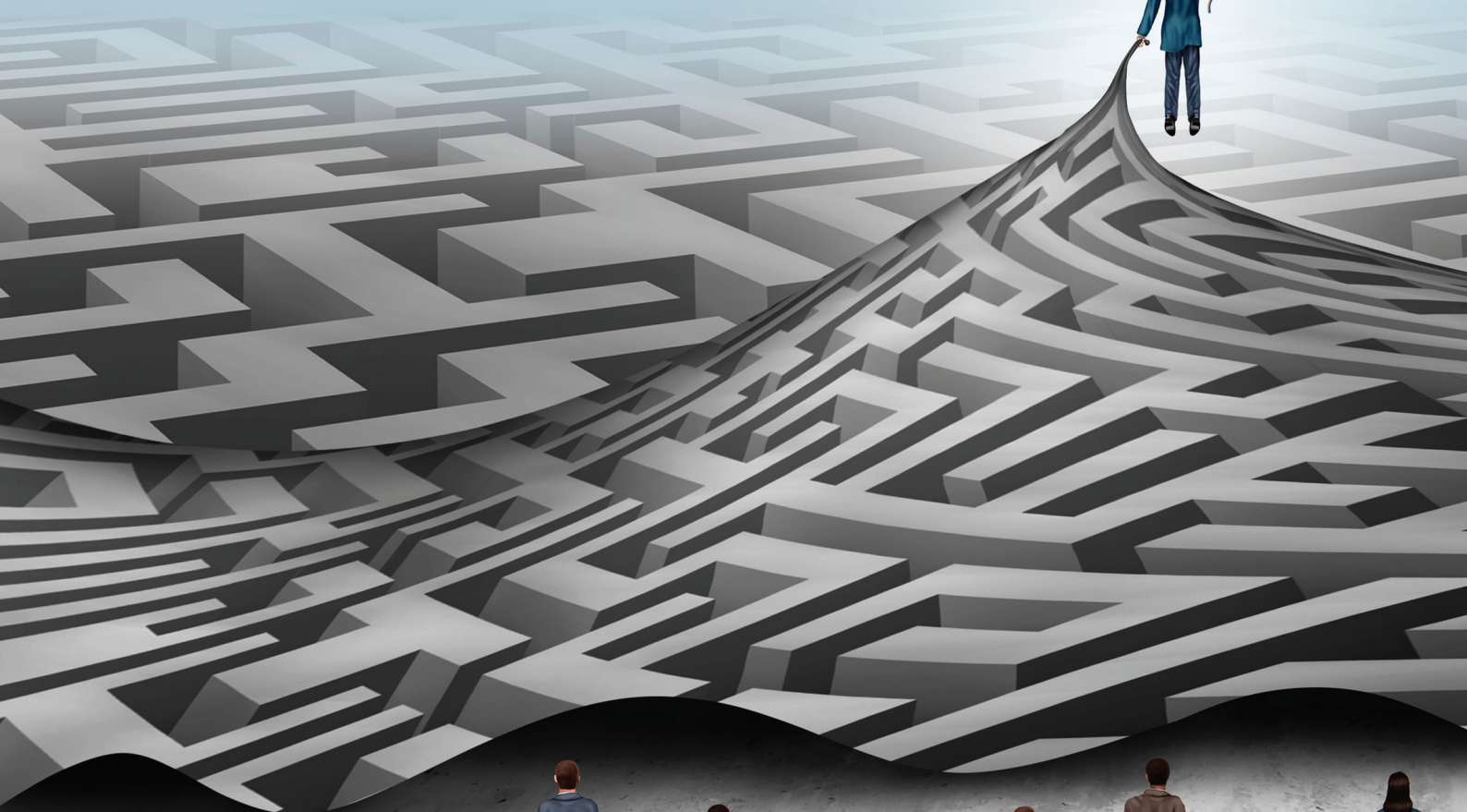




MAKING THE MOST OF HUMAN CAPITAL

Diversity and Inclusion Strategies in
Selected APPO Member Economies



The Asian Productivity Organization (APO) is an intergovernmental organization committed to improving productivity in the Asia-Pacific region. Established in 1961, the APO contributes to the sustainable socioeconomic development of the region through policy advisory services, acting as a think tank, and undertaking smart initiatives in the industry, agriculture, service, and public sectors. The APO is shaping the future of the region by assisting member economies in formulating national strategies for enhanced productivity and through a range of institutional capacity-building efforts, including research and centers of excellence in member countries.

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SELECTED APO MEMBER ECONOMIES



Making the Most of Human Capital

Diversity and Inclusion Strategies in Selected APO Member Economies

Noelle Richardson served as the volume editor.

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FOREWORD

As a result of internationalization and globalization, cross-national hiring of a diverse workforce, where employees vary in terms of age, ethnicity, gender, culture, educational background, religion, etc., is becoming more prevalent. A strategy to manage diversity successfully results in the creation of a work environment where similarities and differences are included and valued. Such a strategy turns a diverse workforce into an inclusive one and limits any negative effects of diversity such as looser social ties, lower trust levels, and less cooperation among employees. The more diverse and inclusive the workforce, the greater the team collaboration and commitment to organizational performance and productivity enhancement. The organization's ultimate goal of improving efficiency, enhancing effectiveness, and fostering innovative ideas can be achieved by satisfied, better-performing, more committed employees.

The APO research on diversity and inclusion (D&I) strategies was initiated to help organizations in both the public and private sectors in member countries to promote D&I in the workforce to achieve better profitability and productivity performance. Although not meant as a comparison, the research report gives readers a broad overview of the genesis of D&I in Western societies and how it is positioned and responded to within Asia and the Pacific. The cases presented in this publication emerged from common practices among organizations and show the degree to which each company links those practices to positive organizational impacts or results. Companies that have a strong business case for D&I seem to achieve greater results in meeting and surpassing organizational goals. Companies that create policies directly related to D&I which focus on their goals are also more successful. However, enterprises without inclusive strategies often experience unintended consequences affecting their ability to maximize performance. This publication provides a framework to stimulate discussions on how D&I strategies can increase the performance, profits, and overall organizational success of companies in the region.

The inputs and commitment to the research of all the experts who participated are valued by the APO. It is expected that this volume will contribute to government policies recognizing the importance of D&I strategies in human capital development. The cases presented in this publication can be also utilized in training on the topic of D&I strategies in APO member countries.



Dr. Santhi Kanoktanaporn

Secretary-General

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EXECUTIVE SUMMARY

Inclusive human capital strategies continue to garner attention globally as key differentiators in achieving sustainability and competitive advantage. In light of globalization, migration trends, and an aging workforce in many jurisdictions, to name a few drivers, companies are being forced to focus on how they manage their workforce.

This report commissioned by the Asian Productivity Organization (APO) is an effort to spotlight the importance of inclusive human capital strategies for its member countries and the link between them and positive organizational outcomes. At the heart of these strategies is the concept of diversity and inclusion (D&I).

Current best practices identified in this white paper emerged from common practices across organizations and/or the degree to which each company links its practices to positive organizational impacts or results. Given the small sample size of participating countries, this report should not be viewed as the gold standard for D&I in the Asia-Pacific but as a framework to stimulate thinking about how D&I can increase performance, profits, and overall organizational success of companies in the region.

Drivers of D&I

There has been a shift in the balance of power within the world of work which continues to force employers to pay greater attention to their human capital strategies. As companies enjoy the benefits of globalization, they are also faced with its challenges resulting from global hiring driven by the need for new skills, an aging workforce, and low birth rates, among other factors.

With this increased plurality comes increased diversity, making a focus on inclusive human capital strategies vital to organizational effectiveness and social inclusion. Cultural differences as a result of global hiring, business opportunities, and social changes, without accompanying inclusive strategies, can have unintended consequences on an organization's ability to maximize performance. Specific focus areas for addressing diversity are determined by the needs of the organization, its business goals, and the environment in which it operates, be it local or global. This suggests that each region and organization should develop strategies appropriate to their needs and societal context.

Although not meant as a comparison, the following report provides a broad overview of the genesis of D&I in Western societies and how D&I are positioned and responded to within the Asia-Pacific region.

Methodology

The goal of this project was to identify inclusive human capital strategies as key differentiators in achieving high levels of organizational effectiveness and sustainability. A planning meeting was held in Seoul, the Republic of Korea (ROK), in September 2016, where experts from six APO member countries (the Republic of China [ROC], India, IR Iran, Malaysia, the Philippines, and Thailand), in conjunction with the author of this report, established the criteria and process for the project.

The experts identified no more than two companies within their jurisdiction which had either been recognized for their D&I efforts or had cited such efforts as positively impacting employee performance and organizational outcomes. Desk research was used to support the standardized questions and interviews with organizational heads and practitioners. Appendix 1 contains the full list of questions.

General Findings

- The focus on D&I is relatively new within the Asia-Pacific region.
- Most organizations that have articulated a business case are responding to social and economic change.
- Diversity is contextual to organizations and the environments in which they operate, and therefore diversity strategies vary.
- Some organizations focus their diversity strategies on compliance with external government targets, while others seek to go beyond those targets by implementing a broader focus, based on a strong business case for changing organizational culture (policies and practices).
- Companies that have a strong business case for D&I seem to achieve better results in meeting and surpassing organizational goals.
- Companies that create policies directly related to D&I which enable their goals achieve greater success.
- Gender appears to be the primary common focus of most companies that are implementing inclusive strategies within the Asia-Pacific.
- Measurement and accountability are important in driving change and achieving results.
- All organizations invest in some form of training and development. However, it is unclear, with few exceptions, to what degree training is geared to developing the ability to operate in an environment of diversity and plurality.

INTRODUCTION:

OVERVIEW OF DIVERSITY AND INCLUSION

This report was commissioned by the Asian Productivity Organization (APO) to highlight the importance of inclusive human capital strategies as key differentiators in organizational growth and sustainability. At the heart of this approach is the concept of diversity and inclusion (D&I). This report therefore provides a contextual overview of D&I broadly and more specifically across the Asia-Pacific region.

The small number of APO member countries opting to participate in this project is itself an indication of the necessity for this white paper on inclusive human capital strategies within the region. While there is evidence that Australia (a non-APO member country) is leading the way in focusing on D&I practices, it is clear that the rest of the Asia-Pacific region lags behind.

This report was prepared from research and standardized interviews with executives and practitioners from companies focused on D&I which have been recognized for inclusive strategies within their jurisdiction or are interested in enhancing their current D&I strategies.

National experts from the ROC, India, IR Iran, Malaysia, the Philippines, and Thailand selected companies from within their countries and conducted the surveys/interviews between January and November 2017. The information gleaned from participating companies was used to highlight examples of practices that could be counted among beneficial inclusive human capital strategies. The findings in this report do not represent a baseline for each participating country or the region related to D&I but rather are examples of a few current efforts worthy of attention.

Finally, it is important to note that the limited number of participating countries and companies [1] precludes this from being a comprehensive research report, although it does identify trends and processes underway in the region and provides preliminary insights into what logically could be considered among best practices or represent movement toward inclusion within each jurisdictional context.

What Are D&I?

Diversity

In several Western democracies, the idea of increasing and recognizing diversity in the workplace and in society has been around for decades. However, the definition of diversity can vary by context, jurisdiction, and company.

Generally, diversity as a “strategy” refers to an organization’s focus on implementing policies and practices that attract a demographic range of employees, including members of society who have traditionally been underrepresented within the particular organizational culture or sector. The specific focus of a diversity strategy can be different depending on the makeup of the organization and its current and future demands. Hence a diversity strategy is usually in response to the needs of the company and/or business. These strategies are being increasingly legitimized by a growing body of research showing that diversity of thought, perspectives, and opinions gives rise to more

innovative ideas and solutions, enhancing a company's competitive advantage. A broad demographic of people can bring varied perspectives to an organization, providing access to innovative ideas and in some cases an understanding of wider markets.

Diversity is generally a concept that organizations tend to grasp easily when their definition of it is aligned with visible “diversity traits.” According to Bersin by Deloitte [2], “Organizations often define the diversity of their people according to unique and/or legally protected differences, such as race, gender, age, disability, sexual orientation, maternity status, socio-economic status and religion.”

Diversity as a “noun” can refer to an assortment, variety, or mix of various components, such as people, products, opinions, etc. The principle author of this report finds benefit in defining diversity as “An entity that we are all a part of and none of us is apart from”; this in reference to diversity as both a noun and a strategy and in an attempt to take diversity out of the realm of “other.”

Inclusion

Although D&I are often linked, it is important to note that they are not the same thing. The focus on “inclusion” is more recent and some might say more challenging, as it requires an organization to go beyond recognizing differences and demands the leadership skills to use those differences effectively to the benefit of the organization and the well-being of employees. Hence inclusion focuses on creating an environment that encourages people to bring their differences, perspectives, and ideas forward and on utilizing all aspects of an individual's diversity in the workplace.

As defined by Bersin by Deloitte, inclusion is “creating an environment in which people feel involved, respected, valued, and connected—and to which individuals bring their ‘authentic’ selves (their ideas, backgrounds, and perspectives) to their work with colleagues and customers” [2]. Feeling like a valued, contributing member of a team or group has a positive impact on an individual's level of engagement and performance.

Types of Diversity in the Workplace

Diversity is infinite. However, many organizations focus on its visual and most obvious aspects, perhaps because these provide immediate opportunities for tangible measurement. While some business needs necessitate identity diversity, i.e., reflecting customers and understanding the needs of clients, the ultimate goal is not diversity in and of itself but the broad spectrum of ideas and perspectives that can and most likely will accompany it. It is the valuing and utilization of diversity which provide organizations with access to innovative ideas. The following examples are just some of the most obvious forms of diversity that are commonly addressed in the workplace [3].

Race and Ethnicity

While race is a social construct and not a valid scientific category, in most societies people are officially or unofficially grouped based on shared physical traits and general appearance. Ethnicity is often used as a synonym or even as a euphemism for race, but its actual definition is somewhat different and primarily based on culture, not biology. Racial and ethnic diversity in the workplace can be strongly influenced by the social relations present in society at large; society's racial or ethnic conflicts and tensions often correlate with issues of representation in the workplace. However, shifts in racial and ethnic diversity can provide significant benefits to an organization, as they can allow the organization to be more responsive to the needs of various client groups and provide access to a diversity of perspectives.

Age

Currently, the workplace can be comprised of three to four generations of workers (baby boomers, generation X, millennials, and so on), bringing many benefits from different experiences, worldviews, and strengths. However, generational diversity can also present various challenges due to different ways of being, ideas, and ideals. These can include communication styles, technical skills, notions of employee loyalty, views of authority, and workplace values. Like other forms of diversity, generational diversity, if not properly managed, can negatively impact an organization's performance.

Gender

While in most countries women comprise at least half of the population, in those same countries women do not make up 50% of the workforce, with particular sectors having single-digit representation. A lack of gender diversity can represent lost opportunity costs as increasing the number of women in the workplace, particularly in leadership, has been shown to have positive effects on organizations [4]. Although addressing gender diversity often means increasing the representation of women, it can also mean increasing the number of men in nontraditional male roles, e.g., nursing, teaching, childcare, etc.

Ability/Disability

People with physical, mental, or emotional disabilities are often denied access to or are marginalized and stigmatized within society and the workplace. A disability does not mean that an individual is not capable of performing a task or doing a job. It may mean that the individual faces specific limitations or challenges and requires assistive technologies or other accommodations to succeed in a specific position. An inclusive workplace focuses on providing, where possible, accommodations that enable individuals to work and contribute to their fullest ability. This does not mean that all disabilities can be accommodated for all jobs, but more importantly it does not mean that all disabilities cannot be accommodated.

Religion

People of all faiths can be a part of the workplace, although religious diversity can produce a particular set of issues. Such challenges may rise exponentially for faith-based companies or those with a specific ideology. Coexistence among workers who wish to live consistently with their beliefs, within a secular environment, can also be challenging. Accepting differences that run counter to faith/religious beliefs is perhaps among the most challenging.

Why D&I? A Changing World

Companies around the world are facing radical shifts within the context of the workforce, workplace, work culture, and consumer/client base. These shifts have changed the “rules of engagement” for nearly every organizational and human resources (HR) practice; from recruitment, to learning and development, to management, and to the very definition of work itself. In this rapidly evolving environment, some business leaders have been forced to examine their “company culture” and rethink their human capital strategies, taking a proactive approach to leveraging the benefits of this changing world [5]. Changes in demographics and societal expectations are among the key drivers of this phenomenon.

Demographics around the world are shifting as a result of migration waves, countries seeking to revitalize aging populations, and a stagnating workforce [6]. In addition, global talent is becoming increasingly mobile, and the expectations of organizations and work must align with the needs of this new working group. This is an important aspect of attracting and retaining top talent who have many employment choices and who often place a higher premium on aligned values than on job security [7].

While traffic has traditionally been directed toward OECD countries, “reverse migration” is occurring to emerging economies, where growth has increased at the rate of 6% or more, which is two- to three-fold higher than in advanced countries [6]. Therefore, to recruit and retain top talent, many organizations utilize D&I strategies to enhance engagement and create a culture of inclusion as key differentiators.

Migration and immigration patterns affect the makeup of the entire population and overall needs and services of a pluralistic society. Therefore, a diversity focus is not just increasing in the workplace but also in the marketplace among clients, customers, and consumers, making brand loyalty as important a consideration as employee engagement and loyalty. In this increasingly connected, globalized, diversified world, businesses and governments can no longer take a “one-size-fits-all” approach and maintain a fixed, loyal, homogenous customer/client base or public support.

Diverse consumer groups have significant purchasing power and patterns and are knowledgeable enough to seek out companies and products that are in line with their ideals of social responsibility, offer fair and equitable treatment, provide developmental opportunities, and ultimately have inclusive work environments. Access to the Internet and social media contribute to the knowledge and awareness of employees and consumers, who themselves have become influential reporters and critics and whose opinions can impact an organization’s ability to attract top talent and whose critiques can impact a company’s bottom line.

History of D&I in the Workplace

Recognizing the benefits of diversity to an organization and being inclusive of that diversity have been and will continue to be an evolving process. Although not necessarily termed diversity, a number of legal milestones have laid the foundation for today’s business focus on D&I.

In many Western countries, the concept of diversity is an expansion of the fundamental rule of law as enshrined in their constitutions, which guarantee rights afforded to their citizens. Those rights often include individuals’ ability to make the life that they choose, and within those rights are guarantees of freedom from harassment and discrimination. This theoretically should afford each person a fair opportunity to participate fully in all aspects of society. However, laws and policies do not immediately ensure the behavior changes necessary to overcome deep-seated beliefs and practices that form the foundation of societal norms and expectations. Some of those give rise to attitudes, behaviors, and systems stemming from conscious and unconscious biases on personal, societal, and organizational levels. Therefore, in spite of legal guarantees and government-generated policies designed to ensure full participation, barriers to inclusion remain.

In the past 50–60 years and prior to a heightened business focus, diversity was rooted in social justice and gained prominence in the USA during the civil rights movement of the 1950s and 1960s. US President John F. Kennedy used the term “affirmative action” (AA) in a 1961 Executive Order stipulating that government contractors must “take Affirmative Action to ensure that applicants are employed, and employees are treated during employment, without regard to their race, creed, color, or national origin” [8].

Employment equity (EE) in Canada, also aimed at government contractors, could be viewed as equal in its intent to AA, but many have argued that its narrow employer focus without strong consequences for noncompliance renders it somewhat weak and ineffectual. In spite of legislation

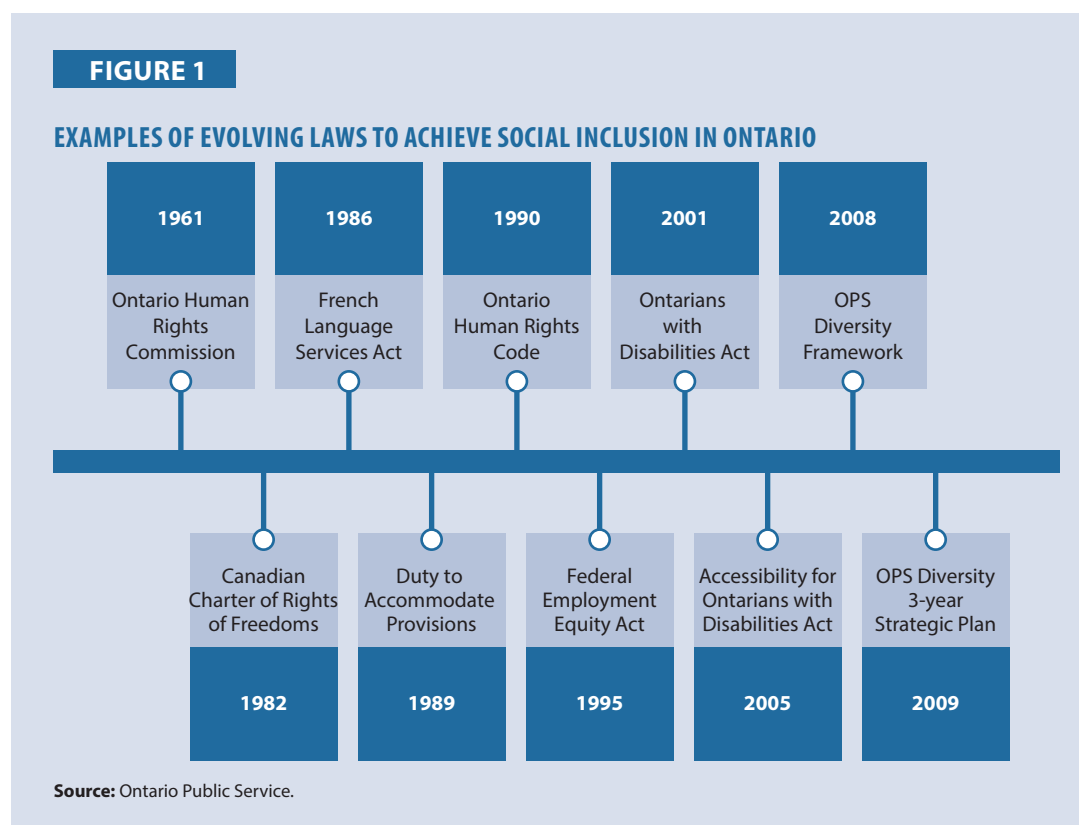
and policy guidelines, the slow pace of achieving results has created an environment of costly lawsuits which, in some circles, became known as “litigated equity” [9].

Nonetheless, some argue that Canada’s journey toward recognizing and celebrating difference gained prominence with the declaration of then-Prime Minister Pierre Trudeau in 1971 that Canada should embrace multiculturalism to acknowledge and respect the contributions of Canadians of all backgrounds. Canadian society became characterized as a mosaic of various communities, able to maintain their primary cultures and make those cultures available to all Canadians. It was not until 17 years later, in 1988, that Canada’s Multiculturalism Act gained Royal Assent.

Although more recent, several other countries have D&I rooted in legislative and government policy decisions that aim to change the social fabric and workforce landscape. In the UK, employers are now legally required to implement “positive action” in their recruitment processes under the Equality Act of 2010. The act allows employers to favor an applicant if the employer believes that the applicant experiences a “disadvantage connected to the [protected] characteristic” [10].

As of January 2015, Finland passed the Non-Discrimination Act, which obligates private-sector employers to promote equality and prevent discrimination against employees systematically [10].

In 1990, the USA enacted the Americans with Disabilities Act to address the unemployment and underemployment of persons with disabilities. The province of Ontario, Canada, implemented the Accessibility for Ontarians with Disabilities Act (2005), also to ensure that persons with disabilities can fully participate in society. Figure 1 represents a snapshot over time of efforts toward inclusion on the Canadian landscape. (For a more detailed history of D&I, see Appendix 2: Historical Overview of Diversity.)



Why D&I Are Important for Organizations

There is a great deal of evidence to support the benefits of D&I to an organization's increased productivity and/or revenues. Recently, McKinsey and Co. published *Diversity Matters* [11] as a result of surveying 366 companies across a range of industries in Canada, Latin America, the UK, and USA. The research examined the relationship between the level of diversity (defined as a greater share of women and a more mixed ethnic/racial composition in the leadership of large companies) and company financial performance. The results of the analysis suggest that there is a statistically significant relationship between a more diverse leadership team and better financial performance. In particular, these were the major findings [12]:

- Companies in the top quartile for racial and ethnic diversity have a 35% higher probability of better financial performance than their national industry median.
- Companies in the top quartile for gender diversity have a 15% higher probability of better financial performance than their national industry median.
- Companies in the bottom quartile in ethnicity/race and gender diversity are statistically less likely to achieve above-average financial returns among companies in the data set.
- The unequal performance of companies in the same industry and same country implies that diversity is a competitive differentiator in shifting market share toward more diverse companies.

While the report does not claim that the correlation between the level of diversity and profits is a causal relationship (greater gender and ethnic diversity in corporate leadership does not automatically translate into greater profit), it does indicate that when companies commit themselves to diverse leadership, they are more successful.

Another study, based on a survey of 454 global organizations that each generated more than USD750 million in revenue in 2013 [13], found similar results in the financial performance of companies with high levels of diversity. Bersin's Vice President of Talent and HR Research concluded, "Organizations that built these high-impact D&I strategies and implemented practices, strive to create a 'conversation' or relationship with employees, which communicates to them that they are fully understood and valued by the organization. This relationship also encourages employees to contribute their whole range of experiences and perspectives" [13].

Google's Aristotle Project refers to this dynamic between employer and employee and among employees as "psychological safety" and credits it with being the primary reason for some teams' success and the absence of it for the failure of others [14].

Based on those examples and other research, it is reasonable to expect that inclusive human capital strategies will inevitably gain more prominence at leadership tables and in leadership accountabilities. Business and HR leaders can no longer operate according to old paradigms. They must now embrace new ways of thinking about their companies, their talent, and their role in redefining the future of their organizations by attracting and retaining the best employees.

Executives can no longer relinquish their people strategies to the HR Department or a chief diversity officer but must become active and engaged participants and leaders in achieving the

desired organizational culture change. They must recognize that in today's environment, "Good leadership is inclusive leadership."

A new focus on accountability, data, transparency, and "diversity through process" is driving efforts for unconscious bias training and education at all levels of organizations throughout the business community. For example, in Canada, best-in-class companies use five initiatives to drive progress in D&I that touch all levels of the organization [2]:

1. Go beyond a verbal commitment to diversity by creating a clear business case for change.
2. Identify metrics, set targets, track performance, share results, and hold executives accountable.
3. Create formal sponsorship programs to help to promote women, visible minorities, persons with disabilities, other underrepresented groups, etc.
4. Make workplace flexibility compatible with promotion and not a barrier to career progression.
5. Raise awareness of, and combat, unconscious bias to drive behavior change and create a truly inclusive environment.

Among the Canadian companies interviewed in that study [2], a strategic focus on D&I was relatively new for 49% of organizations (moved beyond a "compliance" focus within the previous five years). While there was a general theoretical understanding of the potential positive impacts of D&I strategies, there were still gaps in the accountabilities for them. Likewise, companies in emerging and developing economies also have a theoretical understanding of the implications and benefits of a diverse workplace but experience challenges in fully implementing and embedding inclusive practice as part of the organizational culture.

The High Cost of Exclusion

While much of the D&I focus has been on the benefits to employees and organizations, usually for competitive advantage, there appears to have been less articulation of the high cost of exclusion (lost opportunity costs) to organizations, along with its impact on the social fabric. Just as "recruitment" and "retention" are viewed as two sides of the same coin, the "high cost of exclusion" is the flip side of the "benefits of inclusion."

A seminal 2014 economic report [15] stated that excess unemployment or underemployment among people with disabilities, combined with attitudinal, physical, and communication barriers that lead to lower job productivity, can affect GDP. Exclusion costs an organization and society on many fronts: low employee engagement; high employee turnover; poverty; and increased crime. The following is a summary of the estimated costs of exclusion in some areas where underrepresentation exists:

- USD40 billion, the cost of underutilization of women and visible minorities to the Canadian economy [16];
- 1.5-fold an employee's annual salary, the estimated cost of employee turnover [17];

- USD42 billion, the global cost of unaccommodated blindness and low vision;
- USD52 billion, the cost of unaccommodated blindness plus productivity losses from caregivers of blind individuals [15];
- USD473.9–672.2 billion a year, economic losses from lower productivity among people with disabilities across low- and middle-income countries (LMICs) [15]; and
- 1–7% of GDP in 10 LMICs, the cost of lower labor force participation among persons with disabilities [15].

Whether in the West or in the Asia-Pacific, the high societal costs of exclusion are unmistakable.

Training Makes a Difference

Training has long been a central component of D&I strategies. Early training focused primarily on cross-cultural communication, usually for employees travelling abroad, and focused heavily on the do's and don'ts of a particular culture.

As understanding of the complexity of diversity has increased over the years, training has shifted to intercultural and diversity awareness: understanding the depth (the iceberg theory) of culture and the breadth (dimensions/layers/intersectionalities) of diversity (Figures 2 and 3). This training, although informative, did not necessarily help individuals to make the visceral connection needed to alter personal behavior. Thus, the proverbial and persistent gap between policy and practice remained.

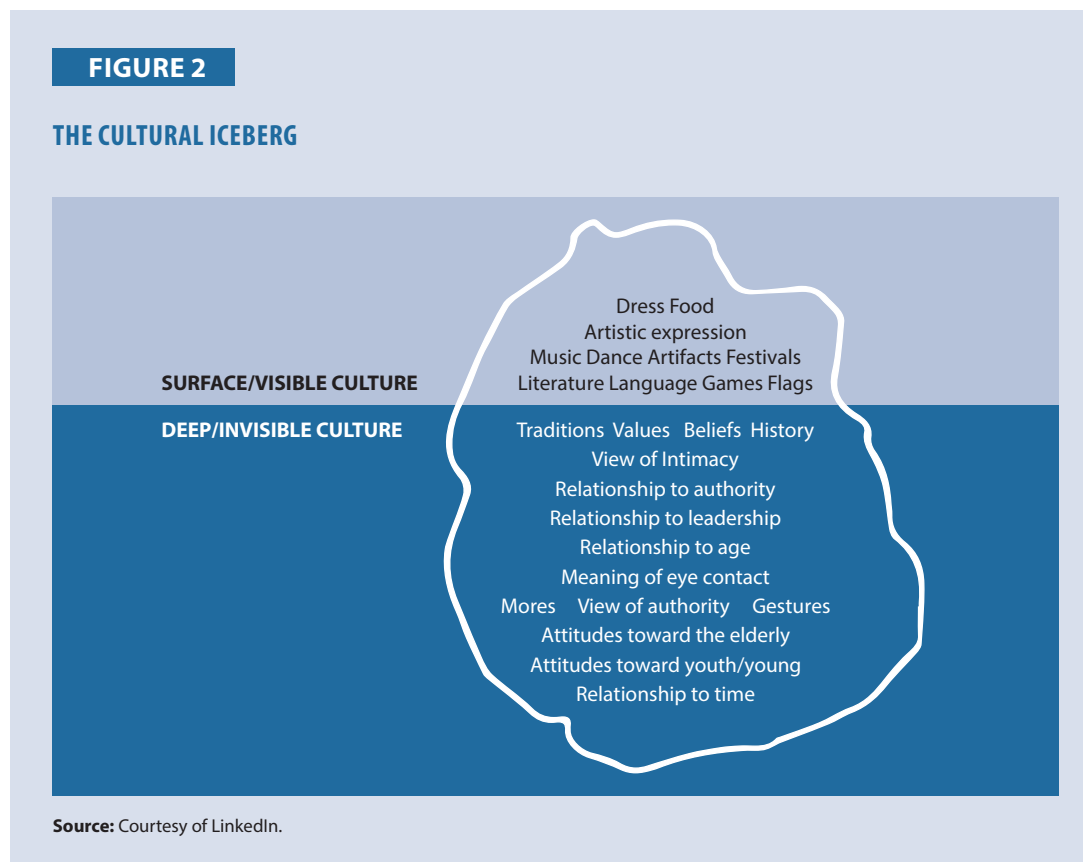
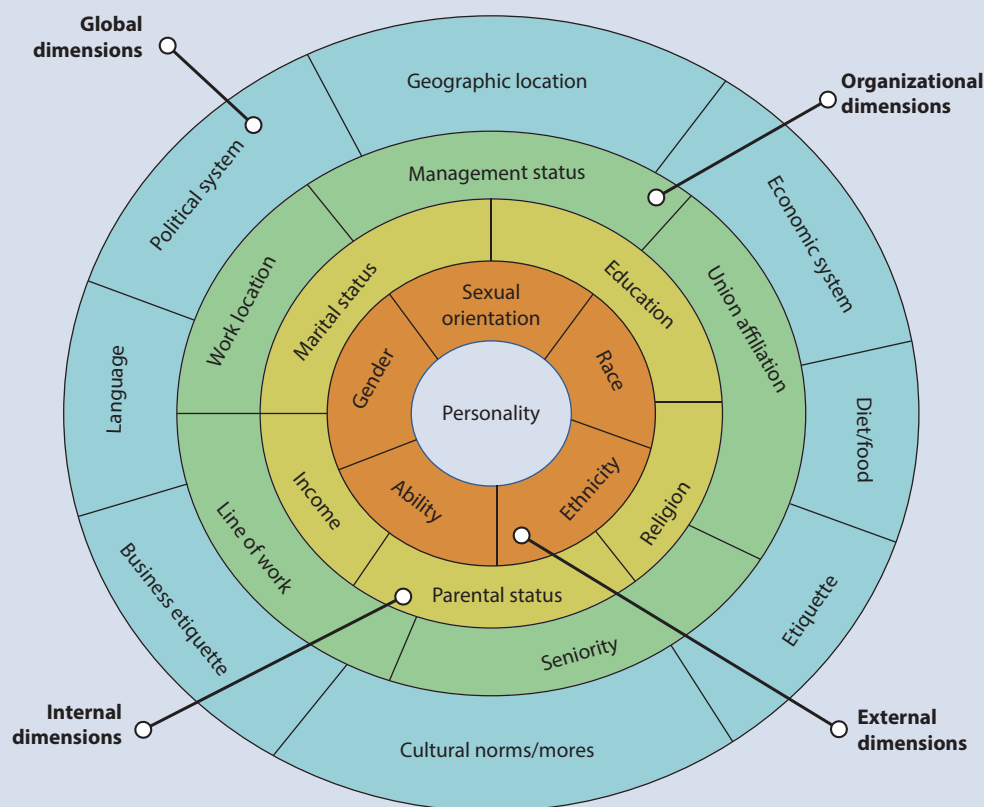


FIGURE 3
LAYERS OR DIMENSIONS OF DIVERSITY



Source: Adapted, with permission, from Gardenswartz and Rowe, *Diverse Teams at Work*.

Today, diversity training centers on personal development and is geared to understanding how our own stereotypes and prejudices can impact the decisions we make and the actions we take in the workplace from recruitment, to development, to promotion decisions, and, not least, within our personal lives. Much of this work is based on understanding the distinctions between stereotype, prejudice, and discrimination, terms that are not interchangeable but instead interrelated. It provides access to the mechanics of discrimination and how to disrupt or break the cycle of exclusion, which is sometimes unconscious.

Companies are increasingly turning to “unconscious bias” training to help employees to close the gap between who we see ourselves to be and how we truly are. This training provides access for us to integrate our personal wished-for ideals of ourselves into practical application through our behavior.

Our unconscious biases can be assessed through the Implicit Association Test (IAT), the brainchild of social psychologists Mahzarin Banaji of Harvard University and Anthony Greenwald of the University of Washington. At the heart of the IAT is the premise that we all have unconscious or hidden feelings and attitudes, based on biology and history, that unwittingly influence our behavior. Understanding both the biology and social implications of implicit or unconscious bias is useful in providing access to behavioral change.

Overview of Current D&I Trends in the Asia-Pacific Region

While a fair amount of benchmarking exists to support the importance of inclusive human capital strategies among Western countries, the same cannot be said for the Asia-Pacific. In the current economic and business climate of unparalleled growth in the region, relatively few organizations have focused on diversity as a key driver to sustain growth. However, some organizations (primarily multinationals headquartered in the West) have identified an inclusive people focus as necessary for innovation and competitive advantage.

Employers are becoming aware that being inclusive of diversity can be an asset in addressing demographic shifts and the challenges of workforce stagnation and skill shortages. External recognition and validation of D&I efforts, as some of the featured companies in this report have achieved, are powerful tools in promoting an organization as an “employer of choice.”

In the Asia-Pacific region, awareness of basic D&I-related issues gained momentum in the early 2000s, and the explicit benefits of D&I strategies came to the forefront in 2005 among some top companies, primarily among those headquartered in Western regions [18]. In other words, companies began to align diversity with their business strategies.

According to Anu Sarkar, head of (Asia Pacific) APAC Diversity and Inclusion at Deutsche Bank, as a region the Asia-Pacific started late on this process, partly because there was no legislative framework and most companies in Asia viewed D&I (as it began in the West) as a legal requirement focusing on discrimination and compliance.

Currently, government-stipulated policies in many countries in the Asia-Pacific could be viewed as lacking the necessary rigor to achieve marked results for increasing the representation of those who have been traditionally underrepresented within the workplace. A case in point is the 2–3% target for female workforce representation as stipulated by the Indian government. However, progress must be viewed within the jurisdictional context, including cultural norms and traditions, within which that progress is made.

It is important to state that a legislative approach does not only apply to parts of the Asia-Pacific region as they continue to underpin and strengthen focus in areas where underrepresented groups persist in parts of the Western world, i.e., women on corporate boards. For example, in recent years some jurisdictions in the West have been addressing the issue of greater gender diversity in leadership by setting targets or establishing governance guidelines that require companies to address the underrepresentation of women on corporate boards [1]. An example is the Canadian province of Ontario, where the Ontario Securities Commission (OSC; a corporate government regulating agency) has put into place governance oversight demanding companies comply with, or explain, their lack of progress toward the OSC’s goal of increased female board representation.

While many applauded OSC oversight, its focus on women was viewed in some circles as a step backward and was met with a mixed response. The primary concern was that women represent a small slice of diversity and a sole focus on gender would overshadow the broader diversity agenda.

According to available data, the Asia-Pacific region has had an annual increase in women board members from 9.4% in 2013 to 10.2% in 2014, sitting behind developed Western economies such as the UK (26.1%), EU (20.8%), USA (18.7%), and Canada (15.9%). Although on the surface the Asia-Pacific region falls short of major Western economies, it is important to consider that the

West has been focused on diversity over a much longer period of time and should be posting higher numbers than it currently is.

However, supporting policies to drive change within the corporate world are slowly being introduced in the Asia-Pacific. India and Malaysia have seen significant increases in female board members as a result of targeted government policies that are showing a positive trend in the area of board composition [1].

Similar to the global trends identified and described above, economic and demographic factors are the primary drivers of D&I in Asia. The fast economic growth of Asian companies and the need to address the talent gap are focusing attention on D&I as a business imperative and are demanding a rethinking of human capital strategies. Specifically, a significant expansion across regional markets has strained organizations' ability to recruit from traditional local labor markets and are forcing them to look further afield and among those who have been previously disadvantaged within the work environment [18]. At the same time, companies in this region are experiencing an increase in the number of women entering the workforce, the coexistence of multiple generations, diverse nationalities, and skill shortages due to an aging population [18].

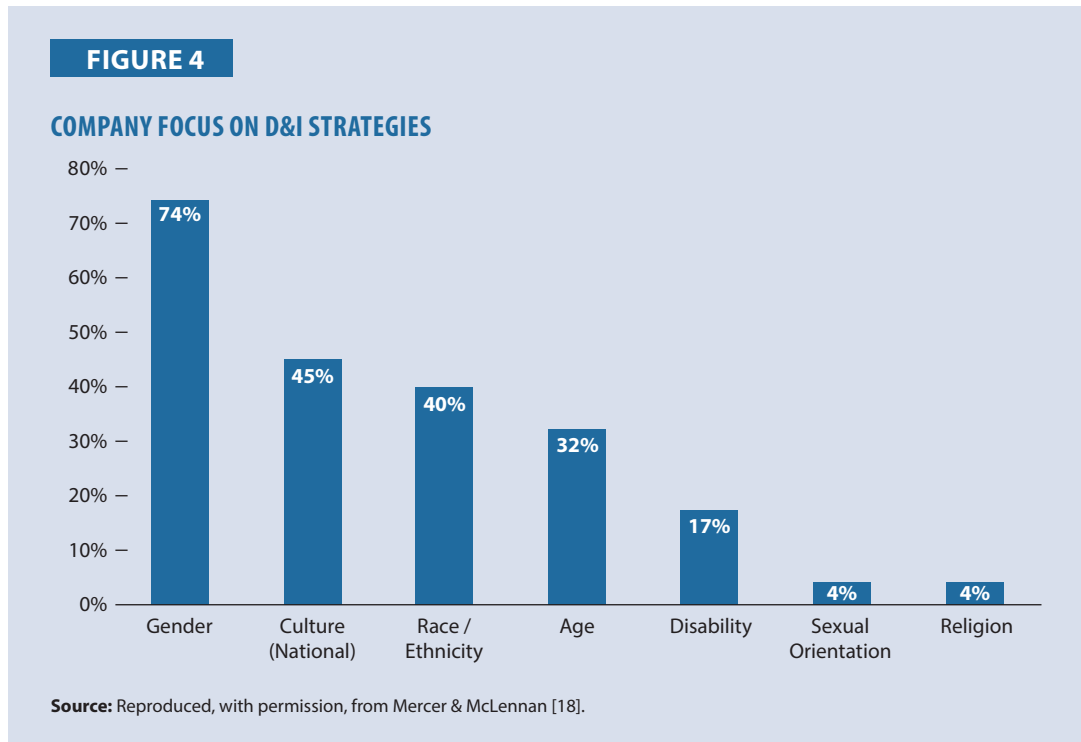
In Western organizations, the conversation around D&I practice has evolved slowly over the last 20–30 years, from focusing on increasing representation as the right thing to do to recognizing that diversity makes good business sense. Indications are that for most organizations in the Asia-Pacific region the focus has been on recognizing diversity and creating harmony in the work environment, also for economic reasons. This is characterized by focusing on group achievements in spite of the diversity of the group, rather than celebrating the uniqueness or achievements of the individual, as is typical in Western organizations. It can be argued that in a plural/global working environment where some employees come from the West and where individual recognition is still the norm, achieving group harmony could represent an organizational challenge.

D&I in the Asia-Pacific

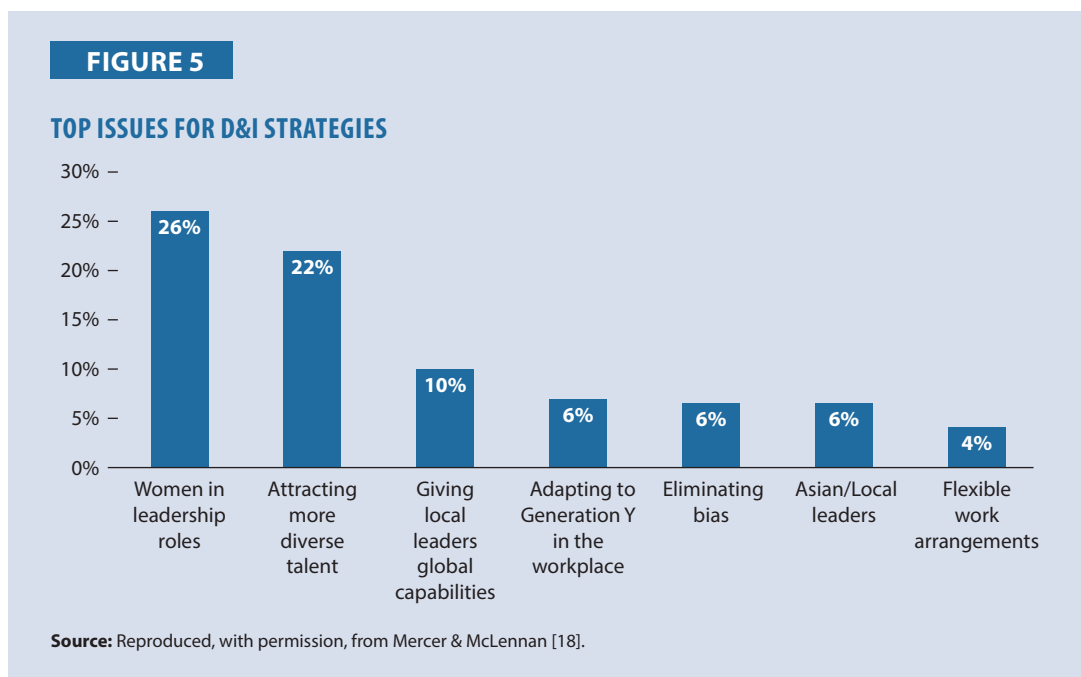
Because D&I are emerging concepts, definitions and understanding vary across the Asia-Pacific and in some instances differ from the meanings in the West. As a result, the type of diversity targeted and the practices implemented are somewhat distinct in Asia from those in the Western model, with a particular focus on gender, national culture, and race/ethnicity.

A 2012 report by Mercer & McLennan [18], comprised of comprehensive interviews within 31 companies and survey responses from 355 companies, examined the focus of diversity efforts in the region and found that most participating organizations had a formal D&I strategy in which gender was the primary focus (Figure 4; note that companies could provide up to three selections in response, and hence the totals do not add up to 100%).

A smaller but significant percentage of companies focused their diversity efforts on national culture or race/ethnicity [18]. Differing from Western companies, in the Asia-Pacific region there can often be an overlap between national culture and race, as in some cases one can be defined by the other, e.g., Japanese, Malaysian, Korean, etc. On the other hand, ethnicity and multiple ethnic groups can be housed within one national culture such as the Uyghur, a mostly Muslim Turkic ethnic group living in the western region of China, or Aboriginals in Australia. This focus on national culture and ethnicity is reflected in training programs on cultural sensitivity offered by some companies.



Since the concept of diversity has gained greater attention in the region in the last decade, HR departments are increasingly implementing D&I policies. Among the 34% of companies that reported not having a D&I strategy in Mercer and McLennan's study [18], over half reported that they would explore or were already exploring such policies. Notably, 14% of businesses without a formal D&I strategy reported having flexible hours, 9% said they had family-friendly policies, and 7% mentioned the existence of employee networks. Such practices are found in many progressive D&I strategies. As shown in Figure 5, the report also noted the top issues that companies described in their D&I strategies that were actively being worked on.



Supporting its finding that “women in leadership” shows up among the top issues for companies, the report noted that the most common diversity programs enabled female participation, such as flexible work arrangements (52%), mentoring (43%), and family-friendly policies (43%). According to Gaelle Olivier, CEO of AXA Asia, who was polled in the survey [19], flexible work hours are critical in Asia as “more single people are charged with the care of elder parents, while in Western Europe, the family rarely depends on one person.”

Overall, despite mixed progress, some companies in the Asia-Pacific at the forefront of D&I practice have implemented and continue to develop strategies in line with their business missions and goals. Those companies have linked their business strategies to human capital planning and are aware of how diversity supports their workforce requirements. While some companies view their diversity strategies as a means to serve their diverse customers better, others articulate their vision in line with compliance requirements and aim to achieve government-established targets.

The following represent notable achievements in the Asia-Pacific region showing progress in broad D&I efforts [20]:

- Increasing numbers of companies are demonstrating progress in achieving gender parity, although this trend decreases at senior levels.
- A growing number of companies now offer maternity leave, paternity leave, and flexible work arrangements to enable their goals of gender parity.
- An increasing number of companies are establishing women’s networks and professional development programs geared toward women and younger “pipeline” employees.

EMERGING THEMES FROM CASE STUDIES

The following drivers are representative of inclusive human capital strategies and themes in several organizations, and should not be seen as applicable to all organizations examined in this report. Primary themes and the most important findings were:

- Regional/organizational drivers:
 - Skill shortages
 - Shifts in migration
 - Aging populations
- Winning strategies and success factors:
 - Leadership commitment
 - A clearly articulated business case
 - Incentives and support for desired outcomes, i.e., programs that enable female participation and development opportunities for younger workers
 - Targeted mentorship
 - Support networks and groups
 - Employee surveys
 - Training and development
 - Development opportunities
 - Transparency
- Measurement and accountability barriers and enablers:
 - Cultural norms and beliefs, i.e., the role of women in certain jurisdictions
 - Programs that allow women to participate fully
- D&I return on investment, outputs, and outcomes:
 - A 9.5% increase in net income per head over one year in one organization
 - Increased employee engagement scores
 - Higher retention rates
- Training:
 - Leadership, management, hiring manager training, new, and high-potential employee training, e.g., mentorship, leadership development, and bias training

Case Study 1. The ROC: Advanced Semiconductor Engineering

Summary and Impact of D&I Strategies

Advanced Semiconductor Engineering, Inc. (ASE Group) provides a complete scope of services for the semiconductor market. With its global reach and diverse workplace and markets, the ASE Group has made D&I central to its human capital strategy. The company has a D&I vision to create a workplace that some employees consider a second home and others consider a second family. The goal is to provide a safe, healthy, stimulating work environment and to develop a high-performing

global team that is passionate, motivated, and respectful of one another. To make this a reality, ASE ROC has implemented an inclusive human capital strategy in response to both external and internal business drivers.

External drivers

The semiconductor industry is highly regulated and therefore ASE must comply with ethical standards in all areas of its operations: attracting clients; satisfying demands for sustainable supply chain management; and following ROC and industry laws, as well as various international industry regulations.

Internal drivers

ASE must address skill shortages and must attract top engineers and managerial talent, while facing pressure to innovate and advance, accommodate foreign workers, and hire people with the appropriate skills to maintain its manufacturing process around the clock. These drivers require a variety of skills to satisfy ASE's business goals of meeting the changing needs and demands of its customers.

Some programs implemented by ASE to encourage the required culture changes and achieve business goals were identified as:

- Linking managers' performance evaluations to their employees' professional, physical, and psychological well-being;
- Providing special training for foreign employees as well as special provisions to improve their transition into the country (e.g., celebrating employees' native holidays and providing emergency loans to support issues in employees' home countries);
- Increasing accessibility throughout the company for employees with physical disabilities;
- Establishing professional development and career paths for engineers and aspiring managers;
- Monitoring employee indicators/data to determine employee satisfaction with deaggregation of survey results to understand how various groups are faring in terms of employee satisfaction and progress by category, including gender, age, disability, educational background, etc.;
- Monitoring employee grievance management, employee development outcomes, frequency of disabling injuries, etc.; and
- Monitoring staff turnover statistics by department and conducting employee surveys on a regular basis.

Key Diversity Management Performance Indicators in 2016

- A multisite SA 8000 certification, which is the most widely accepted global standard for managing human rights in the workplace, was undertaken. HR departments at each site meet regularly to review issues of concern to employees regarding human rights and improve performance on those issues through the plan-do-check-act cycle.
- In 2016, 403 disabled persons were hired, a 6% increase compared with 2015.

- There were 1,088 female supervisors and managers, comprising 28% of the ASE Group's managerial positions.
- Through the tuition reimbursement program, 279 degrees were obtained, a 44% increase from 2015.
- The number of internal certified trainers to facilitate dissemination of D&I organizational culture and values reached 3,845, a 36% increase from 2015.
- The ratio of the basic salary of women to men for direct employees was 1:1.01 and for indirect employees 1:1.12.
- The ASE Group compiled a breakdown of employees by gender, employment category, age, disability, educational background, employee grievance management, employee development outcomes, frequency of disabling injuries, etc.
- One of the key indicators for human capital development and diversity management is ASE's turnover statistics of employees by department.

Background

In 2016, the workforce of the ASE Group, ROC consisted of over 66,000 employees in nine countries spread over three continents. Most employees (53%) work in the ROC and PR China (34%), and 50% of the total are women. The workforce has an age demographic spanning 16–50 years, with the company identifying its diversity within the categories of nationality, gender, age, educational background, language abilities, religious affiliation, and disability.

ASE Kaohsiung, ASE Chungli, and the USI develop and offer complete turnkey solutions covering integrated chip packaging, design and production of interconnect materials, front-end engineering tests, wafer probing, and final tests, as well as electronic manufacturing services.

ASE ROC's human capital and diversity management strategies are influenced by the ROC's strong regulatory environment (high demand for compliance and ethical standards) along with its labor market challenges. As in many parts of the Western world, the ROC is experiencing declining fertility rates and an aging population. Additionally, it has experienced an outflow of international talent (roughly 500,000 workers in the past two decades) and a decrease in labor participation. It was estimated that beginning in 2016, the ROC would experience an annual decline of 180,000 workers, leading to the worst talent gap in the world by 2021. Currently there is a major outflow of highly skilled workers, with those entering the ROC having low skill and education levels. The ROC is most lacking in top management and professional employees.

These shortages inevitably impact the needs of the ASE Group throughout its three companies, ranging from labor positions, to technical posts, to top management. As each company has unique needs, human capital development strategies can sometimes vary.

Human Capital Development and Diversity Management

The environment in which ASE operates demanded a focus on human capital development by investing in its people, policies, and developmental opportunities. ASE also invests in ensuring that its international workers transition smoothly into their new environments away from home and

family. Table 1 highlights the initiatives under the company's human capital development and diversity management efforts.

TABLE 1

ASE HUMAN CAPITAL AND D&I INVESTMENTS, 2015

Area of investment	Amount/outcome
Scholarships for employees	194 degrees
Dormitory for foreign employees	USD31 million
Annual and monthly incentive plan payments	USD144.8 million
Employee developmental programs	USD1.92 million
Employee developmental programs average per employee	USD113
Training hours	6,891,578
Training hours for health and safety	167,000
Training and development course hours per employee	106
Certified trainers qualified in 2015	2,824
Certified trainers qualified in 2014	1,865

Diversified Employee Recruitment

The ASE Group ROC deploys a diversified, nondiscriminatory recruitment policy that covers race, gender, nationality, religion, political affiliation, and age. All of ASE's global facilities abide by the local laws and regulations and comply with Electronic Industry Citizenship Coalition labor guidelines. To create local employment opportunities and cultivate a new generation of youth, ASE's Kaohsiung, Chungli, USI, Shanghai, and Suzhou facilities cooperate with local universities on recruitment projects.

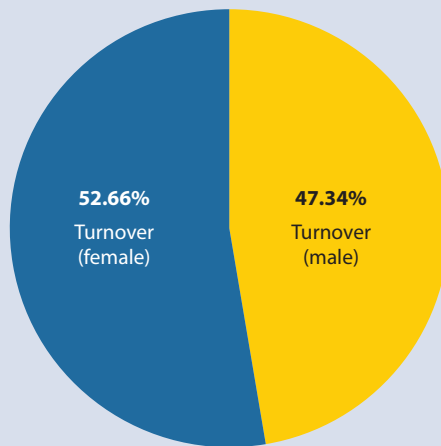
In addition to setting a clear recruitment policy, ASE uses a variety of competitive practices to recruit and maintain a diverse, talented workforce. The ASE Group ROC recruitment approaches include employee referral programs, National Defence Conscription Substitute Programs, job fairs, online job posts through social media, and job search bulletin boards.

Impact of Strategies

The positive impact of the ASE Group ROC D&I strategy can be identified by noting employee retention rates (Figure 6) and by employees reporting feeling respected, safe, motivated, involved in their work, and having opportunities to communicate their concerns freely. This can perhaps be likened to the "psychological safety" that Google describes in its Aristotle Project. For example, a senior project manager at ASE Kaohsiung described his responsibility for his team as taking care of their professional and personal issues. He explained that if employees' personal affairs were in order, they could focus on work and perform to the best of their ability.

The latest satisfaction survey showed that overall, 68% of employees reported being satisfied. The higher the level of the employee and the longer the period of employment, the greater the level of satisfaction. The least satisfied employees were those with three to five years of service.

Internal and external drivers require human capital and diversity management practices that attract, retain, and effectively manage employees. To do so, senior management has focused its strategy on

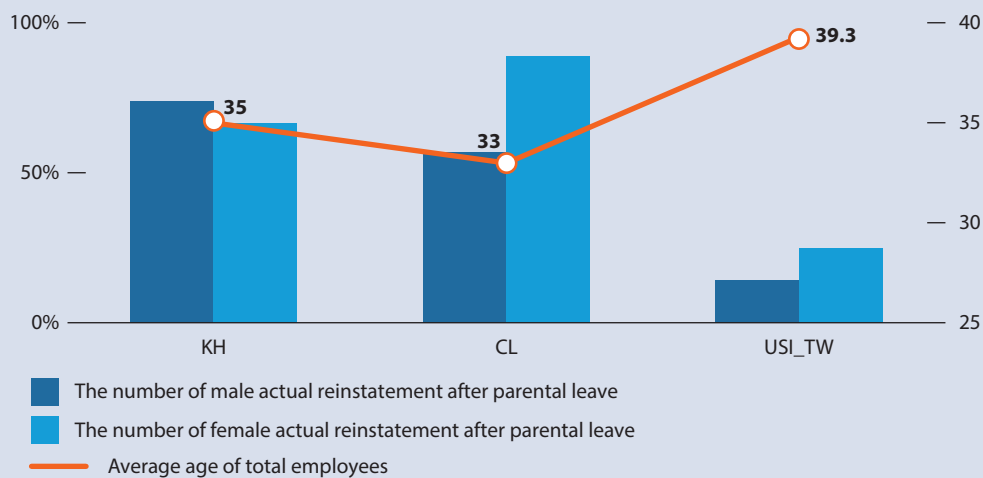
FIGURE 6**EMPLOYEE TURNOVER BY GENDER AND WORKING YEARS WITHIN THE ASE GROUP****Average years of total employees working years**

KH	6.7
CL	4.7
USITW	10.3

Source: ASE Group.

Note: KH, Kaoshiung; CL, Chungli.

the following aspects of diversity: nationality; gender; age; educational background; language abilities; religious affiliation; disability; etc. These groups are among the beneficiaries of managers' responsibilities for taking care of employees' well-being within the ASE Group. Considering employees' family needs is widely practiced. For example, there are supporting practices for pregnant employees, such as parking, a priority line during lunch breaks, and dining without payment at all company canteens at ASE Kaohsiung. All three ASE companies integrate employees' family members into supporting practices, such as parental leave (Figure 7).

FIGURE 7**PARENTAL LEAVE-RELATED STATISTICS WITHIN THE ASE GROUP**

Source: ASE Group.

Note: KH, Kaoshiung; CL, Chungli.

As research showed that employees more often quit their managers than the organization [21], the Group has linked its manager performance assessments to the review and improvement of employees' human rights and equality issues. These include equal pay for women and men; diversity and equal opportunity; nondiscrimination; no child labor, no forced or compulsory labor; human rights grievance mechanisms; and prohibition of sexual harassment in the workplace. These are powerful accountability measures that give life to ASE's inclusive human capital strategies. The measures are carried out through ASE's plan-do-check-act approach that includes identifying issues of concern, target setting, training and education, and taking action.

ASE ROC is developing an organizational culture of openness and inclusion as a result of leaders/managers creating an environment that encourages involvement and effective communication with employees at all levels through efficient mechanisms, careful onboarding of new employees, and continuous education of existing employees. ASE introduced ethics and human rights-related education and compulsory training for every employee to achieve understanding and commitment. ASE Kaohsiung, ASE Chungli, and USI ROC maintain these commitments by efficient communication systems where employees can address their concerns and provide suggestions and recommendations.

Conclusion

Human Capital Development

Human capital development is viewed as a strategic priority to leverage firm-specific human capital efficiently in order to compete in the electronic industry.

Value Creation

The ASE Group creates value for employees, employers, clients, and suppliers through investing in inclusive human capital strategies that have reduced turnover as a result of satisfied, engaged employees. Employer support to achieve work-life balance and ensure professional development opportunities contributes to employees' involvement and encourages increased accountability for the company.

Leadership

Leadership understanding, commitment, and support are instrumental in making D&I management work. Leadership's explicit commitment to adopting codes of conduct, policies, promotions, and other regulations create clear guidance for every employee. Leaders must set the tone of the organization by leading by example.

Mainstreaming

The HR function has a strategic role in developing, implementing, and mainstreaming diversity management policies, practices, and evaluations. These include onboarding of new employees, training, linking the codes of conduct to the managers' and employees' performance, and support for work-family and work-life balance.

Communication

Advanced multidirectional communication systems that enable transparency can build trust and contribute to an inclusive and engaged atmosphere. This is the most influential finding after explicit commitments to human capital development and diversity management within the ASE Group. Employees at every level and with every language proficiency are provided opportunities to address their concerns, provide comments, and seek advice and ask questions face to face through many avenues such as the company website, in private, or anonymously.

Case Study 2. Malaysia: Malayan Banking Berhad

Summary and Impact of D&I Strategies

The mission of Malayan Banking Berhad (Maybank) is to humanize financial services and, as such, Maybank is committed to providing its customers with access to these services at fair terms and pricing, striving always to be at the heart of the community. In connection with this, Maybank introduced its Five People Pillars to ensure that its human capital strategies are aligned with its mission. One of those Five People Pillars on D&I states [22]: “You are valued for who you are and what you bring to the team, and we look for your uniqueness and embrace different views.”

Maybank’s implementation of D&I initiatives has brought about measurable positive results for the organization and its people. A key focus area is advancing women and helping them to make an impact. The bank believes that economic and more responsible business gains from empowering women increase the competitiveness of business as well as the nation. Since the start of its transformation journey in 2008, enhancing the work environment was and continues to be a top priority. Maybank began a systematic journey that saw the implementation of a number of initiatives and changes to relevant policies, including:

- Introduction of the Group Inclusion and Diversity Agenda (GIDA) to track gender equality in a more efficient, accurate manner;
- Formation of the Maybank Women Mentor Women (WMW) Council to drive the regionalization of the GIDA to develop women for leadership via the Advancing Women leaders Program (AWLP);
- Introduction of the enhanced maternity leave policy, allowing eligible female employees to extend their maternity leave for up to one year with variable pay [23];
- Sabbatical leave policy, allowing eligible employees a career break for a minimum of three months, to a maximum of 24 months, with a guaranteed return to work;
- The Maybank Tiger Club Childcare Centre (MT3C) at headquarters, lactation rooms, designated car parks for expectant mothers, a gymnasium for women, and other health and wellness programs;
- Introduction of flexible working arrangements (FWAs); and
- Introduction of the High Potential Performer Integrated Program (HIP) and its internship program under the Skim Latihan 1Malaysia or the 1Malaysia Training.

As a result of Maybank’s focus on D&I, the company reported improvements in the following areas.

Gender representation

- Board of Directors: increase from 18% in 2016 to 27% in 2017
- Top management: increase from 16% in 2009 to 31% in 2017
- Management: increase from 38% in 2009 to 45% in 2017

- As at December 2017, 372 employees participated in the Flexible Working Arrangement, of which 71% are women.
- Total female workforce: 55% as of 2017

Persons with disabilities

- Slight increase in persons with disabilities, from nine employees in 2014 to 12 employees in 2015, 13 employees in 2016, and 12 employees in 2017

Key retention rate

- 90% in 2017, up from 52% in 2009

Employee productivity

- Net income per head increased by 9.5% in 2016 compared with 2015

Background

Maybank (the Group) is Malaysia's regional financial services leader serving over 22 million customers. Established in 1960, Maybank has grown to become the leading banking group in Malaysia and ranks fourth in ASEAN in terms of assets, loans, and deposits. It is the largest company by market capitalization on the Malaysian Stock Exchange (Bursa Malaysia) today, with a presence in 20 countries, including all 10 ASEAN members. In 2017, Maybank was rated the most valuable Malaysian bank and ranked fifth in ASEAN brand rankings by the Brand Finance Global 500 League Table. Maybank offers a comprehensive range of products and services including commercial grouping, investment grouping, Islamic grouping, offshore grouping, insurance, and asset management, along with a comprehensive list of other financial services [24].

Over the years, Maybank has received numerous awards for its sustained commitment to D&I. The Group has introduced several significant changes to the way it operates as it responds to the various needs and challenges of its diverse pool of employees. These include in the areas of talent management and employee development, creating a family-friendly work environment, and introducing a women's agenda.

Maybank's policies and practices reflect its belief that diversity in the workplace is essential to its future growth and recognize the value in working with people from different backgrounds. The Group's commitment to increased inclusion is apparent in the work culture it has been inculcating throughout its transformation journey [25].

At Maybank, sustainability goals encompass greater engagement of its people through D&I practices. Key strategic and policy level initiatives include:

- In the period 2008–2015, Maybank embarked on an organization-wide transformation journey. Various strategies, policies, and programs were initiated and successfully implemented. These include a strong people focus, with specific human capital initiatives.
- In 2010, Maybank launched employee team volunteerism projects, each over a two-year period. Among other benefits, this program enables an inclusive environment through showing humanizing, caring, respectful attitudes and behavior.

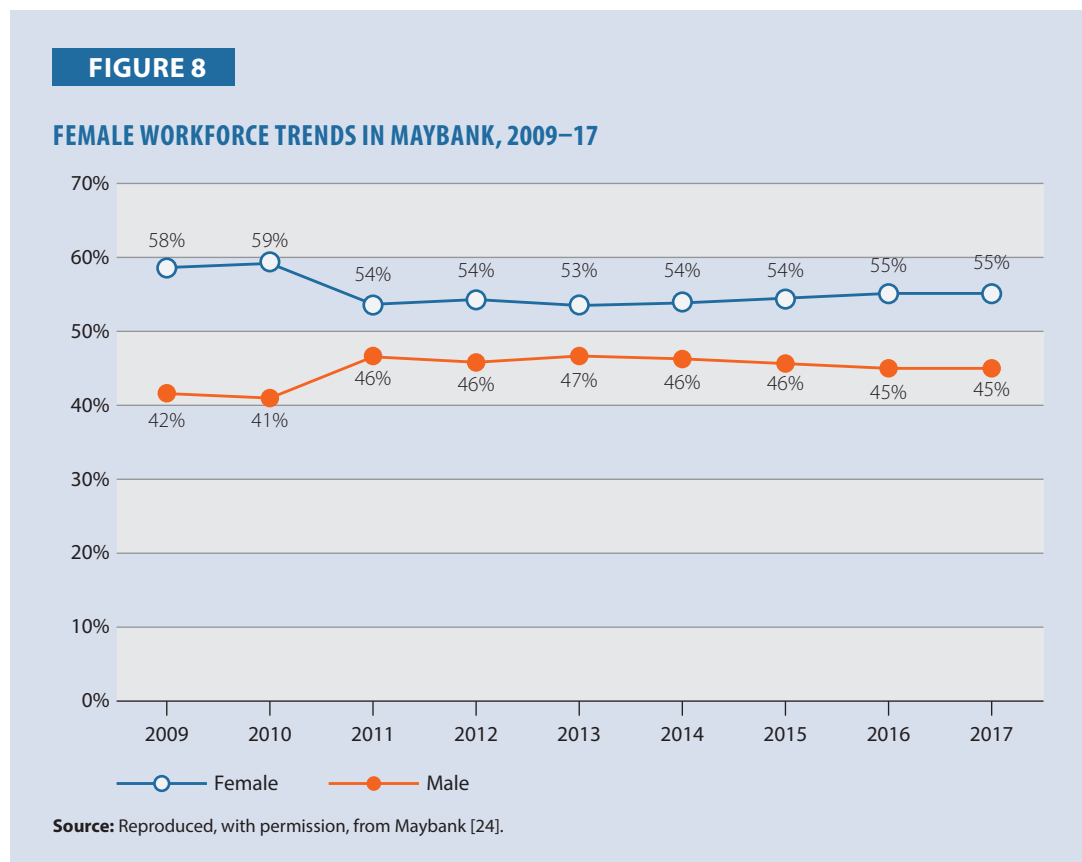
- In 2014, the Maybank's Group Inclusiveness Diversity Agenda (GIDA) was launched, which amongst its strategic priorities also frames the aspirations for the development of women talent in the Group. The Framework is monitored through a compulsory Key Performance Indicator (KPI) in the Group EXCO scorecard[26].
- In 2014, Maybank introduced its WMW program.
- Maybank focuses on talent management through its strong development programs for high-potential employees.
- Maybank tries to ensure an employee demographic that reflects the customers it serves within its branches.

Impact of Strategies

Maybank cited the following organizational gains in several categories that support its business goals as a result of implementing inclusive human capital strategies. It has seen the greatest results in the area of gender diversity at all levels of the Group and has achieved external recognition for its D&I efforts.

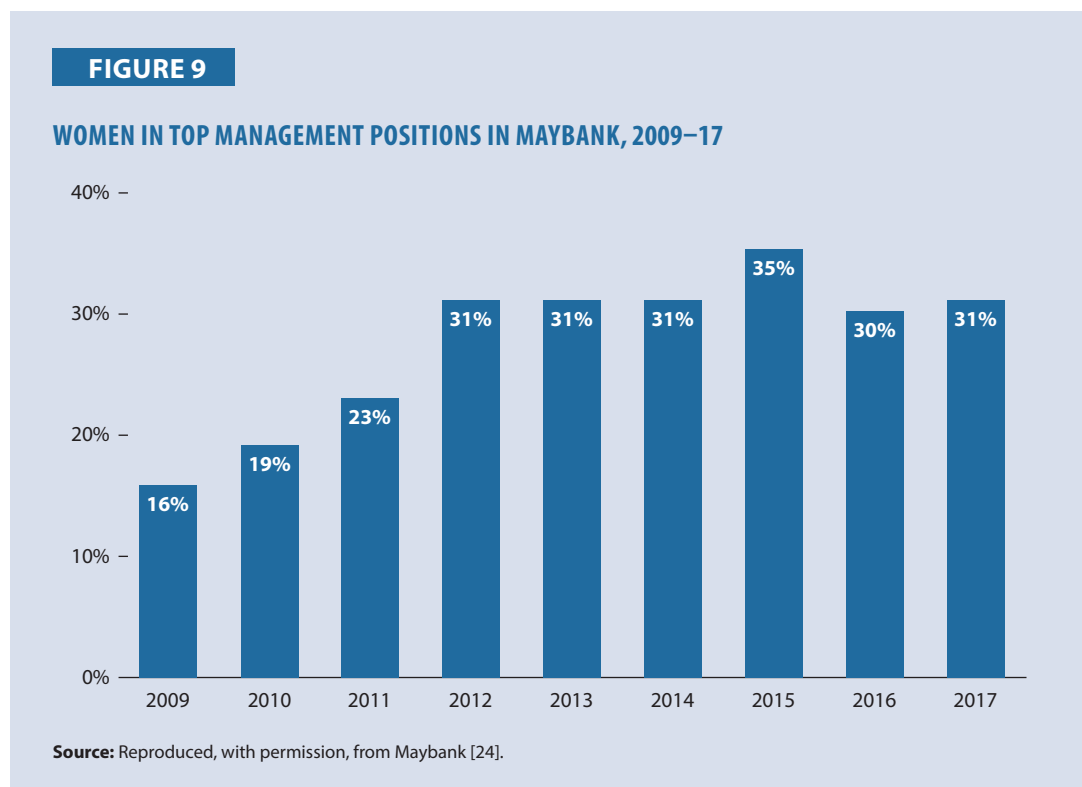
Gender Diversity

Maybank has implemented measures to accelerate female representation at all levels of the organization, including overall gender equality, with a particular focus on increasing female representation in top management [23, 27]. In 2017, the total number of women in its workforce increased to 55% (Figure 8) [24]. Specific achievements include:



- Female representation in management positions grew from 38% in 2009 to 45% in 2017 (Appendix 4: Malaysia).
- Women in Top Management increased from 16% in 2009 to 31% in 2017 (see Appendix 3: Malaysia).
- Women in the succession planning pool for critical positions increased from 33% in 2013 to 42% in 2017.
- As of February 2017, there were three female directors on Maybank's Board, reflecting its targeted commitment to the GIDA.
- In March 2017, Maybank appointed its first female chairman to succeed the outgoing chairman.

Perhaps the most dramatic impact the Group has achieved as a result of its focused implementation strategies is its female representation in top management positions. Maybank almost doubled women's representation in nine years, as illustrated in Figure 9.



Ethnic Diversity

Maybank has also led in efforts to improve its ethnic diversity. As a regional organization with over 43,000 people from 41 nationalities, operating in 20 countries, Maybank has a highly diverse group of employees. In Malaysia, the workforce is primarily represented by ethnic Malays, Chinese, and Indians (Appendix 4: Malaysia). The Group celebrates the major festivities of several ethnic and religious groups including Eid, Chinese New Year, Deepavali, and Christmas. These observances are held in different regions and countries [28] where Maybank operates and showcases the bank's philosophy of D&I.

Reflecting its business case, Maybank is undertaking to ensure that employee demographics within its branches reflect the Group's customer demographic. The multiethnic local population, which speaks several different languages and dialects, is a key consideration in Maybank's talent allocations.

Generational Diversity

In order to gain access to the benefits of generational diversity and increase the company's bench strength for succession planning, Maybank focuses its talent strategy on attracting a younger demographic. Initiatives include various outreach programs, such as partnering with selected universities locally and abroad, the roll-out of several structured internship and graduate programs, participating in career fairs, scholarship awards, and the use of social media.

Among the development programs demonstrating the Group's commitment to generational diversity is HIP and its internship program under the Skim Latihan 1Malaysia or the 1Malaysia Training Scheme. As of December 2017, 45% of the Group's overall workforce was comprised of 45% from generation X, 47% from generation Y, and 7% baby boomers. HIP is designed to groom young talent with the right leadership capabilities to prepare them for larger, stretched roles, as well as to retain top talent. As of December 2016, there were more than 308 high-potential generation Ys in the HIP, and 206 who had completed the program. Women make up 56% of the HIP talent.

Maybank's annual international business case competition called the Maybank GO Ahead Challenge (MGAC) [25] for entry-level graduates is designed to find the brightest young minds from the region and offers Malaysian and international talent from a diversity of backgrounds an opportunity to be placed in the Group's apprenticeship programs. In addition, there are attractive cash prizes for the top three winning teams. In its sixth installment in 2017, the MGAC attracted close to 40,000 applicants representing 108 nationalities. This marked a 40% increase since its inception in 2012. The MGAC was recognized as the Best Innovation on Campus at the Graduate Recruitment Award 2016 for the third consecutive year [22, 24] and received regional recognition in Singapore and Hong Kong in the three years prior to that.

The recruitment process not only focuses on attracting talent from diverse backgrounds, but also includes a formal induction program as part of the complete recruitment experience to foster a truly inclusive work environment for new staff, also known as Maybankers. The program, known as the Maybank Group Induction Program (MGIP) aims to help the new Maybankers to familiarize themselves with the Group's culture, aspirations, business objectives, structure, and functions. As a part of the program, new Maybankers are given a one-day orientation course and an induction day with the President/CEO and Executive Committee within the first two months of being employed.

Talent Acquisition

Maybank practices an inclusive talent system where its core values including D&I are integrated with talent strategies to foster desirable behavior and business outcomes.

In a Leadership Development Audit performed by PricewaterhouseCoopers in 2014, when benchmarked against Saratoga Institute's global and regional standards, the Group was rated at "global best practice" levels in six of nine practices, and at "good practice" levels for the remaining three [29].

Maybank has developed a robust talent management framework to attract, develop, and retain talent, including integrating global best practices into its processes. Prospective employees are chosen based on their job fit and competence for the targeted role. Among the initiatives taken by the Group to ensure D&I in its talent acquisition process are:

- Enlarging its pool of candidates to include fresh graduates from any university or tertiary institution;
- Removing minimum collegiate grade point average requirements;
- Providing training to internal recruiters and line managers on competency-based interviewing techniques; and
- Giving priority to internal staff when a vacancy arises, with 85% of senior management positions in 2017 filled internally, compared with 60% in 2015.

Talent Management and Succession Planning

Maybank employs world-class talent management practices by utilizing international standards for talent assessment and development, as well as evidence-based approaches. This ensures the objectivity and fairness of Maybank's talent management process and is in line with its core values.

Initiated in 2009, Maybank's enhanced, integrated, systematic Talent Management Framework comprises four main areas: recruit; perform; develop; and reward. The framework provides robust talent identification and follow-through on development, movement, and retention of its internal talent. This is achieved through multilevel review platforms by sector, country, and group. These reviews are conducted twice a year and look at bench strength and succession planning for mission-critical positions (MCPs). Employees identified as high-potential talent are supported by the Group to accelerate their career development through specific programs. The achievement rate for Maybank's MCPs rose from 30% in 2009 to 93% in 2017.

Maybank cites the implementation of best practices in talent management as key to improvement in its employee engagement. Its initiatives promote retention among talent by providing accelerated development opportunities to build long-term careers within the Group. A downward trend was recorded in the rate of "regrettable loss," i.e., employees who left the company but whom the company had hoped to retain, from almost 50% in 2009 to 10% in 2017.

FWAs

Maybank's commitment to employee engagement includes providing job satisfaction, work-life balance, a dynamic workplace culture, and supporting employee wellness. An FWA policy was formalized in 2013, and in 2014 the MT3C childcare facility was set up at its headquarters. There have also been various nationwide health and safety programs intended to provide an enabling work environment, in line with the bank's inclusive employee value proposition.

Through the FWAs, employees are empowered to manage and optimize their working hours without affecting their personal commitments. As a result, this enables female employees to stay in the organization, thrive, and perform to their highest levels. By providing fixed flexible schedules, flexitime, flexible work locations, maternity leave, and access to childcare centers, the FWA has

been a major contributor to the Group's increased retention rate of above 80% in 2013, when the FWAs were first introduced. As of December 2017, 372 employees were operating under the FWAs.

Multicultural Awareness

With its multicountry presence, Maybank requires its international assignees to be agile in adapting to diverse cultures and working environments. As part of its inclusive work culture, the Group deems multicultural awareness and global literacy to be critical competencies to prepare staff for international assignments. To foster greater multicultural awareness, the Maybank Global Mobility Program provides cross-cultural training to employees from various countries. The exposure prepares them to understand local cultures and appreciate new perspectives so that they can function effectively within diverse environments [26].

Measurement and Evaluation

Maybank measures the progress and outcomes of its people initiatives through several avenues. Its main comprehensive tool is the People Dashboard, which the leadership uses to track the impact of gender diversity, succession achievement rates, and talent management, among others. The Group also tracks data on overall employee demographics, female representation at the management level, productivity indicators, and training days and training expenses per employee. In addition, the Employee Engagement Survey (EES) is an important source of data for leadership to identify the key drivers of employee engagement.

Conclusion

Since embarking on its People Transformation Strategy in 2008, Maybank's robust, sustained initiatives to become diverse and inclusive have contributed to year-on-year improvements. Maybank's continuous efforts to reinforce its D&I practices for desired business outcomes through its initiatives and policies have produced the following results, with the ultimate financial gains summarized in Table 2:

- Female representation in management positions increased to 45% in 2017, up from 38% in 2009.
- Higher levels of constructive engagement with employees were achieved through multiple platforms and consistently high ratings were received on the Employee Engagement Index (EEI) via the EES [30]. In 2017, Maybank administered a Group-wide EES with the following results: 1) EEI score of 84%, an increase of 2% from 2014 and 4% above the Global Financial Services norm; 2) Sustainable Engagement Index score of 88%, which was 5% above the Global Financial Services norm and 2% above the Global High-Performance norm; and 3) Core Value Index score of 81%, the highest since Maybank first began measuring in 2008.
- Maybank's female workforce registered a higher EEI score of 85% in the 2017 engagement survey, compared with 82% in 2014. These scores are at global high levels.
- Maybank is the only Malaysian-based company listed among Global High Performing Companies by Willis Tower Watson since 2013 in recognition of achieving sustainable high business performance, high engagement scores, and talent management practices meeting global standards.

- Higher succession achievement rates for MCPs, ready-now successors, and key retention rates were recorded, along with a lower rate of regrettable loss.
- Increases in employee productivity occurred on a year-to-year basis, with net income per employee rising by 65.1% from 2010 to 2016 and an increase in profit before tax per employee by 50.4% from 2010 to 2016.

TABLE 2
MAYBANK PRODUCTIVITY RESULTS AS INDICATED BY PROFIT BEFORE TAX PER EMPLOYEE AND NET INCOME PER EMPLOYEE, 2010–2016

	2010	2011	2012	2013	2014	2015	2016
Net Income Per Headcount	MYR306,853 (USD69,739)	MYR320,389 (USD72,815)	MYR351,512 (USD79,889)	MYR388,067 (USD88,197)	MYR393,924 (USD89,528)	MYR462,116 (USD105,026)	MYR506,258 (USD115,058)
Profit Before Tax Per Headcount	MYR133,725 (USD30,392)	MYR149,704 (USD34,023)	MYR167,142 (USD37,986)	MYR185,669 (USD42,197)	MYR193,695 (USD44,021)	MYR199,129 (USD44,256)	MYR201,120 (USD45,709)

Source: Maybank.

Note: Figures are per employee in Malaysian ringgit, with US dollar equivalents in parentheses.

Maybank's programs are directly linked to its goals of achieving greater female representation through family-friendly initiatives and attracting and increasing young talent through the HIP and MGAC for entry-level graduates. In addition, measurement and key personal indicators are crucial in assessing the efficacy of its D&I strategies. Measurement allows the organization to identify areas of success and to see where recalibration might be necessary.

Maybank's commitment to growing and nurturing its talent is evident in its learning programs that encompass all career stages from entry level to the top tier, harnessing the capability of its diverse workforce and equipping them with leadership skills, business acumen, technical expertise, and the abilities needed to adapt to changing business needs.

Case Study 3. Malaysia: Nestlé Malaysia

Summary and Impact of D&I Strategies

Nestlé Malaysia ranks highly as an employer of choice, attributed in part to its proactive measures on D&I. It has won several awards including the Life at Work Award (2013) from Talent Corporation Malaysia, the country's national award for D&I practices, the Randstad Award 2016 for being among the Top Three Most Attractive Employers in Malaysia, and the JobStreet.com People's Choice Award 2016 for being among the Top Ten Most Preferred Employers in Malaysia. In addition, Nestlé was also the recipient of Malaysia's 100 Leading Graduate Employers Award, under the Most Popular Graduate Employer in the Fast-Moving Consumer Goods (FMCG) category, for five consecutive years since 2013 [31].

Nestlé Malaysia describes itself as an equal opportunity employer with a hiring policy that focuses on a prospective employee's attitude and professional skills regardless of origin, nationality,

religion, race, gender, disability, sexual orientation, or age [32]. Gender diversity is one of the main focus areas under Nestlé Malaysia's D&I Framework. It aligns with the Malaysian government's efforts to increase the number of women in the Malaysian workforce and in decision-making roles. The following measures have been taken to ensure that diversity is reflected in Nestlé's people strategy:

- FWAs including flexible benefits and a family-friendly working environment;
- Talent development including leadership and employee career development, ensuring that the process is truly inclusive and takes into account the aspirations of employees; and
- Encouraging cross-functional collaboration among its employees to create a truly inclusive working environment.

Furthermore, Nestlé Malaysia, guided by the company's global framework and strategies, developed and implemented D&I-related practices and initiatives within its local context and challenges in the following areas:

- Gender diversity;
- Talent acquisition;
- Performance, talent, and succession management;
- Learning and development;
- Compensation and benefits;
- FWAs; and
- Employee engagement.

Background

Nestlé Malaysia is a subsidiary of Nestlé S.A. (Nestlé), which is one of the largest FMCG companies in the world. The company started its operations in Malaysia in 1912 under the name Anglo-Swiss Condensed Milk Company in Penang [33] and over the decades has grown to become a strong, familiar brand name among Malaysians, with its offering of a wide range of dairy and food products. With over 100 years of presence in Malaysia, Nestlé Malaysia has also contributed enormously to the socioeconomic development of the country, particularly through the creation of jobs, opportunities for local farmers and suppliers, and active, regular engagement with local communities, especially schools, to increase awareness of healthy diets, lifestyles, and well-being.

With a presence in 191 countries and a global workforce of approximately 328,000, D&I are central to Nestlé's values, people policies, and practices [34]. Guided by the global strategy and direction, Nestlé Malaysia actively pursues the D&I agenda within its local context. Central to the diversity agenda is upholding its social responsibility to promote diversity and the recognition of D&I as a business differentiator [31]. Nestlé Malaysia currently employs 5,505 employees across the country. Its demographic breakdown is shown in Table 3.

TABLE 3

DEMOGRAPHIC BREAKDOWN OF NESTLÉ MALAYSIA EMPLOYEES, 2017

Characteristic	% of employees
Age	
Less than 30 years	26
30–50 years	64
Over 50 years	10
Ethnic group	
Bumiputra	69
Chinese	21
Indian	7
Other	3
Gender	
Female	35
Male	65

Source: Nestlé Malaysia [31].

Impact of Strategies

In 2016, Nestlé launched its global D&I Framework to guide/create a workplace culture that generates equal opportunities for everyone and where people are treated with dignity and respect. The objective is to drive D&I through the following areas of impact.

Culture

The D&I Framework is intended to influence corporate culture by:

- Developing an inclusive culture through leveraging the diversity of its employees;
- Addressing the needs of its diverse consumers through its products, services, and accessibility; and
- Engaging inclusively with the diverse society and stakeholders across its value chain.

Nestlé has also included D&I as an impact area under its Creating Shared Values (CSV) agenda, which represents a global corporate social responsibility commitment. Some of the various efforts are described in the following sections.

Gender Diversity

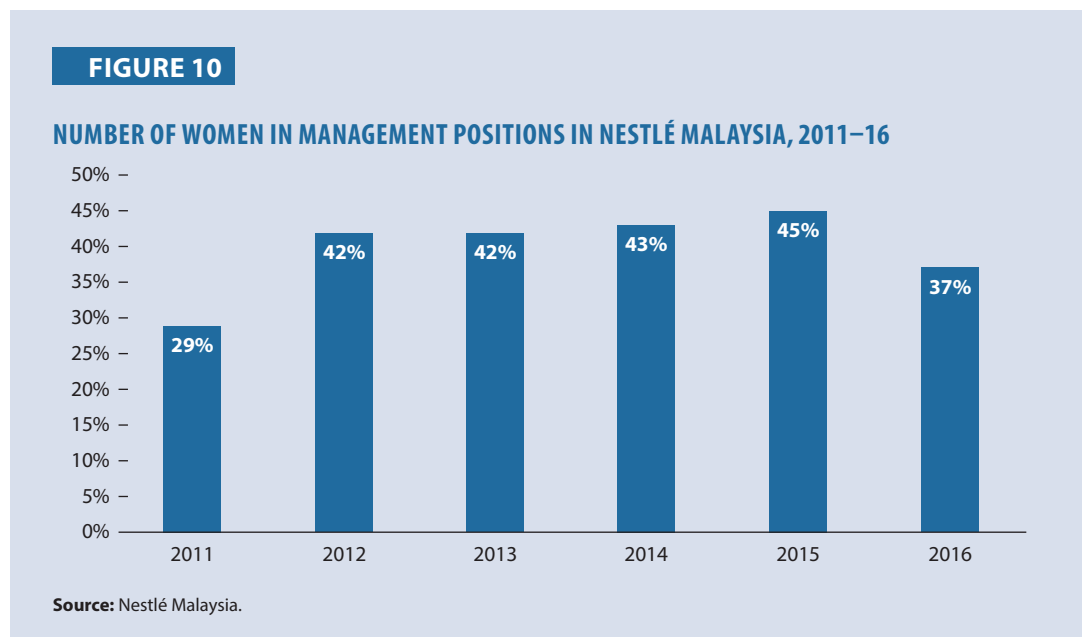
Gender diversity is one of the main focus areas for the organization and to that end Nestlé has set the target of being a gender-balanced company by 2018 [31]. One of its early initiatives was to pair top-performing female employees with mentors from other Nestlé offices across the world to provide the opportunity to share career aspirations and discuss the challenges faced in their daily lives [35]. Through this initiative, the company was able to gain valuable insights into the challenges female employees faced and come up with initiatives to address their needs effectively. Nestlé Malaysia believes that the right approach to achieve gender diversity is not by setting artificial quotas but by nurturing an environment that brings about natural gender balance and diversity within the organization [36]. For this reason, the company has implemented the following key initiatives to improve its gender diversity:

- KPIs related to gender balance to ensure its talent and succession planning practices encourage gender diversity;
- Long-term female talent development in the succession pipeline by ensuring candidates for key positions include at least one woman;
- Women-friendly work arrangements including dedicated lactation rooms and designated parking for pregnant women; and
- Longer maternity leave than the Malaysian statutory minimum, at 12 weeks of paid leave (compared with the statutory minimum of eight weeks), in line with Nestlé's global Maternity Protection Policy launched in June 2015 and based on the ILO Maternity Protection Convention.

Nestlé's Malaysia female employee count has consistently averaged above 30% annually since 2011 and was 35% in 2016. Other positive impacts on gender representation as a result of its D&I initiatives include:

- Female managers increased from 38.2% in 2015 to 39.3% in 2016.
- Women comprise 37% of the senior leadership team.
- The turnover rate of women was at 3–3.9% during 2014–2016, compared with a total attrition rate of 6–7.45% within the same period.
- A steady increase was seen in the number of new women hires, with 183 in 2016 compared with 148 in 2015 and 116 in 2014.

The promotion of female employees into leadership positions also contributed to an increase in numbers at that level, from 29% in 2011 to more than 35% between 2012 and 2016 [31, 32]. Figure 10 shows the positive impact of D&I initiatives on Nestlé's gender composition.



Another area that Nestlé Malaysia has closely monitored under its D&I strategy is its female-to-male salary ratio. One of its significant achievements was increasing its top management female-to-male salary ratio from 17:83 in 2013 to 35:65 at the end of 2016 after the implementation of various gender-related initiatives (Table 4) [32].

TABLE 4**SALARY RATIOS BY GENDER IN NESTLÉ MALAYSIA, 2013–16**

	Salary ratio (female : male)			
	Year			
Level	2013	2014	2015	2016
Top management	17:83	31:69	43:57	35:65
Senior management	29:71	34:66	35:65	28:72
Middle management 1	42:58	38:62	42:58	44:56
Middle management 2	48:52	48:52	49:51	51:49
Executive	53:47	52:48	54:46	53:47
Confidential administrative support	84:16	79:21	75:25	82:18
Nonmanagement (unionized)	29:71	28:72	35:65	28:72

Source: Nestlé Malaysia [32].

Talent Acquisition

Nestlé Malaysia has a “local-first” hiring policy, in line with the Malaysian government’s ongoing efforts to create more employment opportunities, including high-skilled jobs, for citizens. Nestlé is balancing the government’s efforts with a recruitment strategy that aims to ensure a diverse workforce to connect better with its wide range of customers. Over the past few years, the company has embarked on several key initiatives to align its recruitment practices with its D&I agenda:

- Improving the recruitment process;
- Defining the selection criteria;
- Training line managers to make fair hiring decisions;
- Recruiting from multiple sources; and
- Providing “onboarding” orientation for new employees.

Equal Opportunity/Diversity Training

The company recognizes that barriers to inclusion, from recruitment to development and promotion, often lay in unconscious biases that can influence decisions. Nestlé has rolled out regular training for all employees including hiring managers. The company’s goal is to ensure that managers identify and address their blind spots so that they do not adversely impact hiring decisions.

Line managers are also trained in competency-based interviewing to ensure that candidates are selected based on their capabilities. As part of its global commitment to upholding human rights and equal opportunities, all of Nestlé’s new employees are required to attend training that covers Nestlé’s Code of Business Conduct and Anti-Corruption, Gifts and Entertainment Guidelines.

In keeping with Nestlé's global gender balance and D&I strategies, unconscious bias training has been embedded in a range of programs, with 3,779 employees receiving some form of training in 2016. Between 2015 and 2016, 329 employees attended specific unconscious bias training designed to promote more inclusive communication between women and men. In 2017, unconscious bias was also incorporated into PDP workshops, which were attended by 98% of employees in the Malaysian office.

FWAs

Nestlé Malaysia's total rewards policy aims to promote a healthy, positive lifestyle, both within and outside the workplace. Recognizing that this includes work-life balance, Nestlé has implemented FWAs and other wellness programs listed below:

- Flexihours were instituted, allowing employees to start work earlier or later, as long as they fulfill their required 7.75 hours per day [37].
- Lifestyle and wellness programs such as free health screenings, fitness classes, twice-weekly provision of fruit to employees, and flu vaccinations are offered. The company has also taken steps to ensure that its employee cafeterias provide healthy meals and guidance on preparing healthy food.
- Reaching Out to Communities and Kids (ROCKs) is the company's volunteer program. Employees are encouraged to give back to the community and are allowed up to 16 working hours each year to volunteer for any causes or activities under the ROCKS program.
- Family-friendly initiatives include dedicated facilities for nursing mothers, in addition to the extended maternity leave described above, as well as scholarships for children of employees. Since the inception of this program, more than 250 students have been able to pursue their studies in more than 25 universities, with scholarships valued at MYR3.7 million.

Employee Engagement

Employee engagement is important to the senior leadership at Nestlé Malaysia, who use a variety of engagement platforms to have direct, positive, constructive interactions with employees. One of the key engagement tools is the company's employee survey, also known as "Nestlé and I," which is conducted biennially. In 2016, the company recorded a 99% response rate from employees [31]. The survey is designed to solicit views and comments relating to the work environment and the way business is conducted. It is Nestlé's practice to design action plans based on engagement survey results. In 2016, for the first time, the survey was conducted simultaneously worldwide. The group-level results showed increased engagement (85%, +1%), enablement (79%, +2%), and retention rates (68%, +1%) as compared with two years previously. A new Inclusion Index was added to measure group-wide progress in D&I, which also showed improving scores in the areas of accepting individual differences, encouraging trust and respect, and fostering the employees' voice.

Conclusion

Based on data made available in the course of this study, Nestlé Malaysia has recorded several positive outcomes, either as a direct result of or contributed to by its D&I initiatives, particularly with regard to gender diversity. Key outcomes include:

- Increased rate of women in leadership positions;
- Increased top management female-to-male salary ratios;

- Reduced turnover rates among women over the previous three years; and
- Increased number of new hires among women over the previous three years.

Through recent awards and accolades including Employer of Choice, Nestlé Malaysia has also maintained a strong employer brand presence that indirectly contributes to attracting and retaining the brightest talent. In 2016, the company spent the most ever on learning and development (MYR11,094,860 or USD2,641,633), reflecting Nestlé's commitment to providing opportunities for personal growth. Its continued focus on employee development, in particular career and leadership development opportunities, contributes to higher levels of engagement.

Today, there is greater awareness of the company's core values of D&I among its employees due to sustained efforts to engage regularly with employees through various channels, opportunities for international assignments, D&I-related training, an active coaching culture, and activities that bring together employees from different functions and sites.

One of the key indicators of improved employee engagement is Nestlé's rate of retention. Nestlé Malaysia cites its various D&I initiatives as having contributed to its relatively low rate of turnover in recent years. In 2010 and 2011, the aggregate turnover rates were 8% and 6%, respectively, although lower rates were seen in the 2014–16 period (Table 5) [31, 32].

TABLE 5**EMPLOYEE TURNOVER RATES IN NESTLÉ MALAYSIA, 2012–16**

Entity	2012	2013	2014	2015	2016
Staff turnover rate (%)					
Nestlé Products	2.65	3.63	3.23	3.60	3.67
Nestlé Manufacturing	2.90	2.20	3.00	3.29	3.78

Source: Nestlé Malaysia [31, 32].

Case Study 4. India: Indian Oil Corporation Limited

Summary and Impact of D&I Strategies

India's diversity presents the challenges and opportunities that exist in a vastly plural environment and where equitable opportunity is not afforded to all segments of society. To remain competitive and support societal change and well-being, contemporary Indian organizations are looking for ways to maximize the country's diversity through developing strategies that are inclusive and by demonstrating corporate social responsibility.

Indian Oil Corporation Limited (IOCL) has the corporate vision to be “the energy of India” and to become “a globally admired company.” IOCL promotes itself as an equal opportunity organization that aims to make no distinction on the basis of caste, creed, color, gender, or religion. The company is committed to affirmative action in support of people from “disadvantaged” means. Diversity programs in IOCL are aligned with its strategic plans to create a more inclusive workplace and societal culture and to recruit and retain qualified, talented employees from a variety of backgrounds.

IOCL has impacted its workforce as a result of its D&I strategies. Due to childcare and maternity leave policies, along with a developmental focus on women, the corporation is seeing more women

returning to work after family leave. IOCL credits these policies for its being recognized among the best employers for women within public-sector organizations in India (Appendix 5: India). For example, in FY2015/16, 85.26% of female employees held permanent positions, up from 75% in the previous year. In FY2015/16, 27.75% of employees with disabilities were given training for safety and skill upgrading, compared with 21.67% in the previous year.

Background

IOCL is a public-sector undertaking that has been operating in India for the past 50 years and accounts for nearly half of the country's petroleum products and market share. It is India's largest commercial enterprise, ranked 161st among the world's largest corporations and first among Indian enterprises in the prestigious Fortune Global 500 listing for 2016 [38]. Currently, IOCL has a workforce of 33,000.

Within India, most organizations identify the major sociocultural and demographic dimensions of diversity in the workplace to be caste, language, religion, gender, age, physical disability, and region of origin [39]. According to India's 2011 census, women constitute nearly 50% of the population and are becoming an increasingly important segment of the workforce [40]. However, the labor force participation rate for women in the manufacturing sector is 10.6%, with regular wage and salaried female workers at 12.1% [41]. Also according to the 2011 census, 2.21% of the population had disabilities. In 1977 the government reserved a 3% share under the job hiring reservation program for persons with disabilities [42].

Impact of Strategies

The D&I programs of IOCL are built on key principles that form the basis for its strategic focus areas listed below.

- **Business should promote the well-being of all employees.** The most important resource for the success of an organization is its human capital. IOCL defines itself as an equal opportunity employer where no discrimination is made on the basis of gender, caste, or creed [43, 44].
- **Business should respect and promote human rights.** IOCL also adheres to the principles of human rights, the Constitution of India, and UN Global Compact (UNGC) and reports initiatives undertaken for the systematic implementation of those principles and guidelines. In compliance with its commitment to meet societal needs and safeguard human rights, IOCL asserts zero tolerance for any kind of discrimination in employment, growth, remuneration, or development on the grounds of caste, color, gender, religion, or region throughout all of its establishments.
- **Business should support inclusive growth and equitable development.** According to IOCL, the most important role of any responsible organization today is to ensure continuous improvement in its economic, environmental, and social performance, along with operational success. Similarly, manifested in IOCL's vision is the commitment to society "to help to enrich the quality of life of the community and preserve ecological balance and heritage through a strong environmental conscience."

Gender Mainstreaming

IOCL has various policies and practices to advance women across all classes within the organization and the community. Programs take into account the dual role that working women often hold as employees and primary caregivers at home. The following programs have become a part of IOCL's culture:

- Maternity leave including for child adoption, childcare, and special leave without pay is available to all women.
- Women in Public Service cells were established to empower women through numerous developmental opportunities [44].
- Developmental opportunities are also offered to women in the neighborhoods surrounding IOCL installations.
- Among IOCL's Kisan Seva Kendra dealerships, 33% are reserved for women. These Kisan Seva Kendra outlets are an award-winning retail model pioneered by IOCL to cater to the needs of rural customers.
- There are various forums where women employees are encouraged to represent the organization, nationally and internationally.
- Training programs to promote gender sensitivity and improve transactional relationships are presented to all levels across the organization and are often conducted by well-known female activists. These programs are intended for both genders to increase understanding between male and female employees.

The various programs and initiatives implemented by IOCL have resulted in a steady growth of female representation (Table 6) and an increase in women and employees with disabilities in permanent positions.

TABLE 6**PERCENTAGE OF PERMANENT WOMEN EMPLOYEES IN IOCL, FY2013–16**

IOCL workforce (as of 31 March)	2013	2014	2015	2016
Total employees	34,084	33,793	32,962	32,803
Permanent women employees	2,643	2,642	2,596	2,632
Percentage of the workforce	7.75	7.81	7.87	8.02

Sources: IOCL Annual Report 2013-14, 2014-15.

Persons with Disabilities

IOCL is implementing the provisions of 3% for persons with disabilities in line with the government's reservation policy. Various accommodations are extended to persons with disabilities in recruitment, development, and promotion, which include reservation in recruitment, reservation in promotions, special training, and provision of barrier-free access. The number of permanent employees with disabilities increased from 523 (1.53%) in 2013 to 555 (1.69%) in 2016.

Welfare for Historically Disadvantaged People

The Government of India officially classifies castes of socially and educationally disadvantaged people as Scheduled Castes, Scheduled Tribes, and Other Backward Classes. IOCL focuses on maintaining rosters for these classes according to government directives, which are regularly inspected by the liaison officer(s) of the corporation, as well as the liaison officer of the Ministry of Petroleum & Natural Gas, to ensure compliance.

Training and Development

IOCL provides regular workshops and training programs to all employees at all levels, which include talks by eminent women's rights activists, on gender sensitivity and issues of sexual harassment.

Conclusion

The impact of D&I policies and practices on the overall performance and indicators of IOCL was limited, but further data collection should provide greater rigor and a more accurate assessment. However, IOCL has achieved increases in female representation, as well as in persons with disabilities. Through education and awareness, the corporation is working to raise awareness and change cultural perceptions of the role of women in society and the workplace.

Enablers

IOCL's programs are in alignment with business planning and strategic priorities, i.e., increased female representation and family-friendly initiatives enabling female participation.

Measurement

IOCL's stated monitoring, measurement, and reporting of key performance measures allow impact assessments of new programs and initiatives. Public reporting increases the accountability of senior executives and management with respect to their commitments.

Mainstreaming

IOCL cited the benefits of mainstreaming inclusive practices in business processes and operations as they pertain to women, persons with disabilities, and others who have been traditionally underrepresented in the Indian workforce.

Training

The importance of training and development for each employee has been recognized and implemented, providing some results trending positively toward the company's required targets.

Targets

While IOCL appears to be making strides toward achieving government targets under the Reservation Program, the benefits of a D&I policy would be felt more fully if driven by a strongly articulated business imperative. Recognizing the benefits of diversity as a business differentiator often positions an organization to go beyond externally set targets and achieve better results.

Case Study 5. India: Dr. Reddy's Laboratory

Summary and Impact of D&I Strategies

Dr. Reddy's Laboratory is a private pharmaceutical company that has been operating in India for some 10 years. Senior leadership reported that the company was committed to investing in D&I. As Dr. Reddy's integrates equality and inclusion into its core business functions, the company articulates D&I as: "We celebrate our differences and capitalize on the intrinsic values of a diverse workforce, including gender, race, color, religion, age, nationality, or any other factor [45]. Enhancing diversity in our workforce is crucial to facilitating the interplay of different modes of thinking to broaden the length and breadth of imagination, innovative ideas, and creativity."

All progress is documented at Diversity Council meetings, which are chaired by the company's chief human resources officer and chairman. Progress is also reported to the board every quarter.

The company sees D&I as central to achieving its goals of meeting medical needs and expanding its market share. Over the past few years, Dr. Reddy's increased its global workforce from 16,500 in 2013 to just under 20,000 in 2016 and credits technology for enhancing its ability to evaluate the compatibility and skills of potential hires without the restriction of borders.

The primary focus of its diversity strategy is increasing the representation of women and people with disabilities and improving multigenerational diversity. The impact of its initiatives were reported as an increase in the percentage of female employees from 14.53% in 2012 to 17.12% in 2016, which is greater than the national average of 10.6% (share of female employees in manufacturing) and 12.1% (share of regular wage and salaried female workers). Similarly, the number of programs for persons with disabilities rose from 28 to 37 between 2016 and 2017.

The organization's values were reported and summarized in three directives:

- Respect for the individual;
- Community investment; and
- Change makers and social catalysts.

Background

Dr. Reddy's Laboratory is a multinational pharmaceutical company headquartered in Hyderabad, India, and employs close to 20,000 people. Dr. Reddy's manufactures and markets a wide range of pharmaceuticals in India and overseas.

Dr. Reddy's periodically renews its HR strategy to engage better with people and drive productivity across its entire workforce. The head of HR is charged with the responsibility of championing D&I and makes periodic presentations to the Nomination, Governance, and Compensation Committee on organizational structure, talent management, leadership, succession planning, diversity, performance appraisals, increments, performance bonus recommendations, and other HR matters. The committee is entirely comprised of independent directors. One of the primary functions of this committee is the regular examination of ways to strengthen organizational health by improving the hiring, retention, motivation, development, deployment, and behavior of managers and other employees. In this context, the committee also reviews the framework and processes for motivating and rewarding performance at all levels of the organization and resulting compensation awards and makes proposals and recommendations for board approval [46].

Impact of Strategies

Gender Inclusion

The company's D&I strategies place special emphasis on advancing female employees professionally and personally and fast-tracking high-potential women to increase diversity at the leadership level. Dr. Reddy's gender diversity strategy is based on the following two pillars:

- Investing in the careers of women employees by creating dedicated career paths and investing in their long-term careers through focused learning, developing, mentoring, and coaching; and
- Creating a supportive environment for women through all life stages.

Dr. Reddy's implemented the following strategies in support of its commitment to invest in women and create an environment enabling their success.

- Identifying potential roles for women;
- Setting up onsite crèches;
- Promoting the visibility of women within the organization;
- Launching flexible working hours pre- and postmaternity;
- Organizing regular health talks on work–life balance through membership in the Forum for Women in Leadership, which is committed to sharing best practices for women in the workplace [47]; and
- The Special Hospital Executive (SHE) Program.

Appendix 5: India summarizes the various programs to achieve gender parity and equity for women at Dr. Reddy's.

Persons with Disabilities

Dr. Reddy's Laboratory has made the employment of persons with disabilities a priority in achieving its D&I goals. The company has a number of programs in place to increase their representation and has seen a rise from 28 employees with disabilities in 2016 to 37 in 2017, a 32% increase. Livelihood Advancement Business Schools for Persons with Disabilities is a placement-linked program for youth between the ages of 18–30 who have disabilities. In FY2016, the company trained 640 youth with disabilities through supported centers [45, 46].

Multigenerational Inclusion

Building on its efforts to provide a distinctive experience to employees, the organization's focus is to strengthen the integrated talent management approach, which aims to acquire, nurture, and develop the best talent in preparation for leadership roles.

Conclusion

Although progress appears minimal so far, it is important to note that the limited increase in numbers should be considered against the backdrop of other indicators, i.e., normative data and other national benchmarks. Dr. Reddy's Laboratory has a stated commitment to creating a more inclusive organization and has adopted policies that accommodate the increasing economic role women play in Indian society, with some results.

Mainstreaming

Dr. Reddy's cites positive impacts as a result of mainstreaming inclusive practices in business processes and operations as they pertain to women, persons with disabilities, and others who have been traditionally underrepresented in the Indian workforce.

Training and Development

Dr. Reddy's Laboratory recognizes the importance of training and development for each employee in affecting employee engagement. Through its training programs, the company recognizes the need to address personal biases and the impact of those biases on empowerment and decision making.

Case Study 6. IR Iran: Iran National Petroleum Company

Summary and Impact of D&I Strategies

In the Iran National Petroleum Company (INPC), human capital strategies are focused on increasing female representation. According to company statistics, only 8.6% of all employees are women. In order to increase female representation in the petroleum industry, a Women and Family Affairs Office was established with the goal of overcoming barriers to female participation. The office is focused on empowering women, meting out fair outcomes regardless of gender, and changing traditional attitudes toward women.

Some of the steps taken to bring about change within the petroleum sector include:

- A strategic plan to enhance female participation within the petroleum industry;
- Educational programs to increase knowledge and awareness of gender issues;
- A committee to pursue administrative and policy changes; and
- A female counseling team to examine the inequities that women face in all of the subsections and institutions of the Ministry of Petroleum.

Background

IR Iran is considered an Islamic country with a number of political and religious variables. Those variables need to be understood to gain the proper context for gender inequality in the country.

In a 2014 report on human development, IR Iran was ranked 75th among 178 countries. However, according to the same report, it was ranked 128th on the gender development index. The imbalance between these two indices indicates that there is stark gender inequality in female economic participation in Iranian society. Overall, Iranian women achieve high levels of education, but social and cultural norms influence their lack of job and economic participation (for a fuller sociocultural, political, and religious perspective on gender equality and the gender gap, see Appendix 6: IR Iran).

Gender diversity is therefore the primary focus of the Ministry of Petroleum. According to statistics presented by its HR Department for 2015–16, among 72,909 employees in the industry, 66,627 were men and 6,282 women, meaning that women comprised only 8.6% of the total. Industry statistics also show that 77.1% of female employees have university degrees but generally do not have equal access to job opportunities. This is not expected to change unless gender equality policies are strongly implemented and followed, making it imperative that the gender indices be a part of any human capital strategy in the petroleum industry in IR Iran.

In an interview with managers and directors of the petroleum industry, managers justified their decisions not to hire women by stating that the jobs were too tough or not appropriate for women. However, some executive directors claimed that such views were incorrect, antiquated, and needed to change. At the same time, a petrochemical company's CEO argued that in such a vast industry only 5–10% of petroleum-related jobs, such as those on drilling platforms, were not appropriate for women.

Strategies to Date

To achieve greater female participation, the following strategies and initiatives were established.

A strategic plan was set to enhance female participation including greater socioeconomic gains for women working in the petroleum industry. Recognizing that women are the primary caregivers within the family structure, the Ministry of Petroleum aims to support women by strengthening and consolidating the family foundation for employees. By supporting women in their primary roles outside of the workplace, the petroleum industry can ensure that women not only have access to promotions but can also increase their social and economic participation within the broader Iranian society.

Educational programs to increase the general knowledge of gender roles and gender inequities were developed. The education sessions are geared toward raising awareness and educating men about barriers that women face. They are also geared toward empowering women to take their rightful place at different levels within the petroleum industry. These include executive director, supervisory, and other senior roles.

A committee was formed to pursue cultural change within the industry through creating and implementing policies that will make a difference in how and what decisions are made with regard to the role of women in petroleum.

A female counseling team was set up including representatives from all of the subsections and institutions of the Ministry of Petroleum. This independent network across operational sites is among the most notable actions carried out by the Cultural Change Committee. Issues of unfair treatment of women which are examined include the unequal use of sports facilities for the children of female employees.

These combined actions led to more women holding managerial positions, with an increase of 23% over a one-year period, from 53 to 65 in 2015–16.

Conclusion

IR Iran has a history of social, cultural, and religious norms directly affecting the role of women in society and in particular within the predominantly male sector of oil and gas. However, awareness of issues associated with barriers to women is growing.

Leadership Commitment

Culture change requires leadership at all levels of an organization. As leaders educate themselves on the real capacity of women and the benefits of being inclusive of the skills and perspectives that women bring to the world of work, one might expect to see incremental change within the oil and gas industry, as well as in other areas of Iranian society.

Enablers

New policies and programs are directly linked to the Ministry of Petroleum's goals. The goals are achieving greater female representation through female-friendly initiatives and lower barriers to female participation.

Case Study 7. The Philippines: Hewlett Packard Enterprise

Summary and Impact of D&I Strategies

Hewlett Packard Enterprise (HPE) is a multinational company that recognizes the benefits of inclusive human capital strategies as a business differentiator. To this end, HPE has implemented policies and programs to ensure an inclusive work culture.

HPE's overarching guiding policy is the country's Compliance, Equal Opportunity, and Affirmative Action Policy, under which internal policies and regulations are designed to, support a work environment free from discrimination and where employees are treated with dignity and respect. Explicit to these policies are protections under the categories of gender, color, race, ethnicity, national origin, religion, age, marital status, sexual orientation, gender identity and expression, disability, pregnancy, veteran status, protected genetic information, and political affiliation.

HPE articulates its D&I philosophy in the following five statements [48]:

- A diverse, high-achieving workforce is the sustainable competitive advantage that differentiates HPE. It is essential to win in the marketplace, workplace, and communities around the world.
- An inclusive, flexible work environment values differences and motivates employees to contribute their best.
- To better serve our customers, we must attract, develop, promote, and retain a diverse workforce.
- Trust, mutual respect, and dignity are fundamental beliefs that are reflected in our behavior and actions.
- Accountability for D&I goals drives our success.

HPE has three major Employee Resource Groups (ERGs) that are central to its D&I efforts: 1) the HPE Philippines Pride Network for lesbian, gay, bisexual, and transgender (LGBT) concerns; 2) the Women's Network Philippines to promote gender diversity; and 3) the Young Employee Network for recent graduates and newly hired employees.

Many of the initiatives implemented within HPE Philippines are in line with those established by the company's head office in the USA. Some of those initiatives include:

- An HPE Philippine D&I champion to promote and champion D&I values;
- Employer of Yours Council to govern the activities of all ERGs;
- Buhay HPE (HPE Life) responsible for employee engagement;
- Open-door policy to strengthen and facilitate communication between employees and managers;
- Focal point review, which is a quarterly employee review to ensure and assess employee development goals;
- Consultation with employees, consisting of focus groups to obtain employee feedback;
- D&I new employee orientation to apprise new hires of organizational values;
- Voice of the Workforce, an annual comprehensive workforce survey;

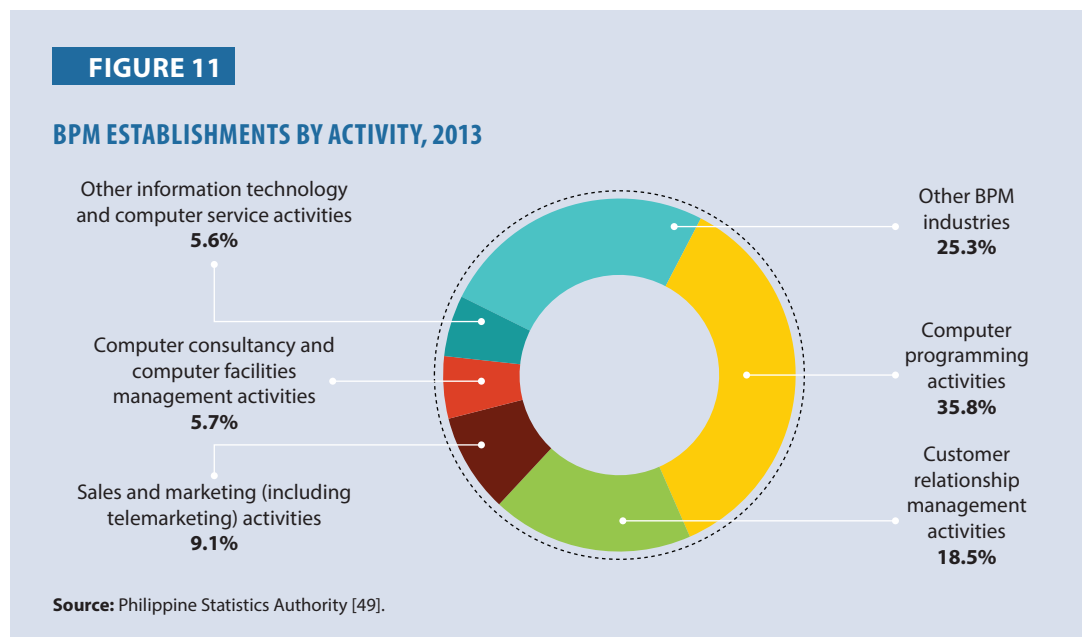
- Requisition consultation to assess job requirements and strategies for bias-free recruitment;
- FWAs; and
- Provision of facilities for lactating employees.

Based on employee interviews on the impact of HPE's D&I efforts, the overall responses were positive as exemplified in the following employee statements: "feeling at home in the workplace"; "no longer feeling out of place or alone in the organization"; and "obtaining a sense of belonging."

An important assessment of HPE's inclusive policies is demonstrated by the company's lower-than-industry average attrition rate of 18% compared with 30–40% in similar companies.

Background

In 2013, the Philippines was home to 1,420 establishments engaged in business process management (BPM) activities [49]. According to the Philippine Statistics Authority, the Philippine BPM industry consists of contact/call centers, software development, animation/creative services, data transcription, back-office processing, engineering design, and other back-office activities. Figure 11 presents the various activities of BPM establishments in the country in 2013.



The industry is considered fast growing as multinational companies expand their operations in the country. Companies choose the Philippines because of a skilled available workforce, cultural compatibility, low cost, economic stability and growth, and government support [50]. Within the context of this competitive environment, HPE positions its D&I efforts as a strategic business imperative. It achieves results through ensuring employees' career development, increasing engagement, and talent retention, which ultimately create a positive impact on the business.

In the Philippines, D&I are reflected in the country's legal and policy frameworks. The Philippines Bill of Rights states that, "No person shall be deprived of life, liberty, or property without due process of law, nor shall any person be denied the equal protection of the laws [51]." Supporting

laws have been enacted to ensure that women, persons with disabilities, and indigenous Filipinos are protected and afforded equal access to the economic, social, and political opportunities of the land.

In 1963, HP formed its first Asian joint venture with Yokogawa, based in Tokyo, Japan. In 1975, HP was recognized as a global company as revenues outside of the USA exceeded those within the USA, which continues to be the case today [48]. In 1981, HP established a satellite office in Beijing, and HP products became available to the Chinese market. HPE operations in the Philippines officially started in November 2015 with a focus on IT outsourcing and enterprise and financial services. At present, HPE Philippines has around 6,900 employees with branches in McKinley, Centris, and Makati.

Impact of Strategies

D&I practices in HPE are demonstrated through various initiatives, programs, and organizational practices that can significantly contribute to a more inclusive organizational culture. HPE has three major ERGs responsible for various components of D&I implementation.

HPE Philippines Pride Network

Globally HPE has 15 ERGs catering to its LGBT population. A Global Pride Council of Officers representing each chapter governs the 15 chapters. Delivery and People Lead and Chair Angelo Camaya, of HPE Philippines Pride, explained that HPE was the first company to have an LGBT ERG which began in the USA during the 1970s. The key values of trust and respect regardless of sexual orientation, gender, and identity are the overarching goals of LGBT initiatives.

Camaya elaborated that what makes HPE Philippines' Pride Network different from the rest of its global chapters is the use of the word "Pride," an acronym that captures the objectives of the ERG. For HPE, "Philippines Pride" means: "Promoting Respect, Individuality, Diversity, and Equality." The impact of this program has accounted for LGBT employees feeling more included within the organization.

Women's Network Philippines

Globally, HP has 41 ERGs focusing on making HP the number one technology company for women. Like other ERGs, the Women's Network focuses on career development, engagement, talent retention, and the overall impact of increasing female representation in the HPE workplace on business outcomes.

HPE celebrates Women's Month in March, when it offers professional development and personal enrichment experiences covering a wide range of topics of interest and general concern to women. These include seminars on breastfeeding; physical, emotional, and financial wellness; personality development; make-up tutorials; work-life balance; and stress management. Female executives and directors from various business units are invited to share their career experiences.

While no official impact measurement process has been reported, by HPE accounts, the Women's Network was responsible for the company achieving its goal of increasing gender diversity.

Young Employees Network (YEN)

YEN, focusing on young employees, was launched in July 2016. Its overall mission is to engage, develop, and retain early career hires, with the intention of grooming them to be future leaders of the organization. HPE defines young employees by age as well as by years of service (up to five

years). Within two weeks after YEN was launched, more than 500 employees had signed up for membership, far exceeding HPE's 300-member target.

YEN facilitates the adjustment from university to the corporate world, which can sometimes be a difficult transition for younger employees. The program offers mentorship by partnering with Developmental Team and Human Dynamics, a third-party organization, to discuss career planning and other topics.

Successful young employees of HPE are also tapped to share their insights with new members. These activities are designed to inspire YEN members while providing a venue for networking with employees from other parts of the organization. In addition, YEN showcases the talents of its members by providing them visibility within the organization, often through hosting opportunities at various high-profile events.

To ensure that employees embody the company's D&I philosophy, HPE Philippines has implemented other practices that include the role of leadership, an open-door policy, multidirectional communication, and consultations with employees (Appendix 7: the Philippines).

Conclusion

HPE recognizes the importance of inclusive human capital strategies as a business imperative and has implemented targeted programs to achieve results. It is interesting to note that although HPE's D&I strategies originate from headquarters in the USA, the company effectively leverages its main ERGs to oversee implementation within each jurisdiction. These groups allow HPE to decentralize control and effectively gain buy-in for organizational change within the societal context on the ground.

The importance of training and development for each employee has been recognized and implemented, providing some measurable results trending positively toward its goals. Mentorship is adopted as an important aspect of introducing employees to the organizational culture and in helping existing employees to navigate the culture to achieve results and career advancement.

Case Study 8. The Philippines: Thomson Reuters (Manila)

Summary and Impact of D&I Strategies

Thomson Reuters (TR Manila) has approximately 1,500 employees, the majority of whom are millennials and women. Its offices are located in McKinley Hill, Fort Bonifacio, and Taguig City. TR Manila provides knowledge-based content support and customer and consulting services to global clients. Its employees' skills include banking and finance, economics, accounting, business, media, communications, law, marketing, and in some cases multilingual proficiencies.

In Asia, the company began to explore D&I in 2011 with the appointment of a senior executive in the role of champion, who formed the Asia Diversity Council consisting of senior leaders from different countries in the region. In 2012, TR Manila began to formulate a business case for D&I, by assessing the potential benefits of inclusive human capital strategies to an organization. After examining existing research, including conducting numerous jurisdictional scans, and identifying best practices, TR Manila concluded there was a correlation between inclusive practices, employee engagement, and higher employee performance. TR Manila also recognized that inclusive strategies would help to foster the company's desire for collaboration among its various business units.

Diversity Drivers

TR Manila embarked on inclusive human capital strategies as core to its business agenda to address innovation, stiff competition for talent, company values, and ultimately the belief that it was the right thing to do. To distinguish itself from other companies, TR Manila set out on a journey to brand itself as a desirable place to work, in other words, an employer of choice.

TR Manila took the following steps and implemented the following programs (Appendix 7 gives a fuller description of TR Manila's approach and programs):

- D&I champion;
- Inclusion of D&I in business planning;
- Going “glocal”;
- Everybody is responsible for D&I;
- Financial resources for all Business Resource Groups (BRGs);
- Focus-group discussions;
- Employee surveys;
- Diverse interview panels;
- Career development programs;
- D&I training; and
- Data analysis.

Impact of Strategies

While there were no quantitative data that support the benefits of its human capital strategies, there was a great deal of qualitative feedback from employees testifying to the benefits of TR Manila's corporate culture (Appendix 7 gives more employee feedback). Some examples of that feedback were:

- “a very conducive working environment”;
- “most enjoyable part of the job is the people” (former associate publishing specialist);
- “I really like working here in Thomson Reuters. The company has given me a lot of opportunities to showcase my talent” (manager);
- “Great management. It helps you to bring out your full potential. A family-oriented organization. Most of my co-workers know how to respect colleagues” (former network engineer/consultant); and

- “Being a part of Thomson Reuters is a dream come true for me. I love the company and it is my great pleasure to be part of it. I am so blessed to be with the organization and experience the culture, the values, and the benefits.”

Background

In 2008, the Thomson Corporation and Reuters Group PLC merged to become what it is today Thomson Reuters. Prior to the merger, the Thomson Corporation was primarily a book publishing company, while Reuters was a news bureau. Today, TR headquartered in the USA operates in more than 100 countries with more than 45,000 employees worldwide. It provides a broad spectrum of consulting services including financial, legal, tax and accounting, scientific, healthcare, and media services. The company uses the latest technology for speed and efficiency in delivering timely services [52].

Reassured by existing evidence that companies promoting D&I perform much better than those that do not and teams that are more diverse are six times more productive than teams that are not, TR embarked on implementing inclusive human capital strategies. TR Manila implemented its D&I strategy in keeping with its parent company, which has the following D&I philosophy:

“We foster an inclusive workplace where all employees are valued and have the opportunity to reach their full potential. We embrace diversity of thought, style, experience, culture, race, color, gender, national origin, religion, gender identity and expression, sexual orientation, disability, age, marital status, citizen status, and veteran status to drive innovation and deliver competitive advantage [52].”

“We know that having a diverse workforce is not enough, we also need to build a culture of inclusion that leverages the strengths of all of our employees. From new hire orientation to management and leadership training, to an online portal accessible to all employees, we focus on developing global mindsets, breaking unconscious bias and demonstrating the business case for diversity across the organization [52].”

Like its parent company, TR Manila established a number of BRGs responsible for implementing its strategy on the ground: The Global Volunteer Network; Green Team; Pride at Work; and Women at Thomson Reuters. These BRGs are engaged in various activities related to raising awareness and sensitivity through education, training, and networking.

To increase camaraderie and improve collaboration, there are also clubs such as for dancing, singing, badminton, basketball, etc. which cater to the different interests of TR employees. The company plans to set up a Careers Network for Millennials. In addition to the BRGs and clubs, TR Manila considers the following among its practices that have enabled positive outcomes for the organization.

Enablers

The following were identified as enablers for TR Manila in undertaking its D&I efforts:

- Customized strategy: Although D&I programs are guided by the company’s global strategy, each strategy is customized to the different countries and cultural contexts in which TR operates.
- D&I in business planning: How a company handles D&I during its business planning is a strong indication of the organization’s level of commitment to the strategy. Allocated resources can be a strong indication that D&I are core to the business and not merely an afterthought.

- Resources for all BRGs: Every year, the BRGs propose their top four activities for the year with corresponding budgets and justification.
- Going glocal: The approach is global, but the application is local. While TR's D&I principles are global, when applied to various countries they must be implemented within a local context to maximize the benefits.
- Everybody is responsible for D&I: At TR Manila, a key message is that D&I is everybody's responsibility. To strengthen their ownership of the strategy, employees initiate and plan the company's D&I activities. These are presented to management for feedback and approval prior to implementation.
- Diverse interview panels: The interview panels are comprised of members from diverse backgrounds. This is an effort to eliminate unconscious bias during the interview and hiring process. The interviews can be conducted separately by panel members who then meet to discuss prospective applicants.

Conclusion

While no quantitative data were available, qualitative feedback indicated that the strategies and programs adopted, many of which are among recognized best practices, have positively influenced TR Manila's organizational culture. The company appears to view D&I as a key business differentiator and has therefore allocated financial resources to ensure the continuity and sustainability of its strategy.

Case Study 9. Thailand: Siam Cement Group

Summary and Impact of D&I Strategies

The Siam Cement Group (SCG) has implemented its D&I strategy to minimize the challenges and maximize the positive impacts of a changing social and business dynamic in Thailand. The company has made multigenerational diversity and an increase in the ethnic mix of its workforce a primary focus of its inclusive human capital strategies.

At SCG, diversity and its corresponding strategies fall under the jurisdiction of two key units: HR Management and Organizational Development. These are overseen by the Management Development Committee (MDC), which has the responsibility for reporting and publishing SCG's D&I performance indicators. This practice increases management and executive involvement and accountability.

Strategy

At the foundation of the company's inclusive people strategy is its business philosophy of adherence to fairness, dedication to excellence, belief in the value of individuals, and concern for social responsibility. Articulated within the company's broader vision, SCG states its diversity commitment as follows: "SCG values the development of employees of diverse ethnicities, cultures, and experiences, to be committed to responding to customers' needs, to have a wide vision, and to be smart and ethical people."

The intelligence team supporting the MDC amasses data and provides reports on several aspects of the company's operations, including the following:

- Generation Y, as relevant to succession planning;
- Employee engagement surveys, as relevant to SCG's focus on retention and data collection; and
- SCG Sustainable Development Guidelines, as a communication tool on company direction.

Background

SCG is one of the oldest and largest Thai conglomerates. The company was established in 1913 and celebrated its 100th anniversary in 2013. SCG was among the first generation of companies that entered into joint ventures with Western enterprises and transferred Western technology to Thailand. Currently, the company has approximately 54,000 employees working in its three main business units, SCG Cement-Building Materials, SCG Packaging, and SCG Chemicals, all operating in Thailand, Myanmar, Lao PDR, Cambodia, and Indonesia.

Until recently, Thailand's labor market was characterized as homogeneous: dominated by males of working age (15–60 years old); of Thai nationality; and of the Buddhist faith. With the increase in multinational investment over the past 30–40 years came a broader demographic that impacted the country's ethnic diversity as Thailand became the base for business expansion in Southeast Asia.

The increase in the country's international worker and visitor/tourist contingent has contributed to the shift in the labor force by increasing the number of younger workers and its ethnic mix. This shift in Thailand's demographic composition demands that companies adjust their management strategies to accommodate the diversity of international workers as well as the increase in the country's generational diversity.

Generational Diversity

Several generations working together is a major driver in the SCG diversity focus. Currently, there are more than three generations with different perspectives, expectations, attitudes, and lifestyles working together. With the increasing number of generation Y employees (born 1983–2003), many workplaces accommodating this particular group of workers needed to fill senior positions through making succession planning a priority. Generation Y employees, not surprisingly, have different attitudes and ideals and generally see the world through different lenses than their older colleagues, which can pose workplace challenges.

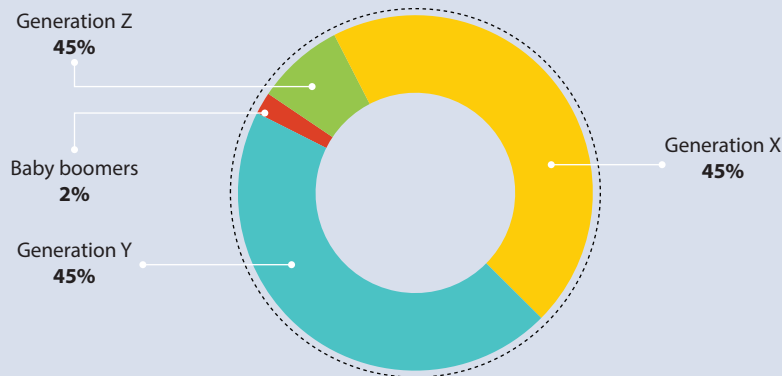
At present, the primary three generations interacting in SCG's workplaces occupy the following levels: baby boomers (born 1946–1964) at the board level and top management; generation X (born 1965–1980) in top to middle management; and generation Y (born after 1980) at the operational level (Figure 12).

Employee Development Programs at SCG

According to SCG's HR strategist, "The strength of SCG is our human resource development." As SCG realized that a high turnover rate was occurring among its younger employees, the company placed greater emphasis on its HR development program in order to address retention issues among this group. SCG spends almost THB400 million annually on training and development and stands among Thailand's top companies in the area of human capital development.

Career Click

To address high youth turnover within the company, SCG implemented its Career Click Program. According to the company, it has had a positive impact in lessening the attrition rate of younger

FIGURE 12**GENERATIONAL DIVERSITY IN SCG**

Source: SCG.

employees. This program was introduced in 2016 to allow younger dissatisfied staff to relocate to a different unit that would better fit their goals. The head of the new unit receives an individual's confidential query and privately interviews the interested party. The confidentiality built into the process preserves the dignity of the employee's current supervisor as well as the employee's relationships within the current unit in the event that there is not a match. However, if both parties "click," necessary arrangements are made to implement a transfer. This program is geared to retain competent young employees who are looking for development and advancement opportunities. According to SCG, Career Click has positively impacted the company's retention statistics.

Engagement Survey

One of the most important reports regularly presented to the MDC is the Employee Engagement Survey. This survey, conducted annually by an independent research company and benchmarked against other selected companies, spans the following three levels: global; Asia-Pacific; and domestic. SCG's engagement model comprises six elements: sense of pride; leadership; employment and collaboration; quality of work life; career opportunities; and caring practices (Figure 13).

Impact of Strategies

The Intelligence Business Unit supporting the MDC provides a series of reports on generation Y, projections of succession planning needs, and other relevant business and sustainability indicators. For example, one of the reports examines drivers that are a part of SCG's staff experience and defines engagement through the three behavioral attributes of say, stay, and strive:

- "Say" relies on positive word of mouth by employees to co-workers, potential employees, and customers.
- "Stay" represents a strong sense of belonging and desire to be a part of the organization.
- "Strive" shows that the staff are motivated and exert extra effort to succeed in their jobs, contributing to overall company success.

FIGURE 13

SCG EMPLOYEE ENGAGEMENT MODEL



Source: SCG.

The survey results are used by the HR Department to make key decisions in support of the company's D&I strategy and to draft the SCG Sustainable Development Guidelines.

Ethnic Diversity

Initially, SCG's workforce was homogeneous, dominated by Thai male engineers. As a result of the diversified business expansion of the 1970s, SCG underwent a transformation that led to an increase in its ethnic diversity. Overall diversity was achieved by hiring personnel with varied backgrounds who were not limited to technical roles, i.e., engineers and scientists, and professional roles, i.e., nonengineers and nonscientists. The complement of female staff also increased, changing SCG's gender mix.

The MDC, consisting of top management positions, including the managing director and presidents from eight other business units, along with the HR director, has been actively working to improve inclusion and increase ethnic diversity. The composition of the MDC is somewhat indicative of the fact that for SCG D&I are paramount in achieving the company's business goals. The Intelligence Business Unit supporting the MDC conducts performance measurements and tracking activities via studies and reports.

Conclusion

While a great deal of data showing improvements were not available, several programs at SCG have been created to counteract the challenges of generational and ethnic diversity. The organization

reported improvements as a result of its previous and current efforts. Through its MDC, the company places a strong focus on taking the temperature of its employees to determine pertinent areas to be addressed.

At SCG, program direction is determined primarily through its surveys and key personal indicators that assess the efficacy of its strategy. Measurement and reporting allow the organization to identify areas of success and to see where recalibration might be necessary.

While full access to SCG's D&I strategy was not available, documentation shared indicated a focus on Thailand's changing environment including demographics, which directs company attention toward more inclusive human capital strategies.

Overall Conclusion

As stated earlier, this report does not provide benchmarks for the region but rather food for thought for APO member countries in both the public and private sectors on the importance of inclusive human capital strategies as a business differentiator.

Those who have read this entire report would have noted the variations in context for diversity within the region, as well as the degree to which it is being addressed within the companies and industries selected. While some of the companies featured recognized the importance of inclusive human capital strategies as a positive business differentiator, others are examining and implementing strategies in accordance with government-mandated targets. Nonetheless, common themes, drivers, and tactics can be identified.

Despite the variation in the context of diversity among the companies examined, there appears to be a number of common or overriding themes identified below supporting the organizations' actions toward shaping more inclusive cultures.

Drivers

Not unlike those in the West, the key drivers for the majority of companies studied were related to economic, social, and demographic shifts, which in some cases have impacted the availability of skilled workers. The degree to which these drivers are linked to the business of the organizations varies, from corporate social responsibility to economic competitiveness and sustainability.

Tactical Focus Areas

Although to varying degrees, all of the companies have made increasing female representation central to their inclusive human capital strategies. To achieve their goals, the majority of companies implemented programs that could be viewed as enablers of female participation. Those programs include FWAs, childcare facilities, maternity leave, lactation rooms, preferred parking for pregnant women, and others that directly allow women to achieve success within the world of work.

To gain greater understanding of barriers to female participation, varying degrees of training have been offered to employees. Some organizations focused their training on cultural awareness, while others provided unconscious bias training. In places such as IR Iran, female participation in economic life is tied to religious beliefs and cultural mores that define the role of women in society. In India, Indian Oil Corporation provides training by various female activists to raise awareness of the role of women in Indian society.

Many of the organizations have ERGs to provide empowerment support through networking opportunities as well as to gain access to issues or concerns of members of those groups. In the case of HPE Philippines, ERGs drive implementation of the corporation's global strategy locally. The ASE Group in the ROC has been recognized for the large investment it makes to ensure its employees have developmental opportunities.

Generational Diversity

There is also a strong focus on increasing generational diversity as a means of addressing talent management and succession planning. With many jurisdictions experiencing an aging workforce, companies are investing in attracting, developing, and retaining younger employees. Developmental opportunities and the ability to advance within an organization are powerful methods to retain young workers who are seeking opportunities to advance.

It is clear that greater transparency of available data among all participating companies would provide a fuller, more accurate understanding of the impact of inclusive human capital strategies on organizational gains. However, it appears that companies with a clearly defined business case and established accountabilities experience greater organizational gains.

D&I Implementation Strategies

Influencers of D&I Strategies

Fostering a work environment that integrates D&I into all aspects of a company requires, among other things, respect, horizontal collaboration, open communication, and recognition. It also requires all staff to understand their value in contributing to the organization's vision.

In establishing its vision, the organization needs to investigate three key areas and ask relevant questions related to the environment (current and future business projections), existing systems (policies and practices), and organizational attitudes (interactions and behavior, or culture). The following is a high-level overview of one approach to D&I implementation (Figure 14).

Establishing the Business Case: External and Internal Environments

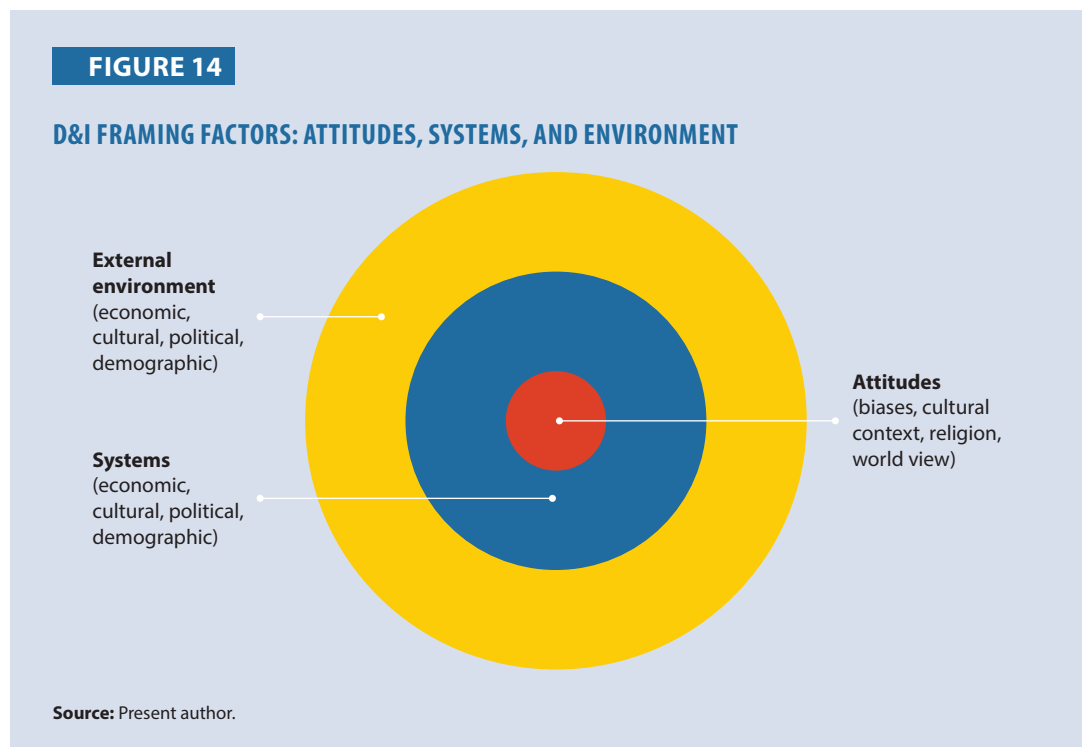
- What does the external environment demand? Who are our clients today and tomorrow and what will their needs be?
- What does the internal environment say? Do we have the right people and processes in place to meet business goals? What are we prepared to invest to achieve our business goals?

Our Systems

- Are they fair?
- Are they transparent?
- Do they recognize difference?
- Do they demonstrate that we value difference?
- Are they inclusive of difference?
- What are our organizational barriers?

Our Attitudes (Organizational and Individual)

- Who are we as an organization in the face of diversity?
- Is our organizational culture inclusive of diversity?
- Do our leaders demonstrate respect for diversity/difference?
- What biases do I have that would prevent the full participation of others?
- Do I/we (employees) have the ability to operate in a world of plurality?
- Are we aware of the impact of personal biases on hiring and promotion decisions?

*D&I Vision*

- What do we want our organization to be?
- Why do we want to be that way?
- What are the long-term sustainable benefits to our business/organization?
- Does our D&I vision align with our organizational values?
- What degree of investment are we prepared to make to realize our vision?

The following is an example of an organization's vision: "An open, accessible, equitable, and respectful workplace, where all employees participate fully and contribute to the development of policies, programs, and services that meet the needs and expectations of all Ontarians [53]."

Goals

Goals identify the areas of focus in moving an organization's culture toward its vision. They give life to the vision and mission of an organization as outlined below. Goals support the vision and allow an organization to:

- Roadmap the vision;
- Support people; and
- Support business.

Tactics

Tactics illuminate actions and help organizations to:

- **Focus on leadership.** Increase inclusive competencies among new and current leaders by promoting leadership training programs with specific D&I content, including bias awareness training. Leadership accountabilities must be ensured for achieving organizational goals.
- **Focus on policies.** New and existing policies must reflect inclusion and be viewed through a diversity lens in order to guarantee employees and prospective employees fair access to opportunities and to deliver inclusive, diverse programs and services.
- **Focus on practices.** Identify and challenge potential bias and systemic barriers in recruitment, hiring, and promotion practices. Identify social and systemic barriers that hinder career progression for underrepresented employees including those with disabilities. Be prepared to take a differentiated approach to ensure inclusion.
- **Focus on behavior.** Embed inclusive leadership behavior in all staff and leadership training. Cultural competence and unconscious bias training increases awareness of appropriate, inclusive behavior in everyday office interactions. For leaders, development plans can be tied to performance plans and assessments to ensure leadership accountability for culture change.
- **Focus on progress.** A performance measurement framework to hold individuals and the organization accountable for change allows the organization to track progress and focus on evidence-based strategies.

The Ontario Public Service adopted the following focus areas in its initial D&I strategy in 2008:

- Informed, committed, and competent leadership;
- Mainstreaming and integrating;
- Behavioral and cultural transformation; and
- Measurement and evaluation reporting.

As shown in Table 7, an inclusive human capital strategy and talent management process must address employees and prospective employees at all levels of the employment process.

TABLE 7

QUESTIONS TO ANSWER IN DEVELOPING AN INCLUSIVE HUMAN CAPITAL STRATEGY AND TALENT MANAGEMENT PROCESS

Recruitment	Orientation	Training & development	Advancement	Retirement
What is the job description?	How welcoming are we?	Do we know the expectations of our employees?	Is advancement tied to succession planning?	Are we keeping our employees engaged until they retire?
Is talent assessed against organizational needs (right job, right person, right time)?	How open and transparent are we to new hires?	How do we help them to achieve their goals?	Who is selected for advancement?	Are we keeping our retirees involved?
Do we have the skills to identify talent?	How do we want to present our organization?			How do we harness the corporate knowledge of prospective retirees?

APPENDIXES

Appendix 1. Standardized Framing Questions

Environmental Focus

Diversity can mean different things in different parts of the world. An understanding of diversity within each jurisdiction will help to frame the research project.

1. How is diversity defined in your jurisdiction/country?
2. To what extent is there a focus on D&I in your jurisdiction/country?
3. Is there a political and/or economic focus on diversity within your jurisdiction?
4. Is diversity generally seen as a business imperative?
 - a. Is diversity tied to globalization? Explain.
 - b. Is diversity tied to talent acquisition and maintaining a competitive advantage? Explain.
 - c. Is diversity implementation seen as necessary for improving overall social inclusion?
 - d. To what extent is the implementation of a diversity strategy seen as the right thing to do?
5. What is the relationship, if any, between labor market availability and underrepresentation in general? Is this measured?
6. Are there particular groups that are excluded or underrepresented within the workforce in general?
7. Has there been a focus on or determination of the economic impact of social exclusion or workforce underrepresentation within your jurisdiction?
8. Are there laws that guarantee individuals the right to full participation in society including the workplace?
 - a. If so, what are the penalties for noncompliance?

Organizational Focus

1. What types of organizations are leading the way or focusing on diversity within your jurisdiction (public and/or private sectors, banks)?
2. What organizations have you selected/will select for your research project? Why?
3. What is the organizational focus on diversity?
 - a. What are the drivers of diversity within the organizations that you have chosen?

- b. Is there a business imperative, mandated change, or window dressing? How will you determine this?
- 4. Does the organization have a comprehensive diversity strategy or ad hoc diversity-related initiatives?
- 5. Has the organization established a vision, set goals, and established areas of focus to guide its diversity strategy? If known, please include.
- 6. What sort of investment has the organization made in diversity (e.g., people, time, and money)? Is diversity on the senior leadership business agenda?
- 7. What are some of the challenges the organization had/might have had to overcome in order to achieve success?

Measurement

Measurement is key to assessing the efficacy of a diversity strategy. Although one impacts the other, there is a difference between measuring implementation of a diversity strategy and measuring its outcomes, including productivity gains. Here are some areas you might want to consider in selecting your organization and determining success.

- 1. Impact of a diverse workforce on organizational effectiveness/productivity.
 - a. Does the organization have benchmarks against which to measure progress?
 - b. Over what period of time has the diversity initiative been in place?
 - c. Has the strategy been implemented long enough to be measurable?
 - d. What measures will you look at to determine the success of the organization's diversity strategy?
- 2. How is the organization measuring implementation?
 - a. What percentage of the organization's policies have been reviewed in order to identify and remove barriers? How many employees have been educated on the benefits of a diversity strategy, etc.? Is accountability for diversity implementation and outcomes built into employees' development plans? Are these tied to leadership rewards?
- 3. What data do you plan to use and are they available?
 - a. **Quantitative data:** Workforce data including representation, what groups are occupying which positions in the organization or in general within your jurisdiction?
 - b. What groups are underrepresented?
 - c. **Qualitative data:** How does the organization determine employee engagement? Does it have mechanisms in place to obtain employee/customer/citizen feedback?
 - d. What other measures might you use to determine the success or failure of a diversity strategy?

Appendix 2. Historical Overview of Diversity

From the beginning of the Industrial Revolution in the late 1700s in the Western world, the workforce was commonly seen as a white male environment. The composition of the workforce slowly changed when women joined during wartime. Further, in North America the abolition of slavery and the advent of civil rights laws supported minorities in joining the workforce and earning a stronger voice in the employment process. In the USA and Canada, for example, a series of legislative provisions supported the diversification of the workforce [8, 54]:

- In 1913, Henry Ford offered USD5 a day (double the typical daily wage in the automotive industry) to attract immigrants and African-Americans to join the company. Subsequently, Ford's employees included 62 nationalities and over 900 people with disabilities.
- In 1917, when American men went to war, women joined the workforce in great numbers.
- The Women's Bureau of the Department of Labor was formed in 1920.
- In 1961, US President John F. Kennedy improved hiring practices for women and established maternity leave.
- In 1963, the Equal Pay Act was approved, which made it illegal to pay a woman less than a man for the same job.
- US President Lyndon B. Johnson signed the Civil Rights Act in 1964, which prohibited discrimination in many aspects of employment on the basis of race, color, religion, sex, or national origin.
- In 1967, the Age Discrimination in Employment Act protected people over the age of 40 from being discriminated against on the basis of age.
- In Canada, the Employment Equity Act of 1986 (later revised in 1995) was meant to encourage equal opportunities in the workplace for women, people with disabilities, aboriginal people, and visible minorities.
- In 1988, the Canadian Multiculturalism Act sought to protect the cultural heritage of all Canadians, reduce discrimination, and encourage the implementation of multicultural programs and initiatives within institutions and organizations. Canada was the first country to pass a national multiculturalism law.
- In 1990, the Americans with Disabilities Act similarly protected people with disabilities.
- In Canada, organizations with 50 or more employees in the Province of Ontario are required to create and disclose accessibility policies under the Accessibility for Ontarians with Disabilities Act (AODA) of 2005.

Other countries around the world have had a history of D&I rooted in legislative decisions that have changed the social fabric and the workforce landscape, for example:

- In the UK, employers are legally required to implement “positive action” in their recruitment processes under the Equality Act of 2010. The act allows employers to favor an applicant if the

employer believes that the applicant experiences a “disadvantage connected to the [protected] characteristic.”

- As of January 2015, Finland passed the Non-Discrimination Act, an obligation for private-sector employers to promote equality systematically and prevent discrimination against employees.
- Norway enacted a legally mandated gender quota. Before the quota, women represented a mere 6.8% of board of director positions in Norway. In response, the Norwegian Parliament approved the requirement that corporate boards consist of 40% women in public-sector companies.

Some progress has occurred, although not as far-reaching, with respect to antidiscrimination initiatives for LGBT employees in the global workplace. In Europe, the EU’s Charter of Fundamental Rights was the first international instrument to explicitly include the term “sexual orientation,” and Article 13 of the European Commission Treaty prohibits discrimination based on sexual orientation. Member states vary in their application of this antidiscrimination law [10].

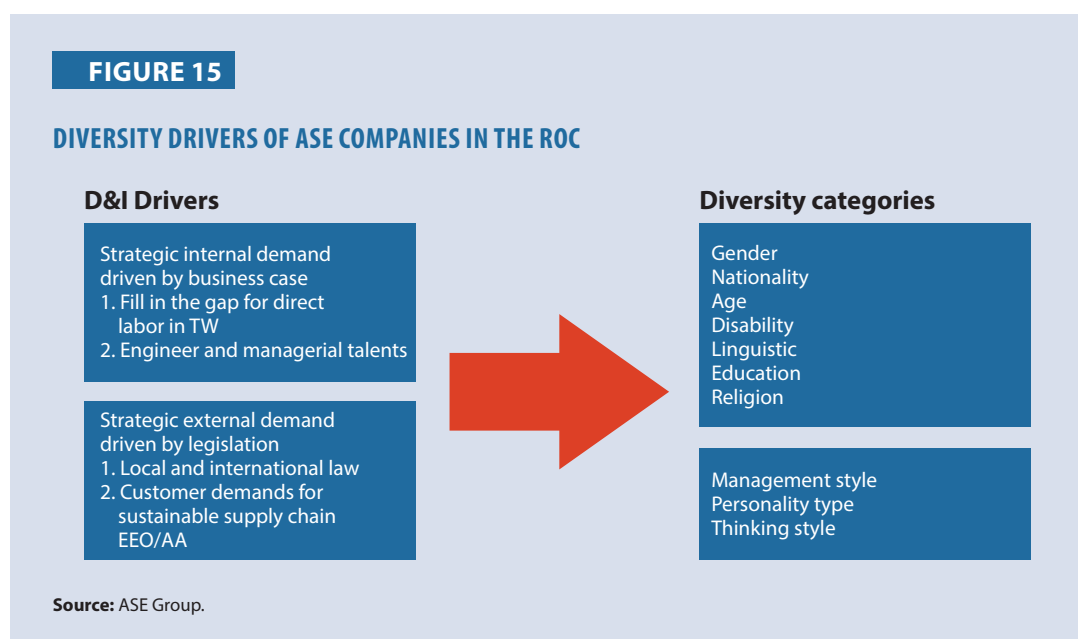
While these legislative provisions were particularly important in the rise of D&I practices, for certain companies they provided a focus on legislative compliance and a lawsuit-avoidance approach. A comprehensive paradigm shift in the workforce culture, however, requires meaningful change in culture and mentality. In some cases, there have been public- and private-sector corporate initiatives to increase racial diversity in the workplace.

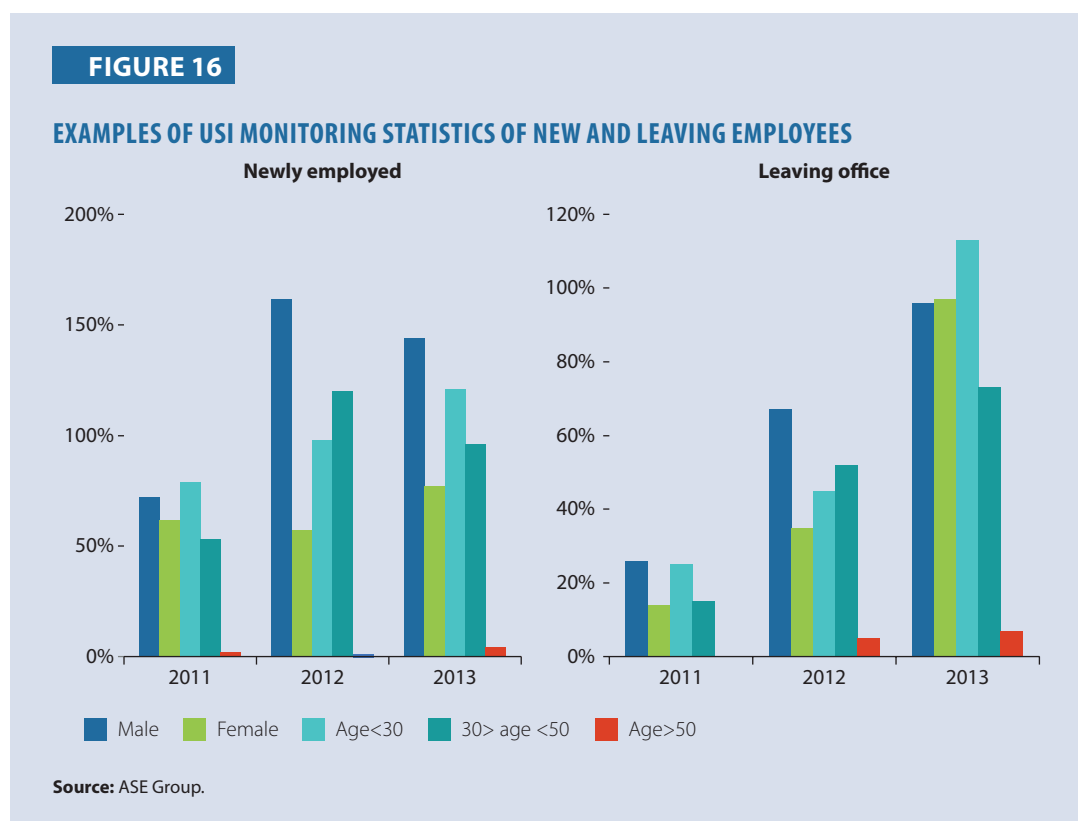
Presently, with globalization and constant changes in the global market, researchers and many progressive business leaders recognize that diversity in the workplace is inevitable and should be maximized for companies to remain competitive.

Appendix 3. ROC

ASE Drivers of D&I

The D&I drivers in ASE consist of internal and external factors, as indicated in Figure 15.





The ASE Group consisted primarily of male employees in 2014–15, which fluctuates depending on the number of men leaving the company. Figure 16 provides a snapshot of the ASE demographic breakdown.

Mood of the Organization through Employee Surveys

The ASE Kaohsiung, ASE Chungli, and USI employee satisfaction survey takes into account seven factors: performance management; compensation and benefits; work environment; training and development; job assignment; employee relations; and corporate culture. The survey consists of 42 questions (41 questions + 1 question open title) and is conducted biannually. The most recent results presented in Table 8 are from the survey collected during the two-week period 29 June–13 July 2015.

TABLE 8

RESULTS OF EMPLOYEE SATISFACTION SURVEYS IN THE ASE GROUP, 2013–15

Item	2013	2014	2015	Goal for 2017
Satisfaction (%)	67.8	72.3	70.6	73
Data coverage (%)	34.7	25.1	64.0	70

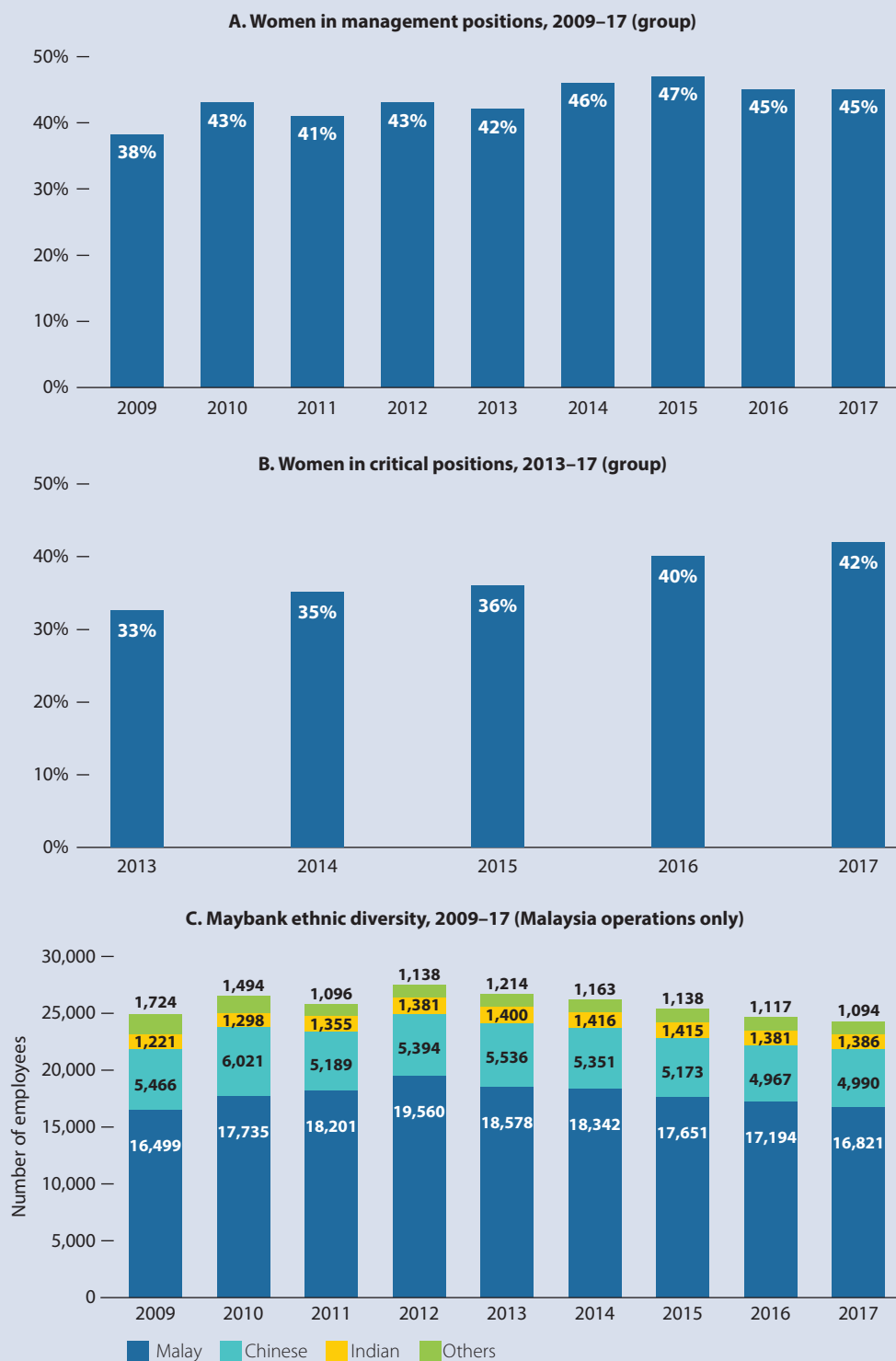
Appendix 4. Malaysia

Malayan Banking Berhad

Figure 17A–C illustrates movement in Maybank’s workforce in the following areas: women in management over nine years; women in critical positions over five years; and ethnic diversity over nine years.

FIGURE 17

**CHANGES IN MAYBANK'S WORKFORCE IN: (A) WOMEN IN MANAGEMENT OVER NINE YEARS;
(B) WOMEN IN CRITICAL POSITIONS OVER FIVE YEARS; AND
(C) ETHNIC DIVERSITY OVER NINE YEARS**



Source: Malayan Banking Berhad. Maybank Sustainability Report 2013–2017.

Nestlé Malaysia

Leadership Development Programs

Nestlé Malaysia has developed a customized Nestlé Leadership Framework (NLF) to develop the critical leadership competencies vital to the business. The curriculum “Mastering the NLF” for leadership development was completed in 2015 and is accessible on the company’s intranet. It provides detailed learning paths for employees, leaders, and senior leaders. The NLF allows equal opportunity for all staff members to chart their leadership development paths according to their individual needs and career aspirations. Table 9 summarizes the leadership development programs currently in place.

TABLE 9

LEADERSHIP DEVELOPMENT PROGRAMS OFFERED BY NESTLÉ MALAYSIA

Focus area	Program description
	<p>Nestlé Management Trainee Program</p> <ul style="list-style-type: none"> This is a two-year comprehensive Management Trainee Program that prepares high-performing young talent to become future leaders in the company. Upon completion of the program, the graduates are offered a role within their own chosen field.
Development of Young Talent	<p>Mentoring Young Talent</p> <ul style="list-style-type: none"> This 12-month program gives young talent within the company a chance to be guided by senior leaders as they learn to navigate the business landscape in their roles. It also gives senior leaders an opportunity to engage with younger generations to understand the latest technologies and workplace trends. “Reverse mentoring” also allows leaders to learn from younger employees through sharing views and perspectives in an acknowledgment of the benefits of generational diversity.
Mentoring Program	<ul style="list-style-type: none"> In 2017, Nestlé Malaysia started a Corporate Mentoring Program. This program caters to any employee who has expressed an interest in being mentored. Since it was launched, close to 40 mentees were nominated across the company.
International Exposure for Mid-level Executives	<ul style="list-style-type: none"> High-performing employees are given the unique opportunity to work in one of Nestlé’s global offices in Switzerland, Japan, the USA, and the Philippines, among others, under its “I’m the Next International” program. This program was designed to build a pipeline of highly capable leaders to complement the company’s succession planning. The application process for this assignment is highly competitive. Applicants who are shortlisted are required to undergo stringent assessment based on the NLF encompassing learning agility, business acumen, cultural adaptability, and collaboration and leadership abilities.
Coaching Skills Pills Workshop	<ul style="list-style-type: none"> This workshop aims to equip line managers with practical coaching skills to help them to have a better understanding of their role in managing their direct reports’ performance and professional and leadership development.

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Focus area	Program description
Becoming an Effective Leader Program	<ul style="list-style-type: none"> The objective of this training is to support those who are new in the management role in developing leadership capabilities. Leadership modules include leading with integrity, learning to manage team conflicts, delegating effectively, leading across different generations, and building trust among others.
Leadership & Personal Effectiveness Programs	<ul style="list-style-type: none"> This is a three-day residential program for senior leaders, division heads, and business unit leaders and is organized in partnership with the Melbourne Business School. Through this program, participants are exposed to a wide range of leadership development topics such as self-awareness, motivating and engaging employees, coaching, strategic human capital, cultural sensitivity, and navigating complex abstract challenges. The company gathers feedback after this program to measure its effectiveness and, based on the feedback in 2016, the training has increased employee engagement and improved relationships between leaders and staff.
Line Manager Suite	<ul style="list-style-type: none"> This is a series of programs aimed at developing line managers' people skills as part of improvements in HR processes. Through this course, managers learn how to lead teams more effectively.
Career Development	<ul style="list-style-type: none"> In 2016, Nestlé initiated a career path program called Own Your Growth, which provides training, coaching, and experiences that allow junior and middle-level managers to design their own career paths and explore various options for their individual progression within the company.

Remuneration and Benefits

Remuneration and benefits are governed by the Nestlé Total Rewards Policy, which applies to all Nestlé entities globally. One of the fundamental principles in the policy states that the company's remuneration level should be commensurate with an employee's skills and efforts and that equal consideration must be accorded to all employees, regardless of their level and without discrimination [26].

The Total Rewards Policy is aligned with the global strategy, which seeks a balance between key business factors (competitive market practices, cost considerations, and business results) locally and globally. In addition, the underlying aim goes beyond providing for the basic needs for employees to function but also to create conditions that would drive employee performance, motivation, and retention.

Table 10 provides a brief description of the principles governing each element under Nestle's Total Rewards Policy.

TABLE 10

SUMMARY OF NESTLÉ'S TOTAL REWARDS POLICY

Element	Description
Fixed Pay	<ul style="list-style-type: none"> • Base salary levels are closely linked to individual performance. • The company relies regularly on salary market surveys to determine its competitive positioning in the market. Base salaries are normally reviewed once a year. • Salary reviews are conducted based on factors ranging from individual performance, internal equity, and external competitiveness, as well as the employee's potential, future development plans, pace of previous increases, and recent salary adjustments.
Variable Pay	<ul style="list-style-type: none"> • Nestlé Malaysia's variable remuneration scheme was introduced to stimulate the entrepreneurship of participating employees and to ensure that they are motivated to perform beyond expectations. It also aims to encourage employees to contribute to the company's successes. The individual's eligibility for this scheme depends on the framework defined at the Group level, as well as prevailing local market conditions. <p>The policy provides that an employee will be part of one of the following options:</p> <ul style="list-style-type: none"> • Short-term bonus (STB): The STB recognizes employees who deliver tangible business results against agreed-upon targets. • Sales incentives: The objective of this incentive is to motivate sales staff to outperform both qualitative and quantitative sales targets. Employees who participate in this scheme do not participate in the STB plan. • Other variable remuneration plans: This form of reward is based on both qualitative and quantitative objectives. • Apart from these schemes, the company also hands out nonrecurring special payments or bonuses to individuals who have extraordinary achievements, e.g., the successful completion of a critical project. This is an exception and must be approved by the appropriate business and HR management levels. • The long-term incentives (LTIs) are another form of variable pay, which was designed by corporate HR and serves as a key retention tool for members of senior management. Under the LTI scheme, equity or cash-based programs are offered to selected employees for reaching longer-term value objectives of the Group or business unit.
Benefits	<ul style="list-style-type: none"> • The company offers comprehensive, competitive employee benefits to complement its competitive pay structure as part of the Total Rewards Policy. • Apart from pension and social security contributions required by law, the company also offers its own life and medical insurance benefits, and disability and life benefits, as well as fringe benefits, e.g., car allowances, company cars, etc.
Personal Growth and Development	<ul style="list-style-type: none"> • The company endeavors to foster a culture where career and development opportunities are significant components of its Total Rewards Policy. In practice, this is done through performance evaluations, which are two-way conversations on the employee's development and career progression and learning and development opportunities, which are outlined above. • Recognition of special efforts for achievements by the company. The company places strong emphasis on recognizing its employees' contributions to the company's success, through both pecuniary and nonpecuniary awards.

Nestlé Malaysia's Total Rewards Policy has helped to position the company as an employer of choice, not just among graduates but also among other professionals. It was named among the Top 3 Most Attractive Employers in Malaysia at the Randstad Award 2016 and featured as one of the Top 10 Most Preferred Employers in Malaysia at the JobStreet.com People's Choice Award in the same year [30]. Engagement with its employees is strengthened through a reward structure that recognizes the contributions of its employees and motivates them to perform to their highest levels.

Appendix 5. India

Indian Oil Company

Family benefits to female employees at IOCL are summarized in Table 11.

TABLE 11
FAMILY BENEFITS FOR FEMALE EMPLOYEES AT IOCL

Benefits to female employees	
Maternity leave	135 days of maternity leave
Childcare leave	2 years of childcare leave without pay, once in entire service
Child adoption leave	Child adoption leave with pay for a period of 135 days
Husband-joining leave	To join husbands at outstations/abroad for a period not exceeding three years

Table 12 shows the overall impact of inclusive family/gender policies on IOCL's retention of women: 83.10% of female employees in FY2014/15 returned to work after maternity leave.

TABLE 12
NUMBER OF FEMALE EMPLOYEES AT IOCL ACCESSING FAMILY BENEFITS, FY2011/12–14/15

Women accessing maternity/family policies				
Maternity leave	FY 11/12	FY 12/13	FY 13/14	FY 14/15
Employees entitled to maternity leave	All female employees			
Employees who took maternity leave	40	48	52	71
Employees who returned to work	35	31	51	59
Employees still employed 12 months postmaternity leave	35	31	51	59
Retention rates of employees who took maternity leave	87.5%	124.19%	59.62%	83.10%

Sources: IOCL. Annual Report 2014–15, 2015–16.

Table 13 lists the percentage of employees given safety and skill upgradation training in four consecutive financial years: 85.26% of permanent female employees and 27.75% of permanent employees with disabilities were given such training in FY2015/16.

TABLE 13

PERCENTAGE OF EMPLOYEES AT IOCL GIVEN SAFETY AND SKILL TRAINING, 2013–16

Permanent employees (as of 31 March)	2013	2014	2015	2016
Permanent male employees	74.20	69.46	79.50	58.62
Permanent female employees	61.60	67.22	75.00	85.26
Permanent employees with disabilities	21.03	39.35	21.67	27.75

Dr. Reddy's Laboratory

The three principles shown in Figure 18 form the philosophical underpinning of Dr. Reddy's D&I strategy. Table 14 outlines the company's programs to address gender diversity by increasing female representation.

FIGURE 18

THE THREE PRINCIPLES OF DR. REDDY'S D&I STRATEGY

**Respect for the individual**

Stay committed to creating a work environment that encourages diverse perspectives and upholds the dignity of work and of individuals

**Community investment**

Dr. Reddy's believes that helping to improve the quality of life in society, particularly in the communities where we work and live, is fundamental to our success. One of the core values that Dr. Reddy's lives by is "Harmony and Social Responsibility"

**Change makers and social catalysts**

Business should support inclusive growth and equitable development. Dr. Reddy's firmly believes in an inclusive participatory approach that values the voices of their stakeholders.

Source: Dr. Reddy's Laboratory.

TABLE 14

PROGRAMS/PROJECTS TO ADDRESS GENDER DIVERSITY AT DR. REDDY'S

Projects to address gender inclusion	Goal	Action/result/ activity
Recruitment of women	To increase the number of women in the organization	Women comprised 33% of campus recruits
Forum for Women (Women in Leadership)	To facilitate networking, sharing experiences, and leadership development	Wellness programs and workshops Women's Day celebrations Discussion forums on women's issues Mentoring/coaching high-performing women

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Projects to address gender inclusion	Goal	Action/result/ activity
Workshop for Women (Pathways to Success)	To empower women to take responsibility for their careers	Tools and techniques to reflect on how beliefs influence career choices and decision making Participants identify and appreciate their strengths, motivations, and ambitions
Special Hospital Executive (SHE)	To hire women who want to play second innings in their careers; the first of its kind in the pharmaceutical industry	A boost in market penetration Opportunity for women to lead
Comeback Career for Women	To provide full- and part-time career opportunities for women who have taken a break from professional work	More than 75% women returned to work after leave
Women Chauffeurs (women in nontraditional roles)	The empowerment of women at plants To create a safe commuting experience for women by providing women chauffeurs	40 women participants acquired drivers' licenses Women chauffeurs are now working in the plant at Bachupally The company plans to replicate this practice in other business units
Parichay Referral Policy (Special Incentives for Women Referrals)	Employees refer personal and professional friends and acquaintances for job openings	A bonus program for all referrals who are hired Additional bonuses earned for referring a candidate from an unrepresented group, e.g., women or persons with disabilities The amount of the referral bonus is commensurate with the level of the new hire
Buddy Mothers Program (Mentorship)	To connect soon-to-be mothers with other women in the organization who have been there, done that	Encourage conversation Learn from others Have a place to land
Board Diversity	To create diversity on Reddy's Board of Directors	At least one member of the board should be a woman (in 2016 there were 10 board members)

Appendix 6: IR Iran

Gender Gap: Brief Context

According to a report in 2014, IR Iran was ranked 137th among 147 countries in terms of the gender gap index; the results in 2015 were similar (Tables 15 and 16).

TABLE 15

IR IRAN'S STATUS IN THE GENDER GAP REPORT ON ECONOMIC PARTICIPATION AND OPPORTUNITIES, 2014

Axis	Ranking	Contribution of women compared with men (1 = equality between women and men)
Economic participation and opportunity	139	
Labor participation	140	0.17

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Axis	Ranking	Contribution of women compared with men (1 = equality between women and men)
Equal pay for the same work	98	0.59
Income	138	0.59
Presence of women in high and managerial positions	105	0.15
Technical and vocational workers	107	0.35

Sources: World Economic Forum. Global Gender Gap Report 2014.

TABLE 16

IR IRAN'S STATUS IN THE GENDER GAP REPORT ON ECONOMIC PARTICIPATION AND OPPORTUNITIES, 2015

Axis	Ranking	Contribution of women compared to men (1 = equality between women and men)
Economic participation and opportunity	141	
Labor participation	143	0.23
Equal pay for the same work	90	0.59
Income	142	0.17
Presence of women in high and managerial positions	106	0.17
Technical and vocational workers	110	0.52

Sources: World Economic Forum. Global Gender Gap Report 2014.

In 2016, the World Economic Association (WEA) stated that there was inadequate attention paid to the gender gap and efforts to achieve gender equality in economics in IR Iran, and overcoming those gaps would take 170 years. In its latest report, the WEA ranked IR Iran higher than only five countries with regard to the gender gap, with the highest rate of inequality in economic and political participation. It is interesting to note that although they enjoy higher levels of education, Iranian women show lower rates of economic participation when compared with women in other Middle Eastern countries.

Gender Development and Women in Employment Index

Employment opportunities and salaries are two important indices of gender development and female empowerment and participation in a country. Moreover, employment can be the basis of human and social connections that provide for a more fulfilling life, contributing to the dynamism of society. To achieve such dynamism, women who comprise almost half of the population in many parts of the world can have a direct, positive impact, provided they are allowed full economic and political participation. As Khosravi et al. argued [55], the greater the participation of women in employment and economic activities, the greater the well-being of that society.

Supporting that position, studies on poverty in IR Iran showed that when there are at least two wage earners in a family, there is a good chance that family will not fall below the poverty line. Therefore, creating job opportunities for women will be crucial to IR Iran's fight against poverty [56].

Inequality between Men and Women in IR Iran: Brief History

In most instances, the deficiencies in the rates of economic participation of women are due to society's value systems, traditions, and sociocultural institutions, which become the framework within which society operates and determines, among others, gender roles. It could therefore be surmised that the low rates of female participation in business in the Middle East is due to the

traditions and institutions of many countries in the region. Those countries continue to define the role of women as primary caregivers (housewives), which perpetuates the gender gap in the workplace. The gender gap also stems from unequal educational opportunities for men and women, as in many instances men and women are trained for their socially determined roles, leaving women at a disadvantage in accessing the workplace.

This became more complicated in IR Iran after the Islamic Revolution, when new rules and regulations were established, resulting in greater limitations for women in employment.

Women in Employment from the Legal Perspective: Opportunities and Barriers

According to the Constitution of IR Iran, women's right to employment is clearly stated in principle 28: "Each and every person has the right to choose a job unless it is against Islam and other people's rights and benefits."

Principle 43 of the Constitution goes on to state that the government is responsible for guaranteeing women's rights according to Islamic principles and for:

- Creating conducive grounds for women to improve their personality and revive their material and spiritual rights;
- Supporting mothers, especially during pregnancy, and supporting homeless children;
- Creating just courts to defend the constitution of the family;
- Providing insurance for widowed, elderly, and homeless women; and
- Granting (deserved) women the right of custody in cases where there is no legal caretaker.

Currently, there are two principles governing job limitations for women in IR Iran:

- Restrictions on employment due to religious issues or because of national security considerations (women cannot apply to be judges and they have limitations on being hired for the armed forces); and
- Restrictions on employment because of family issues (particularly for married women).

Barriers to Women in Employment

Based on a census report from the Iranian Statistics Center, female employment stood at 13.7% in 1976–77. However, that number began to decline, and in 1986–87 the rate of women in employment sat at 8.8%. For the following two decades, that number fluctuated between 9% and 12% [57].

It should also be noted that many women who work outside of the home are employed in low-level jobs, despite the following:

- An increase in the number of women accessing higher education;
- A decrease in the birth rate;
- An increase in the average age at marriage;

- Urban development; and
- An increase in the number of educated female job seekers [58].

In a seminal work entitled “Challenges toward women employment in Iran from the managers’ and directors’ perspective,” Rafatjah and Kheyrikhah [59] studied the barriers women face in becoming full employment partners. Table 17 shows the findings of their study from a leadership perspective.

TABLE 17**MANAGERS’ OPINIONS ABOUT THE MOST IMPORTANT BARRIERS TO WOMEN’S EMPLOYMENT IN IRAN**

Barriers to women’s employment: managers’ opinions	Women		Men		Total	
	Frequency	Portion	Frequency	Portion	Frequency	Portion
Family issues	15	46.9	8	32	23	40.3
Negative traditional view toward women’s work	12	37.5	11	44	23	40.3
Discrimination and inequality in employment	13	40.6	4	16	7	29.8
Rigid, long working hours	4	12.5	6	24	14	24.7
Patriarchy and unhelpful men at home	6	18.7	7	28	13	22.8
Inappropriate job conditions	6	18.7	—	—	6	10.5

In another study, published in the magazine *Women’s Word* [60], the following barriers to female employment were listed:

- Low educational levels and skills;
- Social and family issues;
- Economic crises;
- Traditions, stereotypes, and norms;
- Family-related rules and norms; and
- Employed women’s literacy.

Based on Iranian culture, norms, and traditions, men are considered to be the main breadwinners of the family, making a shift in acceptance of women working outside of the home somewhat difficult to achieve. However limited, it is heartening to note that within the Ministry of Petroleum, the conversation has at least begun.

Appendix 7: The Philippines

Hewlett Packard Enterprise Programs

To ensure that employees carry and embody the D&I philosophy of the company, HPE Philippines employs the following significant organizational practices.

Role of Leadership

All policy directives originate from the US headquarters and are cascaded to different countries. D&I programs are linked to their corresponding HR services and country-specific D&I programs and are approved by headquarters.

Activities of all ERGs are governed by the Employer of Yours Council. Buhay HPE (literally “HPE Life”) is in charge of all activities related to employee engagement. These are employee driven, with an HR partner who guides the group in its activities to ensure compliance with company policies.

Each interest group has a management sponsor who serves as the voice of the group to management, prepares initiatives, and gives overall support to the group. To ensure accountability, the group leader submits a report to management detailing the group’s activities and a corresponding financial report.

Open-door Policy

Employees are encouraged to meet one-on-one with their managers. This is an effective feedback mechanism for both employees and managers and can be done at anytime or whenever the need arises. There are no offices for directors, for example, allowing them to sit beside anyone in the office at any time.

Focal Point Review

A focal point review is conducted every quarter to identify with employees where they can improve their job and behavioral performance.

Multidirectional Flow of Communication

There is no communication chain of command, so anyone can speak with anyone at any time. HPE has 360° feedback in place to ensure more objective evaluations of employees.

Consultation with Employees

Every year, focus group discussions with employees are conducted. This ensures that employees’ needs are identified and properly addressed.

D&I Employee Orientation

New hires undergo a D&I orientation. This is institutionalized in the whole of HPE. New employees are oriented on the Codes of Business Conduct and harassment, abuse, and discrimination policies of the company, among others.

D&I Champion

HPE Philippines has a D&I champion to drive culture change.

Diversity Targets

As a way to ensure a diverse workforce, HPE tracks its male/female workforce ratio. This is done during hiring and promotions. The company also measures the age demographics of applicants. Every month, there are HR reports on the number of hires based on gender, age, job level, etc. allowing the company to track its targets.

D&I Program as a Recruitment Tool

During recruitment, the talent acquisition team encourages prospective employees to join the company by presenting the D&I program of the company through video presentations.

Workforce Surveys

Every year, a Voice of the Workforce Survey is conducted. It is a comprehensive survey in which all managers, HR, and employee engagement programs are measured, among others. It asks employees if they are treated well by their leaders, what will make them stay or leave the company, etc. Every month a shorter survey is given randomly to employees. All surveys are summarized, analyzed, and submitted to the HPE headquarters.

Grievance Policy

HPE Philippines has a grievance policy outlining avenues for complaint. Employees also have available an Ethics and Compliance Office for matters of grievance.

Training

To ensure objectivity in the recruitment process, hiring managers and managers undergo training on how to conduct interviews. To ensure that unconscious biases will not negatively affect hiring, board interviews are conducted, and a template is also used to guide hiring managers in determining whether an applicant would fit the culture of the company.

All training courses are available online. Some training such as Standards of Business Conduct is mandatory for all employees.

Requisition Consultation

To be able to recruit the right applicant to the company and at the same time avoid bias in recruitment, the talent acquisition team regularly calibrates the requirements of positions, otherwise known as an employment systems review. This ensures that required skills accurately reflect the requirements of the position.

Flexible Work Arrangements

Employees are monitored based on their output, not the amount of time they spend in the workplace. Depending on the nature of their jobs, they can work from home.

Provision of Facilities

Breastfeeding areas for lactating employees are available.

HPE Awards

In 2014, in recognition of D&I within HPE, the Quezon City local government gave the company a Rainbow Award. Below are examples of awards received by HPE between 2012 and 2015.

- 2015 Working Mothers' 100 Best Companies (25th year on this list)
- 2015 Reader's Choice "Top 50 Employers" in *Minority Engineer Magazine*
- 2015 ranked #2 on Careers and the disABLED Magazine's Top 50 Employers
- 2014 Top 50 Companies for Executive Women awarded by the National Association for Female Executives (NAFE)
- 2014 "Best of the Best" Top Veteran Friendly Companies in 2014
- 2013 Top 10 Happiest Companies for Young Professionals (Forbes)

- 2013 scored 100% on the Human Rights Campaign Corporate Equality Index
- 2013 Working Mothers' Top 100 Companies
- Top 25 Noteworthy Company according to Diversity Inc.
- 2012 Top 50 Companies for Executive Women awarded by NAFE
- 2012 scored 100% on the Human Rights Campaign Corporate Equality Index
- 2012 Working Mothers' Top 100 Companies

Increased Awareness of Diversity

Programs of HPE Philippines on D&I increased employees' awareness of diversity which resulted in easier acceptance of others' gender, religion, etc.

Better Workplace Harmony

HPE reports that diversity awareness has led to better work relationships as employees develop sensibilities about differences and how to demonstrate respect for those differences.

Thomson Reuters Manila

As early as the 1920s, the Thomson Corporation was present in the Philippines. It primarily published textbooks in English during the American period. Post-World War II, the Reuters Corporation was established as a small news bureau. Currently a joint entity, Thomson Reuters (TR) Manila provides knowledge-based support for content, customer, and consulting services to clients around the world.

D&I at TR

The commitment of TR to D&I is articulated in the following statements: "We foster an inclusive workplace where all employees are valued and have the opportunity to reach their full potential. We embrace diversity of thought, styles, experience, culture, race, color, gender, national origin, religion, gender identity and expression, sexual orientation, disability, age, marital status, citizen status, and veteran status to drive innovation and deliver competitive advantage [52]."

"We know that having a diverse workforce is not enough, we also need to build a culture of inclusion that leverages the strengths of all of our employees. From new hire orientation to management and leadership training to an online portal accessible to all employees, we focus on developing global mindsets, breaking unconscious bias and demonstrating the business case for diversity across the organization [52]."

Drivers

The D&I program in TR globally has been in place since 2010. In the Asian region, D&I was first explored in 2011. A senior executive was assigned in Asia to become TR's D&I champion and formed the Asia Diversity Council comprised of senior leaders from different countries.

In 2012, TR Manila began to make a business case for D&I and looked at the value it would add to the business. Together with TR Global, TR Manila decided to pursue D&I not just as a program but as a business strategy.

Among other things, TR Manila wanted its employees to collaborate, as the company had several business units that operated in silos without much interaction between and among them. With a shift in senior leadership, TR Manila then encouraged its employees to look for commonalities, practices, and solutions and to open up its lines of communication to promote an inclusive environment. This meant reaching out to colleagues from other countries, looking for people with similar job functions, and finding opportunities to consult in looking for best practices.

TR also looked at the performance of other companies that had been practicing D&I through jurisdictional scans. Based on this, the company found evidence that organizations that promote D&I perform much better than those that do not. It also found that teams that are more diverse are six times more productive than teams that are not. Over the years, D&I evolved into a way of life at TR Manila.

Enablers, Winning Strategies, and Success Factors

TR Manila has a Global Volunteer Network, Green Team, Pride at Work, and Women at Thomson Reuters as major BRGs that give life to D&I programs and activities. These BRGs are engaged in various activities related to raising awareness and sensitivity through education, training, and networking. There are also clubs catering to the different interests of TR employees like dancing, singing, badminton, basketball, etc. These clubs are set up by employees and supported by TR. There is also a plan to set up a career network for the millennials. In addition to the BRGs and clubs, the following can be considered enablers, winning strategies, and success factors of the TR Manila D&I program.

Active Leadership

All D&I programs are under the HR Department of TR Manila. They are guided by an overall global philosophy and a global direction. These are cascaded from the top to different countries where they are customized.

Inclusion of D&I in Business Planning

To ensure continuity, D&I programs are included in the yearly business planning of the company.

D&I Champions

There are D&I champions or subject matter experts in each region, allowing D&I programs and activities more attention as they are modified appropriately based on the needs of the region.

Going Glocal

The approach is global, but the application is local. The D&I principles are global but when applied to various countries, D&I goes local so that benefits are maximized to accommodate the culture of each country.

Everyone Is Responsible for D&I

At TR Manila, it is impressed upon employees that D&I is everyone's responsibility. Its success does not depend on someone else, but on each individual. Employees initiate and plan activities for D&I, which are presented to management for feedback and approval.

Subsidy for All BRGs

Every year, the BRGs propose their top four activities with corresponding budgets and justification.

Focus Group Discussions and Engagement Survey

To determine the appropriate activities for D&I, focus group discussions (FGDs) are held in each region. FGDs are also conducted to validate the results of the Employee Pulse Survey (conducted twice a year). Feedback from employees is gathered based on recommendations and action plans are drawn up. At the end of the year, the results of the action plans are reviewed to determine what else needs to be implemented or improved.

Another survey conducted is the Engagement Survey, which is done randomly. Hence, not all employees participate. It covers different categories such as communication, performance, business direction, culture, values, corporate social responsibility, etc. TR Manila hires a third party to conduct the survey on behalf of the company.

Increasing Performance Targets

Every year, TR Manila increases its targets based on the previous year's performance. For example, if the target in 2016 was a 30% increase in female senior managers, the following year's target might be increased to 35%.

Diverse Interview Panels

The interviewing panel comes from diverse backgrounds and different business areas. This eliminates unconscious biases in determining whether an applicant is fit for the position. The interviews can be conducted separately by each panel member, and then the viability of each candidate is discussed by the entire panel.

Career Development Programs

In order to retain skilled and experienced employees, TR Manila conducts mentoring and coaching sessions. Employees present their personal plans and goals and are guided in the appropriate direction. This is a part of the annual employee performance reviews and checks done annually.

TR Manila has a program for high performers called Accelerated Careers for Emerging Talents (ACE). It targets high-performing employees who have been with the company for one to three years. They are given special training and exposure to senior leaders during what is known as Know Your Business, where leaders talk about what their particular line of business involves and share their personal career journeys in the hope that it will inspire the high performers.

Talent Flow

Employees at TR Manila are encouraged to apply in the various business units of the company as part of their talent flow. In this way, employees are able to acquire more skills, which positively impacts succession planning.

Continuous Learning

Employees have the opportunity to learn new things and expand their skills through TR Manila's various training programs.

D&I Training

TR Manila offers standard training for D&I. At least two or three forums are conducted quarterly on different aspects of D&I. Leaders and executives also undergo this training. To deal with unconscious bias, recruiters undergo value and culture training.

Data Analysis

Every month, a report is generated on the demographics of the company, allowing TR to assess how and whether targets are being met.

Awards and Recognition

TR Manila has won several awards and has for the past eight years been cited as a workplace with a high inclusion index. From 2010 to 2016, TR Manila won:

- Most Popular Team Leader Award, 2016 International ICT Awards
- 2016 Best of Brand Awards—Special Recognition for Outstanding Brand Engagement
- Finalist, 2016 Best Global In-House Center of the Year, ICT Awards and 2015 Chairman's Award, Winner, Customer Helpdesk Transformation
- Finalist, Westlaw Asia-Philippines
- Recipient, 2015 Surfboard Awards F&R Customer Service
- Finalist, 2015 Best Employer of the Year, ICT Awards
- PQA Level 2 Recognition for Proficiency in Quality Management 2015
- Awardee, 2014 Excellence Award in Diversity and Inclusion Communication, Philippine Quill Awards
- Recognition for Commitment to Quality Management, Philippine Quality Award
- Awardee, 2013 Top Employer of the Year, Asia CEO Awards
- Finalist, 2012 Executive Leadership Team of the Year, Asia CEO Awards
- Finalist, 2012 Quality Program of the Year, ICT Awards
- Finalist, 2011 Executive Leadership Team of the Year, Asia CEO Awards
- Finalist, 2011 Asia Human Capital Award
- Awardee, 2011 Shared Services Excellence of the Year, ICT Awards
- Awardee, 2010 People Program of the Year, People Management Association of the Philippines

Onboarding Program

Part of the onboarding of TR Manila's new hires is employee orientation. This is very comprehensive and includes apprising new employees of the company's D&I philosophy and available resources including BRGs.

Flexible Compensation and Benefits

Compensation and benefits of employees depend on the business unit and the country location as

TR Manila follows local labor laws. TR Manila aims to offer compensation and benefits above industry standards.

Exit Interviews

Employees who leave the company undergo an exit interview so that TR is made aware of why they decided to leave.

Diversity as Part of Performance Goals

The performance goal of all managers is to ensure that they are able to build diverse, inclusive teams and this is built into their accountability scope.

Regular Job Evaluations

Jobs are evaluated regularly to ensure alignment with the overarching goals of the company. Job criteria and requirements are evaluated to ensure relevance to the business.

Multichannel Communication Flow

TR Manila practices open communication to enable and facilitate employee feedback, ask questions, and interact with leaders.

Enhanced Work–Life Integration Policy

Employees can choose their shifts while keeping in mind the global nature of the company. A yearly family day is held to provide employees' families a better understanding of the company and the demands of the work of their parents or spouses. A year-end family party is held during the Christmas season, although this is not referred to as a Christmas party as not all employees celebrate Christmas.

Barriers and Challenges

Like any organization, TR Manila is also confronted with barriers and challenges. These are outlined below.

Understanding Diversity

In TR Manila, the initial challenge was arriving at a common understanding of diversity.

Rebranding the Women's Group

It was necessary to rebrand the women's group beyond activities that were geared more to their physical appearance, making empowering women the central theme. In doing so, the company conducted talks to raise the level of awareness of women's issues such as violence against women. Likewise, women who achieved success in their careers were invited to inspire female employees of TR Manila. At the same time, mentoring was put in place to help women to grow in their chosen fields. Empowering women also paved the way for the birth of the Women in Industry Network (WIN). The network reaches out to women leaders who share different topics relevant to their growth as individuals and as career women. The idea is really to connect, ignite, and inspire through WIN.

Employee Piracy

A big challenge for TR Manila has been the pirating of employees by other companies. This is a costly ongoing challenge considering the company's investment in training.

Balancing Roles as Employees and Volunteers

When employees are involved in D&I activities on a voluntary basis, their core job functions sometimes suffer because of the time devoted to this volunteer work.

Engaging More People

Some employees do not find it necessary to be a part of any D&I activities as they have other priorities.

D&I Outcomes

Positive Impact on Talent Acquisition and Retention

TR Manila ensures that every job opening in the company has a diverse candidate slate. D&I programs are also valuable for increasing employee retention. Hence, the culture of D&I is an enabling factor in allowing the company to hire and retain the best talent.

Helping Employees Navigate the Workplace

Based on the Employee Pulse Survey, D&I makes TR Manila a better workplace, allowing easier interactions with colleagues from different backgrounds.

The following employee reviews [52] are testaments to their positive experience at TR Manila:

“...has a very conducive working environment to work in. It has a very good reputation across the globe. The managers are very competitive.” (HR recruiter)

“...most enjoyable part of the job is the people.” (former associate publishing specialist)

“Best culture company, seems like you are in the university, you can experience academics and extracurricular activities at your own choice. There is training to harness your skills and you can also fulfill your passion as this company has many ‘interest clubs.’ Everyone is like family... this company is very nice, we can have our vacation whenever we want.” (former publishing specialist)

“I really like working here in Thomson Reuters. The company has given me a lot of opportunities to showcase my talent... I continue to learn new processes as well as increase my soft skills through workshops provided by Thomson Reuters. Management promotes its Code of Business Conduct and Ethics and is very high on integrity...” (manager)

“Great management. It helps you to bring out your full potential. A family-oriented organization. Most of my co-workers know how to respect colleagues.” (former network engineer/consultant)

“...everyone on the team values teamwork and camaraderie... In my years of working in Thomson Reuters I haven’t felt uncomfortable with my managers and co-workers. It’s like in my college days.” (former research analyst, research group)

“Being a part of Thomson Reuters is a dream come true for me. I love the company and it is my great pleasure to be part of it. I am so blessed to be with the organization and experience the culture, the values, and the benefits of being an employee. Truly, this experience and career helps me a lot to be a better individual. Working with Thomson Reuters is preparing me to become part of much greater opportunities on the horizon.” (global service desk analyst)

“Working at Thomson Reuters is indeed a dream job for me. This experience exposes me to the corporate world. I learned a lot from this company. It has enabled me to become a more critical and logical thinker. I was given tasks that required decisions that are vital and was taught to have a great sense of individuality while maintaining partnerships and collaboration... I was able to

develop a wide range of skills through this. I have no issues with the management and with my colleagues/co-workers as well, who have supported me through the years. The hardest part of my job is working under high pressure and setting priorities like choosing the important things over the urgent ones. Working alongside my colleagues who are supportive all the time and getting the work done under high pressure is the most enjoyable part of my job.” (former staff assistant)

“It is a fun workplace because the management highly promotes work–life balance. Employees’ efforts are well appreciated through recognizing top-performing employees. Moreover, the company believes in equality.” (publishing specialist II)

“The most enjoyable parts of my job are developing relationships with co-workers and the different activities offered by TR to enhance my abilities. We have different clubs such as cooking, health and fitness, photography, etc.” (senior publishing specialist)

Lessons Learned by TR

To stay in the business there is a strong need for the company to capitalize on its diverse workforce worldwide. Hence, D&I is a business imperative because it: 1) provides TR a competitive advantage; 2) ensures sustainable innovation; and 3) offers brand equity to the company [52].

Recommendations

To strengthen the D&I programs of TR Manila, the following are recommended:

- Wider parental leave for Asia-Pacific employees. Men and women should be given equal days of parental leave. At present, women are granted more days of parental leave than men. Equalizing the leave would give both parents enough time to bond with their children.
- Wider diversity integration. There is a need for better integration of persons with disabilities into the D&I programs in TR Manila, as there are invisible disabilities such as mental ones. Religion is another aspect of diversity that should be recognized. Currently, TR Manila has a long way to go in ensuring that employees are more accepting of differences in religion.
- Bigger budget allotment. There are many activities that could be undertaken to support more D&I programs in TR Manila. Naturally, these would require greater resources such as bigger budget allotments.
- Wider bereavement benefit coverage. The bereavement leave benefit should not just be for immediate family members, but should also extend to domestic partners of employees.

Conclusion

When a person joins an organization, a psychological contract comes into play. Both employees and the organization have mutual expectations such as respect for and from colleagues in supporting a culture that will help each to realize his or her full potential.

The D&I journeys of HPE Philippines and Thomson Reuters Manila are testaments that beyond the tangible benefits employees receive, being valued, respected, and accepted in the organization are significant factors in creating greater employee engagement and achieving organizational citizenship. D&I can help to attract and retain the best talent, improve marketing efforts, promote creativity and innovation, and result in better problem solving and organizational flexibility [61].

However, practicing D&I in the workplace does not come without its challenges, among which are resistance to change, lack of cohesiveness, communication issues, interpersonal conflicts, and slower decision making [61]. As the world is getting smaller due to advanced ICT, increased workforce mobility, and the changing nature of work and organizations, without intervention diversity can present major challenges for an employer. This does not mean shying away from diversity but rather embracing and harnessing it to achieve better organizational outcomes.

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SUSTAINABLE PRODUCTIVITY

THE NEW FRONTIER FOR PRODUCTIVITY

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Republic of China
Fiji
Hong Kong
India
Indonesia
Islamic Republic of Iran
Japan
Republic of Korea
Lao PDR
Malaysia
Mongolia
Nepal
Pakistan
Philippines
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Sri Lanka
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