and its utility to understand the way in which people's identities overlap and 'intersect', and the compounded and complex nature of the disadvantages (or privileges) that might result from these intersecting identities. This is an important concept for employees to understand, as it is known that workplace inclusion efforts risk missing the mark if intersectionality is not taken into account.

• In Australia, **Capgemini** runs specific intersectionality events in an attempt to understand the impact of intersectionality on different communities: for example, speaking with LGBTQ+ Indigenous individuals and similarly women who sit within the LGBTQ+ space.
Besides this, Capgemini hosts an Employee Network Summit every year in North America and intends to host an annual global workshop uniting all D&I Leads and Employee Networks to coordinate and work on a common inclusive journey.

• At **Danone**, ethnicity/race is embedded as part of the overall D&I agenda and included as a key priority of the 2025 Global D&I roadmaps among other topics such as gender, age/generations, disability, religions, etc. Danone also holds a global Inclusive Diversity Week on a yearly basis where intersectionality and inclusion are the key topics at the forefront of discussion.

3. Identify D&I sponsors/champions/leaders in teams to bring forth bottom-up ideas and approaches while supporting, developing and driving the ethnic/racial diversity further within their workplace to ensure goals are achieved.

Examples:

• **Accenture** identifies D&I sponsors/champions/leaders from business and country level to provide ideas, stand-up against discrimination and push forward the ethnicity/race agenda, while taking clear accountability on achievements.

• **Henkel** has a global diversity network that works closely with D&I teams/ambassadors to develop and action different initiatives across all facets of diversity. It is broader and not specifically spread towards one specific diversity dimension. The North American D&I Council made up of senior representatives ensures integration of D&I activities within business units.

• **Sodexo** has sponsors for each dimension at the COMEX group level but not at country/regional level.

• In **Capgemini** D&I is sponsored at the Business Executive level: the global D&I Sponsor is a member of the Group Executive Committee; a Group D&I board composed of Business Lines and Country leaders meets quarterly and D&I advisory boards have been created in the core countries.

17. Ibid.

04_

Ecosystem

Influence clients, customers, partners and suppliers to support meaningful change in their organizations, and across local communities
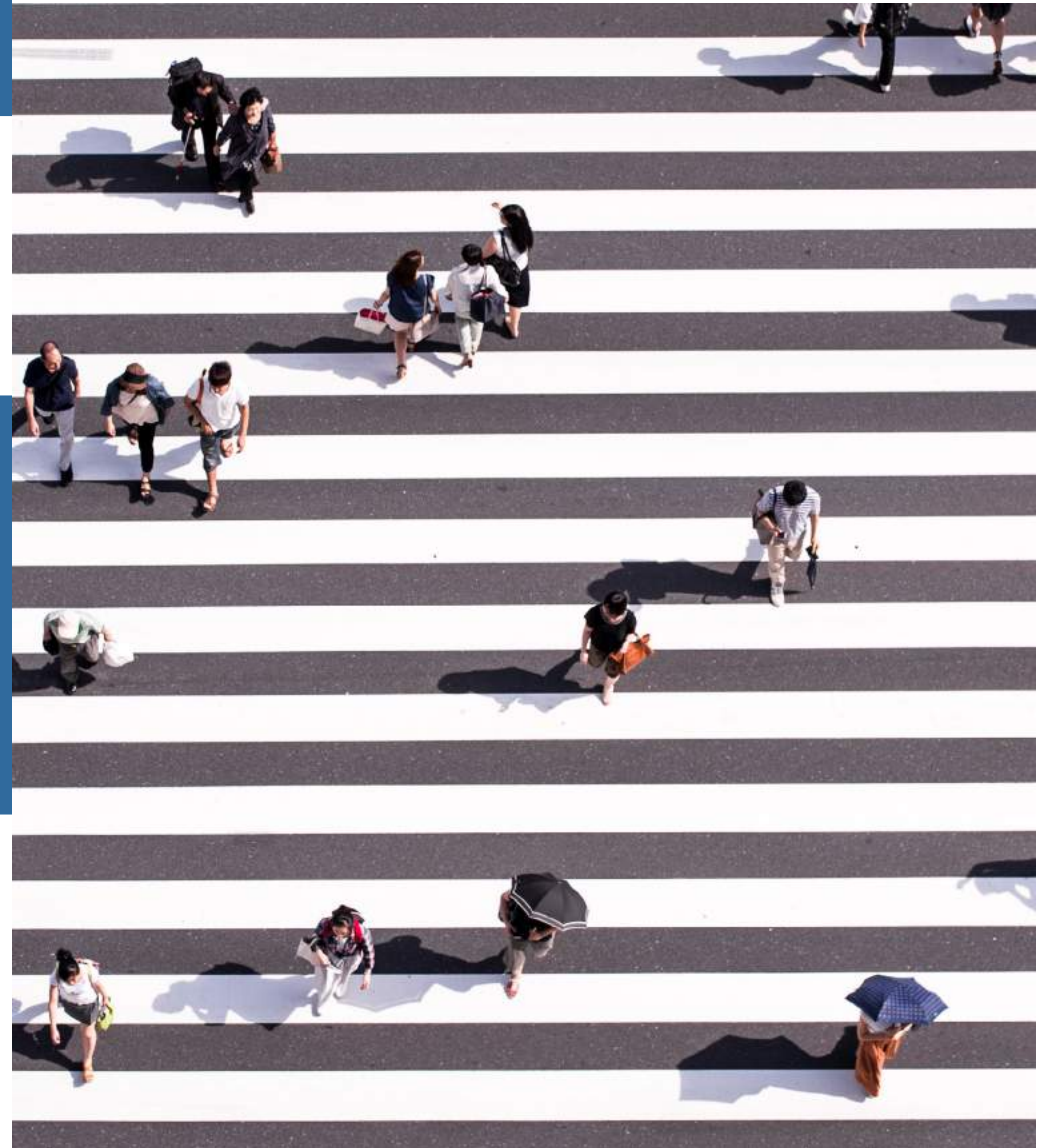
Dimension 4.1: Clients/Customers & Suppliers

1. Partner with clients that incorporate and work on the prevention of ethnic and racial discrimination to ensure that, at the project/team level, there is awareness and clear commitment around the topic to identify and address potential challenges.

Examples:
• At **Capgemini,** they partner with clients to organize joint Employee Networks events. For example, their Asian American Employee Network, CREATE, plans an annual Diwali cultural celebration event with a large media and entertainment client.

• At **BNP Paribas,** they have developed an e-learning training which aims to raise awareness on discriminations and stereotypes clients can experience. Concrete examples of discrimination are presented in order to help French Retail Banking managers and sales teams (more than 13 000 people in total) to avoid the reproduction of such discrimination in their retail network.

2. Include contractual agreements on diversity to provide a clear statement of intent for ethnic/racial diversity with suppliers - where applicable and depending on tools and existing mechanisms - and partner with firms/organisations that adhere to the company's policies and share similar values on the topic.

• Legal departments could rate external firms/contractors/partners for new contracts and existing ones in countries where this could be applicable. This could be carried out through questionnaires encompassing quantitative interrogations and self-assessment.

Examples:

• Contractual agreements are advised to have dedicated sections for D&I policies, more specifically ethnicity/race. Emphasis should be placed on the fact that clients/suppliers that breach these conditions will no longer be provided services/products and must refrain from conducting business with the respective company. As an example, **Vinci** has specific highway/road contracts that incorporate D&I elements within the conditions.

• **Danone** has started to include 5 D&I Key Principles listed below as part of non-negotiable pitching elements for advertising agency partners.
  - You are actively anti-racist.
  - You hire, develop and retain employees who are visibly and non-visibly diverse.
  - You have equitable policies and practices for all employers and suppliers.
  - You build a culture based on empathy and understanding.
  - You support networks by investing or being proactively supportive in local charities and social enterprises.
In addition, Danone has also started to work with them to ensure:
  - Every director shortlist presented to Danone would contain at least 50% female talent.
  - Every director shortlist presented to Danone would contain at least one person of color from the talent pool.

• At **BASF**, this is practiced in the US (to be extended across the globe) with all types of diversity, including ethnicity/race-related questions. The outcome of the questionnaires is translated into a rating that is displayed on a dashboard for each partner (anonymised in comparison to others).

• **Accenture**´s Supplier Inclusion & Sustainability Program is an example of cultivating a culture of responsible buying on a global scale through its supply chain network. It reaches 20 countries and allows to drive a more-inclusive marketplace. By incorporating diverse businesses into their supply chain, they gain access to innovative, responsive and cost-competitive solutions for clients.

• **Henkel** NA has more than doubled expenditure with women and underrepresented groups owned suppliers in recent years with the objective to increase this commitment.

• **Capgemini** is committed to the inclusion and support of diverse suppliers through its Supplier Standard of Conduct, recognizing the positive and direct impact they have on their clients, the communities, and the industry. The Supplier Diversity US program is a proactive business program which encourages the use of minority-owned, women, veteran, LGBTQ+, or disabled owned companies. As per the National Minority Supplier Development Council (NMSDC), ownership by underrepresented individuals means the business is at least 51% owned by such individuals. Government clients in Capgemini Australia often set targets for indigenous participation plans within contracts. This reflects the number of indigenous people in the project teams or the % of contracts with indigenous suppliers. These commitments are reported back to the client annually.

3. Use Marketing & Branding to promote ethnic/racial diversity externally and to positively influence clients and customers.

• Marketing and Branding tools need to be used to signal to potential clients/customers and or suppliers that ethnicity/race is a priority topic for the organisation. While it is important to target under-represented groups, it is even more crucial to send a clear message to suppliers that do not comply with standard guidelines against discrimination that the organisation will not conduct business with them.

• When promoting diversity, it is worth requesting different and various employees to participate in photoshoots, ensuring that the same person does not become a 'token' person of colour/culture/race for these types of brandings. A diverse range of individuals should be given the option and they should equally have the space and right to decline such promotions.

• Ensure marketing efforts are met with tangible action (e.g. the narrative that a lot of companies posted black squares on Instagram but didn't do much after or still have a very un-diverse workforce).

Examples:

• **BASF** conducts exchange sessions and diversity days (culture related) in Germany. In the month of March, the international week against racism is a priority focus with events and activities that prolong across the period. For these events and strategies, labour unions and Employee Networks are involved in the discussion and design phases to ensure representation.

• **Danone** implements an inclusive brand content strategy to ensure fair representation of diversity with photoshoot & communication materials development, integrating diverse ethnicity/race representations from the marketing influencers community. In addition,
Danone North America established a Multicultural Marketing Council to review communication content ensuring alignment with inclusive diversity commitments. It also set in place a strategy to double procurement spending with businesses owned by diverse suppliers.

• Publications equally have an impact on creating awareness. According to 'The key to designing inclusive tech: creating diverse and inclusive tech teams' report released in July 2021 by the Capgemini Research Institute, 85% of leadership executives believe their organizations provide equitable opportunities for career development and promotions to every employee across their organizations, but only 19% of women and ethnic/racial groups of employees agree. Recognition of a lack of inclusion from the top is a key enabler to access diverse communities. Organizations that focus on D&I in their tech teams will benefit from innovation, revenue, and brand value opportunities, highlights the report.

Dimension 4.2: Partners & Acquisitions
1. Collaborate with external organizations (country-level initiatives, local governments, trade organizations, etc.) to develop ethnicity/racial inclusion focus on the ecosystem through the exchange of collective practices and experiences, multiplying the reach and impact of individual efforts.

• A common certification on ethnicity/race provided by a partner could help companies act on the topic and push others that are not considering the issue, to participate in the discussion as the stakes increase. A common organisation for B4IG members to accredit this certificate would provide stronger impact.

• We equally recommend that when considering joint ventures or future acquisitions, the organisation needs to take into consideration the practices of the partner that they are engaging with, along the lines of ethnic/racial diversity.

Examples:

• As a Race at Work Charter signatory in the UK, **Capgemini** is committed to take practical steps to ensure they are tackling barriers that ethnic/racial groups face in recruitment and progression, and that the organization is representative of British society today. The Race at Work Charter is run by Business in the Community, a UK non-profit providing diversity and inclusion advice, research and best practice.

2. Contribute to creating Thought Leadership, by connecting with different organizations, companies, multi-stakeholder partnerships or non-profits with similar goals and focus areas to incorporate innovative solutions and prevent discriminatory practices within the ecosystem that the company interacts with on a continuous basis.

Examples:

• Connected to pillar 2 (Talent Actions), leveraging partnerships is important to lead discussions on ethnicity/race. Companies should establish a proactive approach as the one adopted by **Vinci** with foundations/NGOs focused on ethnic/racial matters in order to identify talent pools/community actions.

• **Sodexo** has a specific program to hire refugees with the help of NGOs to train them before recruiting them in the organization. This could be carried out for ethnic/racial groups based on their nationalities/country of birth. Sodexo will also work with MLT Black at Work Certification Program starting in the US with the intention of replicating or partnering with alternative certification programs in other parts of the globe.

• **Johnson & Johnson** equally has initiatives and programs similar to this that leverage associations to include individuals from different backgrounds. A pledge/commitment can only be a proactive effort if it can be supported by the right association centred on ethnic/racial diversity.

• In North America, **Henkel** has partnered with local non-profit organizations to ensure increased ethnic/racial diversity and representation in early talent population.

With these operational recommendations, B4IG member companies and other interested parties are requested to act upon ethnic and racial discrimination and tackle the underlying structural issues that persist. This will entail involvement at both the global and local level, to dig deeper and understand first-hand the challenges and potential solutions that lay ahead. Moving forward, active engagement from business leaders and their teams will be crucial to shift mindsets and pre-existing structures in the workplace.