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PageGroup

DRIVING DE&I CHINA BEST GUIDE 2022 PRACTICES

驱动多元公平包容 2022 中国最佳实践指南

DIVERSITY • EQUITY • INCLUSION

多元

公平

包容

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PRELUDE BY
ANDY BENTOTE

It is an absolute great honor to partner with sHero on this digital guide to DE&I best practices in China for the 2nd year. There has been lots of progress in China over the last few years in the DE&I landscape. More and more organisations are playing role models in creating greater diversity, equity and inclusion. These changes are happening for the right reasons.

As a global business, DE&I is a business imperative that we are incredibly passionate about. As an employer, we are committed to promoting equal opportunities and inclusion in the workplace where all our people feel valued, have a voice, are heard, belong, feel comfortable being themselves and can thrive. As a recruiter, we are uniquely positioned to also be able to support and promote DE&I awareness and behaviours for our customers and society as a whole.

Through this guide, we are privileged to support more companies at any stage in your DE&I journey to enhance your DE&I intelligence and stay in the market by implementing top initiatives that work. On behalf of PageGroup, I hope you enjoy the read and translate some useful approaches to continue the journey. Diversity is a fact; equity is a mindset; and inclusion is the path. Collectively, we are positively impacting society for the long term and striving towards a more equal world.

ANDY BENTOTE

Regional Managing Director,
South East Asia & Japan
东南亚及日本区域董事总经理

PageGroup

非常荣幸能够与 sHero 再度合作编撰《多元公平包容中国最佳实践指南 2022》。过去几年来，中国的 DE&I 取得了长足进展。越来越多的组织在提升多元化、公平性和包容性方面成为典范。这些变化都恰逢其时。

作为一家全球企业，我们对多元、公平和包容之旅充满热忱。作为雇主，我们致力于推动工作场所的平等机会和包容性，让所有员工感受到被重视，确保每个人有发言权，被倾听，有归属感，并能够释放个人潜能、绽放自我。作为一家招聘公司，基于我们的独特优势，我们致力于支持和推动客户及整个社会的 DE&I 意识与行动。

通过本指南，我们有幸能够为处在 DE&I 旅程各个不同阶段的更多企业提供支持。也希望透过这些有效举措的分享，共同提升 DE&I 智慧。在此我谨代表 PageGroup，祝您在阅读中能收获启发。以多元化筑船、以公平性扬帆、以包容性摇桨，我们将共同为社会带来长期的积极影响，努力让世界变得更加平等。



PRELUDE BY
CHRISTINE LIU

sHero is honored to partner with PageGroup to curate DE&I China Best Practices Guide ("the Guide") for the 2nd year, the first digital and bilingual Guide in its kind in Asia. Congratulations on the selected 30 companies.

Diversity, Equity & Inclusion guide how we approach our workforce strategy, and they also fuel and influence how we operate as a business.

The Initiatives were curated as GUIDE to help companies to benchmark on how they do it in DE&I and organizations that aspire to become more inclusive places for work.

While DE&I remains a work in progress, we are glad to see that Top Employers have intensified their DE&I activities in the recent years, working towards a more diverse working environment that could not only boost the business performance, but also make their employees feel more engaged, respected and valued.

Diversity, equity, and inclusion are fundamental to who they are, and they're committed to creating equal opportunities for employees in corporate China.

CHRISTINE LIU

Founder & Chairwoman of sHero



sHero 非常荣幸与 PageGroup 再度合作编撰首个亚洲双语电子版《多元公平包容中国最佳实践指南 2022》（“《指南》”），衷心祝贺三十家公司入选！

DE&I 为我们制定人才战略提供指南并赋能和影响我们商业运营。

发布多元公平包容最佳实践指南，旨在帮助公司对标如何做好多元公平包容工作，以构建包容职场最佳雇主。

虽然多元公平包容工作任重道远，近些年还是欣喜地看到最佳雇主纷纷加大力度建设更加多元包容的环境。这些努力不仅带来了业绩的提升，也极大地提升了员工满意度。

多元公平包容本质上决定了我们是谁，并昭示了我们的承诺提供中国员工平等发展机会。

DE&I Best Practices

ADIANT

To be a premier employer that champions an inclusive and equitable work culture enriched by our diversity, where all employees are valued and respected.

Adient, a leader in automotive seating with unmatched global reach and scale, is committed to driving an inclusive culture that celebrates our differences and empowers our people. Through innovative programs and initiatives, we continue to enrich our company's culture through recruitment, retention, and development of diverse talent throughout the organization. By integrating the values of diversity, equity, and inclusion into the way we run business, we aim to be a better partner to our employees, suppliers, customers, and communities.

We believe the continued success of our company depends on creating and sustaining a work environment where employees feel valued for who they are as individuals and their unique perspectives and contributions. We also believe that corporations like Adient have the responsibility and ability to influence changes in human rights. To this end, Adient's President and CEO Doug Del Grosso has signed the pledge with CEO Action for Diversity and Inclusion, and we work with industry organizations such as CADIA to help create the meaningful guidance to achieve our DE&I goals.

At Adient, gender and generation are our common focus in building a diverse work environment and culture. And caring for people with disabilities is an integral part of our path to a sustainable future.

PROMOTE GENDER EQUALITY

Adient Global and China pay great attention to eliminate unconscious bias. We take every opportunity to empower women. We commit to enhancing female leadership by various workshops and training programs. Our female population in leadership positions at some of Adient China's subsidiaries has approached one-third.

After consecutively receiving the WEConnect Global Top Supplier Diversity and Inclusion "Honorable Mention", in 2022, Adient was recognized by WEConnect 2022 "Platinum Award", specifically for sourcing to women business enterprises (WBEs) in Mexico in collaboration with our customer Ford's supplier diversity team. This effort sourced more than \$5M to WBEs in 2021.

DEVELOP GENERATION INCLUSION

Attracting, developing, motivating, and retaining employees with different backgrounds and generations is key to our sustainable and profitable growth. Across the organization, our leaders partner with human resources department to expand our talent pipeline continuously. Adient China has held College Students' Leadership Challenge Program for 12 consecutive years aiming to embrace vitality and fuel our future generations.

SUPPORT DISABILITY AND COMMUNITY

We strive to have a positive impact on the communities where we operate. Through our employees and the Adient Foundation, we have supported numerous organizations in health and social service, education, culture and the arts, and civic activities. To ensure people with disabilities can equally and fully participate in social activities, Adient China continuously employs people with disabilities, and actively supports the development of the community of people with disabilities.

Adient has approximately 75,000 employees worldwide who represent a wide variety of backgrounds. We commit to fulfilling our social responsibilities and building a diverse, equal, and inclusive workplace.

About Adient

Adient is a critical supplier in automotive seating. Every year we supply over 20 million seat sets and we work with all major automakers and vehicle classes worldwide. Through meticulous orchestration, we work to deliver the right products at the right time – and are always located right wherever our customers need us to be. At Adient, our reputation as a global leader in automotive seating begins with our products – from complete seating systems to individual components – and extends across our entire portfolio. At Adient, we're at the forefront of industry trends and technologies. Every day, we challenge ourselves to make our products and processes better – and to improve the experience of a world in motion.

企业 DE&I 最佳实践

ADIANT

成为倡导多元、平等与包容的卓越雇主，珍视并尊重我们的每一位员工。

作为拥有全球影响力的汽车座椅领域领导者，安道拓致力于推动包容的企业文化，通过多元的人才招聘、培养和发展等举措，拥抱多元化并全面赋能我们的员工。同时，我们将多元、平等和包容的价值观融入工作方式中，致力于成为员工、供应商、客户与社区更好的合作伙伴。

我们深知，公司的卓越表现取决于持续打造员工认可的工作环境。在这里，员工因个体价值、独到的观点和贡献而受到珍视。作为跨国企业，安道拓也肩负着推动人权发展的责任和使命。为此，安道拓总裁兼首席执行官 Doug Del Grosso 签署了多元化和包容性承诺书，并与 CADIA 等行业组织合作，助力重要指南的创建，以期实现我们的 DE&I 目标。

在安道拓，性别、代际是我们构建多元化工作环境与文化的重中之重，而关注残障人士也是我们通向可持续未来不可或缺的一部分。

促进性别平等

我们十分重视消除无意识偏见，抓住每一个机会赋能女性员工，组织开展多种形式的培训和研讨会，提升女性领导力。安道拓中国下属的部分公司女性员工在管理层中的任职比例已接近三分之一。在连续获得 WEConnect 全球顶级供应商多元化和包容性“荣誉奖”后，今年，安道拓又被授予了 WEConnect 最高荣

关于安道拓

安道拓是汽车座椅领域的领导者之一，每年向市场提供超过 2000 万套座椅，为世界上几乎所有汽车整车企业配套。从座椅系统到零部件，安道拓的专业和技术涵盖汽车座椅生产的每一个环节。通过精心布局，我们与各主机厂合作，开发定制的座椅系统和零部件，兢兢业业地对待汽车座椅生产的每一个环节，注重工艺设计与开发、工程、生产，凭借丰富的专业知识和经验，用正确的方式为我们的客户和股东创造价值——改善世界的出行体验。



誉铂金级奖，以表彰对女性商业企业的支持。我们与福特的供应商多元化团队合作，在墨西哥向女性商业企业 (WBE) 采购而获得特别认可，这项工作 在 2021 财年为 WBEs 共计筹集了 500 多万美元。

推动代际包容

吸引、发展、激励和保留不同年龄段和不同背景的人才是我们可持续发展和盈利增长的关键。为此，安道拓管理团队与人力资源部门密切合作，不断优化我们的人才发展战略，例如在安道拓中国连续举办了 12 届大学生领导力挑战计划，不断为安道拓注入年轻活力，培养了许多具有创新能力的新一代。

支持残障公益

安道拓长期致力于社区创造可持续的未来，通过我们的员工、安道拓基金会及各种非营利性慈善组织，为众多支持卫生和社会服务、教育、文化艺术、公民活动和残障人士事业的组织做出贡献。为保障残障人士平等地充分参与社会活动，安道拓中国各分公司长期帮助及雇佣残障人士，积极参与发展残障事业。

安道拓将继续积极承担和履行我们的社会责任和使命，为 75,000 名不同背景的员工提供一个具备多元化、平等和包容性的工作场所。

DE&I Best Practices

AkzoNobel

As a pioneering paints company in the coating industry, AkzoNobel is committed to creating a diverse and inclusive work environment where every employee will obtain respect and equal opportunities while enjoying a sense of belonging.

We strive to attract talents with diverse backgrounds, experiences, and perspectives and offer them with fair and equitable development opportunities. At AkzoNobel, every individual can become the best of themselves through exploring their maximum potential.

CREATE A DIVERSE AND INCLUSIVE CULTURE

We have launched the Diversity and Inclusiveness Ambassador program to deliver regular training and unconscious bias seminars, connecting different countries and business areas, while expanding our influence and promoting our awareness of diversity and inclusiveness.

AkzoNobel values and cares about the well-being of female employees. In addition to the special care for female employees during women's festivals, a targeted care program has been implemented for women returning to work from maternity leave. We provide a care package including but not limited to commercial insurance for both mothers and newborns according to the company policy, newborn gifts, and maternity guidelines. Beyond that, we guide our managers to make the maternity return as smooth as possible.

BUILD A DIVERSE AND INCLUSIVE NETWORK

The Women Inspired Network (WIN) is dedicated to empowering women and ensuring the same positive and equitable work experience for female employees. Activities organized by WIN include the female Leadership Roundtable, tributes to Mother's Day, interviews with elite ladies, and female employee story sharing.

Young AkzoNobel (YAN) is a community for young employees, aiming to connect young employees and encourage all its members to explore and develop themselves through a variety of activities. These social activities have not only actively promoted the growth of AkzoNobel's young talents, but also injected new vitality into the whole company.



BUILD A MORE LIVABLE FUTURE

While continuously fulfilling our commitment to creating a diverse and inclusive work environment, we have been actively co-building inclusive environments and communities as an integral part of our ongoing efforts to promote social sustainability. The "Let's Colour" project together with the International SOS Children's Village, commits to creating a new and colorful life for various families and communities by painting colors for cities since 2016. It is a manifestation of a strong commitment to bringing together teenagers, children from disadvantaged families, and those without parental care with color.

About AkzoNobel

AkzoNobel supplies the sustainable and innovative paints and coatings that our customers, communities – and the environment – are increasingly relying on. That's why everything we do starts with People. Planet. Paint. Our world class portfolio of brands – including Dulux, International, Sikkens and Interpon – is trusted by customers around the globe. We're active in more than 150 countries and have set our sights on becoming the global industry leader. It's what you'd expect from a pioneering paints company that's committed to science-based targets and is taking genuine action to address globally relevant challenges and protect future generations.

企业 DE&I 最佳实践

AkzoNobel

作为行业领先的涂料公司, 阿克苏诺贝尔致力于打造一个多元与包容的工作环境, 给每位员工以家的归属感, 所有员工都值得拥有一个能令他们感受到尊重、机会平等的工作场所。

我们吸引接纳拥有不同背景、经验和观点的人才, 提供公平公正的发展机会。在阿克苏诺贝尔, 每个个体都可以做最好的自己, 探索个人的最大潜能。

营造多元包容的文化

我们开展了多样性和包容性大使计划, 通过定期的多元包容培训及无意识偏见讨论会, 联结了不同国家和业务区域, 扩大了自身多元与包容的影响力, 并提升及促进了多元包容的文化意识。

阿克苏诺贝尔重视和关心女性员工的福祉, 除了女性节日中对女性员工的集中关怀, 针对产后复工的女性, 实施了针对性的产假回归关爱计划。根据公司政策, 为宝妈及新生儿提供相应的商业保险, 引导用人经理给予产后复工女性工作指导, 爱心礼包和关爱指南等帮助妈妈们顺利回归职场。

构建多元包容的网络

Women Inspired Network (简称 WIN 组织) 致力于女性赋能, 并确保女性在工作中得到同样积极与公平的体验。WIN 组织的活动包括, 女性领导力圆桌访谈、致敬母亲节活动、菁英女士访谈会、女性员工韧性故事分享。

Young AkzoNobel 组织 (简称 YAN) 是一个面向年轻员工的社区, 旨在联动公司内部的年轻员工, 鼓励所有成员通过丰富多彩的活动探索和发展自己。通过参与社会公益活动, 积极地促进了阿克苏诺贝尔青年才俊成长的同时, 也为组织注入了新的活力。

构建更宜居的未来

在不断践行塑造多元包容的工作环境这一承诺的同时, 我们也积极共建和营造富有包容的环境和社区, 这也是我们持续推动

社会可持续发展的重要组成部分。“Let's Colour 多彩开始”是自 2016 年以来, 携手国际 SOS 儿童村, 用颜色让青少年、弱势家庭和失去父母关爱的儿童一起共创的一个项目。致力于通过对城市的多彩涂刷, 为不同的家庭及社区打造焕新多彩生活。

关于阿克苏诺贝尔

阿克苏诺贝尔始终致力于提供可持续的、创新的油漆和涂料, 满足客户所在社区和环境对可持续发展日益增长的需求。这也是我们将“People. Planet. Paint.”立为行事之本的原因所在。阿克苏诺贝尔旗下品牌阵容鼎盛, 拥有多乐士 (Dulux)、国际 (International)、新劲 (Sikkens)、Interpon 等著名品牌, 在全球广受信赖。阿克苏诺贝尔致力于成为全球行业领导者, 足迹已遍及世界 150 多个国家与地区。作为行业领先的涂料公司, 阿克苏诺贝尔坚定地为实现科学碳目标而努力, 并采取切实行动应对全球范围内的挑战, 为下一代构建一个更宜居的未来。

DE&I Best Practices



As a global company with a vision of “helping people live better, healthier lives”, Amway has long recognized that diversity and inclusion are critical to our success.

Since our establishment, our founders have made it clear that “the Amway business is for everyone”. We actively encourage everyone to be their true selves, share their diverse perspectives and unleash their full potential.

An important part of Amway culture is to create a diverse and inclusive working environment for all. We provide employees with a clear development pathway and learning platform to ensure their access to equal, shared, and effective opportunities to grow and thrive. We create diversified career opportunities, including global mobility, cross functional collaboration, job rotation, internal transfer, encouraging employees to explore new paths and seek possibilities for career development. We also believe that providing a diversified routes is one of the best ways to retain the best.

About Amway

Established in 1959, Amway has developed its business in more than 100 countries and regions globally. As the largest subsidiary, Amway China was officially opened in April 1995 and owns over 400 health products in 7 collections. Headquartered in Guangzhou, Amway China has set up regional offices in Beijing and Shanghai, as well as nearly 100 experiential entities with approximately 5,000 employees nationwide. Committed to leading in the health and wellness industry, Amway China has built up a modernized manufacturing base with an area of 140,000 square meters in Guangzhou and Research & Development Centers in both Guangzhou and Shanghai. Amway China has also established the Botanical R&D Center in Wuxi, which is the only in Amway Global and the first in Mainland China specializing in organic cultivation technology of herbal plants and studies on plant extracts.

Meanwhile, we have been committed to creating a best-in-class employee experience by designing a journey that covers the whole employee life cycle. We provide a competitive total rewards package, comprehensive health care, transparent communication, flexible working hours and locations, and a culture of encouragement and recognition to help employees live better and healthier lives.

In 2020, Amway launched a global campaign called “Be You”. This has gone beyond a mere campaign or an employee training program— it is our vision! We are excited to see how our teams can seek different perspectives and value by showing their true selves through this program. Employees will learn how to recognize and embrace diversity to enhance innovation, collaboration, and interactions by attending online coaching programs. The e-learning modules include conversations on diversity and navigating polarized perspectives, exploring, eliminating bias, demonstrating inclusive behaviors and much more.

In Amway China, we have built an exclusive online community, containing functions of internal referral, Q&A, BBS, gift shop and personal homepage. It aims to provide a platform for young talents to be themselves and speak out freely through social learning. Meanwhile, it offers a variety of activities and learning resources to empower young talents and enhance the connection between them and corporate strategy.

We will continue to seek new ways to provide employees with both personal and professional support to fully unlock their potential and help each other to shine.

企业 DE&I 最佳实践



安利, 作为一家以“帮助人们过上更健康、更美好的生活”为愿景的全球化公司, 我们深知多元和包容是我们成功的关键。



从创立之初, 我们的创办人就强调“安利的事业是为每个人而设”。我们积极鼓励每个人做最真实的自己, 分享不同的观点, 释放潜能。

作为安利企业文化的一个重要部分, 我们积极打造一个多元包容的工作环境。我们为员工提供了清晰的发展路径和学习平台, 确保员工能获得平等、公开及有效的成长机会和激发最大的潜能。我们为员工创造多元化的工作机会, 例如全球发展机会、跨团队项目合作、内部轮岗、内部应聘等, 鼓励员工勇于探索新路径, 实现职业发展的更多可能性。我们也深信提供和营造多元化发展空间是保留员工的最好方式之一。

同时, 我们一直致力于创造最佳的工作体验, 透过覆盖全生命周期的员工体验之旅, 我们为员工提供具有竞争力的全面薪酬福

利体系、全面健康关怀、公开透明的沟通、灵活的工作时间和场所、激励和认可的文化氛围等, 旨在助力员工实现其多姿多彩的美丽人生。

2020 年, 安利在全球范围内推行了 Be You 的举措。它不仅仅是一个简单的员工培训及学习项目, 更是安利的愿景。希望通过这个项目, 我们的团队能在工作中积极地探求不同的视角, 展现真实自我的价值。员工通过参加线上的辅导课程, 学习了如何认识和依托于多样性来提高我们的创新、协作和人际互动。学习内容模块包括: 自信地谈论多样性和驾驭两极分化观点、探索和消除偏见、展示包容的行为习惯等。

在安利中国, 我们搭建了一个专属的线上社区平台, 功能包括“BOSS 直聘”、“A+ 知乎”、“GC 商城”以及“巴拉巴茶水间”和个性化的“个人主页”。旨在透过社交学习的方式, 为优秀的年轻员工提供一个展现自我、畅所欲言的互动平台。同时, 通过组织各种活动与分享学习资源, 建立员工与公司战略链接的有效桥梁, 持续发掘及赋能优秀的年轻员工。

未来, 我们也将继续探索新的方法, 在生活和专业上持续地支持我们的个人和团队, 互相支持, 彼此照亮!

关于安利

安利 (Amway) 成立于 1959 年, 业务遍及全球 100 多个国家和地区。作为安利全球最大的子公司, 安利 (中国) 于 1995 年 4 月正式开业, 拥有七大系列 400+ 全系大健康产品矩阵。总部设于广州, 并在北京、上海设有区域办公室, 以及在全国开设近百家体验实体, 全国员工近 5,000 名。致力成为大健康行业的领导者, 安利 (中国) 在广州建有面积达 14 万平方米的现代化生产基地, 在广州和上海设有研发中心, 并在无锡建立了安利全球唯一一家也是国内第一家专门从事中草药植物有机种植技术和植物提取物研究的安利植物研发中心。

DE&I Best Practices



Over the years, Avery Dennison has concentrated on diversity, equity and inclusion as core values.

Our global DE&I slogan is: Every voice. Every day. At Avery Dennison, every voice matters, and every voice provides insights and perspectives that inspire ideas, drive innovation, bring value to our customers, and create possibilities. Avery Dennison Greater China has nearly 10,000 employees, of which 60% are female employees and 59% of managers & above are female leaders. We respect the views and ideas of each employee and are committed to creating a more inclusive workplace.

In terms of organization structure, we have established the Avery Dennison North Asia DE&I Council and three North Asia Employee Resource Groups (ERGs) to take proactive actions locally and online to eliminate bias, engage all employees to be part of this positive change and work together to create a more open and inclusive workplace. In 2022, the AD Mosaic ERG held the "My Hometown" photo contest to record and share the beauty of our hometown and to promote the diverse customs and cultures of different ethnic groups. Mental Health ERG organized a carnival of mental health knowledge bowl, counseling station, and positive energy wall, etc. to help people explore, understand, care for and achieve themselves. The BOND ERG also initiated a series of online parenting seminars and story sharing campaigns to provide a safe and supportive platform for single parents.

A handful of initiatives at different levels have carried out. There are DE&I Listening Sessions in the form of "World Café" workshop for our frontline teams. It creates an open platform

to discuss and share diverse views in regard to the themes of inclusion, friendship, communication and work-life balance. With the aim to continuously empower female employees, our New She Program has been upgraded to 3.0 version. We encourage our female employees to foster confidence and unlock potential by providing mentorship programs. More than 520 female employees have gained support since program launched in 2015. It merits a mention that our New She Program was recognized in the "NGO BSR HERproject Best Practices" in 2022.

We encourage our leaders to walk the talk and model the way. We strive for establishing a psychologically safe environment via learnings and trainings. Leaders commit to creating an emotionally safety environment that people can discuss openly. In 2022, we also held APAC DE&I forum with the topic of Building a Courageous Workplace in an effort to explore the evolving essence of DE&I.

Our efforts counts and we see Company Inclusion Index going up as 82.4% (conducted by McKinsey). It is a pretty positive score in the manufacturing industry. Avery Dennison has always believed that every colleague is the driving force and is co-creating the journey of diversity, equity and inclusion.

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 has won the title of "Best Company To Work For In Asia" for six consecutive years, the "China Top Graduate Employers Award" for three consecutive years, and "HR ASIA MOST CARING COMPANIES" award in 2020.

企业 DE&I 最佳实践



Every voice.
Every day.

多元、公平和包容一直是艾利丹尼森
的核心价值观之一。

艾利丹尼森全球 DE&I 标语是：每一个声音·每一天。在艾利丹尼森，每一个声音都很重要，每一个声音都能提供见解与观点，激发创意，推动创新，为我们的客户带来价值，并创造可能性。艾利丹尼森大中华区现有近一万名员工，其中 60% 是女性员工，管理层中有 59% 为女性。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，我们设立了艾利丹尼森北亚区多元化与包容性委员会及 3 个北亚区员工组织，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，共同打造更加开放平等包容的工作场所。2022 年，“四海一家”员工组织举办了“我的家乡”摄影大赛，记录和分享家乡美的瞬间，推广各民族多元的风俗文化。“心理能量站”员工组织举办了“艾”你在心，收获“心”成长——心理嘉年华活动，开设心理健康知识有奖竞答、心灵信箱、打开“心”世界沙盘体验等摊位，带领大家积极探索真实的自我，学会更好地关爱自己。“爱纽带-单亲家庭”员工组织开展了亲子系列线上讲座和故事影像馆，为单独抚养子女的员工和家庭提供一个安全和支持性的平台。

针对不同层级的员工，今年也开展了不少创新的举措。对于基层员工，定期举行一线员工倾听工作坊。以“世界咖啡馆”的形式，通过对话引导让员工围绕“包容”、“友谊”、“沟通”、“工作生活平衡”四大主题进行讨论，各抒己见。针对基层女性人才的赋能计划，我们的新秀力女性发展项目自 2015 年启动至今已培养超过 520 位基层女性员工。今年项目升级 3.0 版本推出

了导师辅助计划，在这个一对一的跨部门指导平台中，我们支持员工的成长，鼓励她们主动与优秀的导师链接，遇见更自信、更好的自己。新秀力女性发展项目在 2022 年也被写入“NGO BSR HERproject 最佳实践”。

对于管理层，我们努力创建以身作则、言行一致的团队，发挥领导者的模范作用和影响力。通过组织管理人员进行《心理安全建设》培训，共同学习打破偏见和阻碍我们表达心声的壁垒，共同创建一个安全对话的工作环境。举办多元化与包容性主题论坛（2022 年主题 - 爱无畏，勇敢对话），为员工提供一个与高级管理层和外部专家对话的平台，深入探讨多元和包容在不同环境和时代下的本质。

持续的努力和成绩让我们的包容指数提升到 82.4%（由第三方麦肯锡咨询公司负责开展），这在制造业企业来说是相当不错的成绩。艾利丹尼森始终相信，每一位同事都可以成为推动变革的一员，我们将共同努力，推进和引领多元、公平和包容的旅程。

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。艾利丹尼森连续六年荣获“亚洲最佳企业雇主”称号，连续三年获得“中国大学生喜爱雇主”，2020 年还获得“WeCare 最佳关爱员工奖”。

DE&I Best Practices

BBDO

At BBDO Greater China, it's our goal to deliver the best in creative and integrated marketing solutions to our clients. Yet we recognize that the Work, the Work, the Work simply cannot be done without the People, the People, the People.

better versions of themselves. Our "mentors" are experts and leaders from diverse industry fields, and the event is open to all our male colleagues. We are committed to sharing the most trending topics and shedding new lights on creativity, strategy, production, and management.

DIVERSITY, EQUITY AND INCLUSION FOR ONE AND FOR ALL

All new hires at BBDO receive diversity, equity, and inclusion training in the orientation pathway. Meanwhile, we keep our listening channels open 24/7 and encourage any feedback. Several DE&I experts joined Omnicom in 2021 as part of our continuous commitment to embed DE&I throughout the organization.

About BBDO

BBDO (part of Omnicom Group) has been leading national and international awards since the very beginning. Recognized several times as the "Best Creative Advertising Agency of the Year." BBDO Greater China adheres to a simple philosophy, committed to bringing our clients only 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 the core essential foundations for a brand to succeed in China.



THE BBDO CLUB: THE ENGINE THAT KEEPS ENGAGEMENT CHURNING

In creating a positive working environment and company culture, our BBDO Club plays a huge role. The Club is organised by people from different departments who make sure that there is always something fun happening at the company. From holiday celebrations to cultural events, they are important catalysts for fellow BBDOers to gather together and engage in activities beyond their daily work, with the goal of cultivating cohesiveness, BBDO values, and teamwork among colleagues across departments or teams.

EMPOWERING WOMEN: TO INSPIRE THE NEXT GENERATION OF WOMEN BY TALKS AND ACTIONS

At BBDO, half of the employees are women. We strive to create a diverse work environment and ensure that women can succeed in our company. We host dialogues and invite different female leaders who have achieved success across multiple industries to share their experiences. This includes our summer female leadership dialogues in which female leaders meet up to share their challenges, and the brave decisions they made to reach their current position. It continues to inspire our employees to pursue what they are passionate about.

In addition to our internal DE&I activities, we are also actively engaged in many external DE&I activities to create a more inclusive and diverse social environment. At the sHero Career Expo this year, our CEO of BBDO Asia, Tze Kiat Tan, participated in a panel discussion about the evolution of the role of chief women officers.

“MENTORS”: BECOMING A BETTER MAN

Through our mentorship program, we strive to help our male colleagues achieve more success at work and become

企业 DE&I 最佳实践

BBDO

在 BBDO, 我们的目标是为客户提供最具有创意和实效并存的整合营销方案, 我们也深知如果没有出色的人才, 就不会有优秀的作品。

BBDO Club: 用欢乐凝聚每一个人

在营造积极向上的工作环境和公司文化方面, BBDO Club 发挥着巨大的作用。BBDO Club 由一群来自不同部门的年轻 BBDO 员工组成。他们负责组织、策划、执行每一场活动, 从节日庆典到各种文化活动, 打破部门间的界限, 员工们可以在工作之外积极展现热情和兴趣, 同时, 也有效地促进了不同部门、团队及同事之间的凝聚力。

赋能女性: 用对话和行动滋润下一代女性领导力

在 BBDO, 有一半员工由女性组成, 对于我们的“半边天”, 我们创造多种平台及土壤, 积极推动其个人潜力的最大发挥。每年夏天开展的“女性领袖对话”, 我们会邀请来自不同背景的女性领导者, 通过面对面对话的方式分享她们的挑战、人生见解以及她们为实现今天的成就而做出的勇敢决定, 在一次又一次的对话中, 互相激励, 互相土壤。

除了公司内部 DE&I 活动项目, 我们也积极投身于很多外部的 DE&I 活动, 共创共建一个更具包容和多元的社会环境。在今年的 sHero 职业博览周上, BBDO 亚洲 CEO 陈子洁女士参与了关于首席女性官角色演变的小组讨论。

“Mentors”: 用才智塑造更优秀的他

我们通过导师计划, 激励男性在工作中取得成功, 成为更好的自己。我们邀请的“导师”都是相关领域的专家和经验丰富的领导者, 该活动从 2019 年至今已举办 3 期, 面向所有男性同事。分享的洞察和知识涉及多个领域, 紧贴行业, 内容涉及创意、策略、制作及管理。

将多元、平等、包容触达至每一位员工

BBDO 的每一位新员工, 在入职后都会接受关于多元、平等和包容的培训, 常年开放的信息通道, 确保及鼓励全员为如何更好提升公司内的多元、平等和包容举措提出自己宝贵的意见。去年, 宏盟集团任命了 DE&I 的管理专才, 致力于负责把多元、平等和包容落实到宏盟集团下每一家公司, 每一个部门。

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。

DE&I Best Practices

Beiersdorf

Beiersdorf employs more than 20,000 people all over the world who are brought together by our shared core values, corporate culture and purpose of “CARE BEYOND SKIN”.

We provide a competitive platform for our employees to thrive based on “Care, Simplicity, Courage and Trust”. Our strategies and core values are localized by local employees and decided upon by ballot. Such joint efforts generated more awareness and recognition of Beiersdorf's aspiration among employees worldwide.

The mental health and well-being of our employees remain part of Beiersdorf's priorities. That is why the “GOOD FOR ME” department provides strong support to employees' health through medical, social and welfare initiatives. For example, in terms of mental health, we provide mindfulness-based resources and yoga classes to all employees for anxiety alleviation and stress reduction. To improve employees' comfort level, we supply popsicles and iced drinks in summer. In addition, we often collect questionnaires to know more about employees' preferences for snacks and tea bags in the pantry.

At Beiersdorf, the percentage of female manager has reached up to 55%. However, we know there is still a long way to go regarding empowering women as part of our DE&I (diversity, equality, and inclusion) strategy. To this end, “Unleash Female Tech Talent” event was held in June, which is a co-creation of a manifesto on how to attract more women to the IT world

and thus foster gender diversity and inclusion in tech field. Beiersdorf raised the rainbow flag for Pride month and created the company's exclusive rainbow-colored truck. Many brands under the group, such as Nivea and Labello, also advocates for a more inclusive social environment through limited rainbow packaging.

We spare no efforts to fulfill our commitments in every respect of diversity, equality, and inclusion, which in turn will improve corporate influence and social responsibility. In recent years, campus has become one of Beiersdorf's key pillars of sustainable talent development. We systematically developed a series of campus programs to prepare the young generation for their career. Last year, the conversion rate of students from campus competitions to summer intern programs exceeded 20%, and interns achieved nearly 80% of the direct pass card conversions in the annual campus recruitment. In terms of corporate social responsibility, we have invested 50 million euros to provide humanitarian and medical aid to the world in April 2020. As an environment protector, Beiersdorf's new climate targets were endorsed by the Science Based Targets initiative (SBTi) and our Carbon Disclosure Project (CDP) received an "A" rating for climate protection.

About Beiersdorf

Beiersdorf, one of the top 10 cosmetic companies in the world, was founded in 1882 by German pharmacist Paul C. Beiersdorf. For 140 years, Beiersdorf has been building trusted and reliable brands with high quality standards and has become a global leader in the beauty and skin care industry. Beiersdorf is based in Hamburg, Germany with operations in more than 170 countries and regions around the world and has more than 20,000 employees. At present, Beiersdorf China is mainly composed of two business units. The skin care business unit is led by Nivea, Eucerin, and Coppertone, and the hairdressing business unit is supported by Maestro.

企业 DE&I 最佳实践

Beiersdorf



拜尔斯道夫全球拥有 2 万多名员工，因共同的核心价值观、强大的企业文化以及企业使命“关爱超乎所见”而凝聚在一起。

根植于“仁，简，勇，信”的核心价值观，保障了员工持续成长的广阔平台和土壤。我们本土的战略及核心价值观的中文翻译是本地员工集思广益后一起决定的，共创促使拜尔斯道夫的初心被越来越多员工了解和认同。

员工的心理健康及幸福力也是我们持续关注的。“GOOD FOR ME”部门在医疗、社会和福利等健康相关领域为员工提供坚实的支持。在心理健康上，公司的“正念”资源和瑜伽课程也会提供给所有员工，旨在缓解焦虑。为了提高员工的幸福感，夏天我们为员工提供冰淇淋和冰饮。除此之外，公司会发起不定期的问卷调查，例如了解员工对茶水间内零食和茶包的偏好，旨在持续地打造更好的员工体验。

在拜尔斯道夫，女性管理者占比高达 55% 以上，在女性赋能这个 DE&I（多元公平包容）战略重点上我们步履不停。今年 6 月，公司举办了“释放女性科技人才”的活动，同时，制定了吸引更多女性进入 IT 领域的宣言，以促进科技领域人才的多样性。骄傲月我们升起了彩虹旗，并推出了公司专属的彩虹色卡车。集团旗下的众多品牌例如妮维雅和 Labello，更是通过限定的彩虹包装倡导更加包容的社会。

在多元、平等及包容的文化建筑上，拜尔斯道夫始终不遗余力地践行着我们的承诺，并致力于企业影响力及社会责任的提升。近几年集团将校园作为可持续的多元化人才发展重点之一，体系化的设计出一系列的校园项目，持续关怀着年轻人的职业生涯。2021 年的商业大赛到暑期实习生的项目，学生成功转化率超过 20%，而参与实习生项目的学生在后期的年度校园招聘中更是实现了近 80% 的直通卡转化。企业社会责任方面，2020 年 4 月，拜尔斯道夫投入 5000 万欧元向世界提供人道主义援助和医疗援助。在环境方面，拜尔斯道夫的新气候目标获得了“科学减碳倡议组织”（SBTi）的认可，在“碳信息披露项目”（CDP）的气候保护方面获得了“A”类评级。

关于拜尔斯道夫

作为世界 10 大化妆品公司之一的拜尔斯道夫集团由德国药剂师 Paul C. Beiersdorf 于 1882 年创立。140 年来，拜尔斯道夫集团始终以高质量的标准打造值得信赖和依靠的品牌并成为全球美容护肤行业的领先者。今天的拜尔斯道夫，总部位于德国汉堡，业务遍布全球 170 多个国家和地区，拥有员工 20000 多人。目前拜尔斯道夫中国主要由两大业务单元构成，即以妮维雅，优色林，确美同为主导的护肤业务单元，以及以美涛为支撑的美发业务单元。

DE&I Best Practices

BIPO

Make Life Easier.

With a global development strategy BIPO continues to explore multiculturalism and is committed to providing an inclusive environment.



external influence of the company through projects such as charity and social cooperation. BIPO has actively participated in various social welfare projects especially in the field of rural poverty alleviation and rural education. As few examples, BIPO participated in the Yunnan Rural Revitalization project initiated by Nanjing West Road Community and Social Organization Federation and donated 200,000 yuan to support rural education construction. It was an effort to create better conditions and education environment of rural children. While expanding its global business, BIPO will continue to advocate its corporate DE&I development and social responsibility.

About BIPO

At BIPO, our passion for technology and innovation empowers businesses across the globe with increased efficiency and convenience. Established in 2010, and headquartered in Singapore, we are better connected to support your payroll and people solutions needs through a global network of 30+ offices, four R&D centres, and business partners across 140+ countries. Our enterprise-ready HR Management System (HRMS) platform automates HR processes, simplifies workflows, and delivers actionable insights to build the best Employee Experience. Complemented by our payroll outsourcing solutions and global EOR services, we support businesses to manage today's global workforce.

BIPO's team is diverse with employees of different backgrounds and now has subsidiaries in more than 30 countries worldwide. We build a strong and sustainable female leadership team, and proud to mention that BIPO has more than 50% female executives and 60%+ women population.

To create a pleasant working environment and experience for employees, BIPO holds monthly birthday gatherings to boost team bonding and enhances workplace wellbeing. Beyond working hours, BIPO also organizes various reunion activities on a regular basis 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.

During the lockdown challenges, BIPO arranged vehicles to deliver care pack support to the employees. At the same time, BIPO also paid great importance to employee wellbeing and advocated the balance between life and work. A couple of meaningful initiatives were managed during that period including "BIPO Voice", an online karaoke contest with a prize for the winner. BIPO aims to create a more energetic and humane working atmosphere with a positive attitude, and to create meaningful and influential changes.

BIPO also attaches great importance to the sense of corporate social responsibility and the co-construction of a pluralistic and equal social environment. It continues to build up the

企业 DE&I 最佳实践

BIPO

Make Life Easier.

BIPO 以全球化作为发展理念, 不断探索多元文化, 致力于为员工提供一个包容平等的环境。

BIPO 的团队是由全球各地不同背景、不同种族的员工所组成的多元化组织, 目前已在全球 30 多个国家设立子公司。我们为女性人才建立一个强大的可持续性的领导力发展通道, BIPO 拥有高达 50% 以上的女性管理者, 在职员工中女性也占到 60%+。

为了给企业员工提供温馨愉快的工作环境及体验, BIPO 每月举办员工生日会, 促进跨部门同事之间的相互了解, 增强员工工作的幸福感。工作之余, BIPO 会定期举行企业团建活动, 增强团队的凝聚力, 让员工了解和认同企业文化。

特别是在今年的疫情之下, BIPO 第一时间安排专车为居家的员工们送去物资支援。同时也全面关注员工的工作状态及心理情绪, 倡导生活与工作的平衡。在员工居家期间, BIPO 发起了“BIPO 好声音”线上 K 歌大赛, 为最终获胜者设立了奖金。活动即增加员工之间的联结, 同时舒缓了员工居家的沉闷。BIPO 希望以积极向上的态度, 塑造更具活力、更人性化的工作氛围, 创造富有意义和影响力的变革。

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影响力。作为社会慈善公益的践行者, BIPO 长期关注和参与乡村扶贫、乡村教育领域, 也积极投身于各类社会公益事业。BIPO 参与了静安区南京西路街道社区社会组织联合会发起的云南乡村

振兴项目, 亲身参与乡村考察团, 为云南乡村小学捐赠了爱心衣服及爱心图书角, 向美丽中国支教项目捐赠 20 万元, 积极助力乡村教育建设。少年强则国强, 孩子是未来的希望, BIPO 也希望为乡村振兴提供坚实的支持, 改善乡村孩子的生活与教育环境, 为他们撑起一片爱的天空。

对 BIPO 而言, 未来的道路还很长, 在拓展全球业务的同时, BIPO 也会不断前行, 持续倡导和推动“多元、平等与包容”企业文化的发展。

BIPO 公司简介

BIPO 创立于 2010 年, 作为全球化的人力资源一站式服务供应商, 公司立足亚太、辐射全球, 推动科技赋能, 以全球化、数字化和合规化为发展理念, 已在 30 多个国家和地区设立子公司, 业务遍及全球 140 多个国家和地区。服务产品包括 BIPO HRMS, 全球薪酬解决方案, 名义雇主服务 (EOR) 等, 借助系统的科技化和服务网络的多国化, 为客户提供多地区、高效率、合规化的用户体验。

DE&I Best Practices



Since 2021, Bosch has extended the definition of "diversity to "diversity, equality and inclusiveness", aiming to further evolve and embed DE&I journey in Bosch.

At Bosch, we take utmost importance in connecting DE&I commitments with corporate sustainable development strategies. We invest in diversity and future by formulating the goal of "New Dimension - Sustainable Development 2025".

Bosch values our employees' diverse perspectives, experiences and lifestyles. Our Code of Business Conduct also emphasizes that Bosch respects and protects the human dignity of every employee, and that all employees worldwide, regardless of gender, age, background or any other aspect, feel valued and contribute their personal strengths, expertise and potential to create business success. In China, in order to support the needs of business transformation and innovative development, Bosch continues to strengthen the hirings of digital talents, and continues to expand the talent team in the software and digital fields. In 2022, Bosch China will add more than 4,000 jobs, most of which are in the field of software development. We believe the diverse workforce will further nourish Bosch's DE&I culture.

At Bosch, we have a special action team formed spontaneously by executives who advocate for diversity. In an attempt to foster DE&I culture, our special action team has creatively integrated gamification into inclusive leadership behaviors and created DE&I #LikeABosch just-do-it Cards. It is a new doorway to support the inclusive leadership development. Every employee can join this initiative by picking the card and accomplishing the specific task. For each task accomplished, points will be allocated, and accumulated points will be ranked globally. This initiative was broadly shared at the 2022 Bosch Global Executive Forum. It received very positive responses and participation from the executives.

The theme of global 2022 diversity week is "Unique #LikeABosch" riddled with different activities and workshops. It has garnered extensive participation from our employees. As some examples that include the Strength Wall Roadshow, the "Unique You" employee stories, and external guest speaker sharing, aiming to embed DE&I culture.

Bosch China has started to advocate energy management since 2021 and carried out targeted product development and implementation from the four aspects of spirit, mental, emotion and physical. In 2022, more than 15 business units completed the implementation and managed to integrate contents into daily business scenarios. The project team, combined with the Harvard Happiness Course, certified "Happiness Mentor" will continue the sharing journey.

During the lockdown period in Shanghai, the Bosch China Labor Union distributed a thousand-yuan prize and two rounds of supply support to every employee. At the same time, a 24-hour chat group was launched timely to relieve the mental pressure in tandem with the lockdown. The energy management project team also delivered 19 live broadcasts and launched its new brand "Energy Qiangqiang", aiming to provide extensive wellbeing support in the challenging time.

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 DE&I 最佳实践



2021 年起博世把“多元”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。

近年来围绕社会发展带来的各项挑战，制定了可持续发展目标远景，即“新维度-可持续发展 2025”，把多元承诺渗入可持续发展的战略中，对多元投资，对未来投资。

博世重视员工观点、经验和生活方式的多样性。我们的商业行为准则也强调博世尊重并保护每位员工的人格尊严，无论性别、年龄、背景或任何其他方面，全球的所有员工都能感受到自己的价值，并为公司贡献个人优势、专业知识和潜力，从而创造商业成功。为支持业务转型和创新发展的需求，博世中国在数字化人才招聘上将不断加码，持续壮大软件和数字化领域的人才队伍。2022 年，博世中国计划新增超过 4000 个岗位，大部分为软件研发岗位，与博世传统业务与现有的员工背景大为不同。相信多元化的团队将进一步滋养博世的多元文化。

在博世，我们有一支特别的行动小组，由倡导多元文化的高管自发组成。为了让“多元、平等和包容”可以更加落地，特别行动小组还极具创意地将游戏思维融入到了领导力行为建设中，开发了 DE&I #LikeABosch just-do-it Cards，这些卡片通过描述具体和可执行的措施提供了切实的多元领导力准则，每完成一项卡片上的任务，便可获得相应的积分，博世全球员工皆可参加，积分全球排名。这个创新举措在 2022 博世全球高管论坛中进行了分享，获得了所有博世高管的积极反馈和参与。

2022 年的全球多元文化周主题为“Unique#LikeABosch”，整整一周的活动、赋能、工作坊等内容赢得员工的广泛参与和积极反响。借由优势墙路演活动、“独特的你”员工故事征集活动，及外部专家分享等活动，从情感归属角度渗透多元包容的文化。



博世中国从 2021 年启动精力管理话题，倡导精力管理，从员工精神，心理，情绪，体能四个方面进行了有针对性的产品开发与落地实践。2022 年，已在超过 15 个事业部完成了落地践行，并逐步将更多的内容融合到日常的业务场景中。项目组结合哈佛幸福力课程，认证“幸福导师”，将持续输出并分享给更多博世同仁。上海疫情封控期间，博世中国工会为每位员工发放“静待花开”千元大奖及 2 轮物资支持。同时，推出了 24 小时陪聊群，以缓解封控的精神压力。精力管理项目组更是推出了品牌栏目“能量锵锵行”，自主设计开发交付了 19 场直播。特殊时期为员工精力管理提供全力支持，共同探寻意义感与幸福力。

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。

DE&I Best Practices

**C.H. ROBINSON**

C.H. Robinson is committed to creating a culture where employees can take root, and where their heterogeneity is valued.

C.H. Robinson strives to create a stronger and more innovative community, and in pursuit of that, our DE&I strategy is mapped and executed under the direct supervision and management of our Chief Executive Officer and Board. The DE&I commitment starts from the top with our Chief Executive Officer and top level of management, but we are convinced that each of us plays a role in advancing DE&I.

We believe that for the success of DE&I, co-creation is a necessity. To this end, we advocate cross-functional teams to continuously work on progressing DE&I. As of July 2022, we have achieved the following milestones in our co-creation of DE&I:

- All 15,000+ employees worldwide, including over 1,200 of those who are based in China, have completed inclusivity courses.
- DE&I objectives have been set as an important part of our leadership's performance and remuneration evaluation.
- DE&I contents have been updated and integrated into onboarding, management practice and talent development programs.
- Our first annual DE&I-themed Global Inclusion Week has been launched.
- 54% senior leadership roles in China are females.
- Our employee engagement survey has indicated a 3% improvement in female employees' rating of their willingness to continue working for C.H. Robinson, pride in the company and likelihood of recommending C.H. Robinson as a great workplace.

Looking forward, the journey of DE&I will continue and will remain as a long-term objective. We will continuously weave DE&I into different aspects of our business by making our progress in DE&I more transparent, putting in place clearer action plans and accountability.

**About C.H. Robinson**

As one of the world's largest logistics platforms, C.H. Robinson solves logistics problems for companies across the globe and across industries, from the simple to the most complex. With \$28 billion in freight under management and 20 million shipments annually, our global suite of services accelerates trade to seamlessly deliver the products and goods that drive the world's economy. With the combination of our multimodal transportation management system and expertise, we use our information advantage to deliver smarter solutions for our nearly 100,000 customers and our 85,000 contract carriers.

企业 DE&I 最佳实践

**C.H. ROBINSON**

罗宾升的 DE&I 愿景是为员工创造富有归属感的文化, 欣赏员工的多元差异性, 致力于打造一支更强大、更具创新性的团队。

公司的 DE&I 战略和具体的执行由首席执行官和董事直接监督和管理。承诺始于首席执行官及核心管理层, 同时我们深信在促进多元化、公平性和包容性上, 每个人都发挥着积极的作用。

我们相信 DE&I 的成功是一个共创的过程, 我们倡导多个跨职能团队持续开展多元公平包容工作。截至 2022 年 7 月, 罗宾升在多元化、公平性和包容性的共创中已实现:

- 全球范围内所有 15,000 名员工均完成了包容性课程, 其中, 中国区员工达 1,200 多人;
- 将 DE&I 的具体目标添加到了领导团队的绩效考核和薪酬评分中;
- DE&I 的内容进一步更新及整合到了入职、领导原则以及员工发展计划中;

- 围绕多元公平包容开展了首个年度“全球包容周”;
- 中国区高级管理层的女性占比达到 54%;

- 年度员工敬业度调查显示, 女性雇员在愿意继续为组织工作、对所服务的组织感到骄傲、愿意推荐该组织作为工作场所的得分同比提升了 3%。

展望未来, DE&I 是一个持续的旅程, 也是一项长期工作。我们将继续把公司的 DE&I 愿景深入地整合到各项业务中。这包括提高我们 DE&I 工作进展的透明度, 建立更为清晰的行动计划责任制等。

关于罗宾升

作为全球最大的物流平台之一, 为全球和各行各业的公司解决从简单到最复杂的物流问题。我们管理着 280 亿美元的货运量和每年 2000 万次的货运量, 是世界上最大的物流平台之一。我们的全球服务套件加速贸易, 以无缝交付推动世界经济的产物和商品。通过结合我们的多式联运管理系统和专业知识, 我们利用我们的信息优势为我们的近 100,000 名客户和 85,000 家合同承运人提供更智能的解决方案。

DE&I Best Practices



Providing equal employment opportunities and career development for female employees has always been a consistent endeavor at Cargill.

We proactively conduct external market research on women in operations and develop themed activities around International Women in Engineering Day (INWED). These events successfully enable external markets to better understand Cargill's DE&I culture (Diversity, Equity and Inclusion). In recent years, the percentage of female placements for operation has doubled compared to the previous year. We are aware that Cargill still has a long way to go in attracting more women in operations. One of our diversity goals for the coming new year is to achieve an average female employment rate of 40% in operation trainee positions.

Cargill also provides targeted and diverse training programs and creates growth-oriented organizations to empower talent progression. Cargill Young Professional Network (CYPN) is an organization for young employees to voice their career aspirations and for empowering future Cargill leaders. ELEVATE Project aims to help women and millennials in the Asia Pacific region to enhance their leadership abilities. Through a series of well-designed sessions, such as Self Discovery, Career Aspirations, and Learning Journey, they can cultivate leadership thinking and chart out personal career development plans, while establishing personal short-term and long-term goals. For employees at manager level and above, Cargill has integrated DE&I into their training programs, so as to help them to develop and shape a more diverse and inclusive leadership through a combination of learning and action.

Moreover, Cargill is committed to enhancing the wellbeing of all employees. In our Employee Self-worth Exploration Month, everyone celebrates by reflecting on their personal and professional experiences of certain life milestones. When the city was in lockdown because of the Covid-19 epidemic, Cargill China leadership team delivered three care packages of daily necessities to help them meet their daily needs. Group managing directors were invited to record and share their daily life moments to spread positivity. Cargill Women's Network

(CWN) organized an activity during International Working Women's Day themed "Beyond Imagination, I Lead My Life" involving all business sectors to encourage women to embrace diversity, care themselves and the people around them, overcome obstacles and be their best selves.

Cargill is committed to DE&I co-creation in the community. As a socially responsible company with a passion for philanthropy, Cargill Global invests 2% of the pre-tax profits every year in our three corporate responsibilities of nourishing our world, protecting our planet, and enriching our communities. Up to August 2022, Cargill has contributed to building, repairing, and supporting more than 40 rural primary schools, training more than 3.5 million farmers, donating more than 300,000 nutritious meals to underprivileged children in rural areas, and planting more than 120,000 trees. From 2004 to 2022, 39 Cargill Care Committees in more than 20 provinces and cities across the country have contributed more than 290,000 hours of service to volunteer activities dedicated to benefiting the community.

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 more than 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 DE&I 最佳实践



嘉吉始终坚持为女性员工提供公平的就业及职业发展机会。



我们主动对外部市场生产运营职能的女性进行调研,并围绕国际女性工程师日开展主题活动,成功地将嘉吉多元、公平和包容的文化更加深入地传递给外部市场。在最近一年新开放的生产运营岗位中,女性成功应聘的比例更是相比往年提高了一倍。我们深知,想要吸引更多生产运营的女性,嘉吉还有很长的路要走。在生产运营培训生岗位中,女性成功应聘的平均比例达到40%,是未来一年我们的多元目标之一。

嘉吉提供针对性的多元培训计划并创建成长型的组织,充分保证及助力人才的培养和赋能。嘉吉青年社团(CYPN)是一个青年员工为自己的职业发展发声的组织,赋能未来嘉吉领导者。ELEVATE项目旨在助力亚太地区的女性和千禧一代人才提升领导力,通过自我探索、生涯期望、深入业务等一系列精心设计的环节,提升个人的领导力思维,明确个人职业发展规划,同时转化为个人的长短期目标。针对经理及以上职级的员工,嘉吉把DE&I的课程内容嵌入培训发展项目,在认知和实践上培养及塑造更为多元与包容的领导力。

嘉吉同样致力于提升全体员工的幸福力。在员工自我价值探索月,大家回顾人生初体验,探索到自我价值的丰盈。在上海疫情封控的特殊时刻,公司分别三次发放关爱礼包,以帮助家庭解决生活的所需,并通过拍摄日志小视频分享生活片段,传递积极的能量。嘉吉中国女职工委员会(CWN)在今年的国际劳动妇女节联合所有业务部门,组织了“超越想象,由我做主”主题活动,鼓励和倡导女性拥抱多元、关爱自己关爱朋友、跨越障碍,做最好的自己。

嘉吉致力于社区的DE&I共建。作为一家富有社会责任感、热衷于慈善事业的企业,嘉吉全球每年把税前利润的2%投入到企业社会责任工作中,用于三大企业责任领域:滋养世界、保护地球和造福社区。截至2022年8月,嘉吉帮助新建修缮和支持了40多所农村小学,培训农民350多万人次,为农村贫困儿童捐赠了30多万份营养餐,并植树12万多棵。自2004至2022年,分布在全国二十多个省市的39个嘉吉关爱委员会已为致力于造福社区的志愿活动贡献了超过29万多小时的服务时间。

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所赖以生存的食品。作为值得信赖的合作伙伴,嘉吉将156年多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。

DE&I Best Practices



Carrier is committed to creating a workplace that is truly and genuinely inclusive, a workplace that inspires and encourages everyone to bring their authentic selves to work.

Carrier's inclusion and diversity strategy consists of four key tenets: **Reduce the Gap, Develop & Sponsor, Drive Inclusion and Lean Forward.**

CARRIER FOCUSES ON REDUCING THE GAP BY RECRUITING DIVERSE TALENTS AND BUILDING A DIVERSE TEAM.

At Carrier China, we have set a clear target of ensuring 50% female candidates in recruitment and interviews. In the panel interviews for positions at manager level and above, there will be at least one female interviewer to ensure a fair outcome of the interviews. Carrier aims to achieve gender equality in our senior management team by 2030.

CARRIER IS COMMITTED TO DEVELOPING AND SPONSORING DIVERSE TALENTS.

With 3,500 members globally, Employee Resource Groups (ERG) at Carrier are networks for employees with a shared vision of building an inclusive workplace where they all feel a sense of belonging. The ERG initiative includes activities such as Day of Understanding, Mentorship Program, Recruitment Fair, Roundtable Discussions, University Partnerships and "In My Shoes" communication campaigns for employees to share their personal experiences and embracing I&D.

As the official ERG setup to empower women, WE@Carrier has hosted #BreakTheBias themed events on the International Women's Day in 8 locations across China, engaging around 270 ambassadors and more than 550 participants. In 2022, "Miss Carrier" is in full swing to encourage women to showcase their unique selves and charm. Carrier's ELEVATE: Women in Leadership program provides women with

immersive learning and development opportunities through hands-on seminars, mentors and executive sponsors, dedicated coaching, high-impact career opportunities and more.

LISTENING AND LEARNING ARE THE KEYS TO DRIVE INCLUSION.

Carrier is driving a company-wide culture of inclusion through employee resource groups, fireside chats, listening sessions, learning platform courses, tailored manager toolkits, and courses related to diversity, inclusion, and unconscious bias, attracting up to 26,000 instances of participation. We enforce a zero-tolerance policy against any form of discrimination. We also form a community of D&I Champions, a global team of diversity and inclusion defenders who are professionally trained to address harassment or discrimination as well as other issues and concerns that may affect our ability to be truly inclusive.

SIGN THE PLEDGE AND LEAN FORWARD.

David Gitlin, Carrier Chairman & CEO, signed the CEO Action for Diversity & Inclusion™ pledge, to advance diversity and inclusion in the workplace. Carrier is also a proud member of Paradigm for Parity®, a coalition of business leaders dedicated to addressing the corporate leadership gender gap. Beyond that, Carrier is connecting executives' incentives with progression against ESG goals, including diversity goals to ensure leadership accountability.

About Carrier

Founded by the inventor of modern air conditioning, Carrier is the 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, sustainable and intelligent building and cold chain solutions.

企业 DE&I 最佳实践



开利致力于打造真正包容的工作场所, 鼓励每个人都能在工作中展现真实的自我。

开利的包容多元战略由四个核心宗旨组成: **缩小差距、支持发展、推动包容和引领向前。**

开利注重招聘多元化人才来缩小差距, 打造多元团队卓有成效。

在开利中国, 我们对参与招聘筛选和面试的女性比例设立了 50% 的明确目标。针对经理级别以上岗位的招聘, 我们会设置至少一位女性面试官, 以确保面试公平性。开利计划在 2030 年前实现高管的性别平等。

开利着重支持发展多元人才。

开利的员工资源小组 (ERG) 是拥有共同愿景的员工组织, 倡导一个更具归属的多元包容的工作场所。全球有 3,500 多名员工投身 ERG, 发起了理解日、导师计划、招聘市场、圆桌讨论、高校合作和 "In My Shoes" 交流等一系列活动, 分享个人经验并促进对包容多元的深入理解。

WE@Carrier 是开利的女性赋能组织, 在中国 8 个城市发起了 #打破偏见国际妇女节活动, 带动了近 270 名宣言大使和 550 多名参与者。2022 年举办的 "开利女士" 活动如火如荼, 鼓励女性展现独特的自我和魅力。在人才发展上, ELEVATE 女性领导项目, 通过实践研讨会、导师高管赞助、专属教练以及高影响力职业机会等方式, 为女性提供沉浸式学习发展机会。



推动包容的关键是倾听和学习。

开利通过员工资源小组、炉边谈话、倾听会议、学习平台课程、专属经理工具包、多元包容和无意识偏见相关课程等方式, 推动全公司包容文化, 参与人次多达 26000 人。开利对任何歧视零容忍, 对此, 开利建立了多元包容捍卫者团队, 该团队遍布全球且都接受过专业培训, 致力于解决包括骚扰或歧视等可能影响我们真正包容能力的问题。

签署承诺, 引领向前。

开利董事会主席兼首席执行官 David Gitlin 签署了 CEO 多元包容行动 (CEO Action for Diversity & Inclusion™) 承诺书, 旨在促进工作场所的多元包容。同时, 开利也是平等范例 (Paradigm for Parity®) 的荣誉成员, 是致力于解决企业领导性别比例差距的商业领袖联盟。开利高管的奖金与 ESG 目标, 包括多元化目标挂钩, 以加强高管的包容多元职责。

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、可持续的智能建筑及冷链领域的杰出供应商。

DE&I Best Practices



Covestro has been cultivating and fostering its diversity, equity and inclusion culture from three pillars of **Colleagues, Company and Community (3Cs)**.

And it is being reflected in all their HR processes and employee lifecycle from recruitment, onboarding, training, development and promotion. Internally, as one of the top employers and the healthiest employers in the consecutive years, Covestro is committed to building a more diverse, equitable, inclusive, healthy and productive workplace. Externally, Covestro actively shares through different sessions in the industry and the society its best practice in DE&I, so to call for a more diverse, equitable and inclusive world.

In the spring of 2022, the COVID-19 reared its head again and largely impacted people's work and life. In response to the challenge, Covestro has taken many measures centering around 4 focused areas.

Life support of 6 batches food package, refrigerator, UV disinfection lamp, etc.

Physical health caring of daily online fitness program, online medical counselling etc.

Mental health caring of organizing two townhall employee communication, virtual round tables, video messages from the global leadership team, employee assistance plan, WeChat group for daily support, virtual learning, etc.

Special support of people caring guidance, frontline employee onsite subsidiary and caring fund.

According to the recent survey, the overall employee satisfaction was rated as 99.6%. It has largely mirrored overall employee wellbeing and belonging status.

Besides, Covestro also established another employee resource group "Compass" in 2022. It is a female executive community, aiming to enhance female executives' wellbeing by holding regular exchange and sharing. From the community perspective, Covestro also shares in different occasions its people caring initiatives during the pandemic challenges, its best practices on the evolution from welfare to wellbeing, and how DE&I enables faster recovery, healthier enterprise and happier workforce (online sessions).

Covestro's global network enables DE&I to be driven from both top down (sponsors, ambassadors, project leaders) and bottom up (employee resource groups), with diverse insights, viewpoints and inputs. On regular basis, project leaders from different regions and countries meet to align, share and collaborate. Collectively, it turns to many different events and activities at different region every year globally or locally that includes International Women's Day celebration, Pride Month themed activity.

In June 2022, Covestro DE&I China team with the support from DE&I APAC team managed a DE&I APAC week under the theme of "Leading DE&I for a brighter future". The DE&I APAC ambassadors and senior executives were engaged as the key driving force to embed DE&I.

About Covestro

Covestro is one of the world's leading manufacturers of high-quality polymer materials and their components. With its innovative products, processes and methods, the company helps enhance sustainability and the quality of life in many areas. Covestro supplies customers around the world in key industries such as mobility, building and living, as well as the electrical and electronics sector. In addition, polymers from Covestro are also used in sectors such as sports and leisure, cosmetics and health, as well as in the chemical industry itself. The company is committed to becoming fully circular and is striving to achieve operational climate neutrality and net zero emissions by 2035.

企业 DE&I 最佳实践



科思创从“员工(Colleagues)”、“企业(Company)”和“社群(Community)” (即3C) 三大维度不断深耕和践行多元公平包容。

在企业内部, 多元公平包容全面贯彻于招聘、入职、培训、发展、晋升等员工全生命周期管理。多年蝉联最佳雇主、健康雇主等桂冠的科思创, 持续致力于打造多元、公平、包容、健康、高效的工作环境。企业外部, 科思创更是凭借多年来在多元公平包容方面的最佳实践及行业影响力, 与社会各界携手共建多元公平包容的生态圈。

2022 年疫情期间, 科思创从四大维度全面守护员工的身心健康:

生活支持 — 先后发放了 6 批次生活物资、冰柜、紫外线消毒灯等。

健康关爱 — 安排每天的线上运动直播课、线上就医指导等。

心灵守护 — 组织了 2 场疫情主题的员工沟通大会、多场由企业高管主持的在线圆桌会议、多个来自全球管理层的特别慰问视频、员工心理支持计划、特别援助群、在线学习及分享等。

特别支持 — 员工关爱指引、驻厂津贴、关爱基金。

后续的员工满意度调查显示员工的整体满意度高达 99.6%, 很大程度上反映了科思创员工的幸福指数及归属感。

科思创还成立了“指南针”女性高管联盟, 旨在通过定期的分享活动来构建内部支持体系, 并多角度、全方位地提升女性高管的幸福力。社会层面, 科思创积极分享疫情期间的员工关爱举措, 从传统福利到健康福祉转变的最佳实践, 以及多元公平包容如何助力企业更具韧性, 实现健康企业和幸福员工。

科思创的多元公平包容全球团队兼顾管理层、员工及各地区的不同视角, 通过自上而下(发起人、宣传大使、项目负责人等)及由下至上(员工自发组织)的多元方式, 旨在全面推动并渗透企业的多元公平包容。各区域的项目负责人会定期沟通、分享及合作, 每年为大家带来众多精彩纷呈的全球及本地活动。例如科思创全球各地共同参与的国际妇女节主题活动, 骄傲月主题活动等。

2022 年 6 月, 科思创中国的多元公平包容团队, 携手亚太区域, 组织了“引领多元公平包容, 共创美好未来”为主题的科思创多元公平包容亚太周活动。亚太区的最高领导人及宣传大使们齐齐亮相, 携手引领多元公平包容。



关于科思创

全球领先的高品质聚合物及其组分的生产商之一。依托创新的产品、工艺和方法, 公司在众多领域帮助促进可持续发展 and 提高生活品质。科思创在全球范围为交通出行、建筑和生活起居以及电子电气等重要行业的客户提供服务。公司致力于实现全面循环, 目标于到 2035 年实现运营气候中性以及净零排放。

DE&I Best Practices

dentsu



Dentsu is committed to helping clients to win, keep and grow their best customers and achieving meaningful progress for their business with best-in-class services and solutions in Media, CXM and Creative.

We aim to be “a force for good” to actively build a world that is more sustainable and inclusive. A people centric company, Dentsu China has made “Diversity, Equality, Inclusion” (DE&I) key components of our social impact strategy.

Dentsu China aims to provide equal employment opportunities for all, regardless of gender, disability and race. As of August 2022, we have 1% of employees in China with disabilities (including disabilities in different areas such as vision, hearing, physical and psychological), out of which 10 are women. We will continue to build a diverse and inclusive workforce, in an attempt to make a difference in the communities we operate in.

Dentsu China places gender diversity and gender equality at the forefront of its local efforts, and women empowerment remains top of our agenda. Out of nearly 3,000 local employees, 65% are women, and more than half of our leadership team are females. As an example of ensuring women voices get heard, Dentsu China held “sHero dialogue” in March 2022 - where a panel of 8 female representatives from different career backgrounds were invited to discuss, share and demonstrate “Her” power and wisdom in modern society.

This year, we nominated our outstanding female marketers for several industrial awards, and in turn we won the “Women to Watch” award recognized by Campaign Asia. The company was also honored to co-host an annual conference with “Ladies Who Tech”, a well-known female leadership organization in APAC, to support professional aspirations of women in various industries.

Dentsu supports our employees physically and mentally. Work-related stress is a widely discussed workplace priority in China, and we are committed to creating a safe work environment to help improve our employees' mental resilience. This year, we held a series of lifestyle and wellness programs such as “Better Sleep Program” to enhance employees' understanding of quality sleep. We also launched a 24/7 hotline to support employees who are in need to find balance, overcome stress, and deal with day-to-day challenges. Additional wellbeing days are also offered to all employees in 2022 that includes 3 days of “Health Day/Family Day”, 2 days for COVID vaccination, and 2 days for voluntary efforts in local communities.

As a force of good, we proactively advocate ESG aiming for build a more sustainable world. Dentsu is proud of our achievements in making our buildings and offices more energy efficient worldwide. In China, our new Beijing office was designed incorporating the latest “green” concepts, to reduce emissions impact and improve environmental performance. In July, we teamed up with UseDem, a tannin remanufacturing brand, to create a RAD workshop to ‘upcycle’ used outdoor billboards – showcasing our collective creative hallmark and vision, for a new and sustainable way of living.

About Dentsu China

Part of Dentsu International, Dentsu China comprises of five leadership brands - Carat, dentsu X, iProspect, DENTSU CREATIVE, and Merkle, each with deep specialisms. Dentsu China helps clients to win, keep and grow their best customers and achieve meaningful progress for their businesses with best-in-class services and solutions in Media, CXM, and Creative.

企业 DE&I 最佳实践

dentsu

电通致力于提供集成媒介、创意和客户体验管理的互联营销协作解决方案, 实现企业成功之道的同时, 也肩负为可持续发展的世界做出贡献的责任。

我们将可持续行为和 “以人为本” 的思想嵌入管理中, 以 “多元, 平等, 包容 (DE&I)” 作为公司社会影响力战略的重要支柱, 通过数据、洞察和 DE&I 集成数字计划等建立信任、提高透明度, 以职场为圆心, 辐射员工及其家庭, 创造并促进公平和开放的机会。

电通中国致力于提供平等的就业机会。在人才录用等机制中, 我们确保包括残疾人群和女性等所有人都拥有平等机会。截至 2022 年 8 月, 我们有 1% 的在职残疾员工 (包含视觉、听觉、身体和心理等不同领域的缺陷), 其中包含 10 名残疾女性员工, 和其他员工一起在电通中国工作和成长。

电通中国长期鼓励女性职业发展。在近 3000 名员工中, 65% 是女性, 而女性管理人数超过一半。电通积极创建女性对话平台, 今年的 “国际妇女节” 期间, 一场聚集 8 位不同背景的电通 sHero 对话沙龙在线上和线上引起了极大的共鸣。她们从女性特有的角度, 就工作和生活等当下热点话题展开讨论, 展现出一种包容的 “她” 力量。今年电通的优秀女性营销人赢得了包括 “Campaign Asia 最值得关注女性” 在内的多个大奖, 在行业

内大放光彩。公司与亚太区知名女性领导力组织 “Ladies Who Tech” 合作举办年度大会, 共同促进各行业女性从业者的发展。

电通中国不断为员工职场的内外需求提供升级保障。针对 “心理亚健康” 问题, 公司在今年不仅举办了一系列包括 “健康睡眠模式” 在内的健康与生活方式课程, 还推出了 24/7 全天候心理咨询热线服务。针对员工身心健康提供的专属带薪假期也是电通不断提升员工幸福度的实际举措之一。今年, 所有员工都可以享受每年 3 天的 “健康日/家庭日”; 疫情之下, 公司还提供最长 2 天的 “新冠疫苗接种假期”。所有参与社区志愿服务的员工还能享受每年 2 天的 CSR 假期。

电通坚信向善的力量, 在中国积极推行环境、社会及公司治理 (ESG)。在环境保护方面, 电通中国在设计和装修全新的北京办公室时秉承绿色理念, 力求整体空间达到环保节能。今年 7 月, 我们与单宁再造品牌 UseDem 携手打造 RAD 手作坊, 将户外广告牌废料进行创意改造, 呼吁人们在日常生活中践行环保。

电通中国

电通中国隶属于电通国际, 由五大领导品牌组成——凯络 Carat、dentsu X、安布思沛 iProspect、电通创意 DENTSU CREATIVE、美库尔 Merkle, 并由资深团队支持提供专业服务。

DE&I Best Practices

DIAGEO

Developing its business in the right way and strive to expand the influence of inclusive and pluralistic culture in China has always been the core of Diageo's business.

Our **"Learning for Life"** program is committed to continuously creating fair and equal career opportunities. In 2022 Diageo cooperated with several professional schools in Shanghai and Shenzhen and provided various professional skills trainings including "Inclusive and Diversity Courses". Sexual harassment prevention training was included in the training offerings as half of the student population are female. Diageo also plans to cooperate with Dali Tourism Industry Association in 2023 to further extend the audience group to those with employment barriers.

We attach great importance to female career development as a vital part of Diageo's DE&I agenda. Diageo provides 26 weeks of fully paid parental leave to all employees, aiming to create fair career opportunities for women deep down. In 2022, in an effort to further support our female colleagues aged 45-55, we launched the "Thriving Through Menopause" program. This program provided regular wellbeing sessions, counselling and individual employee assistance plan as tailored and confidential support. Meanwhile, Diageo rolled out inclusive leadership training for line managers to break the bias and enhance menopause understanding with the objective to further support female career development. In 2022 fiscal year, our female employees account for 57% (52% in 2021) of the company's total employee population, nearly 51% of in the leadership team are females and 64% in the middle leadership team are females.

In Diageo, wellbeing initiatives are always centering around the four core pillars of financial, mental, physical and social. In January 2022, Diageo moved into our brand new office. We commit to creating inclusive experiences by offering ergonomic auto-lifting tables and chairs, low-carbon environmental friendly materials, lactation room, massage room, bicycle office in the office, etc. We aim to create a diverse and inclusive work environment. The launch of workplace flexibility is also a classic example to adopt a more open and flexible mindset on where to work and when to work.

Diageo actively promotes environmental, social and corporate governance (ESG) in China, promotes responsible drinking, and promotes the sustainable development of the entire industry chain from "grain to glass". The construction of Diageo China's Eryuan Whisky Distillery in 2022 as part of this commitment, plans to achieve industrial water recycling and carbon neutrality in production and to actively provide support programmes to local communities and explore local raw material sourcing as well as to fuel local female employment. We firmly believe that the DE&I culture is not only the soil for Diageo's evolution, but also the source of power to create a more sustainable community.

About Diageo

Diageo is the world's leading premium beverage alcohol company with an outstanding collection of more than 200 brands sold in over 180 countries around the world. These include iconic Scotch whiskies such as Johnnie Walker and The Singleton, as well as other leading brands. Since entering China market in 2002, Diageo has continuously explored the development opportunities of the international spirits category in China, and held shares in Shuijingfang. Diageo is deeply committed to catering to the needs and tastes of Chinese consumers with premium products and innovations.

企业 DE&I 最佳实践

DIAGEO

以正确的方式发展业务, 努力扩大包容性和多元性文化在本土的影响是帝亚吉欧一直以来的工作核心。

关注女性的职业发展始终是帝亚吉欧包容与多元文化的重要部分。帝亚吉欧对所有员工提供 26 周的全薪育婴假, 旨在从根源上为女性创造公平的就业机会。今年, 公司聚焦 45-55 岁的女性群体开展了“女性闪耀更年期”项目, 包含定期开展健康讲座与心理热线, 针对个体的员工援助计划以提供更具针对性的保密支持。与此同时, 我们对所有经理人组织相关的包容性领导力培训, 提深了经理人对于更年期的认知, 打破职场偏见, 助力不同生理阶段女性的职业发展。2022 财年, 公司女性占总员工的 57% (2021 年 52%), 其中管理层女性比例近 51%, 中层管理团队中的女性比例达到 64%。

在帝亚吉欧, 提高员工幸福力的举措始终围绕员工生理, 财务, 心理以及社交四大核心需求展开。今年一月, 我们搬入了全新的办公室。升降桌椅, 低碳环保的材料, 办公场所内的哺乳室, 按摩室, 单车办公室等等设计中, 处处折射了多元工作场景中的人性化和包容性。政策和制度上, 我们推出了灵活办公政策, 从工作地点和时间上保持更为灵活和开放的态度, 旨在塑造更多元而包容的办公环境。

帝亚吉欧在中国积极推行环境、社会及公司治理 (ESG), 推广理性饮酒, 促进“从谷物到酒杯”的全产业链可持续发展。2022 年帝亚吉欧中国洱源威士忌酒厂的建设作为该承诺的一部分, 已开始计划在生产中实现工业用水循环与碳中和, 并积极向当地社区提供支助方案和探索当地原材料采购, 促进当地的女性就业。我们坚信包容与多元的文化, 不仅是帝亚吉欧蓬勃生命力的土壤, 更为我们打造愈加健康的行业生态提供源源动力。

关于帝亚吉欧

帝亚吉欧是全球知名的跨国酒业集团, 汇聚超过 200 个优质酒水品牌, 销售网络遍布 180 多个国家及地区。旗下产品包括深受消费者青睐的尊尼获加、苏格登等知名威士忌品牌, 以及其他不同酒精品类中的优质品牌。帝亚吉欧于 2002 年进入中国以来, 始终立足本土发展, 发掘中国烈酒消费市场机遇, 并持股水井坊。我们始终致力于以更高端、多元的产品组合满足本地需求。



我们的“终身学习项目”致力于持续营造公平公正的职业机会。2022 财年, 帝亚吉欧与上海和深圳的职业学校合作, 提供了包括“包容性和多样性课程”在内的多元职业技能培训。该项目 50% 的学生由女性构成, 防性骚扰培训也被纳入了课程。帝亚吉欧还计划于 2023 财年与大理旅游业协会协作, 将受众人群扩大到就业障碍群体。

DE&I Best Practices



Diversity, Equality and Inclusion is Ecolab's crucial global talent strategy, aiming to attract and retain diverse talents, to create fertile soil for the growth of innovation, and to meet the increasingly diverse needs of clients.

To better implement the strategy, Ecolab's DE&I strategy rests on 3 pillars of Diverse Genders, Diverse Generations and Diverse Perspectives. We are continually taking steps to promote our strategic goals of Raise Awareness, Inspire Initiatives, and Make Impact.

RAISE AWARENESS

Our diverse activities, such as "Inclusion Inspires Diversity" events, "Inclusion Ambassador Story Campaign" sharing sessions, and the "Inclusion Culture Day" encourage employees to embrace different perspectives. Our "Make Recognition Happen" campaign, entailing "Share Your Likes", "The Wall" on WeChat H5 pages and more, is an appeal to respect differences in the organization.

INSPIRE INITIATIVES

Through the "Harmony in Diversity" live debate show, we encourage all employees to voice their thoughts, and showcase their initiatives at work. Our "Ecolab short-video contest" encourages employees to reimagine their communications and interactions with clients through short videos, to improve initiatives to engage with clients. Our "Ready Player One" immersive workplace sitcom allows employees to create stories to write and experience career development stories, in order to spark initiatives in pursuing career development.

It's a consensus goal within the Ecolab leadership team to provide equal work opportunities for all employees.

In interviews for manager level or above placements, we ensure at least 30% of candidates are females. Our talent development and promotion mechanism are to empower female employees and showcase themselves. In terms of talent retainment, our flexible welfare system caters to the different needs of our employees, including customized-coverage insurance, pet insurance, special holidays, and more. Along with various employee clubs for ukulele, fitness, Childcare, and the E3 women community, we provide all-round customized care for them to uplift the overall wellbeing.

MAKE IMPACT

Actions bring changes. Continuous efforts lead to long-term impact and excellence. Since the beginning of 2022, Ecolab China has maintained a female candidate hire rate of 42%. The percentage of female senior managers increased by 28% in 2021 and continues to increase by another 15% in 2022. Millennial senior managers increased by 71% in 2021 and continues to increase by 67% in 2022.

**About Ecolab**

Ecolab is the global leader in water, hygiene and infection prevention solutions and services. Ecolab delivers comprehensive solutions, data-driven insights and personalized service to advance food safety, maintain clean and safe environments, optimize water and energy use, and improve operational efficiencies and sustainability for customers in the food, healthcare, hospitality and industrial markets in more than 170 countries around the world.

企业 DE&I 最佳实践



“多元、平等与包容”是艺康在全球推行的重要人才战略,旨在吸引和保留多元的人才、创造创新的土壤,满足日益多元的客户需求。

为了更好的实现战略落地,艺康的多元、平等与包容战略有三大核心:“不同性别”、“不同世代”和“不同的想法与观点”,植根于此逐年推进唤醒意识、激发活力、绽放精彩战略目标。

唤醒意识

组织各种多元活动,例如“包容绽放多元”主题活动、“包容大使故事”的分享及“包容文化欢聚日”,旨在唤醒员工的理解差异,促进对于多元意识的接纳。通过 H5 接龙点赞、留言墙等“让认可发声”活动,促进全员尊重差异化。

激发活力

通过组织“和而不同”的奇葩说辩论赛,鼓励员工勇敢说出真实想法,全力激发个人的职场活力。“手艺人”短视频大赛鼓励员工用短视频,重新定义与客户的沟通和互动,迸发业务活力。“头号玩家”沉浸式职场情景剧,让员工共创和定制故事走向,主动体验和掌控个人发展,点燃职业发展活力。

与管理层达成共识,致力于提供和确保女性的工作机会平等。在面试流程中,所有经理级别以上的岗位,面试环节中确保女性候选人的参与比例达到 30% 以上。在发展和晋升机制上,赋能更多的“她”力量在组织中展现其活力。在保留机制上,充分考虑不同员工的多元福利需求,提供全身心全方位的定制化关怀,包括推出了自选保险、宠物险、特别假期等项目,成立尤克里里,健身达人,育儿分享、E3 女性组织等社团。

绽放精彩

行动带来了改变,持续的推进则成就了精彩、孕育了绽放。2022 年至今,艺康中国女性候选人招募维持了 42% 的高招募比例。公司的高层管理者中,女性比例 2021 年提升了 28%, 2022 年继续保持提升 15%。千禧一代的高管比例 2021 年提升了 71%, 2022 年继续提升了 67%。

关于艺康集团

艺康集团全球水、卫生、感染预防解决方案和服务领域的领导者,致力于保护公众健康和生态健康,从而实现自身和客户的业务健康。为分布于全球 170 多个国家的食品饮料、餐饮、零售、酒店、医疗健康和工业市场客户提供全面科学的解决方案、数据驱动的洞察和世界一流的服务,提升食品安全,助力维护清洁安全的环境,优化水资源和能源的利用,提高运营效率并实现可持续发展。

DE&I Best Practices



Diversity and inclusion are the unrelenting pursuit of Exyte.

With global presence and employees of different cultures from more than 70 countries, Exyte strongly encourages collaborations and inclusion. After years establishing a well performing team with diverse members, we have integrated D&I strategy into our daily work and life. Just as CEO Dr. Büchele put, we empower every employee to make a difference at Exyte.

Diversity is a key driving force for the development of companies, industries and the whole society. Exyte signed the "Charta der Vielfalt (Charter of Diversity)" to promote awareness, appreciation and inclusion of diversity in the workplace and to continue to promote diversity in the workplace globally. In compliance with the Charter, all employees are equally valued at Exyte, regardless of age, race and nationality, gender and gender identity, physical and mental ability, religion and belief, sexual orientation and social background.

On every International Women's Day, Exyte holds engineering theme activity for ladies to highlight positive influences they have made with practices. In 2022, the topic is "Break the Bias". It means to encourage women to explore deeper and to play vital roles in the field of scientific and technological innovation. Exyte helps more and more women in the field of construction engineering bring innovations and changes to the whole industry. "This kind of diversity is what makes the company so successful – and working for Exyte so enriching", says Alexandra Kuebler, Vice President Corporate Human Resources.

In terms of caring for female employees, Exyte is always trying to develop sense of belonging while enhancing their own value. In 2022, in response to another Covid-19 breakout, Exyte China developed a set of Yoga classes to all female employees to help them stay healthy while reduce stress related to quarantine.

Exyte China has completed over 400 high-technology projects since 1995 with more than 1,200 employees from different countries. The benefits of promoting diversity and inclusion have laid solid foundations for us to manage our business and client relations.

About Exyte

Exyte is a global leader in the design, engineering, and delivery of ultra-clean and sustainable facilities for high-tech industries. With cutting-edge expertise developed over more than a century, we serve clients in the sophisticated markets of semiconductors, battery cells, pharmaceuticals, biotechnology, and data centers. Exyte offers a full range of services from consulting to managing the implementation of turnkey solutions with the highest standards in safety and quality to our customers worldwide. We create a better future by enabling key industries to enhance the quality of modern life. In 2021, Exyte generated sales of EUR 4.9 billion with around 7,400 employees worldwide.

企业 DE&I 最佳实践



多元与包容是百年德企益科德的不懈追求。

益科德办事处遍布全球各地，拥有多元文化视角的团队，其成员来自 70 多个不同国家，相互协作、求同存异。多年来益科德致力于持续打造多样性的优秀团队，正如集团首席执行官 Büchele 博士所述，多元发展的理念已潜移默化融入到公司的日常工作中，我们的目标是确保每位员工都在团队中发挥举足轻重的作用。



不管对于企业、行业或者整个社会而言，多元化是进步的一个重要因素。益科德已签署“多样性宪章”，目的是促进在工作中对多样性的认识、欣赏和包容，致力于全球性地持续推动工作领域中的多元化发展。所有员工，不论年龄、种族和国籍、性别和性别认同、身体和心理能力、宗教和信仰、性取向和社会背景，都同样地受到重视。

在宣传方面，每年国际妇女节，Exyte 都会举办工程领域女性主题活动，希望通过自身的实践去发挥正面积极影响。2022 年国际妇女节活动以“打破偏见”为主题，鼓励勇于开拓的女性在科技创新领域积极探索并发挥更重要的作用。Exyte 助力越来越多的建筑工程领域女性展示她们的独有风采，为行业带来创新与变化。Exyte 集团人力资源副总裁 Alexandra Kuebler 表示：“这种多元化不仅促成了公司的成功，还令 Exyte 的工作充实而有趣。”

在女性员工关怀方面，益科德始终倡导提升自身价值的同时，充分体验公司的归属感。2022 年，面对突如其来的新冠疫情，为了和大家共同克服挑战，益科德（中国）量身定制了一系列的女性专属瑜伽等锻炼套餐，鼓励封闭在家的女员工一起坚持锻炼，保持身体健康的同时，积极调整心理状态。

目前益科德中国有超过 1,200 名不同国籍的员工，自 1995 年以来，已经在中国高效完成了 400 多个高科技设施项目。这也得益于公司的多元与包容理念，为我们经营客户关系和业务稳定提供了扎实的基础。

关于益科德

Exyte 提供卓越的设计、工程和施工服务，是交付超洁净和可持续高科技设施的全球先锋。凭借一个多世纪里发展起来的尖端专业知识，Exyte 活跃于全球市场，为半导体、电池、制药、生物技术以及数据中心等对技术要求极高的客户提供从前期咨询到“交钥匙”工程的全方位服务，交付符合最严格安全标准的高品质设施。我们致力于助力高科技行业发展以提高现代生活质量，从而创造一个更美好的未来。2021 年，Exyte 集团销售额达到 49 亿欧元，拥有约 7,400 名员工。

DE&I Best Practices



Elevating a culture of diversity, equity and inclusiveness (DE&I) is core to the EY NextWave strategy and key to achieving long-term social value in the transformative age.

In 2022, the EY organization officially changed the name for Diversity and Inclusiveness (D&I) to DE&I, with the addition of equity. The change is intended to recognize our increased focus on equity and social equity commitments. The EY Greater China has taken different initiatives to address the DE&I strategy. As an example, EY people can optionally share information about themselves across different diversity dimensions, in an attempt to foster an environment where everyone feel comfortable being themselves. In addition, we include inclusive leadership metrics in the annual objectives of senior executives and encourage EY people to complete e-learning regarding DE&I.

Employee wellbeing is another top priority of our strategy. In response to the COVID-19 outbreak this year, we established a special team to support employees who worked from home and provided them with daily necessities. While juggling family and work responsibilities, many EY people including the senior management volunteered in their communities to offer support and fought on the front line against the pandemic. In order to ease employee tension during the pandemic, we organized many wellbeing events, such as an online concert, “10000 smiling faces” art campaign, and “Wellbeing month” covering topics in mental and physical health.

EY Greater China keeps working toward social inclusion of underprivileged groups. We actively liaised with public welfare organizations in the disability field over the past year.

For example, we discussed relevant training courses and participated in job fairs to provide people with disabilities with job opportunities. In addition, we carried out public welfare projects, such as the online coaching program – EY Ripples×100mentors and a summer camp program in Guizhou to help the next generation develop their vision for future skills.

In the second half of 2021, to echo the national “carbon peaking and carbon neutrality” strategy, the EY organization officially reached carbon negative. Meanwhile, the first EY Greater China FY21 ESG report and the book – A path guide to carbon neutrality were successfully released and published. EY Greater China Strategy & Development Managing Partner and EY China Central Managing Partner attended ESG-themed events to discuss practices with other well-known industry leaders to contribute to the green transformation and sustainable development of the society and economy.

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 DE&I 最佳实践



提升多元、公平与共融 (DE&I) 是安永 NextWave 战略的核心内容之一, 也是在变革时代实现长期社会价值的关键。

2022 年安永全球组织正式将 D&I 更名为 DE&I, 除多元和共融外, 强调了公平, 旨在消除可能让员工受到不公平对待、产生不平等结果的障碍。为此, 安永大中华区开展了各类举措, 例如: 员工可以在个人信息页面选择分享自己的多元信息, 积极展现真实的自己。将“共融领导力”添加到高管绩效年度目标中, 鼓励全员完成 DE&I 相关的线上课程, 旨在让员工多角度了解及践行 DE&I。

员工福祉一直是我们的重点。在疫情期间, 安永团队迅速成立了应急小组, 为上海、香港等地隔离在家的员工提供生活物资。不少高管和员工在承担家庭和工作之余, 积极投身社区



志愿服务, 奋战在抗疫一线。为了舒缓员工在疫情期间的紧张情绪, 我们还举办了线上音乐会、推动“10000 个笑脸”活动、组织“云运动”、身心健康月等, 时刻守护员工的身心健康。

安永大中华区努力推动社区的可持续、共融性发展。我们积极与残障领域的公益机构联络并商讨相关培训讲座及招聘计划, 为残障群体提供工作实践机会。我们也开展未来领袖线上辅导, 通过走进贵州夏令营等公益项目, 助力下一代开拓未来技能的视野。

2021 年下半年, 安永全球组织宣布了实现负碳排放, 并发布了首份《安永大中华区 2021 财年 ESG 报告》。编撰和发布了服务国家“双碳”战略的读物《一本书读懂碳中和》。安永大中华区战略与发展主管合伙人和安永华中区主管合伙人分别出席了 ESG 主题活动, 与行业领军代表探讨相关实践, 为社会经济绿色转型和可持续发展贡献着智慧和力量。

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。

DE&I Best Practices

FESCO · Adecco

外企德科

FESCO Adecco is committed to creating a diverse, equitable and inclusive working environment.

Over the years, we have been committed to improving employees' satisfaction and happiness, listening to employees' voices and creating a best-in-class corporate culture where everyone can find trust, pride, respect, fairness and care.

We have never stopped caring about the health and wellbeing of our employees. In addition to implementing a workplace flexibility, FESCO Adecco takes public holidays and employees' birthdays as an opportunity to offer bonuses. Annual health check-ups and health education are also provided to employees. The EAP employee support program was implemented during the COVID-19 pandemic to provide extensive psychological counseling, including online mental health livestreaming, self-assessment scale and one-on-one emotional guidance.

We have more than 70% female employees. Our systems and facilities are designed to support female employees, from rest periods for nursing mothers, to in-office nursing rooms, to dedicated refrigerators.

With the influx of the post-90s and post-00s generation into the workplace, FESCO Adecco attaches great importance to the power of the new generation. We advocate this by organizing "Reverse Coaching" and other events, encouraging young talents to voice their views on how we can grow and what culture we should foster. While actively advocating the company's DE&I culture, FESCO Adecco also commits to being socially responsible and contributing to a diverse and equal social environment. FESCO Adecco's "CEO for



One Month" program is a public welfare initiative for young employees to learn about the company's business model and operations, identify their leadership potential, and help them expand their career development horizons.

FESCO Adecco has partnered with "Champion Foundation" to provide support for active and retired athletes, including career development training, employment consultation, career opportunities and more. For physically challenged groups, FESCO Adecco has built more than 40 employment service centers for people with disabilities with the municipal and provincial governments of Shanghai, Beijing, Tianjin, Chengdu, Shandong, Liaoning, and Jiangsu. More than 4000 people with disabilities have found jobs to get out of poverty and increased their income.

FESCO Adecco is committed to continuing the journey, standing behind our core values, encouraging the culture of diversity, equality and inclusiveness, and contributing to a society where people can live and work as equals.

About FESCO Adecco

FESCO Adecco is a joint-venture human resources services company combining the strengths of FESCO Group and Adecco Group at the end of 2010 in Shanghai. FESCO Adecco provides Corporate Outsourcing, Payroll Service & Dispatch, Recruitment, Employee Welfare and related HR solutions daily for more than 2,100,000 associates and more than 23,000 clients across China.

企业 DE&I 最佳实践

FESCO · Adecco

外企德科

外企德科致力于打造多元
平等包容的工作环境。

外企德科多年来致力于提升员工满意度与幸福感,用心倾听员工心声,为每一位员工打造信任、自豪、尊重、平等、友爱的最佳职场文化。

员工的健康与幸福力也是公司持续关注的内容。除了践行弹性工作制之外,在法定假日及员工生日,公司会发放积分福利,为员工提供年度健康体检,不定期举办健康讲座。疫情期间,公司还特别设立了EAP员工帮助计划,囊括了线上心理调整直播课堂、自测量表、一对一情绪疏导以及倾听热线,旨在为员工提供全方位的心理辅导。

外企德科有超过 70% 的女性员工,公司为哺乳期员工提供工间假,在办公场所设有母婴室及专用冰箱,积极为女性员工提供更多便利。

伴随 90 后、00 后涌入职场,外企德科重视新生代的力量,积极组织和推动"Reverse Coaching"等活动邀请年轻人积极畅言对组织发展与文化的看法。推崇公司 DE&I 文化的同时,外企德科也十分重视企业社会责任感和多元平等的社会环境共建。针对年轻人,外企德科设立了"CEO for One Month"的公益活动,通过提供"一个月 CEO"的机会,帮助年轻人学习公司内部的商业模式及整体运营,挖掘自身的领导潜质,拓展自身的职业发展视野。

针对运动员群体,外企德科携手"冠军基金"为退役或现役运动员提供包括职业发展培训、实习就业咨询与辅导、实习就业机会等一系列支持。针对残障人士,外企德科联合上海、北京、天津、成都、山东、辽宁、江苏等全国主要城市和省份的地方政府机构共建 40 余个助残就业服务公益基地,已帮助 4,000 余名残疾员工实现就业脱贫增收。

外企德科将继续秉承自身的核心价值观,履行多元、平等与包容的文化,共同创造平等的社会。

关于外企德科

外企德科是中国人力资源服务行业具有开创意义的第一家企业外企集团与全球领先人力资源咨询与解决方案提供商德科集团于 2010 年在上海成立的一家中外合资人力资源服务企业,为企业及个人提供垂直外包解决方案、通用外包解决方案、国际人才外包服务、人事薪酬服务、招聘猎头和员工福利等综合性人力资源服务。外企德科在重庆、浙江、深圳、苏州、陕西、湖南设立了分支机构,全国服务人数超过 210 万名,服务客户超 23,000 家。

DE&I Best Practices



In Ford, we continue to enhance the awareness of diversity, equity and inclusion and create a sense of belonging.

Every employee will need to set a DE&I objective and contribute to the DE&I efforts starting from 2022. Together we create a company where our differences are truly valued, and every team member can bring their whole selves to work.

Individual Contributor Cascaded Objective: Cultivate a culture of belonging by meaningfully learning about DE&I and regularly take actions which support, respect and value others.

People Leader Cascaded Objective: Lead your team in cultivating a culture of belonging by encouraging learning; listen to, value and develop all members of your team; complete your inclusive Leader Certification; ensure diverse candidates considered for all openings; and proactively address bias in yourself and others.

About Ford China

Ford Motor Company 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.

Ford has launched **Inclusive Leader Certification Program** for global team leaders since 2022. "Ford Inclusive Leadership Model" includes 4 key competencies of:

- Fostering a psychologically safe and open environment
- Managing with fairness and respect
- Valuing the contributions of all team members
- Empowering team members to do their best work

All managers are required to complete the certification through seven steps that include goal setting, curriculum training, 360 assessment, and partner dialogue. As of June 30, 92% of China leadership team have managed project certification, as a commitment to creating a consistent inclusive language and embracing organizational inclusiveness.

May 27th is Ford's Global "Understanding Day". Ford China held 5 online employee listening sessions to cater for different focus groups of female employees, new starters, and Generation Z. It was hosted by our executives and supported by our CEO of Ford China.

In Ford China, we explore and advocate wellbeing initiatives to create a great place to work, inspire employees to bring their best selves to work, and establish a holistic wellbeing framework. Ford China Health Center was officially established in June 2022, aiming to provide health care services to all employees by a full-time team setup of doctors and nurses. During the recent COVID challenges, 4 online psychological courses and 9 home wellbeing sessions (fitness and nutrition) were delivered with more than 5,000 employee participations. Beyond that, we also provided one-on-one COVID medical assistance and other emergent assistant for employees and their families.

企业 DE&I 最佳实践



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。

每年的 5 月 27 日是福特全球的“理解日”。福特中国组织了 5 场线上员工“倾听会”，主题分别是“女性员工专场”、“新员工专场”和“Z 时代专场”。每场倾听会由两名高管主持，倾听员工的工作体验和挑战。福特中国 CEO 携全体管理团队倾情参与，身体力行推动组织的多元和包容。

在福特中国，我们持续地探索和倡导幸福力相关的举措，致力于建立一个完整的幸福力文化体系及提升工作体验。2022 年 6 月，福特中国健康中心正式开业，由专职医生和护士组成的医疗团队为福特中国员工身心健康保驾护航。疫情期间，举办了 4 次线上心理课程和 9 次居家健康课程(健身、营养课)，累计参加人数高达 5000 人次以上，并且提供员工和家属新冠病例的一对一医疗协助以及其它各种紧急状况的应对。

2022 年，福特的每一位员工都设定了一个“多元、公正、包容”的目标。

个人贡献者目标：通过有意义地了解 DE&I，培养归属感文化，并定期采取支持、尊重和重视他人的行动。

团队主管目标：通过鼓励学习，带领团队培养归属感文化；倾听、重视和培养团队中的所有成员；完成包容性领导者认证；确保所有职位空缺都考虑到不同的候选人；并主动解决自己和他人的偏见。

2022 年，福特推出了面向全球团队主管的“包容性领导力认证”项目。“包容性领导者胜任力模型”包含四个核心胜任力：营造心理安全和开放的环境、公平和尊重地管理、重视每个团队成员个体的贡献、赋能所有团队成员成长。福特全球所有的管理者都要通过目标设定、课程培训、360 测评、伙伴对话等七个步骤完成项目学习和认证。截至到 6 月底，92% 的中国管理团队成员完成了项目认证，确保在组织中创造统一的管理语言，促进组织包容性。

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。

DE&I Best Practices



FranklinCovey is committed to creating an inclusive culture where everyone feels respected, included, and valued, and where every person with whom we work is treated as our true partner.

We believe that an inclusive team can give all members a sense of belonging and display their uniqueness and contributions. The inclusive culture and actions we advocate are seamlessly merged into the daily management of the company, including enabling employees to provide equivalent feedback, engaging every single subordinate in conversation about their career development at least once a year, active listening to their voices, effective communications, positive recognition, and building connections with employees (see Inclusivity at FranklinCovey for more details). We aim to encourage everyone to adopt these inclusive behaviors into their daily work. In addition, DE&I initiatives including DE&I Practice Sharing are organized on a regular basis at FranklinCovey to recognize those who best represent our values and core beliefs.

CELEBRATE UNIQUENESS IN EVERY INDIVIDUAL

When an organization values and celebrates uniqueness in every individual, synergies will be created. FranklinCovey attaches great importance to diversity for creating a truly inclusive culture. In the 2021 fiscal year, more than 92% executives have made their commitment to shaping an inclusive culture. By setting up inclusion standards, exemplifying inclusion behaviors, reinforcing inclusion beliefs and other means, the leadership team closely engage themselves with employees in exploring how to build an

inclusive team. We encourage the leadership team to make team meetings as opportunities for employees to express what they see as crucial for our shaping our team culture and inclusivity. They can make a statement about their beliefs and values or outline their expectations and desired actions. We endeavor to help them embrace their true selves and unleash the potential.

ADVOCATE THE WHOLE PERSON PARADIGM

We see each individual we work with as a "whole person" and enable them to improve their body, heart, mind, and spirit. We work relentlessly to cultivate every employee by encouraging them to find their inner voice. We developed a dedicated communication platform where we can engage employees in face-to-face conversations, discussing not only about their performance at work, but also about what matters most to them both personally and professionally. We continue to reinforce our inclusive and connected culture through leadership training, the Employee Committee, and unlimited access to our copyrighted contents (including training programs of leadership and unconscious bias). We strive to remove obstacles to excellence through best practices including regular reviews of compensation plans to ensure pay equity, providing shared parental leaves and facilities to disabled employees and more.

CO-CREATE AN INCLUSIVE CULTURE

Our Unconscious Bias: Understanding Bias to Unleash Potential™, along with other leadership solutions, are designed to facilitate leadership practices in global companies, enable participants to identify unconscious bias in behaviors, break the bias and foster inclusive leadership.

About FranklinCovey

FranklinCovey, a global company engaged in performance improvement for more than three decades, helps organizations achieve substantial results that require collective behavior change. With solutions of developing your leaders, engaging your people, building a winning culture, and achieving breakthrough results, FranklinCovey provides leadership and executive training and advisory services to management in more than 165 countries and regions around the world. Founded in 1980 in the U.S., FranklinCovey expanded into China in 1996 with offices in Beijing, Shanghai, Guangzhou, and Shenzhen.

企业 DE&I 最佳实践



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。

我们认为，在包容的团队中，每个团队成员会拥有归属感，并感受到自己的独特和贡献。我们倡导的包容文化行为，包括对常见的领导任务采取公正的行为，如提供员工等量的反馈，每年与每位下属进行至少一次职业发展对话等。此外，还有进行倾听，促成优质对话，给予认可，建立联系等（详情请见富兰克林柯维包容性文化指南），旨在鼓励每一位员工在日常工作中进行以上建立包容文化行为的实践。另外，定期开展 DE&I 实践分享等内部的多元化活动，评选基于我们价值观及核心信念的杰出代表。

欣赏每个人的独特性

当组织重视并欣赏个人的独特才干时，协同效应就会蓬勃发展。富兰克林柯维致力于团队的多样性，确保包容性文化的有效推行。2021 财年，超过 92% 的管理者提交了【塑造包容性文化承诺】，领导者负责在团队中制定包容性标准、塑造包容性行为及不断强化包容性等方式，与团队共同探讨建立包容的团队。我们建议领导者在团队会议上，询问大家认为对团队文化或包容性很重要的是什么。创建一个关于信念和价值观的陈述，或列出他们提出的具体期望和行为，提升并接纳每一个团队成员的本色，释放潜能。

主张“全人思维”

将每一个同伴“视人为人”来开展有意义的合作，从身体(Body)、头脑(Mind)、心灵(Heart)、精神(Spirit)四个方面，进行自我提升和完善。重视培养每个员工，鼓励每个人找到自己的心声，通过定期面对面的对话，为员工创建了专注的对话平台，开展除了绩效评估之外的话题，讨论什么对员工的个人发展和职业成长是最重要的话题。同时，通过领导力培训、员工委员会以及对公司版权内容的无限制访问（包括领导力和无意识偏见培训）来不断加固包容互联的文化。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、为新父母提供结合假以及为残疾人提供合理便利等。

共建包容性文化

富兰克林柯维通过提供【无意识偏见™：了解偏差以释放潜力】等领导力解决方案，助力全球企业的领导力实践，帮助参与者识别行动中的无意识偏见、摒弃偏见、滋养包容性领导力。

关于富兰克林柯维

富兰克林柯维是一家专注于绩效改善的全球化公司，30 余年致力于帮助组织实现集体行为改变，达成突破性成果。专业服务聚焦以下四大领域：培养卓越的领导者、高度参与的团队、塑造成功的文化以及实现突破性的成果。为全球逾 165 个国家和地区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。

DE&I Best Practices



Hilti has long been committed to promoting a culture of diversity, equality, and inclusion, with a focus on the long-term development of employees and the realization of their self-worth.

Each year the company conducts an engagement survey, assigns project teams and develops action plans to continuously improve employee happiness and sense of belonging, and to create the best employee experience.

DIVERSE CAREER OPPORTUNITIES

Hilti China employs around 1400 people in 30 cities. Hilti fully respects the diversity and individuality of its employees, with a strong emphasis on DE&I training and cultural penetration, starting with the induction program. At the same time, employees are encouraged to explore their personal interests through their work practices, offering various opportunities in different cities and types of work across the globe, creating a career path that is unique to each employee. It is worth noting that Hilti has an internal promotion rate of 80% for management positions and sends around 20 talents to other organizations in the Hilti group every year.

FOCUS ON CARING FOR FEMALE EMPLOYEES

Over the past few years, the company has continued to accelerate female leadership, creating a gender-equitable career path. There is an in-house mother and baby room and a special fridge for breastfeeding female employees. Each year, in addition to providing time off and gifts for female employees on the International Women Day, there are several focused initiatives in an attempt to continuously advocate workplace allies. Examples that include the Gender Awareness Week series, external guest speakers, and a successful forum on breaking the bias of women in construction to share best practices.

BEST BALANCE BETWEEN WORK AND LIFE

In face of the COVID challenges in 2022, the company has taken even more proactive approach in promoting employee physical and mental health and striking a balance between work and life. Workplace flexibility has been offered so that our employees are able to pick one day a week to work from home. We want to deliver an experience of work-life balance while business performance remains at the heart. In addition to the workplace flexibility, regular seminars on non-violent communication, emotional management and safety trainings have been arranged to contribute to employee wellbeing.

CULTURE MIX

Taste the world with recipes - To celebrate the annual World Day for Cultural Diversity, our Diversity Inclusion team has collected diverse food recipes around the world and created an exclusive Hilti recipe. This is not only an example of global culture mix, but also a manifestation of diverse and inclusive commitment.

About HILTI

Founded in 1941, Hilti provides high quality, technologically advanced products and product systems for the global construction industry and offers professional services with innovative solutions and ultra-high added value. The Group has operations in over 120 countries and employs nearly 30,000 people worldwide. Manufacturing plants and R&D centers are located in Europe and Asia. A global marketing presence in over 50 countries. Our culture is based on the values of integrity, teamwork, commitment, and the courage to face challenges. We use our passion for service to create positive customers and a brighter future together.

企业 DE&I 最佳实践



喜利得一直倡导多样化, 平等和包容的文化理念, 关注员工的长期发展和自我价值的实现。

每年公司都会进行敬业度调研, 指定项目小组和制定相应的行动计划, 以不断提升员工的幸福度和归属感, 及营造最佳的员工体验。

多样化的职业机会

喜利得中国地区有约 1400 名员工, 分布在 30 个城市。喜利得充分尊重员工的多元化和个性化, 从新员工的入职培训开始, 就非常强调 DE&I 的培训和渗透。同时, 鼓励员工在工作实践中通过不断探索个人的兴趣, 提供全球范围内不同城市、不同类型的工作机会, 打造属于每位员工独一无二的职业发展路径。值得一提的是, 喜利得商贸管理岗位内部晋升率达 80%, 此外每年向集团的其他组织机构输送约 20 个人才。

关注关爱女性员工

在过去的几年里, 公司持续地致力于提升女性领导力, 开辟了一条性别平等的职业发展道路。公司内部设有母婴室及专用冰箱,



为哺乳期女员工提供便利。每年的国际妇女节, 除了为女性员工提供休假及礼物, 还有一系列的集中举措旨在促进女性和男性在工作中继续建立更紧密的同盟关系, 成为彼此的代言人。例如“性别意识周”系列活动, 邀请外部嘉宾作为客席讲师, 成功举办“打破建筑业女性的偏见”论坛分享最佳实践等。

家庭工作的双平衡

在 2022 年新冠疫情的挑战中, 公司更是积极地推进全方位呵护员工身心健康的举措, 以帮助员工达到家庭和工作的最佳平衡。在满足公司业务和组织目标的前提下, 提供了灵活的上班形式, 员工每周可选择一天在家办公。另外, 定期组织非暴力沟通、情绪管理、安全培训等讲座, 有效疏导员工的情绪和压力。

全球文化的融合

用食谱品味世界 - 为了庆祝一年一度的世界文化多样性日, 我们的多元包容团队从全球各地收集了多元食物食谱, 并编制了喜利得专属食谱。这不仅是一次全球文化的相融, 更筑建了多元共融的工作环境。

关于喜利得

喜利得成立于 1941 年, 为全球建筑行业提供高品质的技术领先产品和产品系统, 并提供具有创新解决方案和超高附加值的专业服务。集团业务遍布全世界超过 120 个国家, 全球有近 30,000 名员工。在欧洲及亚洲设有制造工厂与研发中心。全球超过 50 个国家设有营销机构。喜利得文化建立在诚信、团队合作、承诺、以及有勇气面对挑战的价值观之上。我们用热忱的服务创造积极的客户, 共创美好未来。

DE&I Best Practices

Hewlett Packard Enterprise

At HPE, Equity, Inclusion and Diversity are ingrained in who we are today because we know it's what will get us to tomorrow.

Our vision is to create a workplace that values unique contributions to build greater understanding for our people, communities, and customers that enables us to achieve our purpose. We have enacted a “Non-discrimination policy” and a “Harassment-free work environment policy” to support this vision.

HPE adheres to the principle of diversity in hiring, talent development and team building. As the commitment to providing the “**unconditionally inclusive environment**”, HPE takes the ratio of diversity as one of the indicators to measure the management team. We make sure at least one female candidate will be presented in every placement interview process, and Designated development opportunities are provided to female talents at the technical and executive roles, and in the succession plan. To foster a culture that is unconditionally inclusive and diversified, “Inclusive Leadership” training for people leaders, and “**Inclusive for All**” training for all team members are refreshed and implemented on annual basis and achieved 100% completion.

We are also building a diverse group of Employee Resource Groups to help team members form ‘internal communities’ around career and other growth topics. Mystery Coffee is an exciting new route to get to know more team members from around the globe over a virtual coffee meeting. Besides that, ERGs such as Culture Catalysts, Women Network, Young Employee Network, and the Disabilities Network are also playing an active role to create a more diverse and inclusive setup.

At HPE, our people's well-being is one of the top priorities, therefore we launched the **Work That Fits Your Life** program. Through this program, we offered the Wellness Friday which allows our team members to leave work 3 hours early on the 2nd Friday every month to focus on their well-being and provides full day “Wellness Friday” in summer season. HPE also provides all team members including men with a **182-day-long fully paid Parental Leave** to support new moms and dads care for their new child and family when their life priority changes. We have received very positive participation and feedback since the initiative launch.

We also create a hybrid, flexible work model called **Edge-to-Office** for working at HPE. Team members can select their main workplace based on their role, aiming to strike work-life balance and uplift wellbeing. In addition, smart workplace technologies are equipped in HPE offices with disability and gender friendly facilities to create a more healthy, smart and hybrid workplace as an attempt to drive inclusion, innovation, and collaboration.

HPE receives a number of recognitions worldwide for our continuous efforts and commitment in driving DE&I both internally and externally including 2022 Disability Equality Index for the seventh consecutive year, ranked among the top 20 on Fortune's 100 Best Companies to Work For 2022 list, Working Mother 100 Best Companies and Working Mother Best Workplaces for Dads. We are proud of the progress we have made in driving diversity, inclusion and equity. Yet our work is far from over, we must continuously to push to do more.

About HPE

Hewlett Packard Enterprise (China) Co., Ltd (HPE China) was founded on Nov.1st, 2015 from China Hewlett Packard Co. Ltd, the first Sino-US high technology joint venture established in 1985. HPE is the global leading edge-to-cloud company that helps organizations accelerate outcomes by unlocking value from all of their data, everywhere. HPE China is headquartered in Beijing and has four business units Hybrid IT Communication Technology Service Financial Services, and Aruba networking. Pan-China there are five HPE wholly owned companies including five Global Delivery Centers, one Global R&D Center, and a large Center of Excellence with thousands of HPE team members supporting HPE global business operations in APJ and over 10 regions in the rest of the world.

企业 DE&I 最佳实践

Hewlett Packard Enterprise

在慧与，平等、包容、多元是我们的企业基因。

慧与的愿景，是创建一个尊重与重视每一个个体的工作场所，我们欣赏个体的真实性和差异性并致力于提供无条件地包容。为此，在政策支持上，我们颁布了“无歧视政策”和“无骚扰工作环境政策”。

慧与在人才招聘、人才培养和团队建设等各个方面，都秉持多元化原则，承诺提供“**无条件包容的工作环境**”，把推动健康的多元化人才比例作为衡量管理团队的指标之一。例如在招聘过程中，需要包含至少一位女性候选人进入面试流程；在继任人计划、高管人才及技术人才培养项目中，确保女性及多元化人才席位比例，为其发展提供更大助力。针对管理人员与团队成员提供多项包容性培训，要求管理人员 100% 完成培训并作为包容性文化的践行者，在组织内引领拥抱 **Inclusion for All** 的理念，鼓舞并激发多元化人才的凝聚力和创造力。

同时鼓励大家建立和培养组织内“社团”，以促进团队成员自主探讨职业发展和其他关注的话题。其中 Mystery Coffee 通过虚拟咖啡约会，为不同国家、不同文化背景的员工提供交流和学习的机会。此外还有 Culture Catalyst Network、Women Group、Young Employee Network、Disabilities Network 等社团，旨在满足员工的不同需求。

关于慧与

慧与（中国）有限公司于 2015 年 11 月 1 日成立，前身是中国惠普有限公司——1985 成立的第一家中美合资高科技企业。作为全球科技领军企业，我们正在从一家传统的 IT 基础设施提供商转型成为覆盖从边缘到云的平台即服务型公司。慧与中国总部位于北京，旗下设有四大事业部：混合 IT 基础设施事业部、网络事业部、通讯媒体解决方案事业部和金融服务事业部。作为全球战略运营基地之一，其数千名员工服务于中国客户的同时，也支持全球十多个国家的业务。



慧与特别注重在人才留任过程中的幸福感，并实施了 **Work That Fits Your Life（多形态工作环境项目）**。这个综合性项目包括了“乐活星期五”，支持员工在每月的第二个周五提前 3 小时下班，并曾在暑期提供全天的“乐活星期五”。为了进一步贯彻性别包容与平等的理念，我们还向所有员工包括男性提供 **长达 182 天的全薪育婴假**，鼓励并支持男性在家庭重要阶段付出同等时间和陪伴，为职场女性的事业和生活选择提供更多可能。该举措实施以来，得到了女性和男性员工同样广泛地参与和积极反馈。

同时，我们推出了混合、灵活的工作模式 **Edge-to-Office**，团队成员可以根据其工作性质来灵活安排在办公室、家庭或其他工作地点办公，旨在提升效率，促进工作与生活平衡，提升职场幸福感。场所建设上，我们对慧与中国办公室进行了升级改造，增添了无障碍与女性友好设施，提供更加健康、开放、智能的办公环境。

慧与的包容性文化和实践，在全球范围内获得了多项认可，包括在“残疾人平等指数”中“连续 7 年获得最高分，荣获”最适合工作的 100 家公司“、“最适合职场妈妈工作的 100 家公司”及“最适合父亲工作的工作场所”等荣誉。我们的脚步远不止于此，吾将继续上下而求索。

DE&I Best Practices



At I-Mab, women account for two-thirds of our total workforce and nearly 60% of I-Mab's senior-level employees.

I-Mab demonstrates commitment to equality and inclusion through our actions by providing opportunities for development for talents, regardless of their gender, and working actively to create a diverse, equitable and inclusive corporate culture. In 2020, the **Women's Leadership Council (WLC)** was established to promote gender equality and empower women to achieve personal and career growth. Carrying this achievement into 2022, we continue to take various initiatives to build a working environment of diversity, inclusion and well-being where all female employees can thrive.

During International Women's Day 2022, we organized **Break the Bias**-themed events in all our offices worldwide for global employees to demonstrate support for workplace equity. We provided empowerment opportunities to every female

employee, and arranged a business training session, offering various ways to support and assist employees with career advancement.

We support our employees holistically. As healthcare professionals, we work to help people become healthier. Bearing in mind the proportion of women in our workforce and their needs, we've launched programs specifically tailored to address those needs, including regular Pink Runs and Yoga Club, to help employees relieve stress and support them to overcome challenges they face both personally and professionally. During the 2022 Covid-19 lockdown, I-Mab set up an emergency taskforce and delivered several batches of basic supplies to our employees. We organized three virtual gatherings and two virtual birthday celebrations and connected employees to help them discuss their challenges at work and share solutions as an expression of caring and support during the lockdown. We also held online workshops including ***Staying Positive in Times of Uncertainty*** and ***Engaging Kids at Home*** and arranged the ***Occupational Stress Management*** online courses from CEIBS for all employees, aiming to give employees all-round care and support.

At I-Mab, we don't just talk about being diverse and inclusive. We live it every day by making every effort to take care of all female employees and support their well-being.

About I-Mab

I-Mab is a dynamic, global biotech company exclusively focused on discovery, development and soon, commercialization of novel or highly differentiated biologics in the therapeutic areas of immuno-oncology and autoimmune diseases. The Company's mission is to bring transformational medicines to patients around the world through innovation. I-Mab's innovative pipeline of more than 10 clinical and pre-clinical stage drug candidates is driven by the Company's Fast-to-Proof-of-Concept and Fast-to-Market development strategies through internal R&D and global partnerships and commercial partnerships. I-Mab has established its global footprint in Shanghai, Beijing, Hangzhou, Guangzhou, Lishui and Hong Kong in China, and Maryland and San Diego in the United States.

企业 DE&I 最佳实践



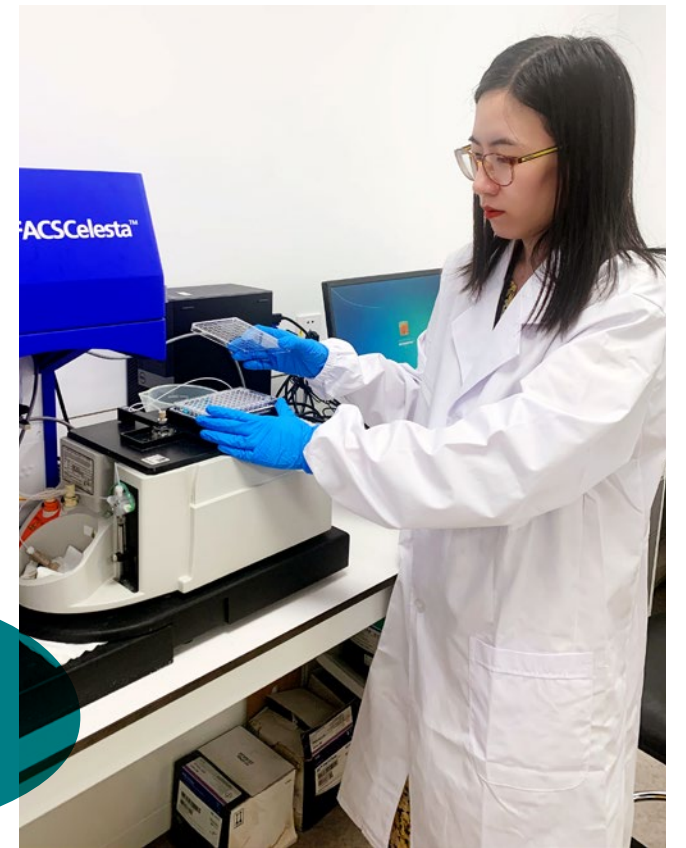
在天境, 女性员工占比三分之二, 近 60% 的高层员工为女性。

以行动诠释平等包容, 天境生物重视人才培养、关注女性发展, 并积极建设多元平等包容的企业文化。

早在 2020 年, 公司就成立了女性领导力理事会 (WLC), 致力于推动性别平等, 助力女性员工的个人与职业发展。2022 年, 公司从多个方面着手, 持续为女性员工打造多元包容和充满幸福力的职场环境。

围绕 2022 年国际妇女节的主题, 天境生物在全球各个办公室开展了“打破偏见”的主题活动。为每一位女性员工送上鲜花, 拍摄一套职业形象照, 并组织了一场商务礼仪主题的培训分享, 从全方位关爱女性的职场之路。

守护身心、筑造幸福。医药人, 亦是健康的守护人。针对女性员工占公司总人数三分之二的点, 公司定制了定期的粉红跑、瑜伽俱乐部等, 旨在帮助女性员工释放压力, 更积极乐观地应对工作与生活挑战。面对 2022 年的疫情封控挑战, 公司成立了应急管理小组, 多次发放爱心物资以保障员工的个人生活。居家办公期间, 先后召开 3 场云聚会、2 场云生日会, 邀请员工共



话业务挑战与应对之道, 为封控生活带来了正能量和暖心时刻。此外, 还组织了多场不同主题的讲座及交流, 包括《正念前行, 与未知共舞》、《“神兽”居家怎么办》等, 并为每一位员工购买了中欧商学院《职场压力管理课程》线上课程, 旨在全方位地守护员工的心理健康。

在天境生物, 多元包容不是一句空洞的口号。每一天我们都在践行承诺, 全方位关爱女性员工, 提升她幸福。

关于天境生物

天境生物是一家充满活力的国际生物科技公司, 聚焦肿瘤免疫和自体免疫领域创新或高度差异化生物药的研发、生产和商业化。公司以“持续开发创新生物药, 真正改变患者生活”为使命, 在“快速产品上市”和“快速概念验证”的双轮策略驱动下, 通过自主研发、全球授权合作和商业化合作等多元化模式, 迅速建立起拥有超过 10 个创新药研发管线。公司在上海、北京、杭州、广州、丽水、香港均设有办公室, 并在美国马里兰州和加州圣迭戈设有研发中心并形成美国研发总部。

DE&I Best Practices

MARY KAY

One of the original glass ceiling breakers, Mary Kay Ash founded her dream beauty company in 1963 with one goal: enriching women's lives.

Her original intention conveys Mary Kay's unique corporate culture – including ignored people. As an employer, Mary Kay aims to create an inclusive environment, allowing unique perspectives, abilities and skills to be admired and embraced, so employees are treated equally. While making contributions to corporate missions, they can demonstrate their unique talents and desire for life.

In 2020, Mary Kay appointed Julia Simon as the Chief Diversity Officer. The practice of Knowledge-Action-Change was advocated and fulfilled, with a focus on diversity, equality and inclusiveness.

Knowledge: A special platform focused on DE&I issues via Unconscious Bias education was created to solicit and understand employees' aspirations. In the first half of 2022, 80 leaders of Mary Kay China finished the six-month Unconscious Bias education with a cumulation of 980 hours.

Action: DE&I "Inclusion Allies" was voluntarily founded to enhance management's participation, and ERG was established with the support of "Inclusion Allies". In 2021, two female employees of the Information Technology Department of Mary Kay China spontaneously organized the first ERG "She Said." This was a discussion platform for women and STEM topics, aiming to develop diversified workplaces, equality and inclusiveness, and to inspire more female employees to drive improvement by enhancing their value connection. This group has conducted career planning sharing and provided psychological support after pandemic lockdowns. Wendy Wang, the President of Mary Kay Asia Pacific, has also attended that session.

Change: Our ultimate goal is to make real change and impose continuous influence. We want to look back and know our efforts made a difference through diversity metrics, surveys, and the thoughts/feelings of our employees. In 2021, dozens of employees from different departments founded the "Project Us - Workplace Experience Proposal Team". Through listening, dialogues and identifying resources, the proposal team eventually brought forth the hybrid office model, an annual flexible benefits program, more flexible working hours, and recognition with incentives. They put forward and fulfilled proposals, creating systems and solutions satisfying the real and personalized demands of employees.

By the end of 2021, the proportion of women employees was 56%, with women in leadership accounting for 57%. In 2021, Mary Kay China scored 83 according to Kincentric's employee engagement survey, 17 higher than the global average. The employees who are highly engaged reached nearly 50%, exceeding the global average of 30%.

About Mary Kay China

Mary Kay is a famous cosmetics brand. As an entrepreneurship development company, Mary Kay is committed to empowering women on their journey to economic independence through education, mentorship, advocacy, networking, and innovation. Mary Kay is dedicated to investing in the science behind beauty and manufacturing cutting-edge skincare, color cosmetics, nutritional supplements, and fragrances. Mary Kay believes in enriching lives today for a sustainable tomorrow, partnering with organizations from around the world focusing on promoting business excellence, supporting cancer research, advancing gender equality, protecting survivors from domestic abuse, beautifying our communities, and encouraging children to follow their dreams.

企业 DE&I 最佳实践

MARY KAY

1963年, 玫琳凯·艾施决心成为为女性打破玻璃天花板的人。心怀着“丰富女性人生”的目标, 她创办了梦想中的化妆品公司。

这个初心孕育了玫琳凯独特的企业文化——包容被忽视的人群。作为雇主, 玫琳凯公司的目标是营造一个包容的环境, 让独特的视角、才能和技能被欣赏被拥抱, 让所有员工得到公平的对待, 在为公司使命做出贡献的同时, 充分发挥其自身优势, 实现人生理想。

2020 年, 玫琳凯公司任命 Julia Simon 为 Chief Diversity Officer, 倡导并践行“意识-行动-改变”之三部曲, 聚焦和展开多元、平等及包容的工作。

意识: 通过推进消除无意识偏见的培训, 创建多元、平等及包容的对话平台, 以促进员工的心声能更好地被倾听被理解。2022 年上半年, 玫琳凯中国的 80 名主管及全体领导层已完成了课程跨度时长 6 个月的“无意识偏见”培训, 累计培训时长 980 个小时。

行动: 自愿组成了“包容性联盟”, 推进管理层的积极参与, 并在“包容性联盟”的支持下成立了员工资源小组 (ERG)。2021 年, 玫琳凯中国信息技术部的两名女性员工自发组织了第一支 ERG 小组“她说”, 建立起了一个女性和 STEM 话题交互的讨论空间。通过促进价值连接, 进一步推动职场多元, 平等和包容, 并激励和影响更多女性员工的发展。小组已开展了职业生涯规划分享、疫情封锁后的心理支持等具体工作。玫琳凯中国总裁王维芸女士也参加了该小组的活动。

改变: 这是我们的最终目标——带来真正的改变和持续的影响。通过多元的指标收集、调研和访谈员工感受来促成行为的改变。2021 年, 来自各个部门的数十位员工组建了“Project Us - 职场体验提案项目组”。项目组通过广泛的意见倾听、探讨和寻找资源, 最终提出了混合办公模式、年度弹性福利计划、更



灵活的工作时间及员工发展及激励计划公益假期等多项综合方案。项目组不仅提出了方案, 并确保了最终的方案落地, 将员工的心声落实为其真正需要的、个性化的制度及方案。

截止 2021 年底, 玫琳凯中国, 全体员工中女性占比为 56%, 其中高级管理层中女性占比 57%; 2021 年, 玫琳凯中国在 Kincentric 的员工敬业度调研中获得 83 分, 超出该调研全球平均指数 17 分。其中高敬业度员工占比近 50%, 远高出全球 30% 的占比。

关于玫琳凯中国

玫琳凯, 知名化妆品品牌。同时, 作为全球女性创业发展平台, 玫琳凯致力于用培训、指导、激励及创新举措来赋能女性迈向经济独立。玫琳凯长期投资于美丽背后的科研, 以制造先进的护肤、彩妆、调养品和香氛。坚持落实“美力永续”可持续发展战略, 以不断促进业务卓越、支持癌症研究、推进性别平等、美化我们的社区, 并激励孩子们追寻梦想。

DE&I Best Practices

Meetsocial Group

飞书深诺

The Meetsocial Group is a company that lives by the culture of diversity, inclusion, and open communication environment.



Currently, we have more than 1000 employees, with offices in 6 cities in Greater China. Within the entire group, 44% of executives are female, in addition to 59% of all employees. We have made proactive leaps to support women 'lean in', and to assist them in pursuing their professional development in an open and inclusive environment.

WE SEEK TO DRAW AND RETAIN DIVERSE TALENTS AND PROVIDE THEM WITH EQUAL OPPORTUNITIES TO ACHIEVE SELF AND CAREER GROWTH WITHIN OUR ORGANIZATION.

We want to attract talents in different fields. We do not set limitations on the gender, age, or personal backgrounds of people we recruit. We train our interviewers to ensure fair interview results, and constantly review the process to see how we can improve candidates' interview experiences, promising equal opportunities for all those who want to work with us. We reevaluate key employees on an annual basis, and we conduct result-oriented discussion around performance evaluation bi-annually. Regardless of their religion, race, age, color, gender, nationality, and ethnicity, everyone should enjoy equal opportunities to work and to thrive.

WE ARE COMMITTED TO CREATING AN INCLUSIVE ENVIRONMENT.

Communication within Meetsocial is not based on positions or seniority; we encourage communication between employees at all levels and allow unhindered information sharing within the organization. Hot desking is a key example of this, allowing employees to initiate conversation any time, so that their sparks of inspiration won't be restricted by fixed spaces.

"Women of impact" to empower women. A series of internal campaigns were initiated to uplift female wellbeing. We are also establishing a support group, to provide a platform for women to connect and grow together, within the Meetsocial Group's global community.

WE RESPECT DIFFERENCES, WE BELIEVE DIFFERENCES ARE STRENGTHS.

In 2022, we launched the "New Joiner Integration Program", and implemented a peer support team with 250 members, helping them to integrate into their divisions and the company by fostering connections between new employees from diverse backgrounds. We always welcome bold, innovative, and different perspectives from employees on the company BBS.

Each member of the Meetsocial Group community is an ambassador to fulfill our mission of "building effective connections for global businesses". We never cease to thrive from the soil of our diverse, equal, and inclusive culture, to push the boundaries of our capabilities, to empower more women, and to help businesses achieve global success with our technologies and creativity.

About Meetsocial Group

As a highly trusted digital cross-border marketing expert, Meetsocial Group has been a leading agency in providing global marketing solutions in the past ten years with its ultra-abundant global media resources, technology applications, expert teams and sub-brands in three industries. Relying on the seven major services and digital technology ability, it provides diversified overseas digital marketing services that cover the whole customer journey, and precise and professional industry solutions to help Chinese companies achieve success overseas and build global brands.

企业 DE&I 最佳实践

Meetsocial Group

飞书深诺

飞书深诺奉行多元、包容的企业文化，倡导简单直接的沟通氛围。

目前，飞书深诺的员工总数超过千人，在大中华区的 6 个城市设有办公室。高层管理者中的女性比例达到了 44%，女性员工的比例更是达到了 59%。我们持续营造坦诚开放的工作环境，助力女性员工在工作中“向前一步”，积极探索个人的职业发展。

我们专注于吸引和保留多元化人才，确保每一位同事在公司享有同等的培养和晋升机制。

在人才招聘上，我们关注多元化人才比例的平衡。在招聘的岗位描述中，剔除对于性别的倾向性表达，不强调候选人的年龄和其他私人信息。在面试过程中，通过对面试官的培训以达成标准化面试的结果，并定期复盘候选人的面试体验，确保招聘流程中对于多元化人才招募的公平性。在人才保留机制上，我们每年会对核心人才进行盘点并开展一年两次的以结果为导向绩效公议，确保员工无论宗教信仰、种族、年龄、肤色、性别、国籍和民族，都拥有平等的就业和发展机会。

我们致力于营造一个无偏见的包容环境。

在飞书深诺，我们弱化职级，不论资排辈，积极鼓励跨越职级的沟通，以保证内部信息的流通顺畅。开放的工位是一种物理体现，随时开启讨论，让灵感的碰撞不受限于空间。

“闪耀她精彩”，赋能女性员工。

我们开展了多个以提升女性身心健康为目的的活动，并计划成立女性辅导工作组，在飞书深诺全球网络下搭建职业女性间相互联系、共同成长的平台。

尊重个体差异，倡导差异即优势。

今年，我们启动了“助飞计划”，在内部组建了 250 人规模的带教师团队，助力不同背景的新人通过新人间的互动社交，更快地融入部门和公司。同时鼓励员工通过内部论坛上随时发表多元观点，勇敢提出创新的想法。

飞书深诺的每一位成员都肩负着“用数字有效联结中国企业和全球消费者”的公司使命，继续植根于多元、平等、包容的文化，突破自身能力边界、赋能更多的女性，引领出海企业的全球成功。

关于飞书深诺

飞书深诺集团是深得客户信赖的数字化跨境营销专家。近十年来，凭借超宽幅全球媒体资源、数据技术应用、专家服务团队及三大行业垂直子品牌，引领海外营销专业服务标准。基于七大服务产品体系以及数字技术能力，飞书深诺为出海企业提供覆盖出海全链路的多元数字营销服务以及精准专业的行业解决方案，助力企业获得海外成功，建立全球品牌。

DE&I Best Practices

METTLER TOLEDO

METTLER TOLEDO has always believed that diversity and talent development are inextricably linked.

The "Education Scholarship" project is a key initiative that METTLER TOLEDO has been committed to for 30 years. Since 1992, we have been investing in education in Changzhou, and supporting 4,068 outstanding teachers and students by offering a total of 7 million RMB of METTLER TOLEDO education scholarships. The Changzhou Education Bureau referred to METTLER TOLEDO as "the only foreign-funded enterprises in Changzhou that supports Changzhou's educational undertaking for 30 years". Moving into 2022, we are taking this initiative to the next level by increasing the scholarship from RMB 380,000/year to RMB 500,000/year. 9 provincial and municipal key high schools, and 2 more technical schools in addition to the previous 2 in Changzhou, will benefit from the program. Winning students will have the priority to work as an intern and join MT China as a perm after graduation. At the same time, we will continue organizing our Summer Open Day and METTLER TOLEDO on-campus activities to share our METTLER TOLEDO culture while making our contribution towards nurturing diverse talents.

We firmly believe that "You make all the difference". We have been embracing differences and providing job opportunities for disabled people since 2018. In addition to this, we have been working hard to cultivate teams with special communication skills. METTLER TOLEDO China has cultivated 6 employees with such special communication skills. This is a strong manifestation of our culture of fairness and equity for all. We will continue to move the needles. Diversified values are reflected in many aspects, and various trade union activities also help breed more vitality. In the past ten years, our trade union has held 468 outdoor activities and published 429 press releases, with the aim of encouraging employee to mingle and to showcase their passions and vitality, regardless of their differences in position, gender, and

age. Beyond working hours, we also encourage employees to explore and maximize their potential by exploring new skills. We set up an employee band and parent-child activities for our employees, which further enhance employee wellbeing and belonging, and promote the DE&I environment.

METTLER TOLEDO is also committed to creating diverse values in our surrounding communities, and our "Green MT" program has achieved initial success. As the first activity of the "Green MT" program, the "Cao He Jing Park GREEN Fitness Festival" has been successfully held 8 times, attracting more than 20 well-known companies in the same community to participate. The events have been widely publicized and reported by Shanghai Labor Daily and the Xu Hui District Trade Union, contributing to the growth of the community as a whole. METTLER TOLEDO will continue to share our green, health-related and environmental protection visions from our Green Initiative with more people and keep contributing to the community.

About MettlerToledo

Taking "Quality First and Innovation" as management tenet, METTLER TOLEDO has always been committed to offering global customers with high-quality precision instruments and weighing instruments, as well as comprehensive and detailed technical support services. Throughout the world, MT is always making great contributions to the development of weighing and analysis technology.

企业 DE&I 最佳实践

METTLER TOLEDO

梅特勒托利多深信多元价值与人才发展的密切相关性，“教育奖学金”项目是梅特勒托利多坚持了 30 年的事情。

从 1992 年公司就开始投入常州教育事业，30 年间累计共发放了“梅特勒托利多教育奖学金”700 万元，惠及 4,068 名优秀师生。为此我们也收获了来自常州教育局“常州外资企业中唯一一家支持常州教育事业 30 年的公司”的高度评价。迈入 2022 年，我们正在积极推进 2.0 升级方案，奖学金的奖励金额从原来的每年 38 万提升至 50 万，受惠的学校将覆盖常州市省重点/市重点 9 所高中，职业技术学院数量也会从 2 所增加到 4 所，获奖学生将获得 MT 中国优先实习机会和获得毕业后优先加入 MT 中国工作机会。同时，我们持续举办暑期开放日活动、梅特勒托利多走进校园等活动，积极传播梅特勒托利多企业文化的同时，更为培养多元化人才做出更大的贡献。

梅特勒托利多坚信“正是你，让一切变得不同”。自 2018 年，公司持续为残疾人士提供工作机会，旨在展示公平、平等的力量。为此我们一直努力培养具有特殊沟通技巧等技能的团队。目前梅特勒托利多中国区已经拥有了 6 位这样的员工，充分诠释了我们公平对待所有员工的管理态度，我们还在这个道路上继续前进。

多元价值体现于各个方面，而丰富的工会活动为梅特勒托利多的多元价值赋予了更多的活力。工会近十年举办了 468 场户外活



动，推送了 429 篇新闻稿，梅特勒托利多也鼓励管理层和普通员工同场竞技，抛开职位、性别、年龄的差异，尽情地释放自己的热情与活力。工作之余，多元化地拓展自身才干，公司成立了员工乐队，邀请员工子女一起参与玩耍，进一步提升了员工的幸福感和归属感，推动及营造了多元平等包容的环境。

梅特勒托利多还致力于社区多元价值创造，“Green MT”系列项目已经取得了初步成功。“漕河泾园区 GREEN 健身节”活动作为整个系列的第一项活动，已经成功举办了 8 届，活动吸引了周边 20 多家知名企业的共同参与，得到了上海劳动报及徐汇区工会系统的大力宣传报道，极大地促进了社区的发展。梅特勒托利多会继续将 Green 理念中的绿色、健康、环保理念带给更多人，为社区奉献我们更大的力量。

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优质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移的信念和不断累积的智慧。

DE&I Best Practices



At Organon, DE&I is at the heart of everything we do – it's what makes us who we are.

As such, we naturally place great value on the diverse perspectives and insights. As a health company focused on women's health, we position DE&I as part of Organon's DNA from the very beginning.

At Organon, we believe in a better and healthier every day for every woman. And we understand that women are foundational to a healthier world. As a newly established company in 2021, we know listening to women's healthcare needs can go a long way and enable us to develop treatments tailored to them. Beyond that, we know there is so much more we can do for a healthier future for women worldwide, as well as for their families and communities.

EVERYONE IS A "FOUNDER" OF THE COMPANY

At Organon, we regard every employee as the "Founder" of the company. We adhere to our six key values of: Be Real, Own it, Rise Together, Keep Moving, Bring Your Fire, and We All Belong. We shape the cornerstone of our corporate culture collectively and commit to creating a more diverse, equal, and inclusive workplace. At the end of 2021, Organon China officially established our labor union, with the aim to "bring full, happy, healthy every day for everyone in Organon China". During the pandemic lockdowns, the labor union proactively provided supplies, offered a variety of club activities and a series of wellbeing classes. We have a diverse range of benefits that include company anniversary leave, Christmas leave, and "focus days" for employees to work from home every Friday, aiming to support work life balance.

HER PROMISE, OUR PURPOSE

In June 2022, on its one-year anniversary, Organon announced its ESG (Environmental, Social and Governance) strategy and commitments. Organon commits to moving the needles in

the areas of health solutions, female health, innovation, DE&I belonging, and environmental protection.

- Improve access to low-cost contraceptive options in 69 of the world's least developed countries. Organon's goal is to provide 100 million females in low- and middle-income countries with affordable access to contraceptive options by 2030.
- Redefine and harness innovation in women's health.
- Strengthen current global gender balance and continue to increase representation of women in middle and senior leadership.

CARING FOR ALL REGARDLESS OF TIME

Organon is committed to designing a multi-dimensional flexible benefit structure based on the different needs of employees at different stage, maximizing employee wellbeing, while building an employer brand that is both competitive and humanistic. In addition to the salary, allowances, and bonuses strictly in line with the market, we build a multi-channel welfare program from the angles of "family care", "work-life balance", "employee recognition", "risk protection" and "wealth management". Some examples as supplementary medical insurance, abundant leave entitlement, and free company product benefits, they are the strong backbone for employees. In addition, we organize regular employee health seminars in an effort to raise health awareness. Especially during the pandemic lockdowns, we advocated setting aside a "pause time" at noon every day as family bonding effort, we launched the "Spring Talk" and an "EAP hotline" to help employees relieve their stress and anxiety. We firmly believe Rise Together comes down to a healthy mind and healthy body.

About Organon

Organon is a global healthcare company formed through a spinoff from Merck, known as MSD outside of the United States and Canada, to focus on improving the health of women throughout their lives. Here for her health, the company has a portfolio of more than 60 medicines and products across a range of therapeutic areas.

Organon has a global footprint with significant scale and geographic reach, world-class commercial capabilities, and approximately 9,000 employees with headquarters located in Jersey City, New Jersey.

企业 DE&I 最佳实践



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。作为一家女性健康公司, 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。

在欧加隆, 我们相信, 女性是一个更健康的世界的根基, 每一位女性都将拥有更美好、更健康的每一天。作为一家 2021 年新成立的公司, 我们的目标是成为一家专注于女性健康需求的全球化医疗健康公司。我们从倾听大大小小的女性健康需求开始, 探索和开发适合女性的治疗方案, 为全球女性, 以及她们的家庭和所在的社区, 创造一个更健康的未来。

人人皆是公司“创始人”

在欧加隆, 每一位员工都是公司的 "创始人", 共同推进公司 "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" 六大价值观, 塑造坚实的企业文化基石, 为彼此打造出更为多元、平等与包容的职场环境。2021 年底, 欧加隆中国正式成立了工会, 致力于 "为欧加隆中国的员工带来充实、幸福、健康的每一天"。在疫情期间积极为员工筹措生活物资, 并推出了多样化的俱乐部活动及系列健康讲座等福利。多元化的福利假期, 包括司庆日、圣诞节及每周五的 "专注日", 积极倡导和鼓励员工在家办公, 实现兼顾家庭和生活的平衡。

**点亮她的希冀**

2022 年 6 月, 欧加隆在成立周年之际制定了环境、社会和公司治理 (ESG) 战略和相应的目标。将女性、创新、社会、员工承诺纳入公司治理框架中, 承诺将提升药品和医疗服务的可及性、聚焦女性健康、驱动创新、推动多元化、公平、包容和归属感以及加强环境保护。欧加隆将在全球 69 个最不发达国家及地区开展 "点亮她的希冀" 健康可及计划, 计划到 2030 年为世界中低收入国家的 1 亿名女性提供可负担的避孕选择; 并积极发挥在女性健康领域的创新力量; 进一步巩固当前全球员工性别比例的平衡, 同时致力于增加在中高层领导职位上的女性的数量等。

关爱不分时刻

欧加隆致力于根据员工在各阶段不同的需求, 设计多维度聚焦需求的弹性福利体系, 最大化提升员工的职场幸福力, 同时塑造一个兼顾竞争力和人文关怀的雇主品牌。除了严格对标市场的薪酬、津贴及奖金之外, 欧加隆还从 "家庭关怀"、"工作与生活平衡"、"员工认可"、"风险保障" 及 "财富积累" 等角度为员工们设计打造了多渠道的福利项目。例如为员工提供全面的商业保险、丰富的假期和免费的产品福利, 这些都是欧家人最坚固的后盾。此外定期开展员工健康讲座, 旨在渗透健康意识。尤其在疫情期间, 欧加隆倡导员工每日中午留出 "停顿时刻" 陪伴家人, 同时推出了 "春天加油站" 与 "树洞热线" 帮助员工舒缓心理焦虑。我们深信, "身" "心" 皆康, 才是 "携手共赢" 的最大动力。

关于欧加隆

欧加隆是一家从默沙东分拆独立出来的全球化医疗健康公司, 专注于守护女性全生命周期健康, 为女性和她们的家庭带来更健康、更美好的每一天。欧加隆因她而来, 在全球提供超过 60 种药物和医疗解决方案的产品组合, 覆盖一系列疾病治疗领域。

欧加隆在全球已实现大规模、广覆盖的发展, 并具备世界一流的商业运营能力, 总部设在美国新泽西州泽西市, 全球有超过 9,000 名员工。

DE&I Best Practices

SONY

Sony's purpose is to "Fill the world with emotion, through the power of creativity and technology."

To fill the world with emotion, it is important to continue to build a corporate culture powered by diversity, as diversity is the source of creation of new values. Inspiring each other with diverse knowledge and different perspectives, regardless of their ethnicity, gender, age, religion, or physical capabilities will drive the growth of the Sony Group.

With the aim of encouraging employees to embrace, gain insights from and reflect on the values of diversity, Sony China held Diversity Week – Diversity Reimagined in December 2021, covering 8 Sony in China affiliated companies. Under this theme, we organized a series of online and offline activities to promote an engaging, inclusive, and respectful workplace. Through the offline campaign "Diversity Blossom" and offline display poster "Roads to Diversity", employees shared their views on Diversity, Equity and Inclusion and learnt best practices from external industries. We also invited 14 leaders from Sony HQ and Sony in China affiliated companies to share their thoughts and insights on Sony's People Philosophy "Special You, Diverse Sony".

Various online activities, including an online forum of "Build Positive Attitude to Work Happily and Live Happily" have shared ways to foster a positive attitude towards work and life.

Our online workshops of "Building an Inclusive Workplace for Tomorrow" and "Mitigate Unconscious Bias" have enabled each participant to understand how to create a mutually respectful and inclusive workplace and the role they can play, also helping them to identify bias and learn how to overcome it, forming new habits to lay a foundation for an inclusive team and work environment.

Sony is also making great efforts in promoting employment equity, diversity, and inclusion. We are committed to enhancing the employment and development of disabled groups to create a working environment where everyone is treated as equals. Beyond the focused initiative of hiring disabled fresh graduates, Sony has held a series of social practice courses with Tianjin University of Technology - Technical College for the Deaf, preparing disabled students to understand the job market, build up self-confidence, hone their professional skills to obtain employment, and distinguish the qualities of different companies.

In Sony, we also attach importance to helping disabled employees to integrate into the team and grow. Our well-equipped and accessible facilities are designed to enable the communication. We also provide sign language learning courses, in-house counselors to offer professional psychological counseling and more services for disabled employees, helping them to overcome communication barriers and stay psychologically healthy in a fair working environment we strive to build.

About Sony Group

Sony Group Corporation is a creative entertainment company with a solid foundation of technology. Across its six business segments - Game & Network Services; Music; Pictures; Entertainment, Technology & Services; Imaging & Sensing Solutions; and Financial Services - Sony's purpose is to fill the world with emotion through the power of creativity and technology.

企业 DE&I 最佳实践

SONY

索尼的企业宗旨是
“用创意和科技的力量感动世界”。

为了感动世界重要的是要继续建立以多元化为力量的企业文化，因为多元化是新价值创造的源泉。无论种族、性别、年龄、宗教信仰或身体能力，员工之间用多元的知识和不同的视角来相互激励，将促进索尼集团的发展。

为了让员工感受到身边的多元融合要素，从中获取洞见并思考多元化带来的价值，索尼中国于 2021 年 12 月发起了主题为“重构多元化”的多元融合周，覆盖索尼在华的八家公司。围绕这一主题，公司提供了一系列线上、线下活动和学习工具，以支持敬业、包容、互相尊重的工作场所。通过线下活动“多元之树”和“多元之路”海报展示，让员工诉说了对多元、公平、包容的看法，并向员工展示了外部行业最佳实践。我们还邀请了 14 位来自索尼总部及在华企业的高层与员工们分享了他们对于全新索尼人才理念的思考与洞见。

除此之外，还有丰富的线上活动。开展了“积极心态建设之快乐工作，幸福生活”的在线心理论坛，帮助员工平衡职业追求与家庭关系所承受的心理压力。“面向未来创建包容工作场所”和“减少无意识偏见”两个在线工作坊更是让每位参与者了解如何



营造相互尊重且包容的工作场所和自己可以发挥的作用以及帮助大家识别偏见并了解如何克服的方法，培养新的习惯为创建包容团队和工作环境打下基础。

在促进就业公平、多元和包容方面，索尼也做出了不懈的努力。我们致力于促进障碍人士的雇佣及培养，倡导公平的职场环境。除了针对性的残障大学应届生校园招聘，我们还与天津理工大学聋人工学院联合举办校企合作系列的实践课程，旨在助力在校障碍大学生能提前了解职场需求、建立自信、提高就业所需的专业技能及对企业的认知能力。

同时，在公司内部我们重视障碍员工的融入和发展。除了配备齐全的和人性的工作场所设施和软件以便于障碍员工的交流外，还有例如手语学习培训，聘请心理咨询老师提供专业的心理咨询服务等形式，帮助每一位障碍员工跨越障碍沟通，形成健康心态，持续营造公平的职场环境。

关于索尼集团公司

索尼集团公司是一家建立在坚实技术基础上的创意娱乐公司，现运营六大业务板块：游戏与网络服务业务；音乐业务；影视业务；娱乐、技术及服务业务；影像与传感解决方案业务；金融服务业务。索尼的企业宗旨是“用创意和科技的力量感动世界”。

DE&I Best Practices



At Umicore, we engage in building an inclusive workplace where equal opportunities are offered to all employees, and we firmly believe that the resulting diversity of thoughts will keep us stay ahead of the competition.

We respect all individuals regardless of their positions and backgrounds. Our diverse culture makes Umicore's people feel accepted and included with real connection, which is also essential to their mental and social wellbeing.

ELIMINATING UNCONSCIOUS BIAS

We have launched an e-learning program of Unconscious Bias in China which is mandatory for all managers. We also organized "Manage Unconscious Bias" classrooms where more than 300 employees participated, either virtually or in person. The program covers the importance of diversity, its significance to Umicore's strategy, understanding unconscious bias, and eliminating unconscious bias. Through this initiative, we aim to help our employees to understand the importance of diversity, to recognize its impact and identify potential unconscious bias, as well as to proactively develop an awareness against it. We hope to consistently create a diverse and inclusive environment, starting with the way we think and act.

ADVOCATING PAY EQUALITY

Umicore aims to ensure 100% equal pay. In 2022, we plan to launch a pay equality program in Greater China. This will be introduced phase by phase with a targeted implementation plan based on the evaluation of employees' grade, competencies, and performance.

**EMPOWERING WOMEN**

Today, female colleagues only account for 25% and 31% respectively in the Umicore global and Greater China leadership teams. Women are still underrepresented in our senior leadership, and this is a fact we cannot and will not ignore. To remedy this, Umicore is committed to change. We've set ourselves an ambitious goal of gender parity with an increase of female leaders to 35% in leadership by 2030. We have also created female leadership programs to encourage female leaders to inspire each other and unleash their potentials as well as to enhance their authentic female leadership qualities through training opportunities, regular networking events and the "Peer Coaching" program.

LEADING THE WAY AHEAD

As a leader in the industry, we strive for expanding influence, leading the way, and setting new standards. Diversity, equality, and inclusiveness will be the foundation throughout and continue to help Umicore write its next chapter as a circular materials technology company.

About Umicore

Umicore is a global materials technology and recycling group, focusing on application areas where its expertise in materials science, chemistry and metallurgy makes a real difference. We reduce harmful emissions, power the vehicles and technologies of the future, and give new life to used metals. Our activities are organized in three business groups: Catalysis, Energy & Surface Technologies and Recycling, with an overriding goal of sustainable value creation based on an ambition to develop, produce and recycle materials in a way that fulfils our mission: materials for a better life.

企业 DE&I 最佳实践



优美科致力于建立多元包容的工作环境，为每一位员工提供平等机会。

我们相信，思想的多元化是保持领先的原动力。无论职级和背景，我们尊重每个个体，多元包容的文化使他们感受到悦纳与包容，并建立真正的联结，这对员工的精神和社交健康也是至关重要的。

摒除无意识偏见

我们在中国推广了“认识无意识偏见”的线上学习课程，这是经理级以上员工的必修课。同时，我们还开设了“管理无意识偏见”课堂，超过 300 名员工以线上或线下方式参与其中。该课程包含多元化的重要性、对战略的意义、认识无意识偏见、消除生活中的无意识偏见等几个主要模块。我们希望通过该项目，促进全员了解多元化的重要性、认识无意识偏见对职场的影响、辨别潜在的无意识偏见，并主动养成反对偏见的意识。我们希望通过这一举措，从全员的思维与行为方式开始，持续地推动多元和包容环境的构建。

关于优美科

优美科是一家全球材料科技及回收集团，专注材料科学、化学及冶金，以专业知识为应用领域带来变革。我们减少有害汽车尾气排放，赋予废弃金属新的生机，为未来汽车提供动能。公司分为催化、能源及表面处理技术、回收三大业务集团。基于对材料开发、生产和回收的雄心，我们以创造可持续价值为首要目标，从而实现“材料创造更美好的生活”的使命。

倡导薪酬平等

优美科致力于实现 100% 薪酬平等。2022 年，我们将在大中国区分阶段启动薪酬平等项目，并根据职级、胜任力、绩效等维度的分析结果采取针对性的实施方案。我们贯彻全球政策，提倡机会平等、薪酬平等、相互尊重。

赋能女性

目前，优美科全球管理层中的女性占比为 25%，大中华地区的比例达 31%。女性在核心管理层中的占比仍显不足，这是一个不容忽视的事实。我们力求改变这一现状，进一步扩大女性管理人员比例，实现性别平等。对此，我们不仅设定了 2030 年管理层女性占比要达到 35% 的目标，在行动上更是量身定制了女性领导力项目。该项目旨在促进女性管理人员的相互激励，释放才能，并通过培训、定期交流和“同伴辅导”计划激发真正的女性领导力素养。

开启未来之路

作为行业的引领者，我们致力于持续的影响、引领方向、制定新的标准。多元、平等、包容将作为贯穿始终的根基，继续助力优美科书写其作为循环材料科技企业的下一章。

DE&I Best Practices

WuXi Biologics

Global Solution Provider

DE&I, as an important topic of ESG (Environment, Social, Governance), is of great importance to drive forward the continuous innovation and sustainable development of WuXi Biologics.

Of our 10,000+ employees from over 10 countries, more than 53% are women and more than 45% of our managers are women. And the percentage of female employees holding STEM (Science, Technology, Engineering, Mathematics) positions at WuXi Bio is also 53%, which is much higher than the industry average. We are committed to creating a safe, harmonious, and inclusive workplace with comprehensive benefit packages. We pay special attention to the needs of our female staff with facilities such as mother and baby rooms for employees in need. We promote healthy work-life balance and organize sports clubs at different sites. We continue to create an equitable working environment with a sound performance management and assessment system to ensure that employees are offered equal employment and development opportunities regardless of religion, race, age, color, gender, nationality and ethnicity.

In 2022, to further implement the company's Diversity Policy, the DE&I Taskforce announced the global launch of Women in STEM (WiSTEM) as a method to empower female employees. WiSTEM Committee was originally founded at the company's Dundalk site. Consisting of local female employees from different sectors with different job titles and backgrounds, it aims to foster more ethical business and culture development. Since its inception, the committee has organized several lectures and sharing sessions at the local site and host high

school students from the local girls' school for site tours and corporate introductions.

Our three CSR pillars include: leverage our technical strengths to enable clients and benefit patients; advocate energy conservation, emissions reduction, and a low carbon footprint at our sites; empower employees' volunteerism to give back to local communities. The company's industry-leading technologies and rich experience, and strong sense of social responsibility bolstered our mission to empower over 470 global clients and to accelerate the development of innovative biological medicines. Since the very beginning of the COVID-19 outbreak, WuXi Biologics has brought together more than 3,000 scientists to meet the urgent prevention and treatment needs of millions of people affected by the virus. To date, we have accelerated the research and development of 30 Investigational New Drug Applications (INDs) for COVID-19. We have delivered more than 1,500kg of neutralizing antibodies and hundreds of millions of vaccine doses worldwide, making a significant contribution to global public health.

About WuXi Biologics

WuXi Biologics is a global Contract Research, Development and Manufacturing Organization (CRDMO) offering end-to-end solutions that enable partners to discover, develop and manufacture biologics from concept to commercialization for the benefit of patients worldwide.

企业 DE&I 最佳实践

WuXi Biologics

Global Solution Provider

在药明生物, 多元、平等和包容 (DE&I) 是我们的可持续发展的主要动力, 也是环境、社会及公司治理 (ESG) 的工作核心。

我们的员工来自 10 余个不同国家, 在 1 万多名员工中, 女性超过 53%, 女性管理者约 45%。其中, 科学、技术、工程和数学 (Science, Technology, Engineering, Mathematics, 即 STEM) 职位女性占比, 也高达 53%, 远高于业界平均水平。我们致力于打造安全、温暖、幸福的工作环境, 提供完善的福利关爱体系。同时关注女性员工的需求, 设置母婴室。我们提倡工作与生活平衡, 在各基地开设运动俱乐部。我们持续打造公平、公正的氛围, 建立了完善的绩效管理和考核体系, 确保员工无论宗教信仰、种族、年龄、肤色、性别、国籍和民族, 都拥有平等的就业和发展机会。

关于药明生物

药明生物是一家全球合同研究、开发和生产服务公司。公司通过开放式、一体化生物制药能力和技术赋能平台, 提供全方位的端到端服务, 帮助合作伙伴发现、开发及生产生物药, 实现从概念到商业化生产的全过程, 加速全球生物药研发进程, 降低研发成本, 造福病患。



2022 年, 公司的 DE&I 工作组 (DE&I Taskforce) 为了促进《员工多元化政策》, 将爱尔兰女性科技理工从业者 (WiSTEM) 委员会升级为全球项目, 鼓励各基地启动 WiSTEM, 旨在赋能女性发展。WiSTEM 最初于爱尔兰敦多克发起, 由来自不同领域、拥有不同职级和不同背景的女性员工组成, 旨在推动更健康的业务发展和文化建设, 自成立以来已组织多场分享会及基地开放日, 邀请数十位当地女校高中生参观并了解公司业务和文化。

在药明生物, 我们的企业社会责任三大支柱包括: 发挥技术优势, 赋能客户, 造福病患; 保护地球, 践行环保理念, 推行低碳生活方式; 赋能员工向善, 发扬志愿精神, 参与社区共建。凭借强大的企业责任心和丰富经验, 我们通过拥有自主知识产权的技术平台, 赋能超 470 家客户加速创新生物药研发。在疫情爆发之初, 我们集结 3000 多名科学家奋战在抗疫前线。截至目前, 公司已赋能近 30 个新冠相关的新药临床试验申请 (IND), 累计交付超过 1500 千克中和抗体和数亿剂量的疫苗, 为全球公共卫生安全做出积极贡献。



ABOUT



sHero as a driving force for Diversity, Equity & Inclusion today, we help companies create energetic cultures and real business impact.

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.

We have curated the "Leading Diversity Equity & Inclusion (DE&I) Awards", launched the "25 Women to Watch", and released the "Whitepaper on the Health and Wellbeing of Women Leaders in China".

As early as 2007 we have started to promote a new vision of 'Dialoguing' among women that cultivates collaborative action and collective responsibility. This path seeks to foster strength, courage and passion within individuals whilst promoting a culture of creativity, and respect for diversity of expression.

www.sherochina.com

如今我们成为多元公平包容的驱动力帮助公司打造有正能量的文化, 积极影响商业的可持续发展。

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推动女性发展与进步。

我们举办过“引领多元公平包容 (DE&I) 年度盛典”, 推出过“sHero25 位值得瞩目女性榜单”, 发布过《中国女性高管职场健康与幸福白皮书》等。

早在 2007 年, 我们就开始推动女性间“对话”, 培育女性彼此间的协作行动力和集体的责任感, 鼓励每一位女性发展特长, 鼓足勇气和满怀热情, 共同创造一个极具创意与尊重的多元表达文化。

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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