



2025

# BELONGING AWARDS APPLICATION GUIDE



# CONTENT

Why are more and more businesses releasing DEI (Diversity, Equity, and Inclusion) Annual Report to the public?	06
Why should you provide this data for DEI Employer Awards applications?	08
How is the confidentiality of the submitted data ensured?	09
What Does a DEIB Vision Statement Typically Include? Could You Provide a Sample? How Does a DEIB Vision Differ from a DEIB Strategy?	10
What Does a Diversity, Equity, Inclusion, and Belonging (DEIB) Strategy Description Include?	12
How Should an Organization Set Its Short-, Medium-, and Long-Term DEIB Goals?	14
What do equal opportunity and anti-discrimination policies of enterprises/organizations usually contain?	17
What is the discrimination and harassment complaint and handling process in enterprises/organizations? Provide a sample.	19
What do the ethics and anti-corruption policies of enterprises/organizations usually include?	21
What aspects are involved and included in the recruitment policies/systems of enterprises/organizations?	23
Please provide a sample policy of enterprises/organizations regarding the employment and support of vulnerable groups.	25
Please provide an example of a special recruitment plan for disabled individuals in a company.	27
Example of a corporate compensation policy/system including gender pay equity policy.	29
What are the main components of full-time employee compensation standards? How are they set?	31
Process for assessing and adjusting gender pay disparities in enterprises/organizations.	33
What are the usual policies or systems related to performance and rewards in enterprises, and can you provide a detailed explanation and example?	34
A section on DEIB within a document describing the performance and compensation assessment process and methods.	37
How Are DEIB Elements Typically Integrated into Management Performance and Bonus Schemes? How Is Qualitative Evaluation Conducted? What Are the Correlation Coefficients?	41

# CONTENT

What are the usual contents of training and learning management systems in enterprises, and can you provide an example?	44
Employment and leave policies in enterprises: comprehensive overview.	47
Document example of an enterprise employee benefits management system.	49
A sample of the DEIB-related section from a corporate talent development and promotion system document.	51
Example of a generally applicable workplace health and safety policy and standards in an enterprise.	54
A sample policy for supporting employee flexible work options (e.g., remote work, telecommuting).	56
Example document on regulations and guidelines for employee personal privacy and intellectual property protection in an organization, considering DEIB elements/principles.	58
What are some of the job titles for DEIB professionals, and how are their job descriptions generally written?	63
Integrating DEIB into core senior management job descriptions and responsibilities – How is it typically described?	67
What is a DEI/DEIB Committee? What are its functions and values?	71
What is an Employee Resource Group (ERG)? What are its unique characteristics and functions? What are the typical ERG tools?	73
A sample notification for a DEI focus group meeting.	77
What Does a DEIB Executive Sponsorship Program Include? (Template Provided)	79
What Does an Annual Budget and Explanation Document for a Diversity, Equity, Inclusion, and Belonging (DEIB) Project Include?	84
What does the annual DEIB work plan include?	89
What Does an Annual DEIB Work Summary Report Include?	92
What does a description document of an internal communication mechanism in an enterprise look like? How should it be written and presented?	95
What Are DEIB Employee Engagement and Feedback Platforms and What Main Functions Do They Include?	97

# CONTENT

What Does a Periodic DEIB Evaluation Report Include?	99
What are the key components usually included in a corporation's disclosure of DEIB policies on their website?	102
What Does a DEIB Employee Feedback File Include?	104
What does the definition and measurement metrics system for DEIB include?	106
What do the DEIB guiding principles include?	109
What is the DEIB Goal Setting Tool?	111
What are the typical tools and dashboards for DEIB data analysis?	113
What are the DEIB assessment and audit tools, and what functions do they generally include?	115
What are the DEIB rewards and recognition tools available? Please provide a template.	118
What are common tools for anonymous employee feedback? What are their typical forms, tools, and content?	121
What are the tools for cross-cultural communication, and what features do they generally include?	123
What are the tools for diversity recruitment and what functions do they include?	125
What are the common cultural survey tools, and what functions do they generally include?	127
What Does a Diversity, Equity, Inclusion, and Belonging (DEIB) Training Checklist Include?	129
Can you provide an example outline for unconscious bias training?	134
Can you provide an example outline for anti-discrimination and anti-harassment training?	136
What are the typical forms and contents of DEIB resource centers in organizations?	138
What typically is included in a care plan for employees with different religious practices, disabilities, and other special needs within a corporation?	140
Example of a multicultural holiday celebration event plan and implementation.	142
What does a corporation's policy requirements regarding DEIB in the marketing process typically include?	144
How to avoid marketing advertisements for a company's products or services that may be perceived as discriminatory or biased?	146

# CONTENT

How to establish supplier behavior guidelines for a company - Detailed example (including clear DEIB requirements)	148
How is policy and admission criteria related to supplier diversity and inclusion status usually drafted?	152
How are the relevant assessment criteria for DEIB typically established within supplier evaluation standards, systems, or processes? How are they qualitatively defined? Under what circumstances can exclusions be made, and when is admission permissible?	156
How to establish supplier business integrity and ethical conduct assessment standards and ensure enforcement?	159
Could you provide a document outlining the ethical and moral requirements related to Diversity, Equity, Inclusion, and Belonging in programming, artificial intelligence development, and other work?	161
How to set standards for ethics and compliance in products/services/solutions in a company and conduct clear and effective assessments?	168
Example requirements for ethical risk assessment and management in a company's product/service development process.	167
What modules and tools typically make up a corporate Diversity, Equity, Inclusion, and Belonging (DEIB) monitoring system?	169
What key elements are typically included in a corporate DEIB assessment, report, or explanatory document?	171
Request for an Example DEIB Communication Policy, Guidelines, or Process Document	172
What core elements are typically included in a corporate Pay Equity (Gender) Policy and Guidelines document?	175
About us	176
Author	179
Copyright	180

# WHY ARE MORE AND MORE BUSINESSES RELEASING DEI (DIVERSITY, EQUITY, AND INCLUSION) ANNUAL REPORT TO THE PUBLIC?

More and more increasing number of businesses are releasing DEI annual reports for a variety of reasons. These reports provide transparency about a company's performance and commitment in the DEI domain, reflecting their focus on social responsibility. Here are some key reasons:

## **Social Responsibility:**

Increasingly, businesses recognize that DEI is not just a moral obligation but also a part of their social responsibility. By publicly releasing DEI annual reports, companies can demonstrate their active efforts to improve diversity and equity.

## **Reputation Enhancement:**

Releasing DEI annual reports helps enhance a company's brand reputation. Commitment and efforts in the areas of diversity and equity can attract more consumers, investors, and employees, particularly those who prioritize these issues.

## **Regulatory Compliance:**

Some regions and industries require companies to report their DEI data and measures to ensure compliance. In these cases, publishing DEI annual reports is a legal requirement.

## **Talent Attraction and Retention:**

Companies need to attract and retain talent with diverse backgrounds and experiences to drive innovation and competitive advantages. Transparently showcasing DEI commitments and progress helps attract these talents.

## **Competitive Advantage:**

DEI is considered a competitive advantage in many industries. Companies that take proactive steps to improve DEI can better meet the needs of diverse customers and enhance business sustainability.

**Internal Motivation:**

Releasing DEI annual reports can inspire internal motivation, encouraging employees to actively participate in DEI efforts and ensuring alignment within the company.

**Monitoring and Improvement:**

Annual reports allow companies to monitor the achievement of their DEI goals and provide opportunities for improvement. This helps ensure that DEI commitments are not just lip service but are put into action.

In summary, DEI annual reports have become a widely accepted practice that helps build transparency, enhance a company's sense of social responsibility, boost reputation, attract talent, and gain a competitive edge. This reflects society's ongoing concern for DEI issues and encourages companies to take more proactive action in this area.

# WHY SHOULD YOU PROVIDE THIS DATA FOR DEI EMPLOYER AWARDS APPLICATIONS?

The data options for the application are based on the data from the DEI annual reports disclosed by the top 100 globally transparent companies in DEI. Generally, this does not involve compliance or privacy issues, and the transparency of DEI data underscores a company's firm commitment, courage, and confidence in related matters. The scope of the data submission includes all legal entities registered in China (Mainland China, Hong Kong, Macau, Taiwan), excluding other global regions and not involving data import/export.





# HOW IS THE CONFIDENTIALITY OF THE SUBMITTED DATA ENSURED?

Employer Branding Institute obtains the data and rigorously ensures the confidentiality of the submission at multiple levels, including systems, processes, and operations. The evaluation process is fully digitized and automated, avoiding unconscious biases and excessive handling of data by personnel. The evaluation process also includes anonymization, and after completion, all personalized information and submission materials are completely removed to safeguard data privacy.



# WHAT DOES A DEIB VISION STATEMENT TYPICALLY INCLUDE? COULD YOU PROVIDE A SAMPLE? HOW DOES A DEIB VISION DIFFER FROM A DEIB STRATEGY?

A company's or organization's DEIB (Diversity, Equity, Inclusion, and Belonging) vision statement or declaration generally includes the following key elements:

## Core Values and Beliefs

- Emphasizes an unwavering commitment to diversity, equity, inclusion, and belonging.
- Affirms the belief that a mix of backgrounds, perspectives, and experiences can drive innovation and excellence.

## Vision and Goals

- Depicts an ideal state, such as an environment where everyone has equal opportunities for growth, the freedom to express themselves, and feels respected and supported.
- Conveys lofty expectations for a future culture or work environment, with messages like “everyone has opportunities” and “every voice is heard.”

## Cultural and Environmental Depiction

- Describes an organizational culture that is inclusive, supportive, and fosters a sense of belonging.
- Specifies how fairness and respect are demonstrated, for example, through equal opportunities in decision-making, communication, recruitment, and promotion.

## Commitment and Accountability

- Articulates the organization's commitment to continuously improving and implementing DEIB principles.
- Emphasizes the roles and responsibilities of leadership, employees, and all stakeholders in achieving this vision.

## Differences Between a DEIB Vision and a DEIB Strategy

### 1. Levels and Focus

#### DEIB Vision:

- A macro-level, aspirational description that clarifies the ultimate goals and ideal state the organization seeks in terms of diversity, equity, inclusion, and belonging.
- Acts as a guiding inspiration, motivating all members of the organization to move toward a more inclusive

and diverse future.

**DEIB Strategy:**

- A micro-level, operational plan that includes specific action steps, projects, and measures aimed at gradually realizing the vision.
- Typically involves short-, mid-, and long-term objectives, with clearly defined responsibilities, resource allocation, key performance indicators (KPIs), as well as evaluation and adjustment mechanisms.

## **2.Content Format and Implementation**

**Vision Statement:**

- Generally a public, concise, and inspiring narrative intended to be recognized and to motivate both internal and external stakeholders.

**Strategy:**

- More detailed and specific, often comprising multiple components (such as recruitment, training, promotion, pay equity, employee resource groups, etc.) along with the precise details of how to implement and monitor these initiatives.

## **3.Timeframe and Dynamism**

**Vision:**

- Relatively stable and long-term, outlining the organization's enduring cultural goals and values.

**Strategy:**

- May be continuously adjusted and refined in response to external conditions, internal circumstances, and implementation feedback, thereby exhibiting strong dynamism and adaptability.

In Summary, The DEIB vision encapsulates the long-term ideals and values an organization aspires to achieve in the realm of diversity, equity, inclusion, and belonging. In contrast, the DEIB strategy is the specific roadmap and action plan developed to turn that vision into tangible results. Both are complementary: the vision sets the direction and provides inspiration, while the strategy translates that vision into actionable outcomes.

# WHAT DOES A DIVERSITY, EQUITY, INCLUSION, AND BELONGING (DEIB) STRATEGY DESCRIPTION INCLUDE?

When describing a DEIB strategy, it is essential to translate the vision into a concrete, actionable plan while ensuring that every initiative can be implemented, measured, and monitored. The main components typically included in a DEIB strategy description are as follows:

## 1. Background and Current Situation Analysis

### **Current Assessment and Data Analysis:**

Evaluate the existing workforce composition, cultural climate, and processes to identify strengths and weaknesses.

### **Pain Points and Opportunities:**

Clarify the main challenges currently faced, such as potential biases or uneven promotion channels, while also identifying opportunities for improvement.

## 2. Alignment of Strategic Goals with the Vision

### **Vision Extension:**

Clearly state that the strategy is designed to serve the long-term DEIB vision, explaining how the strategy will help build a diverse, equitable, inclusive, and belonging work environment.

### **Clear Strategic Objectives:**

Set short-, medium-, and long-term goals and ensure these objectives are measurable (e.g., increasing the proportion of minorities in leadership, reducing pay gaps, enhancing employee satisfaction, etc.).

## 3. Key Initiatives and Action Plans

### **Specific Projects and Measures:**

Develop detailed action plans covering areas such as recruitment, training, promotion, compensation, and the development of Employee Resource Groups (ERGs).

### **Timelines and Milestones:**

Establish a detailed implementation timeline with phased milestones to ensure each initiative progresses systematically.

### **Resource Allocation:**

Specify the budget, manpower, and technical support allocated for each initiative, ensuring that the strategy is adequately resourced.

## 4. Leadership and Accountability

### **Executive Support and Role Modeling:**

Describe the role and commitment of the senior management team in the DEIB strategy to ensure its

effective implementation.

#### **Responsibility Structure and Accountability Mechanisms:**

Clearly delineate the responsibilities of various departments, teams, and individuals in executing the strategy, and establish regular reporting and evaluation mechanisms to ensure performance is achieved.

### **5.Training, Communication, and Cultural Transformation**

#### **Education and Training Programs:**

Implement awareness initiatives, skills training, and intercultural communication courses to help employees understand and embody DEIB principles.

#### **Internal Communication and Promotion:**

Develop a transparent and open communication strategy to ensure all employees are informed about the strategic objectives, progress, and outcomes.

#### **Cultural Transformation Initiatives:**

Drive changes in policies and organizational culture to embed DEIB principles into everyday practices.

### **6.Monitoring, Evaluation, and Adjustment**

#### **Performance Indicators and Data Tracking:**

Establish quantifiable metrics (KPIs) such as employee satisfaction, turnover rates, promotion equity, and pay balance, and conduct regular data analysis.

#### **Feedback Mechanisms and Continuous Improvement:**

Design internal surveys, focus groups, and other feedback channels to promptly capture the views of employees and stakeholders, and adjust the strategy accordingly.

### **7.Risk Management and Compliance Assurance**

#### **Risk Identification and Mitigation Strategies:**

Analyze potential risks that could affect the execution of the strategy (e.g., cultural resistance, deviations in policy implementation) and develop corresponding countermeasures.

#### **Policy Compliance and Alignment with External Standards:**

Ensure that the strategy complies with national laws and regulations as well as industry best practices, while also referencing authoritative external standards and guidelines to ensure compliance.

By organically combining these modules, a DEIB strategy not only serves as a concrete roadmap for realizing a vision of diversity, equity, inclusion, and belonging but also functions as a vital instrument for driving ongoing organizational improvement and cultural transformation. This strategic description helps organizations clarify their direction, focus resources, and engage all members, ultimately creating a healthier, more innovative, and competitive work environment.

# HOW SHOULD AN ORGANIZATION SET ITS SHORT-, MEDIUM-, AND LONG-TERM DEIB GOALS?

When setting DEIB goals for an organization, it is essential to consider the organization's current situation, industry characteristics, and cultural background, while also referring to data and research findings. The following outlines ideas and suggestions for setting goals across different time horizons:

## I. Short-Term Goals (Within 6 Months to 1 Year)

### 1. Establishing a Baseline and Current Situation Assessment

#### **Data Collection and Diagnosis:**

Conduct employee surveys, focus groups, and data analyses (such as workforce composition, promotion trends, pay equity, etc.) to establish a baseline of the current situation.

#### **Identifying Pain Points and Opportunities:**

Evaluate the main challenges currently faced, such as potential biases or uneven promotion channels, while also pinpointing opportunities for improvement.

### 2. Raising Awareness and Training

#### **DEIB Awareness Training:**

Organize training sessions for all employees to enhance understanding of diversity, equity, inclusion, and belonging, thereby reducing unconscious biases.

#### **Leadership Mobilization:**

Conduct specialized training for senior management to ensure they act as role models and catalysts for change.

### 3. Developing an Initial Strategy and Communication Mechanism

#### **Establishing a DEIB Task Force or Dedicated Department:**

Set up a team responsible for driving DEIB initiatives and ensuring the goals are implemented.

#### **Internal Communication and Transparency Mechanisms:**

Release an initial DEIB vision and strategic framework, gather feedback, and build a shared understanding.

## II. Medium-Term Goals (Within 1 to 3 Years)

### 1. Optimizing Recruitment and Talent Management Systems

#### **Diverse Recruitment Strategies:**

Develop or refine diverse recruitment channels to ensure a wide-ranging candidate pool.

#### **Promotion and Development Mechanisms:**

Enhance internal promotion processes and career development plans to ensure that every group has equal opportunities for growth.

## **2.Improving Performance Evaluation and Compensation Management**

### **Data Monitoring and Feedback Mechanisms:**

Establish key performance indicators (KPIs) to regularly track employee satisfaction, retention rates, pay equity, and other metrics.

### **Adjustments to Compensation and Reward Systems:**

Ensure a fair compensation structure by conducting regular internal pay audits.

## **3.Deepening the Inclusive Culture**

### **Establishing Employee Resource Groups (ERGs):**

Support employees from diverse backgrounds in forming resource groups to foster cross-group dialogue and collaboration.

### **Intercultural and Interdepartmental Communication:**

Promote collaborative projects and cultural exchange activities among different teams to strengthen a sense of belonging.

## **4.Implementing Policies and Processes**

### **Enhancing Anti-Discrimination and Complaint Resolution Mechanisms:**

Develop and enforce clear codes of conduct and grievance procedures to ensure timely handling of any violations.

### **Periodic Evaluation and Adjustment:**

Adjust and refine the action plan based on the execution of medium-term goals, ensuring the strategy remains dynamically adaptive.

## **III. Long-Term Goals (3 Years and Beyond)**

### **1.Embedding DEIB into the Organizational Culture**

#### **Universal Cultural Alignment:**

Integrate diversity, equity, inclusion, and belonging as core components of the organizational culture, reflected in the company's vision, mission, and daily practices.

#### **Enhancing Brand and Market Influence:**

Leverage DEIB achievements to build a socially responsible and inclusive corporate image, thereby enhancing the organization's competitiveness in the market and society.

### **2.Achieving Systemic and Sustainable Transformation**

#### **Long-Term Tracking and In-Depth Analysis:**

Establish a continuous monitoring system and data platform to track DEIB metrics over the long term, ensuring a closed-loop management process.

#### **Ongoing Optimization of Policies and Mechanisms:**

Regularly update related policies and processes in response to internal and external changes, ensuring the organization remains forward-thinking and agile.

### **3.Empowering All Employees and Stakeholders**

#### **Leadership Development and Succession:**

Cultivate the next generation of leaders who can carry forward DEIB values and practices throughout all levels of the organization.

**External Collaboration and Broader Impact:**

Partner with industry associations, social groups, and educational institutions to promote wider DEIB practices and create a virtuous ecosystem.

In summary, when setting DEIB goals, organizations should first use data diagnosis and baseline assessments to identify current conditions and immediate pain points, leveraging education, communication, and process improvements as entry points. Medium-term goals focus on optimizing policies, talent management, and performance monitoring to embed diversity and equity into daily operations. Long-term goals, on the other hand, concentrate on internalizing DEIB into the organizational culture and achieving systemic transformation, thereby establishing lasting competitive advantages and social impact. This phased approach not only addresses urgent needs but also lays a solid foundation for comprehensive future change.



# WHAT DO EQUAL OPPORTUNITY AND ANTI-DISCRIMINATION POLICIES OF ENTERPRISES/ ORGANIZATIONS USUALLY CONTAIN?

Organizations' Equal Opportunity and Anti-Discrimination Policies usually encompass the following components:

## **Policy Statement:**

- A clear declaration against all forms of discrimination and harassment.
- Emphasis on providing equal employment and development opportunities for all employees as a core value of the organization.

## **Scope of Application:**

- Detailed explanation that the policy applies to all individuals within the organization, including full-time and part-time employees, as well as temporary workers, consultants, and contractors.

## **Definition of Discrimination and Harassment:**

- Clear definition of what constitutes discrimination or harassment, including unfair treatment based on race, gender, sexual orientation, age, religion, disability, etc.

## **Recruitment and Promotion:**

- Description of how equality principles are implemented in hiring, selection, promotion, compensation, and other employment conditions.
- Emphasis on making decisions based on merit and qualifications, rather than any form of bias.

## **Training and Awareness Raising:**

- Provision of relevant training and educational activities to raise employee awareness of equal opportunity and anti-discrimination principles.

### **Complaint Procedures:**

- Establishment of clear mechanisms for complaints and reporting for employees who experience discrimination or harassment.
- Assurance of confidentiality and fairness in the handling of complaints.

### **Accountability:**

- Identification of responsibilities of management and employees in upholding these policies.
- Specification of consequences for violating the policy, including possible disciplinary actions.

### **Monitoring and Evaluation:**

- Regular review and assessment of the effectiveness of the policy to ensure it continues to align with organizational goals and legal requirements.
- Encouragement of continuous improvement to better promote diversity and inclusivity in the workplace.

### **Transparency and Accessibility:**

- Ensuring that all employees have easy access to and understanding of these policies.
- Regular updates to employees through internal communication channels about policy changes and implementation status.

These policies are designed to create a bias-free, equal work environment where everyone is respected and has the opportunity to fully realize their potential.

# WHAT IS THE DISCRIMINATION AND HARASSMENT COMPLAINT AND HANDLING PROCESS IN ENTERPRISES/ORGANIZATIONS? PROVIDE A SAMPLE.

Enterprises or organizations usually establish clear discrimination and harassment complaint and handling procedures to ensure that employees have a clear and fair way to resolve these issues. Here is a sample process:

## **Filing a Complaint:**

- Employees can submit complaints via email, phone, or in writing to the Human Resources department or a designated Equal Opportunity Office.
- If the complaint involves an employee's direct supervisor, they may choose to report to the supervisor's superior or another designated person.

## **Confidentiality:**

- All complaints are treated with strict confidentiality, and information is shared only with relevant personnel handling the complaint.

## **Preliminary Assessment:**

- Upon receiving a complaint, the Human Resources department or relevant department conducts a preliminary assessment to determine if a formal investigation is needed.

## **Formal Investigation:**

- If an investigation is warranted, it will be conducted by the Human Resources department or an external professional agency.
- The investigation process may include interviews with the complainant, the respondent, and possible witnesses, as well as the collection of relevant documents and evidence.

## **Resolution and Decision:**

- After the investigation, a decision is made based on the findings.
- The decision-making process should be fair, transparent, and consider all relevant facts and evidence.

**Notification of Outcome:**

- Both the complainant and the respondent are notified of the investigation's outcome and the actions taken.
- Notifications should respect individual privacy and avoid disclosing sensitive information.

**Follow-up Actions:**

- If necessary, this may include disciplinary actions, training, adjustments to work arrangements, or other remedial measures.
- Support for affected employees, such as providing counseling services or other resources.

**Record-Keeping and Monitoring:**

- All complaints and investigation processes should be documented and archived.
- Regularly review the effectiveness of the complaint handling process to ensure continuous improvement.

This process aims to provide a fair, transparent, and reliable mechanism for addressing issues of discrimination and harassment and supporting affected employees. Each enterprise or organization should customize this process according to their specific circumstances.

# WHAT DO THE ETHICS AND ANTI-CORRUPTION POLICIES OF ENTERPRISES/ORGANIZATIONS USUALLY INCLUDE?

Corporate or organizational ethics and anti-corruption policies typically include the following key components:

## **Policy Statement:**

- A clear stance against corruption, emphasizing the importance of integrity and ethical behavior.
- Indicates that the policy applies to all employees, management, and partners.

## **Definitions and Scope:**

- Clearly defines corrupt practices, including bribery, fraud, conflicts of interest, embezzlement, etc.
- Outlines the scope of behaviors covered by the policy, including in business transactions and internal operations.

## **Responsibilities and Compliance:**

- Details the responsibilities of employees and management, highlighting the importance of adhering to legal regulations and organizational standards.
- Specifies the consequences of violating the policy, including possible disciplinary actions or legal liabilities.

## **Preventive Measures:**

- Establishes internal controls and audit procedures to prevent and detect corrupt practices.
- Regular ethics and anti-corruption training for employees.

## **Reporting Mechanism:**

- Provides secure channels for employees to report suspicious or potential violations.
- Ensures protection measures for whistleblowers to prevent retaliation.

## **Investigation and Disciplinary Procedures:**

- Describes the process for investigating misconduct.
- Determines disciplinary measures and procedures for handling violations.

**Compliance Oversight:**

- Establishes a dedicated compliance department or officer responsible for overseeing and updating policy enforcement.
- Regularly evaluates the effectiveness of the policy to ensure compliance with legal requirements and business evolution.

**Partner and Supply Chain Management:**

- Conducts ethical and anti-corruption reviews of partners and entities in the supply chain.
- Requires partners to adhere to similar ethical and anti-corruption standards.

**Transparency and Disclosure:**

- Publishes ethics and anti-corruption policies through the organization's public channels.
- Maintains policy transparency to foster trust among internal and external stakeholders.

These policies aim to establish an honest, transparent work environment, prevent and reduce corrupt practices, while protecting the interests of the organization and its employees. Each enterprise or organization should tailor these policies according to their specific industry characteristics and legal requirements.

# WHAT ASPECTS ARE INVOLVED AND INCLUDED IN THE RECRUITMENT POLICIES/SYSTEMS OF ENTERPRISES/ORGANIZATIONS?

The recruitment-related policies and systems of an enterprise or organization typically involve the following key aspects:

## **Recruitment Policy Statement/Policy Goals and Principles:**

- Describes the overall objectives and principles of the recruitment process, such as fairness, transparency, and non-discrimination.
- Establishes recruitment principles based on capabilities and suitability.

## **Job Analysis and Description:**

- Identifies recruitment needs, clarifying the responsibilities, qualification requirements, and desired skills for each position.
- Conducts detailed analysis of vacant positions, including responsibilities, skill requirements, and qualifications.

## **Job Posting:**

- Chooses appropriate channels (such as company websites, job portals, social media, etc.) to post job information.
- Ensures job descriptions are clear and comprehensive, compliant with equal employment opportunity principles, and reflect DEI (Diversity, Equity, and Inclusion) elements.
- Publishes job information through various channels to ensure wide coverage and attract diverse candidates.

## **Applicant Screening and Evaluation:**

- Sets objective screening criteria to ensure fair treatment of all candidates.
- Establishes standardized resume screening processes.
- Uses interviews, skill tests, background checks, etc., to evaluate candidates.

## **Interview Process:**

- Develops a standardized interview process, including question setting, evaluation criteria, and decision-making.

- Determines the structure of interviews (such as one-on-one, panel interviews, review committees, etc.).
- Trains interviewers to ensure the interview process is fair and unbiased.

### **Recruitment Decisions:**

- Makes recruitment decisions based on job requirements and the candidate's abilities.
- Maintains records of the recruitment process for potential compliance review.

### **Offer Notification:**

- Sends formal job offers to selected candidates.
- Provides detailed information about work conditions, salary, benefits, etc.

### **Equal Employment Opportunity:**

- Ensures recruitment policies comply with all applicable equal employment opportunity laws and regulations.
- Prevents any form of discrimination.
- Adheres to relevant equal opportunity and anti-discrimination laws.

### **Data Protection and Privacy:**

- Protects candidates' personal information in compliance with data protection regulations.
- Onboarding New Employees:
- Arranges onboarding training and adaptation period management for new employees.

### **Feedback and Continuous Improvement:**

- Provides feedback to candidates who were not selected.
- Regularly evaluates and updates the recruitment process to enhance efficiency and fairness.

These policies and systems aim to ensure the effectiveness, fairness, and transparency of the recruitment process, while meeting the business needs of the organization, aligning with organizational values, and complying with relevant laws and regulations.



# PLEASE PROVIDE A SAMPLE POLICY OF ENTERPRISES/ORGANIZATIONS REGARDING THE EMPLOYMENT AND SUPPORT OF VULNERABLE GROUPS.

Here is a sample policy of an enterprise/organization regarding the employment and support of vulnerable groups:

## **[Company/Organization Name]** **Employment and Support Policy for** **Vulnerable Groups**

### **Introduction**

At [Company/Organization Name], we recognize that creating an inclusive and diverse work environment is not only vital for societal progress but also crucial to our success. We are committed to supporting the employment and development of members of vulnerable groups through specific policies and actions.

### **Policy Objectives**

- 1.To provide equal employment opportunities to all job seekers, especially members of vulnerable groups.
- 2.To support the professional growth of members of vulnerable groups through specialized training and development programs.
- 3.To create a work environment that supports and respects everyone.

### **Definition**

In this policy, "vulnerable groups" refer to those who may face additional challenges in the job market, including but not limited to people with disabilities, minority groups, the elderly, members of low-income families, and others who may need additional support.

### **Policy Content**

#### **1.Recruitment and Selection**

- Actively take measures to attract applications from members of vulnerable groups in our recruitment process.
- Ensure equality and fairness in the recruitment process, regardless of the candidate's background.

## 2. Training and Development

- Provide customized training programs for members of vulnerable groups to enhance their skills and professional capabilities.
- Consider individual diversity and special needs in promotion and career development decisions.

## 3. Work Environment and Culture

- Encourage all employees to have a deeper understanding and respect for diversity and inclusiveness.
- Provide necessary workplace adjustments to meet the needs of diverse employees.

## 4. Support and Adaptability

- Offer flexible working arrangements, such as remote work or flexible hours, to support those in need.
- Establish Employee Assistance Programs to help address challenges outside of work, such as family care responsibilities.

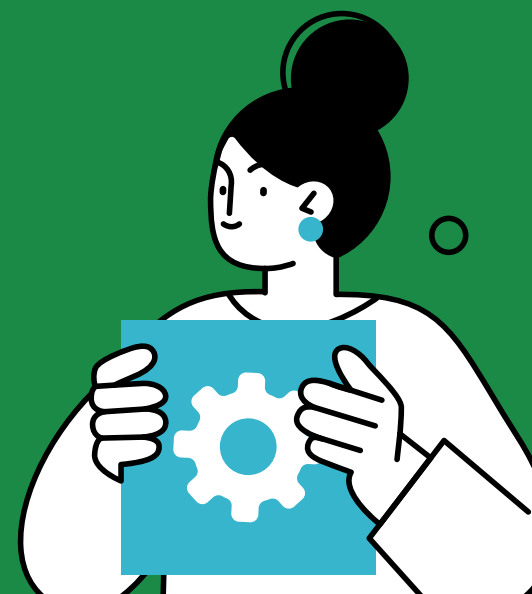
## 5. Monitoring and Evaluation

- Regularly assess the effectiveness and impact of these policies to ensure continuous improvement.
- Encourage employee feedback to continually optimize support measures.

## Conclusion

At [Company/Organization Name], we are committed to creating an equal, supportive, and inclusive work environment for all employees, especially members of vulnerable groups, through these policies and practices.

Please note that this is just a sample, and each enterprise or organization should develop and adjust policies suitable to their specific circumstances and legal requirements.



# PLEASE PROVIDE AN EXAMPLE OF A SPECIAL RECRUITMENT PLAN FOR DISABLED INDIVIDUALS IN A COMPANY.

Here is an example of a special recruitment plan for disabled employees in a company:

## **[Company Name] Special Recruitment Plan for Disabled Individuals**

### **Introduction**

At [Company Name], we are committed to creating an inclusive and diverse work environment. In support of this commitment, we have launched a special recruitment plan for disabled individuals, aimed at promoting workplace diversity and fully utilizing the talents of all individuals.

### **Program Objectives**

- To enhance the representation of disabled individuals in the workplace.
- To provide equal career development opportunities.
- To foster a work culture that is friendly and supportive of disabled individuals.

### **Recruitment Process**

#### **1. Job Posting and Promotion**

- Specifically highlight positions that are welcoming applications from disabled individuals.
- Promote these positions through disabled communities and related organizations.

#### **2. Application Process**

- Simplify the application process to ensure it is accessible to disabled individuals.
- Provide necessary assistance tools and resources for applicants.

#### **3. Interview and Evaluation**

- Offer flexible interviewing methods considering the special needs of applicants.
- Ensure the assessment process is fair and transparent.

#### 4.Workplace Adaptation:

- Adjust workplace facilities according to the needs of disabled employees.
- Provide necessary technological support and assistive devices.

#### 5.Training and Development:

- Provide customized training and orientation for new employees.
- Offer professional development and promotion opportunities for disabled individuals.

### Support and Resources

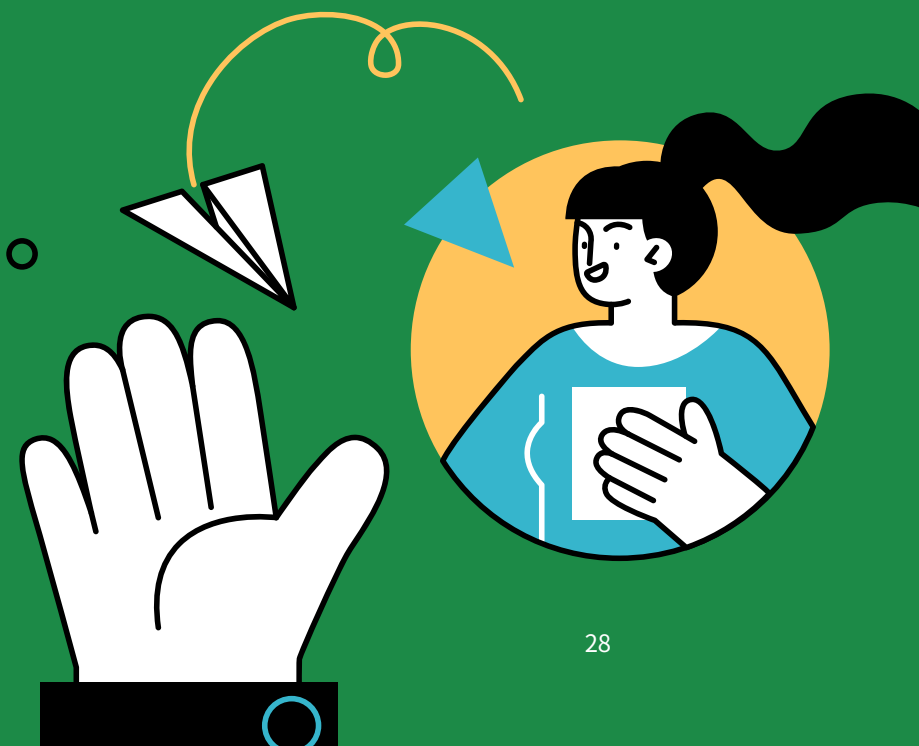
- Establish a support group for employees with disabilities.
- Provide mental health and career counseling services.
- Regularly conduct disability awareness training to improve all employees' understanding of the needs of disabled individuals.

### Monitoring and Evaluation

- Regularly assess the effectiveness of the recruitment plan.
- Continuously improve the plan based on feedback.

Through this special recruitment plan, [Company Name] is committed to providing a fair, supportive, and opportunity-rich work environment for disabled individuals.

Please note, this is just a sample, and each enterprise or organization should develop and adjust recruitment plans according to their specific circumstances and legal requirements.



# EXAMPLE OF A CORPORATE COMPENSATION POLICY/SYSTEM INCLUDING GENDER PAY EQUITY POLICY.

Here is an example of a corporate compensation policy/system that incorporates a gender pay equity policy:

## **[Company Name]** **Compensation Policy and Gender Pay Equity**

### **Introduction**

At [Company Name], we are committed to providing a fair and transparent compensation system, ensuring that all employees, regardless of gender, receive equitable pay and rewards. This compensation policy is designed to clarify how we achieve and maintain fairness in compensation, with a special focus on gender pay equity.

### **Policy Objectives**

- To offer compensation that matches the position, skills, performance, and market value.
- To ensure that gender is not a factor affecting compensation and career advancement.
- To maintain fairness and competitiveness in our compensation system through regular reviews and adjustments.

### **Compensation Structure**

- **Base Salary:** Determined by the employee's position, experience, and qualifications.
- **Performance Bonuses:** Allocated based on employee performance and contribution to company goals.
- **Benefits and Allowances:** Including health insurance, retirement plans, and other benefits.

### **Gender Pay Equity**

- **Transparency in Compensation Decisions:** All compensation decisions are based on objective standards and clear performance metrics.
- **Regular Compensation Reviews:** Conduct annual reviews to ensure pay equity among different genders.
- **Corrective Measures:** If gender pay disparities are identified, necessary adjustments will be

made.

## Career Development and Promotion

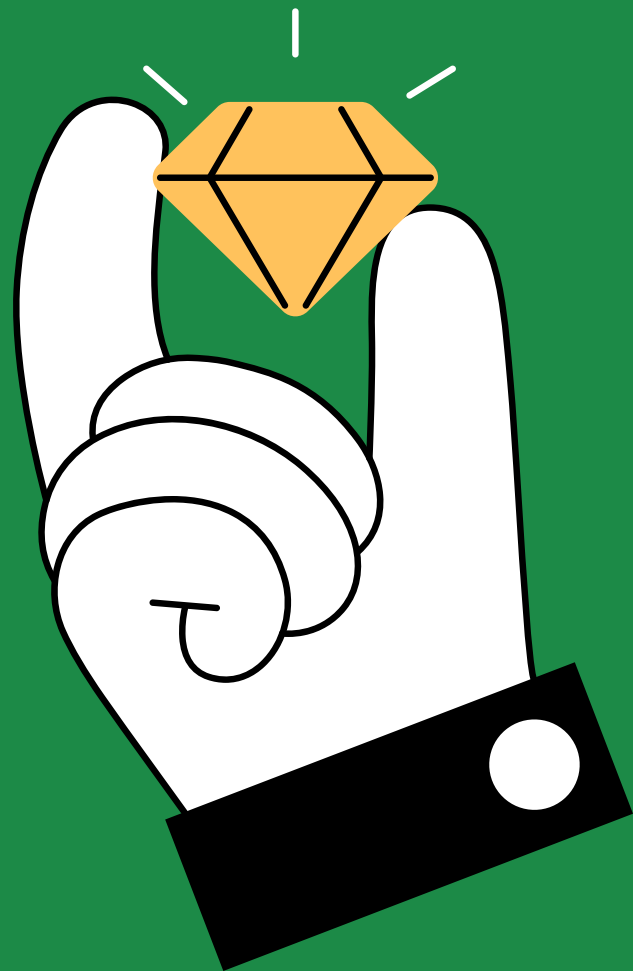
- Ensure promotion opportunities and career development plans are open to all employees without gender bias.
- Provide professional training and development courses to support employee career growth.

## Monitoring and Evaluation

- Regularly evaluate the effectiveness of the compensation policy to ensure compliance with industry standards and legal requirements.
- Optimize the compensation system through employee surveys and feedback.

[Company Name] is committed to providing a fair and competitive compensation system, ensuring that every employee, regardless of gender, receives the remuneration and recognition they deserve.

Please note, this is just a sample, and each enterprise or organization should develop and adjust compensation policies according to their specific circumstances and legal requirements.



# WHAT ARE THE MAIN COMPONENTS OF FULL-TIME EMPLOYEE COMPENSATION STANDARDS? HOW ARE THEY SET?

The compensation standards for full-time employees typically include the following main components, set based on a range of factors:

## Base Salary

- Usually the main part of the compensation structure, determined based on the employee's position, responsibilities, experience, and educational background.
- Industry standards can be established through market research, as well as by referencing the salary levels for similar positions within the region or industry.

## Performance Bonuses

- Determined based on the employee's work performance and contribution to company objectives.
- Clear performance indicators and assessment standards are set to ensure fair distribution of bonuses and their motivational impact.

## Benefits

- Include health insurance, retirement plans, paid leave, etc.
- Set according to company policies, industry standards, and legal requirements.

## Long-Term Incentive Plans (such as stock options, long-term performance rewards)

- Used to attract and retain key employees, usually linked to the company's long-term performance.
- Reasonable granting conditions and vesting periods are set to encourage employees to stay with the company long-term.

## Allowances and Subsidies:

- Such as transportation, communication, and meal allowances.
- Set based on the nature of the employee's work and their needs.

## **When setting compensation standards, businesses need to consider the following factors:**

### **Market Competitiveness :**

- Ensuring that the compensation standards are competitive within the industry.
- Financial Status of the Company: Setting compensation based on the company's financial capability and budget.

### **Legal Regulations:**

- Complying with relevant minimum wage laws and other labor regulations.

### **Internal Fairness:**

- Considering the balance of compensation between different positions and levels.

### **Employee Needs and Expectations:**

- Understanding and fulfilling the expectations and needs of employees regarding compensation.

By comprehensively considering these factors, businesses can establish compensation standards for full-time employees that are both fair and competitive.



# PROCESS FOR ASSESSING AND ADJUSTING GENDER PAY DISPARITIES IN ENTERPRISES/ORGANIZATIONS.

The process for enterprises or organizations to assess and adjust gender pay disparities typically includes the following steps:

## Data Collection and Analysis

Analyze data on employee compensation, position, years of service, educational background, etc.

## Gender Pay Gap Assessment

Compare the compensation of male and female employees in the same or similar positions.

## Identifying the Causes of Disparities

Analyze the reasons behind the gender pay gaps, such as the nature of work, performance, etc.

## Developing Adjustment Plans

Design corrective measures, such as adjusting compensation structures, providing training, and development opportunities.

## Implementation and Monitoring

Implement the adjustment plans and regularly monitor changes in pay disparities.

## Ongoing Review and Improvement

Regularly review compensation policies to ensure ongoing fairness and transparency.

## Example

Imagine a company finds that its female employees in certain departments earn less on average than their male counterparts. The company conducts data analysis to identify factors contributing to the pay gap, such as work experience and educational background. Subsequently, the company develops a plan that includes providing additional training opportunities for female employees and adjusting the pay structure to eliminate unexplained disparities. The company also establishes a regular pay review process to ensure that gender pay differences are continually monitored and managed.

# WHAT ARE THE USUAL POLICIES OR SYSTEMS RELATED TO PERFORMANCE AND REWARDS IN ENTERPRISES, AND CAN YOU PROVIDE A DETAILED EXPLANATION AND EXAMPLE?

The performance and rewards policies or systems in enterprises usually include the following key components:

## **Performance Evaluation System**

Establish clear performance evaluation criteria, such as work outcomes, goal achievement, work attitude, etc.

## **Performance Feedback Cycle**

Conduct regular performance evaluations, typically annually or semi-annually.

## **Performance Rewards**

Reward outstanding employees, which can include bonuses, promotions, additional benefits, etc.

## **Individual Development Plan**

Provide opportunities for personal development and career growth, such as training, workshops, etc.

## **Performance Improvement Plan**

Create improvement plans for underperforming employees to help enhance their performance.

## **Transparent Communication Mechanism**

Ensure transparency in performance evaluation and reward policies, promoting communication between employees and management.

## **Performance Data Tracking and Analysis**

Track performance data to analyze trends and identify areas for improvement.

## **Fairness and Consistency in Rewards**

Ensure that rewards are distributed fairly and consistent with performance standards.

# BELOW IS AN EXAMPLE OF A COMPANY'S SYSTEM THAT INCLUDES PERFORMANCE AND REWARD-RELATED REGULATIONS:

## **[Company Name]** **Performance and Rewards System**

### **Introduction**

At [Company Name], we believe that the efforts and achievements of our employees are key to our success. To recognize and motivate our staff, we have established a comprehensive performance and rewards system.

### **Performance Evaluation System**

1. **Annual Performance Review:** Conduct a comprehensive evaluation of each employee's work performance annually.
2. **Goal Setting:** Set specific, measurable annual goals in collaboration with employees.
3. **Quarterly Reviews:** Discuss progress and feedback on goals with employees every quarter.

### **Reward System**

1. **Performance Bonuses:** Award bonuses to employees who excel in their annual performance evaluations.
2. **Promotion Opportunities:** Outstanding employees will be considered for promotions and greater responsibilities.
3. **Additional Benefits:** Such as health insurance discounts, extra vacation days, etc.

### **Special Incentive Programs**

1. **Employee Recognition:** Select an "Employee of the Quarter" every quarter, awarding a certificate and bonus.
2. **Team Rewards:** Provide team rewards for achieving significant project goals.

## Personal Development and Training

1. **Career Development Planning:** Offer career development counseling and planning services to employees.
2. **Training and Workshops:** Regularly organize professional skills and leadership training sessions.

## Performance Improvement Plans

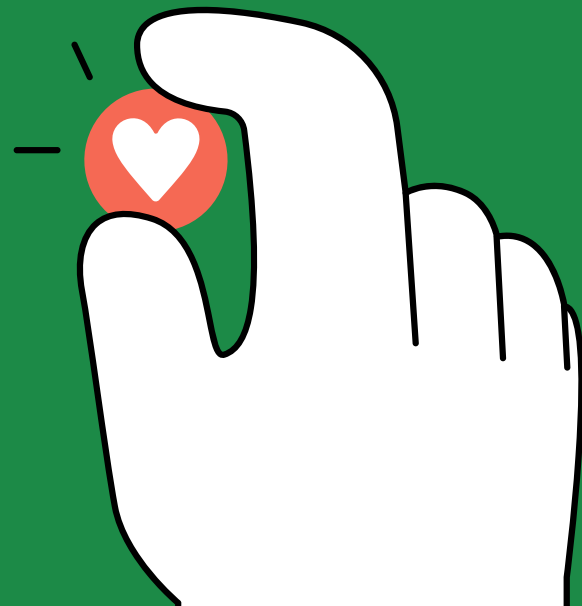
1. **Support and Guidance:** Provide additional support and guidance for underperforming employees.
2. **Tracking and Assessment:** Regularly track the progress of performance improvement plans.

## Communication and Feedback

1. **Open Communication:** Encourage employees to engage in open dialogues with management about performance and career development.
2. **Regular Feedback:** Provide regular and timely performance feedback.

[Company Name] is committed to recognizing employees' contributions and motivating their personal and professional growth through this performance and rewards system.

Please note that this is just an example, and each company should tailor its performance and rewards system according to its specific circumstances and strategic goals.



# A SECTION ON DEIB WITHIN A DOCUMENT DESCRIBING THE PERFORMANCE AND COMPENSATION ASSESSMENT PROCESS AND METHODS

Here is a comprehensive performance and compensation evaluation process and methodology document, which incorporates aspects of Diversity, Equity, Inclusion, and Belonging (DEIB). This document aims to assist companies in evaluating employee performance and developing compensation and incentive programs, ensuring that DEIB principles are fully reflected in both quantitative and qualitative assessments, thus driving cultural transformation and sustainable development within the organization.

## Performance Compensation Evaluation Process and Methods Document (Including DEIB Content)

### 1. Introduction

#### 1.1 Purpose

This document aims to establish a scientific, transparent, and inclusive performance compensation evaluation process and methodology for the company. By integrating DEIB indicators into both performance assessments and compensation incentive plans, the document ensures that all employees—regardless of their background—have the opportunity to develop and be rewarded on an equitable platform, thereby driving organizational innovation and cultural transformation.

#### 1.2 Scope

This framework applies to all employees of the company (including senior management, middle management, and frontline staff) for performance evaluation and salary adjustments, and it also extends to DEIB impact assessments for departmental and cross-departmental projects.

### 2. Evaluation Objectives and DEIB Indicators

#### 2.1 Evaluation Objectives

- Objectively measure employee performance and contributions, ensuring that the compensation system aligns with actual performance.
- Promote internal fairness and equal opportunities so that employees from diverse backgrounds receive equitable treatment.

- Strengthen inclusive leadership and teamwork, encouraging cross-departmental and multicultural collaboration.
- Enhance employee belonging, overall satisfaction, and retention.

## 2.2 Setting DEIB Indicators

In addition to traditional performance metrics (such as work outcomes, goal attainment, and skill development), include the following DEIB-related indicators:

- Diversity: Employee composition, team diversity, and examples of cross-departmental collaboration and innovation.
- Equity: Pay equity, promotion opportunities, and the fair distribution of training and development resources.
- Inclusion: Quality of internal communication, effectiveness of cross-cultural collaboration, and employee evaluations of the inclusiveness of the work environment.
- Belonging: Scores and feedback on belonging, job security, and team cohesion from employee satisfaction surveys.

## 3. Evaluation Process and Methods

### 3.1 Process Steps

#### 1.Goal Setting and Weight Allocation of Indicators

- Collaborate with each department to establish annual and quarterly performance goals, and clearly define the weight of DEIB indicators within the overall performance evaluation (suggested range: 10% to 30%, adjusted as per the company's context).
- Develop each evaluation metric using the SMART criteria (Specific, Measurable, Achievable, Relevant, Time-bound).

#### 2.Data Collection and Information Integration

- Performance Data: Quantitatively assess through project outcomes, KPI completion, work quality, and innovation contributions.
- DEIB Data: Gather information on employee backgrounds, training participation records, internal survey data (e.g., satisfaction and belonging), 360-degree feedback, and documented case studies.
- Integrate information from the HR system, departmental reports, self-assessments, and supervisory comments.

#### 3.Performance Evaluation and Scoring

- Use a hybrid evaluation approach:
  - Quantitative Scoring: Based on completion rates, goal achievement, and data comparisons.
  - Qualitative Evaluation: Combine self-assessments, peer reviews, supervisor evaluations, and DEIB-related feedback to assess contributions toward fostering team inclusiveness, cross-cultural collaboration, and a fair environment.
- For the DEIB component, set specific scoring items such as “contribution to team inclusiveness” and “cross-departmental collaboration,” and involve dedicated DEIB personnel or representatives from multiple departments in the scoring process.

#### 4.Comprehensive Performance Result Aggregation

- Aggregate all quantitative and qualitative scores with appropriate weighting to form the final performance score for each employee.
- Provide additional incentives (bonuses, promotion opportunities, or special recognition) in the performance compensation scheme for employees or teams that excel in DEIB indicators.

#### 5. Feedback and Discussion

- Conduct one-on-one performance feedback sessions with employees, detailing the scores for each metric, with special emphasis on DEIB-related performance, and encourage suggestions for improvement.
- Establish a feedback loop to ensure that any DEIB shortfalls are addressed with subsequent improvement plans and are tracked in the next evaluation cycle.

#### 6. Salary Adjustment and Incentive Implementation

- Adjust salaries, bonuses, and other incentives based on the performance evaluation results.
- Publicly recognize and reward employees and teams who excel in and actively promote DEIB practices, thereby fostering a positive reinforcement mechanism.

### 3.2 Evaluation Tools and Methods

- **Online Survey and Feedback Platforms:** Used to collect quantitative feedback on employee satisfaction, belonging, and the inclusiveness of the organizational culture.
- **Data Dashboards:** Utilize visualization tools (such as Power BI or Tableau) to display real-time data and trends related to performance and DEIB indicators.
- **360-Degree Feedback Mechanism:** Incorporate self-assessments, peer reviews, and supervisor evaluations to comprehensively assess DEIB practices and team contributions.
- **Case Reviews:** Organize regular cross-departmental discussion sessions to share and review successful DEIB improvement cases and experiences.

## 4. Qualitative Evaluation and Improvement Suggestions

### 4.1 Qualitative Evaluation Methods

- **Focus Group Discussions:** Invite employees from diverse backgrounds to discuss and share views on team inclusiveness, internal communication, and fairness.
- **Interview Records:** Conduct one-on-one interviews to understand employees' real experiences regarding the work environment, promotion channels, and internal policies.
- **Leadership Evaluations:** Have department heads and DEIB specialists assess non-quantifiable contributions such as cross-cultural communication and collaborative innovation.

### 4.2 Formulating Improvement Suggestions

- Develop clear improvement measures for any DEIB shortcomings identified during the evaluation, such as enhanced training, adjusted resource allocation, or optimized internal communication mechanisms.

- Formulate improvement plans with designated responsible persons and timelines to ensure that the measures are effectively implemented.

## 5. Exclusion and Admission Criteria

- **Exclusion Conditions:**
  - Employees or teams that consistently perform below baseline levels on DEIB indicators and exhibit clearly exclusionary or discriminatory behaviors in feedback.
  - Departments or projects that lack improvement measures, resulting in severe fairness and inclusiveness issues that significantly affect overall performance.
- **Admission Conditions:**
  - Employees or teams with excellent overall performance and DEIB indicator scores meeting or exceeding expected levels.
  - When shortcomings are identified, those who can develop effective improvement plans and demonstrate clear progress in subsequent evaluations.

This performance compensation evaluation process and methods document integrates core DEIB indicators and evaluation mechanisms into the traditional performance assessment framework. By combining quantitative and qualitative evaluation methods, it ensures that DEIB principles are fully reflected in compensation, promotion, and reward processes, thereby fostering an open, inclusive, and fair work environment. Continuous data monitoring, feedback loops, and improvement measures will help the company optimize performance management and enhance its overall competitiveness and sustainable cultural development.

Through the outlined process and methods, organizations can ensure that their performance compensation evaluation systems not only measure business outcomes but also fully promote and implement DEIB practices, leading to comprehensive development of a diverse and inclusive culture.





# HOW ARE DEIB ELEMENTS TYPICALLY INTEGRATED INTO MANAGEMENT PERFORMANCE AND BONUS SCHEMES? HOW IS QUALITATIVE EVALUATION CONDUCTED? WHAT ARE THE CORRELATION COEFFICIENTS?

In practice, many companies and organizations are gradually incorporating DEIB goals into management performance and bonus systems to ensure that top leadership bears real accountability in promoting diversity, equity, inclusion, and belonging. Below are some typical approaches and evaluation ideas:

## Integrating DEIB Metrics into Performance and Bonus Systems

### 1. Setting Clear DEIB Goals and Key Performance Indicators (KPIs)

#### Quantitative Metrics:

For example, metrics may include the diversity composition of the workforce (gender, race, age, etc.), the proportion of various groups in promotions, pay equity, employee retention rates, as well as scores on inclusion and belonging from internal satisfaction surveys.

#### Qualitative Metrics:

These involve assessing how leaders foster a DEIB culture, motivate teams to engage in diverse projects, promptly address inappropriate behavior, and promote cross-departmental cooperation to advance an inclusive culture.

### 2. Defining Weight Allocation

Typically, a certain percentage of the overall performance evaluation is allocated to DEIB indicators. This percentage varies by company, but a common range is between 10% and 30%. For instance, one organization might stipulate that 20% of bonuses be tied to DEIB performance, with the remainder based on traditional financial and business metrics.

### 3. Linking Rewards and Penalties

In annual performance reviews, the focus is not only on business results but also on the progress management has made in advancing DEIB goals. Failure to meet these standards might result in lower bonuses or impact promotion opportunities, while exceeding targets can lead to additional incentives.

## Qualitative Evaluation Methods

### 1. 360-Degree Feedback and Employee Surveys

Collect anonymous employee feedback and 360-degree evaluations to gauge leadership performance in creating an inclusive culture, handling team diversity issues, and establishing trust-building mechanisms.

### 2. Case Reviews

Regularly conduct internal case reviews by inviting representatives from various departments to discuss and score the effectiveness of specific projects (e.g., intercultural communication initiatives or employee resource group activities), thereby assessing management's tangible contributions to DEIB.

### 3. Leadership Behavior Observation

Incorporate observations of leadership behavior during meetings and decision-making processes into the evaluation framework to determine whether they demonstrate attention to diversity and inclusion, and whether they foster an environment where diverse voices are encouraged in a fair and transparent manner.

## Correlation Analysis and Coefficient Discussion

### 1. Internal Data Correlation

- Some organizations use data modeling to evaluate the relationship between DEIB goals and overall organizational performance. For example, regression analysis might be employed to study the relationship between employee diversity or inclusion scores and metrics such as turnover rates, innovation outcomes, or customer satisfaction.
- In some cases, if the indicators are well designed, a moderate positive correlation (with correlation coefficients typically ranging from 0.3 to 0.5) can be observed, suggesting that improvements in DEIB can contribute to better organizational performance.

### 2. Combining Qualitative and Quantitative Measures

While quantitative data is important, the complex nature of DEIB—especially its cultural and behavioral aspects—often defies a single numeric representation. Therefore, many companies adopt a hybrid evaluation approach that incorporates both qualitative feedback and quantitative data, offering a more comprehensive reflection of leadership performance in this area.

### 3. Dynamic Adjustments and Customized Indicators

It is important to note that the relevance and weight of DEIB indicators may vary across different industries, company sizes, and cultural contexts. Organizations should periodically review and adjust these indicators to ensure they accurately reflect the efforts and outcomes in advancing DEIB rather than becoming mere formal numeric targets.

## Summary

Integrating DEIB into management performance and bonus systems hinges on establishing a comprehensive framework that incorporates both quantitative and qualitative evaluations. Typically, organizations will:

- Set specific DEIB KPIs and define their weight in the overall performance system.

- Conduct qualitative assessments via 360-degree feedback, case reviews, and leadership behavior observations.
- Utilize data analysis methods to explore the correlation between DEIB indicators and overall performance (often showing a moderate positive correlation) and dynamically adjust the evaluation model based on actual conditions.

This approach not only encourages sustained focus and investment in DEIB among leadership but also ensures that the entire organization makes tangible progress in building a diverse, equitable, inclusive, and belonging work environment.

# WHAT ARE THE USUAL CONTENTS OF TRAINING AND LEARNING MANAGEMENT SYSTEMS IN ENTERPRISES, AND CAN YOU PROVIDE AN EXAMPLE?

Typical corporate training and learning management systems generally include the following components:

## **1. Training Needs Analysis:**

Identifying employees' training needs, including skill gaps and career development goals.

## **2. Training Plan and Course Design:**

Developing corresponding training plans and course content based on the needs analysis.

## **3. Implementation of Training:**

Executing the training plan, including internal training, external training, online courses, etc.

## **4. Learning Management System (LMS):**

Using an LMS to track employees' learning progress and effectiveness.

## **5. Performance Evaluation:**

Assessing the effectiveness of training to ensure the achievement of training objectives.

## **6. Feedback and Improvement:**

Collecting employee feedback and continuously improving training content and methods.

# BELOW IS AN EXAMPLE OF A TYPICAL CORPORATE TRAINING AND LEARNING MANAGEMENT SYSTEM:

## **[Company Name] Training and Learning Management System**

### **Introduction**

At [Company Name], we recognize that continuous learning and development of our employees are crucial for both individual and organizational growth. Therefore, we have established this training and learning management system to support and promote our employees' career development.

### **Training Needs Analysis (Training Needs Analysis)**

1. **Annual Training Needs Survey:** Regularly collecting employees' training needs.
2. **Departmental Needs Analysis:** Collaborating with each department to identify specific training requirements.

### **Training Planning (Training Planning)**

1. **Annual Training Plan:** Developing annual training plans based on the needs analysis.
2. **Course Design:** Developing or procuring training courses that meet these needs.

### **Implementation and Execution (Implementation and Execution)**

1. **Internal Training:** Conducted by internal trainers or managers.
2. **External Training:** Collaborating with external training institutions to provide professional training.

### **Learning Management System (Learning Management System, LMS):**

1. **Online Learning Platform:** Providing employees with online courses and resources.
2. **Progress Tracking:** Monitoring employees' learning progress and effectiveness.

## Employee Development (Employee Development)

1. **Individual Development Plans:** Collaborating with employees to create personal career development plans.
2. **Career Planning Support:** Providing career development counseling and guidance.

## Effectiveness Evaluation and Feedback (Effectiveness Evaluation and Feedback):

1. **Training Effectiveness Evaluation:** Regularly assessing the effectiveness of training courses.
2. **Employee Feedback Collection:** Gathering employees' feedback and suggestions on training.

## Continuous Improvement (Continuous Improvement):

- Continuously refining training courses and learning resources based on evaluation results and feedback.

[Company Name] is committed to supporting the continuous learning and career growth of its employees through this training and learning management system, thereby driving the development of the entire organization.

Please note that this is just an example, and each company should tailor its training and learning management system according to its specific circumstances and strategic objectives.



# EMPLOYMENT AND LEAVE POLICIES IN ENTERPRISES: COMPREHENSIVE OVERVIEW

Enterprises typically encompass the following key aspects in their comprehensive employment and leave-related policies:

## Compliance in Employment

- **Prohibition of Child Labor:**

Strictly adhering to legal regulations regarding minimum working age, prohibiting the employment of child labor.

- **Voluntary Labor Principle:**

Ensuring that all labor is voluntary and opposing any form of forced labor.

## Recruitment and Onboarding

- **Recruitment Policy:**

Clearly defining the recruitment process, job requirement analysis, and candidate selection criteria.

- **Onboarding Training:**

Providing new employees with training on company policies, work procedures, etc.

## Working Hours and Leave

- **Standard Working Hours:**

Setting standard weekly working hours in compliance with local labor laws.

- **Leave Policy:**

Including annual leave, sick leave, maternity leave, paternity leave, and other types of leave, specifying the number of days and application procedures.

- **Overtime Policy:**

Defining conditions for overtime, calculation, and payment standards.

## Remote Work and Flexible Working Arrangements

- **Remote Work Policy:**

Providing conditions and management guidelines for remote work, if applicable.

- **Flexible Working Hours:**

Allowing employees to adjust their working hours within certain limits.

## Health and Safety

- **Workplace Safety:**

Ensuring the safety and hygiene of the work environment to prevent occupational injuries.

- **Health Protection Measures:**

Providing necessary health protection facilities and measures, such as protective equipment.

## **Compensation and Benefits**

- **Fair Compensation:**

Ensuring employees receive reasonable and fair remuneration, meeting or exceeding minimum wage standards.

- **Employee Benefits:**

Offering additional benefits such as retirement plans, health insurance, etc.

## **Equality and Non-Discrimination**

- **Equal Opportunities:**

Providing equal opportunities in recruitment, promotion, training, etc., without discrimination based on gender, race, religion, etc.

- **Anti-Harassment Policy:**

Establishing policies against harassment and bullying to maintain employee dignity.

## **Professional Development**

- **Training and Development:**

Offering professional skill training and personal development opportunities to support employees' career growth.

## **Labor Relations**

- **Employee Communication:**

Establishing effective employee communication channels, encouraging participation and feedback.

- **Collective Bargaining:**

Respecting employees' rights to collective bargaining through unions or other representative organizations.

## **Separation Management**

- **Separation Procedures:**

Specifying notice periods and procedures for separation.

- **Exit Interviews:**

Conducting exit interviews to gather feedback from departing employees.

Through these comprehensive employment and leave-related policies, enterprises can ensure compliance with legal regulations, protect employee rights, and create a healthy, safe, fair, and efficient work environment.



# DOCUMENT EXAMPLE OF AN ENTERPRISE EMPLOYEE BENEFITS MANAGEMENT SYSTEM.

The following is an example of an enterprise employee benefits management system:

## **[Company Name] Employee Benefits Management System**

### **Introduction:**

At [Company Name], we are committed to providing a comprehensive employee benefits program to support the overall well-being and career development of our employees. This system is designed to detail our employee benefits program and its management process.

### **1. Health Insurance:**

- Offering comprehensive medical insurance covering outpatient, inpatient, and medication expenses.
- Includes insurance plans for employees and their families.

### **2. Retirement Benefits:**

- Implementing an industry-standard retirement plan.
- Providing company-matched plans for employees' retirement savings.

### **3. Paid Time Off:**

- Including annual leave, sick leave, and public holidays.
- Offering different amounts of leave based on the employee's length of service.

### **4. Flexible Working Arrangements:**

- Providing flexible working hours and remote working options to support employees' work-life balance.

### **5. Employee Training and Development:**

- Offering professional development and skill enhancement training.
- Supporting employees to attend industry-related seminars and conferences.

### **6.Employee Assistance Programs:**

- Including mental health counseling, legal consultation, and financial planning services.
- Providing support for employees to handle personal and professional issues.

### **7.Supplemental Benefits:**

- Offering additional benefits such as transportation and meal subsidies.
- Providing other special benefits based on employee needs.

### **8.Benefits Management and Communication:**

- Regularly assessing and updating the benefits plan to ensure it meets employee needs and market trends.
- Communicating benefits information to employees through internal communication channels.

### **Conclusion:**

- The employee benefits management system at [Company Name] is designed to enhance employee satisfaction and loyalty while promoting the overall health and success of the company.

Please note, this is just an example. Each enterprise should customize its employee benefits management system according to its specific circumstances and strategic objectives.



# A SAMPLE OF THE DEIB-RELATED SECTION FROM A CORPORATE TALENT DEVELOPMENT AND PROMOTION SYSTEM DOCUMENT.

Below is an example from a corporate talent development and promotion system document regarding DEIB (Diversity, Equity, Inclusion, and Belonging). This example is designed to illustrate how DEIB principles can be integrated into talent development, promotion, and incentive mechanisms, ensuring that all employees can achieve personal and professional growth in a fair, open, and diversity-supportive environment.

## **Corporate Talent Development and Promotion Framework – DEIB Section**

### **I. DEIB Philosophy and Strategic Objectives**

#### **1.1 Philosophical Statement**

Our company firmly believes that Diversity, Equity, Inclusion, and Belonging (DEIB) are not only vital elements of our corporate culture but also key drivers of innovation and sustainable growth. We are committed to creating a work environment that respects differences, values individual contributions, and unlocks the potential of all employees, ensuring that everyone is treated fairly and provided with growth opportunities during promotion and career development.

#### **1.2 Strategic Objectives**

##### **Enhance Team Diversity:**

Ensure that employees at all levels of management and in key roles represent diverse backgrounds, genders, ages, races, cultures, and abilities.

##### **Achieve Equal Opportunities:**

Establish a transparent, standardized promotion process to guarantee that every employee has a fair chance to compete for advancement.

##### **Foster an Inclusive Culture:**

Build an organizational climate of open communication, mutual respect, and collaborative innovation through training, mentoring, and cross-departmental cooperation.

##### **Strengthen a Sense of Belonging:**

Enhance employee identification with the company, satisfaction, and long-term retention through incentive measures and continuous feedback.

## II. DEIB Guidelines in Talent Development and Promotion

### 2.1 DEIB Elements in the Promotion Process

#### Fair Evaluation Criteria:

- In talent selection and promotion reviews, incorporate DEIB-related metrics—such as diverse backgrounds, cross-cultural communication, teamwork, and inclusive leadership—alongside business competencies and performance indicators.
- Use a combination of quantitative and qualitative assessment methods, including 360-degree feedback, periodic employee surveys, and supervisory evaluations, to ensure objective and fair results.

#### Transparent Promotion Process:

- Develop and publish detailed standards and procedures for promotions, ensuring that all candidates are clear about the criteria required for advancement.
- Establish grievance and feedback channels, allowing employees to raise questions or suggestions regarding the review process and results, thus ensuring transparency and accountability.

### 2.2 DEIB Training and Capability Development

#### Foundational and Advanced Training:

- Provide DEIB foundational training to help all employees understand the core concepts of diversity, equity, and inclusion and their importance to the business.
- Organize specialized training in inclusive leadership, cross-cultural management, and unconscious bias for senior management and promotion candidates, enhancing their DEIB practices in team building and decision-making.

#### Mentoring and Coaching Programs:

- Establish a DEIB mentoring program that offers dedicated coaching for employees from diverse backgrounds, helping them chart their career paths and overcome potential obstacles.
- Encourage senior leaders to participate in mentoring initiatives to lead by example and promote an inclusive culture across the organization.

## III. Incentive and Accountability Mechanisms

### 3.1 Incentive Measures

#### Rewards Based on DEIB Performance:

- Incorporate DEIB-related metrics—such as contributions to enhancing team diversity, improving fairness in promotion opportunities, and fostering an inclusive work environment—into annual performance reviews and compensation incentives.
- Provide additional bonuses, public recognition, and promotion opportunities for teams or individuals who achieve significant DEIB milestones.

#### Diversity-Driven Promotion Incentives:

- Implement specialized incentive plans that encourage departments and teams to emphasize diversity when selecting candidates for promotion, ensuring that outstanding talent from varied

backgrounds has the opportunity to advance

### 3.2 Accountability and Continuous Improvement

#### Regular Reviews and Feedback:

- Set up a dedicated DEIB review panel to periodically assess the execution of the talent development and promotion framework, gather employee feedback, and ensure that DEIB measures are effectively implemented.
- Require departments or management teams that consistently underperform in DEIB aspects to develop corrective action plans, with progress tracked in subsequent evaluation cycles.

#### Transparent Public Reporting:

- Regularly disclose promotion review outcomes and the status of DEIB metrics to all employees, subjecting the process to internal oversight to ensure fairness and transparency.

## IV. Data Monitoring and Improvement Measures

### 4.1 Data Collection

- Collect and regularly update data on departmental employee composition, promotion ratios, salary distribution, training participation, and results from employee satisfaction and belonging surveys.
- Utilize internal data dashboards and periodic reports to dynamically monitor and analyze trends in DEIB-related metrics.

### 4.2 Continuous Improvement

- Based on data feedback, periodically adjust the weightings and evaluation processes of DEIB indicators within the talent development and promotion framework to ensure ongoing optimization.
- Invite both internal and external experts to participate in special seminars to discuss best practices and improvement strategies, continuously advancing the company's DEIB efforts.

## V. Conclusion

By incorporating DEIB requirements into our talent development and promotion framework, our company ensures that every employee has the opportunity to thrive in a fair, transparent, and inclusive environment. Through clearly defined evaluation criteria, enhanced training and mentoring, robust incentive and accountability mechanisms, and continuous data monitoring, we are dedicated to driving internal diversity, building an open and inclusive leadership team, and ultimately achieving sustainable growth for both the organization and its employees.

This sample demonstrates how organizations can effectively integrate DEI principles into their talent development and promotion frameworks, thereby providing a level playing field for all employees and fostering a culture of continuous diversity and inclusion improvement.

# EXAMPLE OF A GENERALLY APPLICABLE WORKPLACE HEALTH AND SAFETY POLICY AND STANDARDS IN AN ENTERPRISE.

Here is an example of a workplace health and safety policy and standards that are generally applicable in enterprises:

## **[Company Name] Workplace Health and Safety Policy**

### **Introduction:**

At [Company Name], we recognize that the health and safety of our employees are the cornerstones of our business success. This policy is designed to provide a safe and healthy working environment and ensure the safety of all employees, customers, and visitors.

### **I. Policy Objectives:**

- To provide a safe working environment and prevent work-related injuries and health issues.
- To comply with all applicable health and safety laws and regulations.

### **II. Responsibilities and Obligations:**

#### **1. Management Responsibilities:**

- To ensure the effective implementation of the policy.
- To provide the necessary resources and training to support health and safety programs.

#### **2. Employee Responsibilities:**

- To adhere to all health and safety guidelines and procedures.
- To promptly report potential hazards and incidents.

### **III. Health and Safety Procedures:**

#### **1. Risk Assessment and Management:**

- To regularly conduct workplace risk assessments.
- To implement necessary control measures to mitigate or eliminate risks.

## 2. Emergency Preparedness and Response:

- To develop emergency response plans for situations such as fires and natural disasters.
- To conduct regular emergency drills.

## 3. Health and Safety Training:

- To provide regular health and safety training for all employees.
- To update training content to reflect the latest health and safety standards.

## 4. Accident Reporting and Investigation:

- To establish procedures for accident reporting and investigation.
- To learn from incidents and take measures to prevent future accidents.

## IV. Health Promotion:

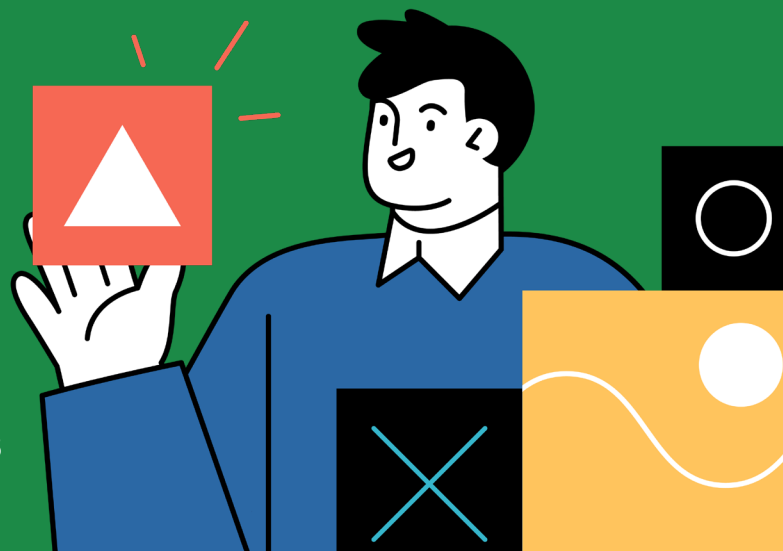
- To promote healthy lifestyles, such as offering health consultations and fitness facilities.

## V. Monitoring and Evaluation:

- To regularly monitor the implementation of the policy.
- To evaluate the effectiveness of health and safety procedures and make necessary adjustments.

At [Company Name], we are committed to continuously providing a safe and healthy working environment to create optimal working and business conditions for all employees, customers, and visitors.

Note: This is a general example. Specific content should be adjusted according to the company's particular industry, size, and legal requirements.



# A SAMPLE POLICY FOR SUPPORTING EMPLOYEE FLEXIBLE WORK OPTIONS (E.G., REMOTE WORK, TELECOMMUTING)

Here is a sample policy supporting employees' flexible work options, such as remote and telecommuting. Please note that this is an example, and organizations can customize and expand it according to their needs and policies.

## Employee Flexible Work Arrangement Policy

### Purpose:

This policy is designed to support employees' flexible work choices, including remote work, telecommuting, and other work arrangements, aimed at enhancing employee satisfaction, work efficiency, and work-life balance.

### Scope:

This policy applies to all company employees, including full-time, part-time, and contract employees.

### Work Arrangements:

#### Remote Work:

- Employees can request remote work to reduce their in-office working hours. The specific arrangements for remote work will be determined based on individual employees' job nature, responsibilities, and management approval.
- Employees must ensure they can meet their job tasks, responsibilities, and communication needs with the company during remote work.

### Telecommuting:

- Telecommuting refers to employees working from their residential location. Employees can apply for telecommuting based on job nature and job task requirements.
- Employees must ensure they can meet their job tasks, responsibilities, and communication needs with the company during telecommuting.



## Application Procedure:

Employees can apply for flexible work arrangements following these steps:

- **Submit a Written Application:** Employees must submit a written application to their immediate supervisor, explaining their flexible work needs and plans.
- **Supervisor Review:** The immediate supervisor will review the employee's application, assessing its feasibility, including job nature and team needs.
- **Approval Process:** If the application is approved, the supervisor will work with the employee to establish work arrangements and schedules.

## Responsibility:

- Employees are responsible for ensuring that their job tasks and responsibilities are met under flexible work arrangements.
- Supervisors are responsible for reviewing and approving flexible work applications and collaborating with employees to establish work plans.

## Performance Assessment:

Employee performance assessments will be based on task completion and contributions, rather than the work location. The company will be performance-driven to ensure work outcomes are assessed and rewarded.

## Security and Technical Requirements:

The company will provide necessary technical support and security measures to ensure that employees can work remotely and telecommute safely and effectively.

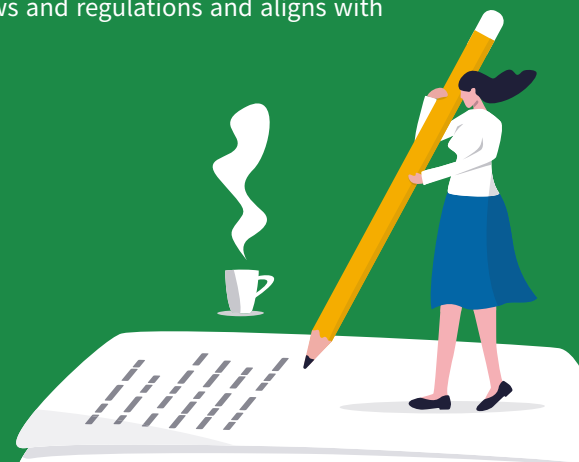
## Effectiveness:

This policy is effective from [Date] and replaces any previous work arrangement policies.

[Company Name]

[Date]

Please note that this is just a sample flexible work arrangement policy, and specific policies should be customized based on the organization's needs and regulations. It is advisable to consult legal counsel and HR professionals to ensure that the policy complies with applicable laws and regulations and aligns with the organization's strategic objectives before implementation.



# EXAMPLE DOCUMENT ON REGULATIONS AND GUIDELINES FOR EMPLOYEE PERSONAL PRIVACY AND INTELLECTUAL PROPERTY PROTECTION IN AN ORGANIZATION, CONSIDERING DEIB ELEMENTS/ PRINCIPLES.

Here's an example of an organization's regulations and guidelines for protecting employees' personal privacy and intellectual property, incorporating DEIB (Diversity, Equity, Inclusion, and Belonging) elements.

## **[Company Name] Employee Personal Privacy and Intellectual Property Protection Regulations**

### **I. General Provisions**

#### **1. Purpose**

- To safeguard employees' personal privacy and intellectual property, and to foster diversity, equity, inclusion, and belonging within the company, in accordance with relevant laws and regulations, and in line with the company's actual circumstances, these regulations are hereby formulated.
- These regulations are intended to ensure that employees feel respected and secure at work, while also protecting the company's intellectual property from infringement, thereby promoting innovation and development within the company.

#### **2. Scope of Application**

- These regulations apply to all employees of the company, including full-time, part-time, temporary, and intern staff.

#### **3. Basic Principles**

- Respect for Diversity: Fully respect the diversity of employees' race, gender, age, religious beliefs, sexual orientation, physical condition, etc., and ensure that there is no discrimination in the protection of personal privacy and intellectual property.
- Guarantee of Fairness: In the policies and practices related to the protection of personal privacy

and intellectual property, ensure that all employees enjoy equal rights and opportunities, and are not subject to any unfair treatment.

- **Creation of Inclusiveness:** Encourage employees to present their true selves at work, foster an inclusive work environment where employees can freely express their views and creativity, while respecting others' privacy and intellectual property.
- **Enhancement of Belonging:** Through effective measures for the protection of personal privacy and intellectual property, allow employees to feel the company's value and care, and strengthen their 认同 and belonging to the company.

## **II. Protection of Employees' Personal Privacy**

### **1. Information Collection**

- When collecting personal information of employees, the company should clearly inform the employees of the purpose, scope of use, and storage period of the information collection, and obtain the employees' explicit consent.
- The information collected should be limited to information necessary for work-related purposes, and should not collect sensitive information unrelated to work.
- In cases where data collection is conducted for the purpose of diversity, equity, and inclusion (DEI), the company should explain to employees the way and purpose of data usage, and ensure the security and confidentiality of the data.

### **2. Information Use**

- Personal information of employees should only be used for identification, legal work purposes, and should not arbitrarily change the purpose of use.
- The company should ensure that when using personal information of employees internally, the principle of minimization is followed, and only authorized relevant personnel have access to necessary information.
- When using employees' personal information for data analysis or decision-making, it should avoid unfair treatment of employees due to data bias or improper use.

### **3. Information Sharing**

- Without the consent of the employee, the company shall not share his personal information with a third party, unless required or authorized by law.
- When cooperating with or sharing data with a third party, the company should ensure that the third party complies with equivalent privacy protection standards, and take necessary measures to protect the personal information of employees.

### **4. Information Storage and Deletion**

- The company should set a reasonable data retention period, and information that is no longer needed should be promptly and securely deleted or anonymized.
- When an employee requests the deletion of his personal information, and the request is legal and reasonable, the company should respond promptly and delete the relevant information.

## 5. Rights Protection

- Employees have the right to access their personal information, and to understand the source, purpose, and storage situation of the information.
- Employees have the right to request correction of inaccurate or incomplete information.
- Employees have the right to request the deletion of their personal information, especially when the processing of the information exceeds the legal scope or is no longer necessary.
- Employees have the right to restrict the processing of their personal information, especially when the accuracy or legality of the information is in doubt.

## 6. Education and Awareness Enhancement

- The company should regularly train employees to enhance their awareness and practical ability in privacy protection.
- The company should improve employees' awareness of privacy rights and self-protection through education and publicity.

# III. Protection of Employees' Intellectual Property

## 1. Ownership of Intellectual Property

- Intellectual property created by employees during their employment, including but not limited to trade secrets, copyrights, patents, trademarks, etc., is in principle owned by the company.
- For intellectual property created by senior management and decision-making level employees in their work, the company may list them as authors, inventors, designers when applying for patents and copyright registration.
- For intellectual achievements created by employees below the middle management level, the company should protect them as trade secrets, and when necessary, clarify the ownership and benefits distribution through "general absorption + case-by-case absorption".

## 2. Protection of Trade Secrets

- The company should clear the scope of trade secrets, and inform employees of the specific content of the trade secrets they create in their daily work in writing.
- The company should take daily confidentiality measures, such as not allowing the transfer of work results with self-owned data replication tools, setting passwords for important documents, and storing them in designated spaces or safes.
- The company should regularly train employees on trade secrets, reiterating the scope and necessity of trade secret protection.
- The company should stipulate consistent, clear confidentiality systems in employment contracts, company rules and regulations, and other relevant internal control systems, and regularly check the implementation of the confidentiality system.

## 3. Application and Management of Intellectual Property

- Once the company confirms that the intellectual achievements created by employees have the value of intellectual property protection, it should promptly organize relevant resources

to implement patent applications, copyright registration, or other intellectual property protection measures.

- The company should establish a special intellectual property management department or designate a specific person to be responsible for the application, maintenance, and management of intellectual property, ensuring the effective protection and rational use of intellectual property.
- During the process of intellectual property application, the company should maintain good communication with employees, fully respect their contributions, and provide relevant support and assistance to employees when necessary.

#### **4. Interest Distribution and Incentives**

- The company should formulate a reasonable interest distribution mechanism based on the creation and application of intellectual property, and appropriately reward and incentivize employees for their contributions to the creation of intellectual property.
- Reward and incentive measures should be fair and transparent, fully considering the personal contributions of employees and the value of intellectual property, and avoiding unfair treatment due to diversity factors such as gender, race, and age.
- For intellectual property with significant innovative value, the company may give priority consideration to employees in performance appraisal, promotion opportunities, etc., to enhance employees' sense of belonging and innovation enthusiasm.

#### **5. Education and Training on Intellectual Property Protection**

- The company should regularly carry out intellectual property protection education and training activities to enhance employees' awareness of the importance of intellectual property and their protection consciousness.
- The content of education and training should include but not be limited to the basic concepts of intellectual property, relevant laws and regulations, the company's internal intellectual property management system, and how to effectively protect intellectual property in work.
- The company should encourage employees to actively participate in the practice of intellectual property protection, creating a corporate culture atmosphere that respects innovation and protects intellectual property.

#### **6. Infringement Handling and Liability Pursuit**

- The company should establish and improve the intellectual property infringement handling mechanism. Once it discovers that the intellectual property of employees is infringed, it should promptly take measures to protect the legitimate rights and interests of employees and the company.
- For acts that infringe upon the company's intellectual property rights, the company will pursue the legal responsibility of the infringer in accordance with the law, and require them to bear the corresponding compensation liability.
- The company will commend and reward employees who perform outstandingly in intellectual property protection work, and at the same time seriously handle employees who violate

intellectual property protection regulations. Those with serious circumstances will have their labor contracts terminated and their legal responsibilities pursued.

## IV. Supervision and Implementation

### 1. Supervision Mechanism

- The company establishes a special supervisory body or designates a specific person to supervise the implementation of these regulations, ensuring that measures for the protection of employees' personal privacy and intellectual property are effectively implemented.
- The supervisory body should regularly assess and inspect the company's work on personal privacy and intellectual property protection, and promptly report any issues found and suggestions for improvement to the company's management.
- The company encourages employees to report violations of these regulations. The supervisory body should carefully investigate the reported content, strictly keep the informant's information confidential, and protect the legitimate rights and interests of the informant.

### 2. Implementation and Improvement

- The company's management should attach great importance to the protection of employees' personal privacy and intellectual property, ensuring the effective implementation of these regulations, and improving relevant systems and measures in a timely manner based on the reports and suggestions of the supervisory body.
- The company should incorporate the protection of employees' personal privacy and intellectual property into the company's overall management and evaluation system, commend and reward departments and individuals who perform well in protection work, and seriously handle violations of the regulations.
- The company should regularly inform employees of the progress of personal privacy and intellectual property protection work, listen to employees' opinions and suggestions, and continuously optimize protection measures to enhance employees' satisfaction and sense of belonging.

## V. Supplementary Provisions

1. These regulations shall come into effect from the date of promulgation and shall be interpreted by the [specific department] of the company.
2. In case of any conflict between these regulations and the laws, regulations, or provisions of the superior competent department, the laws, regulations, or provisions of the superior competent department shall prevail.

[Company Name]

[Date of Issue]

Note: This is a general example. Specific content should be adjusted based on the organization's specific needs, legal regulations, and DEIB principles.

# WHAT ARE SOME OF THE JOB TITLES FOR DEIB PROFESSIONALS, AND HOW ARE THEIR JOB DESCRIPTIONS GENERALLY WRITTEN?

When building a DEIB work system, many companies establish dedicated roles to ensure the strategy is effectively implemented and continuously optimized. Below is a detailed overview of common DEIB role titles and the key elements and structure to consider when drafting their job descriptions.

## Common DEIB Role Titles

### 1. Chief Diversity & Inclusion Officer (CDO/CIO)

#### Positioning:

A senior executive role that typically reports directly to the CEO or the senior management team, responsible for the overall DEIB strategic planning and cultural development of the organization.

### 2. Director/Manager of Diversity, Equity & Inclusion (DEI)

#### Positioning:

Responsible for cross-departmental coordination and project management, driving the implementation of DEIB policies across various business units, and often guiding multiple specialized sub-teams.

### 3. Head of Diversity & Inclusion / DEI Lead

#### Positioning:

Focuses on operational execution and interdepartmental communication, typically overseeing internal training, the development of Employee Resource Groups (ERGs), and day-to-day DEIB activities.

### 4. DEI Program Manager / Specialist

#### Positioning:

Concentrates on planning, executing, and evaluating specific projects to ensure that DEIB goals are quantifiably achieved.

### 5. Diversity, Equity, Inclusion & Belonging Consultant

#### Positioning:

This can be an internal role or an external expert who provides professional guidance, strategic advice, and project support.

## Core Elements in Writing a Job Description

### 1. Job Overview

#### Objectives & Vision:

Briefly describe the importance of the role in promoting the organization's diversity, equity, inclusion, and belonging efforts. For example: "Responsible for leading and implementing the company's DEIB strategy to create a diverse, inclusive environment where every employee feels a sense of belonging."

#### Strategic Significance:

Emphasize how the position aligns with the organization's overall strategy, cultural development, and business objectives.

### 2. Key Responsibilities

#### Strategic Planning & Execution:

- Develop and drive the DEIB strategy, goals, and roadmap.
- Coordinate resources across departments to ensure DEIB policies are executed at every level of the business.

#### Policy & Process Optimization:

- Review and refine recruitment, training, promotion, and compensation policies to eliminate implicit biases.
- Promote the establishment of anti-discrimination, internal grievance handling, and transparent communication mechanisms.

#### Project Management & Cross-Departmental Collaboration:

- Plan and execute DEIB projects (e.g., building ERGs, cross-cultural training, leadership development initiatives).
- Organize internal discussions and feedback sessions to continuously improve initiatives.

#### Data Monitoring & Reporting:

- Establish a DEIB data tracking system and regularly analyze metrics such as employee composition, satisfaction, promotions, and turnover.
- Prepare internal reports to support strategic adjustments and improvement recommendations.

#### Cultural Promotion & External Branding:

- Lead internal communication and training initiatives to raise DEIB awareness and participation among all employees.
- Represent the company externally to showcase its practices and achievements in diversity and inclusion, thereby enhancing the corporate image.

### 3. Qualifications

#### Education & Experience:

- Typically requires a bachelor's degree or higher, preferably in fields such as Human Resources, Sociology, Psychology, or Organizational Development.
- Relevant work experience is required (senior roles often demand 8+ years of experience, including at least 5 years in a managerial capacity with a proven track record in driving DEIB initiatives).

#### Skills & Competencies:

- Strong strategic planning, project management, and data analysis skills.
- Excellent interdepartmental communication, coordination, and leadership abilities.



- Deep cultural sensitivity and a genuine passion for DEIB issues.

**Personal Attributes:**

- Innovative thinking and problem-solving abilities.
- A high sense of responsibility and the capability to drive transformative change.

## 4. Work Environment & Reporting Structure

**Organizational Positioning:**

- Clearly specify the role's level within the organization (e.g., executive, director, or specialist) and its collaboration with other key departments (such as HR, operations, marketing, etc.).

**Reporting Relationships:**

- Indicate the direct reporting line, such as reporting to the CEO, Chief Operating Officer, or Chief Diversity & Inclusion Officer.

## Sample Job Description

### Job Title:

Chief Diversity & Inclusion Officer

### Job Overview:

As a key member of the senior management team, the Chief Diversity & Inclusion Officer is responsible for leading and executing the company's strategy for diversity, equity, inclusion, and belonging. This role is designed to set a forward-looking strategy, optimize key HR processes, and drive cross-departmental collaboration, ensuring the company remains an industry leader in cultivating an inclusive culture and achieving business excellence.

### Key Responsibilities:

- Develop and implement the company's DEIB strategy and related objectives.
- Coordinate with all departments to ensure the fair execution of policies on diverse recruitment, promotion, and training.
- Establish and refine the DEIB data tracking and evaluation system, regularly reporting progress and outcomes.
- Organize and lead internal training, employee resource group activities, and cultural development initiatives.
- Act as the company's DEIB ambassador, actively participating in external communications and collaborations.
- Address DEIB-related issues and complaints to ensure internal fairness and justice.

### **Qualifications:**

- Bachelor's degree or higher, with preference given to candidates with backgrounds in Human Resources, Sociology, Psychology, or related fields.
- At least 8 years of relevant experience, including 5 years in a senior management role.
- Proven excellence in strategic planning, project management, and data analysis.
- Exceptional skills in interdepartmental communication, coordination, and leadership, with a demonstrated ability to drive cultural transformation.
- Deep understanding of and strong passion for DEIB principles, supported by tangible examples of past successes.

### **Reporting & Work Environment:**

- This position reports directly to the CEO and works closely with various business units and the HR team to fully implement the company's DEIB strategy.

By incorporating the above DEIB-related role titles and job description examples, organizations can effectively communicate their expectations and the role's positioning in advancing DEIB initiatives. This approach helps attract and select top talent with the necessary professional skills and cultural sensitivity, ultimately supporting the company's long-term goals of diversity, equity, inclusion, and belonging.

# INTEGRATING DEIB INTO CORE SENIOR MANAGEMENT JOB DESCRIPTIONS AND RESPONSIBILITIES – HOW IS IT TYPICALLY DESCRIBED?

When incorporating DEIB into the job descriptions and responsibilities for core management, it is critical to emphasize the strategic importance of these principles and to assign clear, measurable, and actionable tasks. The following framework and sample description provide guidance:

## Description Principles

### 1.Strategic and Holistic Perspective

- Emphasize that DEIB is an integral part of the overall corporate strategy. Management should focus not only on business outcomes but also on embedding DEIB thinking into cultural, process, and talent management.

### 2.Combination of Quantitative and Qualitative Measures

- Clearly define measurable KPIs (e.g., diversity hiring ratios, employee satisfaction, fairness in promotions, etc.) alongside qualitative assessments (e.g., cross-departmental communication, leadership by example, and fostering a positive cultural atmosphere).

### 3.Clear Accountability and Cross-Departmental Collaboration

- Ensure that management roles have clearly defined responsibilities for advancing DEIB policies and projects, with the authority to coordinate and integrate resources across departments.

### 4.Continuous Improvement and Data-Driven Approach

- Establish data tracking mechanisms to regularly review, assess, and adjust DEIB initiatives, ensuring that all measures are effectively implemented and yield long-term improvements.

## DEIB Description in Core Management Job Descriptions

### 1. Job Overview

#### Example Description:

"As a member of the core management team, you will be responsible for integrating Diversity, Equity, Inclusion, and Belonging (DEIB) into all business decision-making processes. Your role is to ensure that DEIB principles are reflected in the company's strategy, talent management, operations, and cultural development. You will drive the formulation and execution of the DEIB strategy, create an inclusive work environment, and continuously optimize related initiatives through data monitoring and feedback."

## 2. Key Responsibilities

### Strategic Planning & Execution:

- Develop and implement DEIB-related departmental and business strategies to ensure the overall corporate strategy reflects the principles of diversity, equity, inclusion, and belonging.
- Incorporate DEIB objectives into annual business plans and performance evaluation systems to align decision-making and practices with these goals.

### Talent Management & Organizational Development:

- Optimize recruitment, promotion, and training processes to eliminate potential biases and achieve a diverse talent structure.
- Promote the establishment and maintenance of Employee Resource Groups (ERGs) or similar platforms to facilitate cross-cultural and diverse exchanges.

### Cultural Development & Internal Communication:

- Lead internal communication and cultural promotion initiatives to foster a work environment that is open, inclusive, and respectful of differences.
- Organize internal training sessions, seminars, and feedback mechanisms to keep all employees highly aware of and engaged with DEIB issues.

### Data Monitoring & Evaluation:

- Establish and monitor key performance indicators (KPIs) related to diversity and inclusion, such as employee satisfaction, retention, promotion ratios, and workforce diversity.
- Regularly report DEIB progress to senior management and recommend improvement measures based on data and feedback.

### Cross-Departmental Coordination & External Representation:

- Coordinate with various business units to ensure consistent implementation of DEIB policies across all operational areas.
- Serve as the company's DEIB ambassador externally, showcasing the organization's practices and achievements in diversity and inclusion.

## 3. Qualifications

### Education & Experience:

- A bachelor's degree or higher, preferably in fields such as management, sociology, human resources, or related areas.
- At least 8 years of management experience, including a proven track record of driving cultural or organizational change and achieving tangible DEIB outcomes.

### Skills & Competencies:

- Excellent strategic planning and execution capabilities, with the ability to embed DEIB principles into business processes and management practices.
- Strong data analysis and problem-solving skills to drive continuous improvement through data.
- Exceptional communication, coordination, and leadership skills to lead cross-departmental initiatives and set a positive example.

### Personal Attributes:

- A high level of responsibility and cultural sensitivity, with an inclusive mindset and innovative spirit.
- Ability to embrace diverse perspectives and drive internal exchanges that enhance organizational diversity.

## 4. Reporting Relationships and Work Environment

### Reporting Relationships:

- This role reports directly to senior management (e.g., CEO, COO, or Chief Diversity & Inclusion Officer).
- Close collaboration is required with key departments such as Human Resources, Operations, and Marketing.

### Work Environment:

- The role is embedded in a culture that emphasizes data-driven decision-making and continuous improvement.
- It requires adapting to evolving market and internal needs to drive profound cultural transformation within the organization.

# Comprehensive Sample

## Job Title:

Core Management – DEIB Strategy Execution Leader

## Job Overview:

As an integral member of the senior management team, you will ensure that Diversity, Equity, Inclusion, and Belonging (DEIB) principles are incorporated into all business decisions. You will be responsible for developing and implementing DEIB strategies across departments and facilitating cross-departmental collaboration. Using a data-driven approach and continuous improvement practices, you will spearhead a comprehensive transformation in both the company's culture and talent management systems.

## Key Responsibilities:

- Integrate the DEIB strategy into departmental and overall business planning, clearly defining relevant metrics in annual targets.
- Lead and optimize key processes such as recruitment, promotions, and training to reflect fairness and inclusiveness at every step.
- Establish and maintain Employee Resource Groups and internal communication channels to foster the exchange and sharing of diverse cultural perspectives.
- Utilize data analysis to monitor DEIB indicators, regularly report results, and propose improvement measures.
- Coordinate resources across departments to ensure consistent implementation of DEIB policies across all business units.
- Represent the company externally by showcasing achievements in diversity and inclusion, thereby building a positive corporate image.

## Qualifications:

- A bachelor's degree or higher in management, sociology, human resources, or a related field.
- At least 8 years of corporate management experience, with demonstrated success in driving cultural or organizational change.
- Strong strategic planning, data analysis, and cross-departmental collaboration skills.
- High cultural sensitivity and an inclusive mindset, with proven leadership in diverse team environments.
- Outstanding communication and influence skills to build effective working relationships with senior management and other departments.

## Reporting & Work Environment:

- Reports directly to the CEO or Chief Diversity & Inclusion Officer.
- Works closely with Human Resources, Operations, Marketing, and other departments to fully implement the company's DEIB strategy.

By using the above description, organizations can clearly articulate the expectations for management roles in advancing DEIB, thereby clarifying the responsibilities and tasks related to diversity, equity, inclusion, and belonging for both internal and external stakeholders. This approach helps drive cultural transformation and ensures that DEIB strategies are implemented at all levels of the organization.

# WHAT IS A DEI / DEIB COMMITTEE? ITS FUNCTIONS AND VALUE

A DEI Committee (Diversity, Equity, and Inclusion Committee) or DEIB Committee (Diversity, Equity, Inclusion, and Belonging Committee) is a specialized team composed of cross-departmental and multi-level representatives within an organization. Its primary responsibility is to drive and oversee the organization's efforts in diversity, equity, inclusion, and belonging. The following details its definition, functions, and value:

## What Is a DEIB Committee?

### Definition:

A DEIB Committee is a cross-functional governance body typically composed of senior management, departmental heads, and other key stakeholders. Its core mission is to formulate, promote, and supervise the organization's DEIB strategy, ensuring that relevant policies and practices are implemented at every level of the company.

### Composition:

- **Diverse Backgrounds:** Members usually come from various departments, levels, and backgrounds, ensuring a multi-perspective discussion and decision-making process.
- **Cross-Functional Collaboration:** In addition to Human Resources, the committee may include representatives from operations, marketing, legal, and even external advisors, forming a comprehensive governance team.
- **Senior-Level Support:** Ideally, the committee should have the backing and authority of top management so that it can exert sufficient influence over decision-making and resource allocation.

## Functions of a DEIB Committee

### 1.Strategic Planning & Policy Formulation

- Develop or assist in revising the organization's DEIB vision, objectives, and action plans.
- Provide strategic guidance and policy recommendations for various DEIB initiatives, ensuring alignment with the overall corporate strategy.

### 2.Implementation Oversight & Data Monitoring

- Establish key performance indicators (KPIs) to track progress in diversity, inclusion, and belonging.
- Regularly review and evaluate the effectiveness of implemented measures, adjusting strategies and action plans based on data feedback.

### 3.Cross-Departmental Coordination & Communication

- Facilitate communication and collaboration among departments to ensure unified implementation of DEIB policies across all business units.
- Organize internal meetings, workshops, and training sessions to promote understanding and buy-in of DEIB principles among all employees.

#### **4.Cultural Leadership & Change Management**

- Advocate for and cultivate an open and inclusive corporate culture that nurtures diversity and creativity.
- Showcase the organization's DEIB achievements and commitments through internal communication and external engagements, enhancing corporate reputation.

#### **5.Problem Resolution & Feedback Mechanisms**

- Establish internal feedback and complaint channels to address issues related to diversity, equity, and inclusion promptly.
- Analyze feedback, propose improvements, and help the organization identify and remove hidden barriers.

### **Value of a DEIB Committee**

#### **1.Strategic Impact & Organizational Transformation**

- Driving Cultural Change: Through systematic and ongoing efforts, the committee helps build an organizational culture centered on diversity, equity, inclusion, and belonging.
- Enhancing Innovation & Competitiveness: Diverse teams are more likely to foster innovative thinking, thereby improving the organization's market adaptability and competitiveness.

#### **2.Accountability & Transparent Governance**

- Establishing Accountability: By setting clear goals and supervising their implementation, the committee ensures that all levels of management have defined responsibilities in advancing DEIB, creating a virtuous cycle of incentives and accountability.
- Data-Driven Decision Making: Through robust data monitoring and evaluation, the committee ensures that policies and measures are effectively implemented, enhancing transparency and trust.

#### **3.Employee Cohesion & Satisfaction**

- Enhancing Belonging: By providing an environment that embraces diversity and inclusion, the committee helps employees reach their full potential, increasing job satisfaction and team cohesion.
- Attracting and Retaining Talent: A clear commitment to DEIB and demonstrable actions improve the company's attractiveness, drawing in top talent and encouraging long-term retention.

#### **4.Corporate Social Responsibility & Brand Image**

- Social Impact: Actively advancing DEIB not only benefits internal governance but also enhances the company's reputation as a responsible corporate citizen.
- Market Credibility: In today's climate where diversity and inclusion are increasingly valued, the work of a DEIB committee can significantly boost the organization's reputation and brand value.

In summary, a DEIB committee plays multiple roles in an organization—strategic formulation, implementation oversight, cross-departmental coordination, and cultural leadership. By setting clear objectives and establishing data tracking and feedback mechanisms, the committee drives continuous improvement in the practice of diversity, equity, inclusion, and belonging. Its value is reflected not only in increased employee satisfaction and cohesion but also in enhanced innovation, competitiveness, and a positive social image, making it a crucial driver for sustainable organizational development.



# WHAT IS AN EMPLOYEE RESOURCE GROUP (ERG)? WHAT ARE ITS UNIQUE CHARACTERISTICS AND FUNCTIONS? WHAT ARE THE TYPICAL ERG TOOLS?

## Employee Resource Groups (ERGs)

### Definition:

Employee Resource Groups (ERGs) are voluntary, employee-led groups within an organization, often formed around common identities, interests, or experiences, such as gender, race, cultural background, etc. These groups aim to provide support for their members, foster professional development, and promote diversity and inclusion within the organization.

### Formation Process:

#### 1. Employee Initiative:

ERGs are typically initiated by employees based on shared interests or identity characteristics.

#### 2. Organizational Support:

They receive recognition and support from the organization's management, sometimes including financial and resource backing.

#### 3. Official Registration:

Formally established according to the organization's internal guidelines and procedures.

### Unique Characteristics:

#### 1. Voluntary Participation:

Employees join and participate in ERGs based on personal interest and identity voluntarily.

#### 2. Diversity and Inclusion Focus:

ERGs emphasize diversity and inclusion, supporting the development of a multicultural environment within the organization.

#### 3. Member-Driven:

Activities and initiatives are primarily organized and driven by the members themselves.

## Functions:

### 1. Providing Support and Resources:

Offering resources for career development, emotional support, and social networking to members.

### 2. Facilitating Communication and Understanding:

Enhancing interaction and understanding between employees of diverse backgrounds, promoting multicultural interactions within the organization.

### 3. Influencing Organizational Policies:

ERGs can provide feedback to management on critical issues, influencing organizational policies and practices.

### 4. Advancing Corporate Diversity and Inclusion Goals:

Assisting the organization in achieving its diversity and inclusion objectives through various activities and initiatives.

### 5. Community Engagement and Corporate Social Responsibility:

ERGs sometimes engage in community service and corporate social responsibility projects, showcasing the organization's positive social impact.

Employee Resource Groups not only offer personal and professional support to their members but also play a significant role in promoting diversity and inclusion within the corporate culture.

## Employee Resource Group (ERG) tools

ERG tools are typically software and platforms used to support and coordinate ERG activities within an organization. ERGs are groups formed by employees themselves with the aim of promoting diversity, inclusion, and equality. These tools provide a platform for employees to come together, share experiences, provide input, and engage in social and charitable activities. Here are some common ERG tools and their functions:

### Online Social Platforms:

Online Social Forums: Provide ERG members with an online social space for sharing ideas, experiences, and resources.

Blogs and News Publishing: Allow ERG members to post blog articles, news, and event updates.

### Event Management:

Event Calendar: Enable ERG members to create and view event calendars, including regular meetings, seminars, and social gatherings.

Event Registration: Support member registration and RSVP for specific events to help organizers plan and anticipate attendance.

### Resource Sharing:

Resource Libraries: Store and share resources related to diversity, inclusion, and equality, including documents, guides, and training materials.

Links and Networking: Offer features to link to relevant websites, organizations, and social media pages.

### Member Management:

Member Registration and Information Management: Allow ERG members to register and update their personal information to facilitate communication with organizers.

Member Directory: Provide a member directory for members to contact and collaborate with each other.

### Feedback and Suggestions:

Online Surveys: Support ERG members in providing opinions and feedback to improve ERG activities and initiatives.

Suggestion Box: Offer an anonymous or non-anonymous suggestion box for members to raise issues and provide suggestions.

### Reporting and Analysis:

Data Reports: Generate data reports on ERG activities, member participation, and resource usage.

Analysis Tools: Help organizers understand trends in ERG performance and activities.

**Multi-Platform Access:**

Mobile Applications: Provide mobile applications that enable ERG members to conveniently access ERG tools and information on their phones.

**Privacy and Security Controls:**

Member Data Privacy: Ensure the security and privacy of member data to comply with relevant regulations.

Access Control: Manage access permissions to ERG tools to protect sensitive information.

These ERG tools are designed to enhance interaction and collaboration among ERG members, promote diversity and inclusion initiatives, and provide convenient resources and tools for managing ERG activities. Organizations can select ERG tools that suit their needs and customize them based on the goals and desires of their ERGs. These tools help support and drive the mission of diversity, equity, and inclusion.

# A SAMPLE NOTIFICATION FOR A DEIB FOCUS GROUP MEETING

The following is an example of a DEIB Focus Group Meeting Notification:

## **Diversity, Equity, Inclusion, and Belonging (DEIB) Focus Group Meeting Notice**

Dear Colleagues,

In order to further advance our company's initiatives in diversity, equity, inclusion, and belonging, and to gather your valuable feedback and suggestions on our current measures, we will be organizing a DEIB Focus Group Meeting. We encourage you to participate with an open mind as we work together to enhance our work environment and corporate culture.

### **Meeting Topic**

— Exploring and Optimizing Our DEIB Practices to Create an Inclusive Future

### **Meeting Objectives**

- Gain in-depth insights into employees' experiences and feedback regarding current DEIB policies and practices.
- Collect improvement suggestions and innovative ideas from diverse perspectives.
- Discuss ways to better implement our DEIB strategy and create a more inclusive work environment.

### **Meeting Date & Time**

April 15, 2025 (Wednesday) from 10:00 AM to 11:30 AM

### **Meeting Venue**

Company Headquarters – Multipurpose Conference Room

(Alternatively, participants can join via an online video conferencing platform; the meeting link will be provided separately.)

### **Participants**

- Representatives from various departments (we especially welcome colleagues from diverse

backgrounds and functions).

- Members of the Human Resources team and the DEIB task force.
- Employee representatives willing to share their experiences and suggestions.

## Meeting Agenda

### 1. Opening & Introductions (10:00 – 10:10)

- The moderator will introduce the meeting background, objectives, and agenda.

### 2. Review of Current Status & Data Sharing (10:10 – 10:30)

- Presentation of current DEIB metrics, policy progress, and results from employee surveys.

### 3. Group Discussions (10:30 – 11:00)

- Breakout sessions to discuss topics such as enhancing diverse recruitment, optimizing inclusive training, and establishing effective feedback mechanisms.

### 4. Summary & Collection of Suggestions (11:00 – 11:20)

- Group representatives will share discussion outcomes and consolidate key recommendations.

### 5. Conclusion & Next Steps (11:20 – 11:30)

- The moderator will summarize the discussions, clarify follow-up improvement directions, and outline the communication process moving forward.

## Meeting Guidelines

- Please arrive 10 minutes early and ensure your mobile devices are on silent.
- You are welcome to submit your thoughts or questions on DEIB topics via email to the Human Resources Department prior to the meeting to facilitate a more structured discussion.
- During the meeting, please engage actively; all suggestions and feedback will serve as valuable input for our future improvement plans.

If you are unable to attend due to special circumstances, please notify the Human Resources Department in advance so that alternative arrangements for communication can be made.

We look forward to your participation and to working together to create a more diverse, inclusive, and belonging work environment.

Thank you!

Contact Person:

Phone:

Email:

Sincerely,

The DEIB Task Force

[Company Name]

March 21, 2025

This sample notice includes essential meeting information, clearly outlines the meeting objectives, agenda, and participation requirements, and aims to provide an open and inclusive discussion platform to drive continuous improvements in our DEIB efforts.

# WHAT DOES A DEIB EXECUTIVE SPONSORSHIP PROGRAM INCLUDE? (TEMPLATE PROVIDED)

A Diversity, Equity, Inclusion, and Belonging (DEIB) Executive Sponsorship Program is designed to promote diversity, inclusion, and belonging within an organization. Such a program typically covers the following key elements:

## Core Components of the Executive Sponsorship Program

### 1. Project Background and Objectives

#### Background Explanation:

Describe why DEIB is important to the business and highlight the current opportunities and challenges.

#### Objective Setting:

Clearly define the overall objectives of the executive sponsorship program—for example, driving the implementation of DEIB strategies, enhancing organizational diversity, optimizing an inclusive culture, and increasing employee belonging.

### 2. Executive Roles and Responsibilities

#### Sponsorship Duties:

Define the responsibilities of executives as DEIB champions, including strategic advocacy, resource coordination, cross-departmental collaboration, and resolution of key issues.

#### Behavioral Modeling:

Expect executives to demonstrate inclusive behaviors in their daily work, participate regularly in DEIB activities, and serve as role models for cultural transformation.

### 3. Participation Requirements and Expectations

#### Participation Frequency:

Specify the frequency with which executives should attend DEIB meetings, trainings, and employee dialogues.

#### Communication and Feedback:

Encourage open communication between executives and employees, with regular feedback collection to inform decision-making and improvements.

#### Performance Metrics:

Set specific, measurable DEIB goals for each executive, such as diversity hiring ratios, team satisfaction scores, and equitable promotion opportunities.

## **4.Support and Training**

### **Training Program:**

Arrange for executives to attend DEIB training sessions, workshops, and seminars to enhance their understanding of diversity, inclusion, and belonging.

### **Resource Support:**

Provide internal resources (such as expert advisors, data tracking tools, and case-sharing platforms) to assist executives in implementing DEIB initiatives effectively.

## **5.Communication, Collaboration, and Reporting Mechanisms**

### **Internal Communication:**

Establish cross-departmental coordination mechanisms to ensure DEIB initiatives are tightly integrated with all business units, with executives leading by example.

### **Progress Monitoring and Reporting:**

Set requirements for regular reporting on DEIB progress and outcomes, using data tracking and performance evaluations to enforce accountability.

## **6.Incentives and Accountability**

### **Incentive Mechanisms:**

Link DEIB achievements to executive performance evaluations, bonus allocations, and promotion considerations to motivate proactive engagement.

### **Accountability Mechanisms:**

Clearly define the consequences for failing to fulfill sponsorship responsibilities and set up feedback and improvement processes to ensure the program's effectiveness.



# DEIB EXECUTIVE SPONSORSHIP PROGRAM TEMPLATE EXAMPLE

## Diversity, Equity, Inclusion, and Belonging Executive Sponsorship Program

[Company Name]

Effective Date: YYYY-MM-DD

### 1. Project Background and Objectives

#### Background Explanation:

With the evolving market and societal landscape, diversity, equity, inclusion, and belonging have become key drivers of innovation and competitive advantage. [Company Name] is committed to creating an open, inclusive, and trusting organizational culture through its DEIB strategy.

#### Overall Objectives:

- Drive the comprehensive implementation of the DEIB strategy throughout the organization.
- Enhance team diversity, stimulate innovation, and strengthen employee belonging.
- Incorporate DEIB outcomes into core corporate performance metrics, establishing a sustainable management framework.

### 2. Executive Roles and Responsibilities

#### Sponsorship Duties:

- Strategic Leadership: Participate in formulating and driving the company's DEIB objectives and action plans, ensuring DEIB principles are reflected in corporate strategy.
- Resource Coordination: Allocate and optimize internal resources to fully support DEIB initiatives.
- Behavioral Modeling: Lead by example at meetings and events, demonstrating commitment to DEIB.
- Problem Resolution: Proactively address DEIB challenges in cross-departmental collaborations, ensuring timely implementation of improvement measures.

### 3. Participation Requirements and Expectations

#### Participation Requirements:

- Regularly attend DEIB committee meetings and employee dialogue sessions (recommended at least once per quarter).
- Hold DEIB-focused discussions with departmental teams every six months to gather feedback and record improvement suggestions.

- DEIB-related metrics should constitute no less than 15%-20% of annual performance evaluations.

#### **Performance Metrics:**

- **Diverse Recruitment:** Ensure that the proportion of women, minority groups, and other underrepresented talent in senior and middle management increases year over year.
- **Employee Satisfaction:** Conduct regular DEIB satisfaction surveys with target scores at or above industry averages.
- **Equitable Promotion:** Establish promotion evaluation criteria to guarantee fair advancement opportunities for all groups.

## **4. Support and Training**

#### **Training Program:**

- Regular participation in DEIB-themed trainings and workshops to stay current on trends and best practices.
- Arrange specialized lectures by internal or external experts to enhance executive leadership in DEIB.

#### **Resource Support:**

- Provide data tracking tools and reporting templates to monitor progress on DEIB indicators.
- Establish a dedicated consultation channel to help executives resolve specific DEIB-related issues.

## **5. Communication, Collaboration, and Reporting Mechanisms**

#### **Internal Communication:**

- Create a cross-departmental working group led by executives to regularly discuss the latest DEIB project developments.
- Implement feedback mechanisms (via employee surveys, internal forums, etc.) to continuously refine initiatives.

#### **Progress Monitoring and Reporting:**

- Submit quarterly DEIB progress reports detailing completed initiatives, data tracking results, and improvement suggestions.
- Hold an annual DEIB strategy review meeting to summarize experiences and plan next steps.

## **6. Incentives and Accountability**

#### **Incentive Mechanisms:**

- Link executive performance in DEIB initiatives to overall performance reviews, bonus allocations, and promotion considerations.
- Provide additional rewards and public recognition for executives who exceed DEIB targets.

#### **Accountability Mechanisms:**

- For those who fail to meet DEIB sponsorship responsibilities, require the formulation of an

improvement plan and include this in the annual performance feedback.

- Set up multi-source feedback channels to ensure executive actions and decisions in DEIB are subject to internal oversight and continuous improvement.

## Signatures and Acknowledgment

This program must be signed by [Relevant Executive Name/Title] and filed with the [Human Resources/DEIB Leadership Team] as a key component of [Company Name]'s DEIB strategy implementation.

Signature:

Executive Representative: \_\_\_\_\_

Date: \_\_\_\_\_

*Note: This program will be dynamically adjusted based on practical circumstances to ensure that the DEIB strategy evolves in line with the company's development.*

By clearly outlining executive roles, responsibilities, participation requirements, and incentive/accountability mechanisms, the DEIB Executive Sponsorship Program integrates DEIB as a critical component of the corporate strategy. Such a program not only improves employee satisfaction and organizational cohesion but also boosts innovation and competitive advantage, ultimately contributing to the organization's sustainable development.

This template can be customized and expanded based on the company's specific needs and strategic priorities, providing a clear execution path and robust support for advancing DEIB efforts.



# WHAT DOES AN ANNUAL BUDGET AND EXPLANATION DOCUMENT FOR A DIVERSITY, EQUITY, INCLUSION, AND BELONGING (DEIB) PROJECT INCLUDE?

Below is an outline of the key content and structure recommended for an annual budget and explanation document for a DEIB project:

## Document Introduction

### Project Background and Strategic Significance

- Describe why the organization is focusing on DEIB initiatives, including relevant context (industry trends, internal survey results, external pressures) and its strategic significance in enhancing innovation, employee satisfaction, and corporate social responsibility.

### Annual Objectives and Key Focus Areas:

- Summarize the main goals, key initiatives, and expected outcomes of the DEIB project for the year, ensuring the budget aligns with the overall strategy.

## Budget Overview

### Total Budget Amount

- Present the annual total budget and provide an overview of the allocation proportions and the rationale behind them.

### Time Frame and Phased Arrangements

- Specify the budget period (typically an entire fiscal year) and outline any quarterly or project-phase budget allocations.

## Detailed Budget Breakdown

### 1.Human Resources and Consulting Fees

- Salaries and benefits for full-time or part-time internal DEIB team members.
- Fees for external expert consultants, trainers, and consulting firms.
- Subsidies or rewards associated with the executive sponsorship program.

### 2.Training and Development Expenditures

- Costs for DEIB awareness training, cross-cultural communication, and leadership development courses.

- Expenses for seminars, workshops, and internal training events (venue, materials, speaker fees).
- Fees for online learning platforms or course subscriptions.

### **3. Recruitment and Talent Development**

- Expenses for diversity recruitment projects (including job fairs, university partnerships, advertising).
- Funding to support Employee Resource Group (ERG) activities.
- Investments in talent retention and career development initiatives.

### **4. Internal Communication and Promotion**

- Costs for internal promotional materials (posters, newsletters, video productions).
- Development or upgrade expenses for internal communication platforms and tools.
- Costs for disseminating the company's DEIB success stories and external media promotion.

### **5. Data Monitoring and Evaluation Systems**

- Fees for DEIB data collection, analysis, and reporting tools.
- Investment in survey, questionnaire, and KPI tracking platform development.
- Costs for external evaluation agencies.

### **6. Technology and Platform Support**

- Purchase or subscription fees for internal networks, data platforms, and online collaboration tools.
- Technical support expenses specifically for DEIB project management and feedback mechanisms.

### **7. Other Administrative and Miscellaneous Expenses**

- Administrative support, meeting, and travel expenses directly related to the DEIB project.
- Contingency funds for unforeseen expenses and risk reserves.

## **Cost-Benefit Analysis and Expected Outcomes**

### **Return on Investment (ROI) Analysis**

- Compare the investment costs with the anticipated improvements in employee satisfaction, retention rates, innovation output, brand image, etc., to demonstrate the budget's rationality and expected returns.

### **Key Performance Indicators (KPIs)**

- List specific metrics (e.g., training coverage, employee satisfaction survey scores, diversity ratios in recruitment, fairness in promotions) and explain how these indicators will be tracked and evaluated through data feedback.

## **Risk Assessment and Budget Adjustment Mechanisms**

### **Risk Identification and Mitigation Measures**

- Analyze potential risks during budget implementation (e.g., market fluctuations, project delays, low participation) and propose corresponding contingency plans.

### **Dynamic Adjustment Mechanism**

- Describe the process for regular budget review and adjustments (e.g., quarterly budget review meetings, fund reallocation based on project progress).

## **Appendices**

### **Data Sources and Assumptions**

- List the main data sources, survey results, and key assumptions used for budget formulation.

### **Historical Comparisons and Trend Analysis**

- If available, include previous years' budget execution and outcomes to help explain the rationale behind the current budget allocation.

### **Supporting Documents and References**

- List relevant policy documents, industry standards, or expert recommendations to lend authoritative support to the budget explanation.

# SAMPLE TEMPLATE

## Annual Budget and Explanation for the Diversity, Equity, Inclusion, and Belonging (DEIB) Project

### Introduction

This document details the budget allocation and associated investment plans for the 2025 DEIB project. In response to the growing global emphasis on diversity and inclusion, the main objectives for this year are to boost employee engagement, optimize talent structure, and strengthen internal communication, thereby helping the company build a more inclusive corporate culture.

### Budget Overview

- **Total Budget:** ¥XXX million
- **Budget Period:** January 1, 2025 – December 31, 2025
- **Allocation Overview:**
  - Human Resources (30%)
  - Training and Development (25%)
  - Recruitment and Promotion (20%)
  - Data and Technology Support (15%)
  - Other Expenses (10%)

### Detailed Budget Breakdown

#### 1.Human Resources and Consulting Fees

- Internal DEIB team salaries and benefits: ¥XX million
- External consultant and trainer fees: ¥XX million

#### 2.Training and Development Expenditures

- Internal trainings, workshops, and seminars: ¥XX million
- Online course subscriptions and platform fees: ¥XX million

#### 3.Recruitment and Talent Development

- Diversity recruitment activities and advertising: ¥XX million
- ERG support: ¥XX million

#### 4.Internal Communication and Promotion

- Internal promotional materials and event planning: ¥XX million
- External media and promotional expenses: ¥XX million

#### 5.Data Monitoring and Evaluation Systems

- Data platform development and software subscriptions: ¥XX million
- Survey and evaluation service fees: ¥XX million

## 6. Technology and Platform Support

- Internal collaboration tools and platform upgrades: ¥XX million

## 7. Other Administrative and Miscellaneous Expenses

- Meetings, travel, and risk reserves: ¥XX million

## Cost-Benefit Analysis

- With this year's investments, we anticipate a 5%-10% improvement in employee satisfaction, a 3% reduction in turnover, and over 80% positive feedback from internal evaluations.
- The projected ROI is estimated at 1:2.

## Risk Assessment and Budget Adjustment Mechanisms

- **Risk Identification:** Potential risks include slower-than-expected internal execution and external market volatility.
- **Mitigation Measures:** Quarterly budget review meetings will be held, and funds will be reallocated as necessary; a contingency reserve is established to handle unforeseen circumstances.

## Appendices

- **Data Sources:** Employee survey reports, industry research data, historical budget execution reports
- **Key Assumptions:** Market stability, upward trend in employee engagement

## Signatures and Date

DEIB Project Lead: \_\_\_\_\_

Finance Department Head: \_\_\_\_\_

Date: [Month Day, 2025]

By following the content and template above, organizations can clearly demonstrate the funding plan, investment focus areas, and expected outcomes for their annual DEIB project, providing robust support for internal decision-making, cross-departmental collaboration, and external communications.



# WHAT DOES AN ANNUAL DEIB WORK PLAN INCLUDE?

An Annual DEIB Work Plan is a systematic strategic document that translates the organization's DEIB vision into actionable steps. A comprehensive annual DEIB Work Plan typically includes the following main components:

## 1. Background and Current Situation Analysis

### Internal Assessment:

Analyze the current state of employee composition, cultural environment, policies and procedures, and fairness in promotions and compensation.

### External Environment and Trends:

Review industry best practices, market changes, and increasing societal expectations for diversity and inclusion to provide contextual support for the plan.

## 2. Vision and Objective Setting

### Alignment with Long-term Vision:

Articulate the organization's strategic vision for diversity, equity, inclusion, and belonging.

### Annual Objectives:

Set specific short-term (1-year) targets such as improving recruitment diversity, enhancing employee satisfaction, and refining anti-discrimination mechanisms, ensuring these goals are measurable (using the SMART criteria).

## 3. Key Strategies and Initiatives

### Strategy Formulation:

Based on the current situation and objectives, propose specific strategic directions (e.g., optimizing talent management, driving cultural transformation, and strengthening internal communication).

### Main Initiatives:

Provide detailed action plans, for example:

- Optimizing diverse recruitment and promotion processes
- Implementing inclusive training sessions, workshops, and leadership development programs
- Establishing and supporting Employee Resource Groups (ERGs)
- Enhancing internal communication and feedback mechanisms

## 4. Project Planning and Timeline

### Task Breakdown:

Break down each strategic initiative into executable projects, specifying tasks, responsible parties, and key milestones.

#### **Annual Timeline:**

Develop a detailed timeline that marks the key start, implementation, and evaluation milestones for each project.

## **5.Responsibility Assignment and Executive Support**

### **Organizational Structure and Responsibilities:**

Clearly define the roles and responsibilities of each department, project team, and executive in driving DEIB initiatives.

### **Cross-Departmental Collaboration:**

Establish coordination mechanisms to ensure initiatives are effectively integrated across different functions.

## **6.Resource Allocation and Budgeting**

### **Financial and Human Resources:**

Explain the budget, manpower, and necessary external support allocated to each DEIB initiative.

### **Tools and Technical Support:**

Include provisions for data monitoring tools, training platforms, and communication systems to support implementation.

## **7.Data Monitoring and Performance Evaluation**

### **Key Performance Indicators (KPIs):**

Define both quantitative and qualitative metrics to track DEIB progress (e.g., recruitment diversity ratios, employee satisfaction scores, fairness in promotions, internal complaint rates).

### **Monitoring and Reporting Mechanisms:**

Establish regular data collection, analysis, and reporting processes to discuss improvement measures during internal meetings.

## **8.Communication and Promotion Plan**

### **Internal Communication:**

Develop a communication plan to ensure all employees are informed about DEIB objectives, progress, and outcomes.

### **External Brand Building:**

Plan external promotional activities to showcase the organization's commitment and achievements in diversity and inclusion, enhancing the company's brand image.

## **9.Training and Capability Building**

### **Awareness Training:**

Schedule DEIB training courses for all employees and executives to deepen their understanding of diversity, equity, and inclusion.

### **Professional Development:**

Organize specialized workshops, external lectures, and networking events to enhance the DEIB capabilities of internal teams and leaders.

## **10.Incentives, Rewards, and Accountability Mechanisms**

### **Incentive Mechanisms:**

Link DEIB outcomes to performance evaluations, bonuses, and promotions to encourage active participation.

### **Accountability Mechanisms:**

Establish regular evaluation and feedback processes to ensure initiatives are implemented effectively, with improvement plans in place for underperformance.

## **11.Risk Assessment and Contingency Plans**

### **Risk Identification:**

Analyze potential challenges (e.g., cultural resistance, resource constraints) that might impede the plan's execution.

### **Mitigation Measures:**

Develop contingency plans and adjustment strategies to quickly respond to unforeseen issues.

## **12.Continuous Improvement and Feedback**

### **Feedback Mechanisms:**

Set up channels (such as regular employee surveys and focus group discussions) to collect feedback and suggestions.

### **Process Improvement:**

Regularly review and update the DEIB Work Plan based on feedback, establishing a continuous improvement loop.

Through the above components, the Annual DEIB Work Plan not only provides the organization with a clear strategy and execution roadmap but also ensures that each measure is well-documented, monitored, and evaluated. Ultimately, it drives the creation of a more diverse, equitable, inclusive, and belonging work environment.

# WHAT DOES AN ANNUAL DEIB WORK SUMMARY REPORT INCLUDE?

An annual Diversity, Equity, Inclusion, and Belonging (DEIB) work summary report is a comprehensive document that not only reviews the key achievements of the past year but also evaluates the challenges and issues encountered during implementation, providing recommendations for future improvements. Specifically, such a report typically includes the following main sections:

## 1. Introduction

### Background Explanation:

Explain why the organization prioritizes DEIB work (including both internal drivers and external influences) and outline the purpose and significance of compiling the report.

### Overall Work Review:

Provide a brief summary of the work scope, major activities, and overall strategic direction pursued during the past year.

## 2. Review of Objectives and Key Performance Indicators (KPIs)

### Annual Objectives:

List the DEIB goals and expected outcomes set at the beginning of the year (such as increasing the diversity ratio in recruitment, improving employee satisfaction, and optimizing fairness in promotions).

### Performance Indicator Analysis:

Present concrete data and metrics that showcase work outcomes—such as employee composition data, survey results, training coverage, and internal feedback or complaint handling—and compare these with the initial objectives to highlight both achievements and shortfalls.

## 3. Review of Major Initiatives and Activities

### Strategy and Project Implementation:

Review the implementation of key strategic initiatives (e.g., diverse recruitment, inclusive training, ERG development, enforcement of anti-discrimination policies) and describe specific case studies and the implementation process.

### Training and Capacity Building:

List various training sessions, seminars, and workshops along with details on

participant numbers and feedback, and describe improvements in DEIB awareness and practice among both executives and employees.

**Internal Communication and Cultural Promotion:**

Summarize internal promotional efforts, the development of communication channels, and cross-departmental collaboration, including employee awareness and engagement with DEIB policies.

## **4.Outcomes and Value Realization**

**Organizational Impact:**

Present data and case examples showing improvements (such as increased diversity ratios, improved promotion channels, and enhanced employee satisfaction) and discuss the positive influence on organizational culture and brand image.

**Individual and Team Development:**

Highlight improvements in employee belonging, engagement, and innovation, supported by positive feedback and specific improvement cases resulting from DEIB initiatives.

## **5.Issues, Challenges, and Areas for Improvement**

**Existing Issues:**

Analyze the obstacles encountered during implementation (e.g., insufficient resources, poor communication, execution deviations) and dissect the reasons behind unmet targets.

**Challenges and Lessons Learned:**

Summarize experiences and lessons learned from organizational, procedural, and cultural perspectives, including feedback and suggestions from various internal stakeholders.

## **6.Recommendations and Future Plans**

**Short-term Improvement Measures:**

Propose concrete steps to address current issues, including adjustments in strategy, enhanced training, or process optimization.

**Medium- to Long-term Development Directions:**

Outline future strategic plans and objectives for DEIB work—such as further embedding DEIB culture and refining performance evaluation and incentive mechanisms.

**Resource and Support Recommendations:**

Offer suggestions regarding budget, manpower, and technical support to ensure the sustained progress of DEIB initiatives.

## 7. Summary and Outlook

### Work Highlights:

Reiterate the importance of DEIB work by summarizing key successes and overall organizational progress during the year.

### Future Outlook:

Emphasize the importance of continuous improvement and outline the vision and goals for future DEIB work to inspire collective efforts among all employees.

## 8. Appendices

### Data Tables and Charts:

Include detailed data, comparison charts, and trend graphs of key metrics.

### Employee Feedback and Case Studies:

Provide excerpts from internal surveys, employee opinions, or successful case examples.

### Supporting Documents and References:

List policy documents, external evaluation reports, or industry research studies cited in the report.

By integrating all these components, an annual DEIB work summary report not only accurately reflects the outcomes of the past year's diversity, equity, inclusion, and belonging efforts but also offers data-driven insights and experiential lessons to guide future strategic adjustments and continuous improvement.

# WHAT DOES A DESCRIPTION DOCUMENT OF AN INTERNAL COMMUNICATION MECHANISM IN AN ENTERPRISE LOOK LIKE? HOW SHOULD IT BE WRITTEN AND PRESENTED?

When writing a description of an enterprise's internal communication mechanism, it should clearly and comprehensively introduce how the enterprise promotes effective communication among employees and between employees and management through various channels and methods. Here is an example of how to write and present a description of an internal communication mechanism:

## **[Company Name] Description of Internal Communication Mechanism**

### **I. Introduction**

At [Company Name], we recognize that effective internal communication is crucial for establishing a transparent and efficient work environment. This document is intended to outline our internal communication mechanism, ensuring that all employees can smoothly exchange information and opinions.

### **II. Communication Channels**

- 1. Employee Meetings:** Regularly conduct all-staff and departmental meetings to discuss company strategies, updates, and relevant issues.
- 2. Internal Email System:** Used for sending and receiving routine work notifications, updates, and announcements.
- 3. Corporate Social Platforms:** Provide an interactive platform for employees to share information, exchange ideas, and give feedback.
- 4. Bulletin Boards and Intranet:** Post company news, policy updates, event information, etc.

### **III. Communication Strategy**

- 1. Principle of Transparency:** Ensure that all key information is openly and timely conveyed to employees.
- 2. Multi-directional Communication:** Encourage employees to communicate upwards, downwards, and laterally to ensure a multi-directional flow of information.
- 3. Regular Feedback Mechanism:** Collect employee feedback and suggestions through surveys, suggestion boxes, etc.

## IV. Management Communication

1. **Open-Door Policy:** Management is always open to employees' opinions and suggestions.
2. **Regular Reporting:** Management regularly reports to employees on company operations, performance, and future plans.

## V. Training and Development

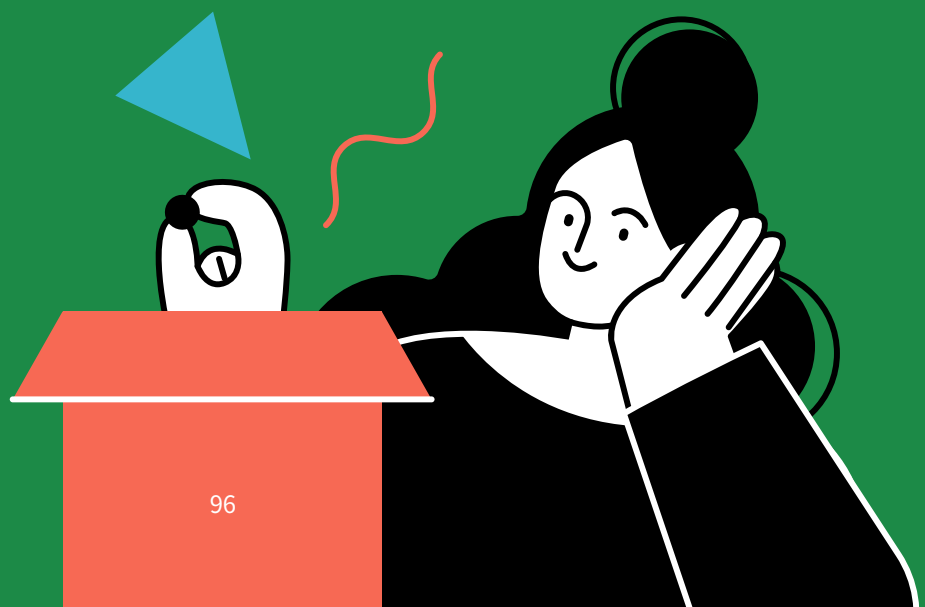
1. **Communication Skills Training:** Provide employees with communication skills training to improve efficiency and quality of communication.
2. **Leadership Communication:** Specialized training on communication skills for management and team leaders.

## VI. Monitoring and Improvement

1. **Monitoring Mechanism:** Regularly assess the effectiveness of communication to ensure the efficiency of the communication mechanism.
2. **Continuous Improvement:** Adjust communication strategies and methods based on employee feedback and business development needs.

At [Company Name], we are committed to establishing an open, collaborative, and efficient work environment through an effective internal communication mechanism.

Note: This document is just an example, and the specific content should be customized according to the actual situation and culture of the company. The success of a communication mechanism depends on continuous evaluation, adaptation, and improvement.





# WHAT ARE DEIB EMPLOYEE ENGAGEMENT AND FEEDBACK PLATFORMS AND WHAT MAIN FUNCTIONS DO THEY INCLUDE?

Diversity, Equity, Inclusion, and Belonging (DEIB) employee engagement and feedback platforms are digital tools specifically designed to foster an open and inclusive work environment within an organization. They not only enable employees to express their views, offer suggestions, and report issues but also provide management with data support to drive continuous improvement. Below are common types of DEIB employee engagement and feedback platforms along with their key features:

## Common Platform Types

### 1. Online Survey and Pulse Survey Platforms

Examples include Culture Amp, Qualtrics, and Officevibe. These platforms regularly collect employee feedback on diversity, inclusion, and belonging, capturing the organizational pulse in real time.

### 2. Employee Opinion and Feedback Systems

Similar to anonymous suggestion boxes or digital feedback platforms, these systems allow employees to submit opinions, suggestions, or complaints anonymously, ensuring authenticity and security.

### 3. Internal Social and Collaboration Platforms

Using enterprise social tools (e.g., Microsoft Teams, Yammer, Slack), organizations can create dedicated discussion groups or forums to encourage open dialogue and interaction around DEIB topics.

### 4. Employee Resource Group (ERG) Management Platforms

These provide dedicated communities and event management tools for employees from diverse backgrounds, promoting cross-group exchange and shared experiences to strengthen a sense of belonging.

### 5. Integrated Performance and Feedback Platforms

Platforms like 15Five and TinyPulse integrate DEIB feedback with performance management systems, helping management understand employee experiences while linking feedback to performance evaluations and rewards.

## Main Functions

### 1. Anonymous Feedback and Opinion Collection

Allow employees to submit feedback, suggestions, or complaints anonymously, lowering barriers to expression and ensuring all voices are heard.

### 2. Regular Pulse Surveys and Data Collection

Design surveys specifically targeting DEIB topics to regularly collect data on employee satisfaction, diversity experiences, inclusion, and belonging, providing a data-driven basis for decision-making.

### **3.Real-time Data Monitoring and Analysis**

Automatically generate various reports, trend charts, and heat maps that help management quickly identify issues, monitor progress toward DEIB goals, and make data-driven decisions.

### **4.Discussion Forums and Community Interaction**

Establish internal discussion boards, forums, or dedicated chat groups where employees can freely discuss DEIB issues, share experiences and suggestions, and promote cross-departmental dialogue.

### **5.Multi-channel Communication and Information Sharing**

Integrate with internal communication tools to keep employees updated on DEIB-related activities, training, policy updates, and success stories, while also supporting one-on-one and group discussions.

### **6.Issue Reporting and Resolution Processes**

Provide standardized processes for reporting, reviewing, and resolving issues to ensure timely responses and corrective actions, forming a closed-loop management system.

### **7.Resource Library and Learning Platform**

Include DEIB guidelines, case studies, best practices, and training materials to help both employees and management continuously enhance their understanding of diversity and inclusion.

### **8.Integration with Performance and Incentive Systems**

Link employee feedback data to performance evaluations and incentive mechanisms to recognize and reward outstanding DEIB practices, driving a positive cultural shift.

### **9.Data Security and Privacy Protection**

Implement robust encryption, anonymization, and privacy protection measures to ensure the security and confidentiality of employee feedback, building trust within the organization.

In summary, DEIB employee engagement and feedback platforms create an open, transparent, and continuously improving environment by providing functionalities such as anonymous feedback collection, real-time data monitoring, interactive discussions, issue reporting, resource sharing, and integration with performance systems. These platforms not only empower employees to express their genuine thoughts but also enable management to promptly understand the current state, identify issues, and adjust strategies, thereby fostering a sustainable cultural transformation and improved organizational performance.

# WHAT DOES A PERIODIC DEIB EVALUATION REPORT INCLUDE?

A periodic Diversity, Equity, Inclusion, and Belonging (DEIB) evaluation report is an essential document that regularly reviews and quantifies an organization's progress, current status, and challenges in DEIB. After careful consideration, such a report typically comprises the following key sections:

## 1. Report Overview

### Background and Purpose:

Explain the context for preparing the report (e.g., annual or quarterly evaluations, changes in internal and external environments) and state its main objective: to assess the effectiveness of DEIB strategy implementation, identify shortcomings, and propose improvement measures.

### Evaluation Period and Scope:

Specify the time frame covered by the report (for example, an annual or quarterly period) and indicate whether the evaluation encompasses specific departments or the entire organization.

## 2. Evaluation Methods and Data Sources

### Evaluation Methods:

Describe the quantitative and qualitative tools used for assessment, such as employee surveys, focus group discussions, in-depth interviews, performance data analysis, and case studies.

### Data Sources:

List all data sources, including internal HR data (recruitment, promotions, compensation, etc.), employee satisfaction and belonging surveys, feedback from Employee Resource Groups, and relevant external benchmarking data.

## 3. Review of Key Performance Indicators (KPIs)

### Diversity Indicators:

- Employee composition data (ratios by gender, race, age, nationality, etc.)
- Data on diversity in recruitment and promotions

### Equity Indicators:

- Comparative data on pay balance and promotion opportunities
- Response time and effectiveness of internal complaint and correction mechanisms

### **Inclusion and Belonging Indicators:**

- Results from employee satisfaction, engagement, and belonging assessments
- Qualitative data from employee feedback on inclusiveness and respect

### **Comprehensive Data Analysis:**

- Compare target achievements with historical data, and illustrate trends using charts, tables, and graphs.

## **4.Key Outcomes and Highlights**

### **Success Stories and Best Practices:**

Summarize notable achievements in DEIB practices—for example, a particular inclusive training that significantly improved employee satisfaction or substantial growth in representation among specific groups.

### **Experience Sharing:**

Highlight excellent practices and lessons learned from various departments or teams that can serve as replicable examples for others.

## **5.Issues and Challenges**

### **Identified Problems:**

Analyze areas where DEIB indicators did not meet expectations and discuss obstacles encountered, such as implicit bias within internal processes or bottlenecks in promotion opportunities for certain groups.

### **Root Cause Analysis:**

Conduct an in-depth analysis to identify the key factors affecting DEIB implementation, which may involve issues related to organizational culture, policies, resource allocation, or communication inefficiencies.

## **6.Recommendations and Future Action Plan**

### **Short-term Improvement Measures:**

Propose specific, actionable recommendations to address current issues, such as adjusting recruitment strategies, enhancing targeted training, or optimizing internal feedback processes.

### **Medium- to Long-term Plans:**

Based on the evaluation results, outline the strategic plan and objectives for the next period, including resource allocation, timeline, and responsibility assignments.

### **Risk Prevention and Monitoring Mechanisms:**

Identify potential risks and suggest corresponding measures, and explain how a continuous monitoring and feedback system will be established to ensure improvement measures are implemented.

## 7. Conclusion and Outlook

### Overall Summary:

Summarize the overall progress, key achievements, and shortcomings in DEIB work during the evaluation period, while emphasizing the strategic importance of DEIB for enhancing corporate culture and performance.

### Future Outlook:

Outline the key focus areas and goals for the next evaluation period, and encourage all employees to actively participate in driving the organization toward greater diversity, equity, inclusion, and belonging.

## 8. Appendices

### Detailed Data and Charts:

Attach detailed tables, charts, and trend graphs of key indicators for data support and reference.

### Survey Questionnaires and Interview Records:

Where applicable, include samples of survey questionnaires, focus group discussion summaries, or interview extracts for future reference and comparative analysis.

### Supporting Documents and References:

List the policy documents, external evaluation reports, or industry research papers cited in the report.

By incorporating these sections, a periodic DEIB evaluation report not only provides a comprehensive review of the past period's work but also supplies data-driven insights and strategic recommendations for ongoing improvement, thereby helping the organization continuously enhance its diversity, equity, inclusion, and belonging initiatives and overall performance.

# WHAT ARE THE KEY COMPONENTS USUALLY INCLUDED IN A CORPORATION'S DISCLOSURE OF DEIB POLICIES ON THEIR WEBSITE?

A company's Diversity, Equity, Inclusion, and Belonging (DEIB) policy published on its website serves as an important window to convey its values and commitments, while providing clear guidance to both internal employees and external stakeholders. After careful consideration, such a policy typically includes the following main sections:

## 1. Core Commitment and Vision

### Value Statement:

Clearly articulate the company's unwavering commitment to diversity, equity, inclusion, and belonging, emphasizing their crucial role in driving innovation, collaboration, and sustainable business growth.

### Strategic Vision:

Describe the company's long-term vision for building a diverse and inclusive culture—for example, "We are dedicated to creating a work environment where every individual can reach their full potential, feel respected, and truly belong."

## 2. Definitions and Scope

### Conceptual Clarifications:

Provide clear definitions of "diversity," "equity," "inclusion," and "belonging," explaining how the company interprets and practices these principles. Key dimensions such as gender, race, age, culture, sexual orientation, disability, and religion should be included.

### Policy Coverage:

Explain that the policy applies to all employees, job applicants, suppliers, and other partners, reflecting the company's overall responsibility and impact.

## 3. Goals and Commitment

### Measures

### Specific Objectives:

Establish both short-term and long-term measurable and qualitative targets—such as increasing diversity in recruitment and promotions, implementing transparent promotion and compensation mechanisms, and boosting employee satisfaction and belonging.

### Actions and Strategies:

#### Recruitment and Talent Management:

- Develop diverse recruitment channels to eliminate bias in hiring.
- Promote fair processes for internal promotions, training, and talent development.

#### Training and Development:

- Regularly conduct DEIB training, awareness workshops, and cross-cultural exchange activities.
- Provide leadership development programs to ensure that inclusive practices are reflected in daily decision-making.

#### Policies and Procedures:

- Implement anti-discrimination measures, complaint handling procedures, and workplace behavior guidelines.
- Establish regular review and feedback

mechanisms to ensure fairness in all processes and decisions.

#### **Communication and Engagement:**

- Create internal communication platforms and Employee Resource Groups (ERGs) to encourage active participation and feedback from employees.
- Regularly update all staff on DEIB progress and future plans.

## **4.Accountability Structure and Oversight Mechanisms**

### **Organizational Structure and**

#### **Leadership Support:**

Explain how the company drives policy implementation by establishing dedicated DEIB departments or committees, clarifying the roles and responsibilities of leaders at all levels.

#### **Evaluation and Accountability:**

Describe how key performance indicators (KPIs), internal audits, and employee surveys will be used to monitor DEIB progress, and outline the accountability mechanisms—such as incorporating DEIB outcomes into performance reviews, bonus incentives, and promotion assessments.

## **5.Continuous Improvement and External Collaboration**

### **Data-Driven Feedback Loop:**

Emphasize the importance of regular data collection and employee feedback to continuously refine DEIB policies and measures, creating a cycle of ongoing improvement.

### **External Standards and Partnerships:**

State that the company will reference international or industry best practices and collaborate with external agencies, industry associations, or consultants to enhance its DEIB efforts. This section may also mention the publication of an annual DEIB progress report to boost transparency and trust.

## **6.Legal Compliance and Rights Protection**

### **Compliance Statement:**

Clearly state that the company strictly adheres to relevant labor laws, anti-discrimination policies, and regulations regarding recruitment, promotions, compensation, and workplace environment to safeguard the legal rights of all employees.

### **Rights Protection and Grievance**

#### **Channels:**

Provide clear internal grievance and complaint mechanisms to ensure that employees receive prompt and fair treatment when facing any form of discrimination or unfair practices.

The DEIB policy disclosed on a company' s website should not only demonstrate the company' s strong commitment to diversity, equity, inclusion, and belonging but also provide transparent, reliable information through specific targets, measures, and accountability systems. Such a policy helps attract and retain top talent while enhancing the company' s sense of corporate social responsibility and market competitiveness.

# WHAT DOES A DEIB EMPLOYEE FEEDBACK FILE INCLUDE?

A DEIB (Diversity, Equity, Inclusion, and Belonging) employee feedback file is designed to comprehensively collect employees' experiences, opinions, and suggestions regarding diversity, fairness, inclusion, and belonging. At the same time, it ensures that the feedback process is transparent, confidential, and actionable. Typically, such a file includes the following main sections:

## 1. Introduction and Purpose of the Feedback

### Introduction:

A brief explanation of the background and purpose of the document, highlighting the organization's strategic emphasis on DEIB and the aim to use employee feedback to further improve policies and practices.

### Purpose:

- To collect honest insights and feelings about the current work environment, policies, and culture related to diversity, equity, inclusion, and belonging.
- To identify potential issues and areas for improvement, providing data support for subsequent measures and cultural transformation.

## 2. Feedback Scope and Topics

### Employee Experience:

- Assess whether employees feel respected, treated equally, and included in the work environment.
- Evaluate whether there are implicit biases or unfair practices in recruitment, promotions, compensation, and training processes.

### Internal Culture and Communication:

- Examine the effectiveness of internal communication channels, employee engagement, cross-departmental collaboration, and Employee Resource Groups (ERGs).
- Determine whether the company has created an environment where every employee can freely express themselves and maximize their potential.

### Policies and Processes:

- Evaluate the effectiveness and implementation of anti-discrimination policies, complaint handling, and promotion assessments.
- Check whether clear feedback and improvement mechanisms exist to ensure that employee concerns are addressed promptly.

## 3. Design of Feedback Questions

### Quantitative Questions:

- Use rating scales (for example, 1–5 or strongly disagree to strongly agree) to score key dimensions, such as “I



feel that I am treated equally within the company” or “The company performs well in recruiting a diverse workforce.”

### **Qualitative Open-ended Questions:**

- Invite employees to describe specific instances or experiences related to inclusion, such as “Please describe an experience when you felt the company either excelled or fell short in inclusivity.”
- Request suggestions on how to improve existing DEIB measures.
- Suggestions and Future Expectations:
- Solicit concrete suggestions on how to enhance diversity, equity, inclusion, and belonging within the organization.
- Ask what related activities or policy improvements employees would like to see in the future.

## **4.Data Confidentiality and Anonymity Statement**

### **Privacy Protection:**

- Clearly inform employees that their feedback will be kept strictly confidential and that personal identification will not be linked to specific comments.
- Guarantee anonymity so employees feel secure in sharing their honest opinions without fear of reprisal or exposure.

### **Use of Feedback:**

- Explain that the feedback will be used for internal improvements and strategic adjustments, with periodic reports on progress and outcomes provided to all staff.

## **5.Submission Methods and Deadlines**

### **Feedback Tools and Platforms:**

- Introduce the channels through which feedback can be submitted (such as online surveys, internal feedback platforms, email, or designated suggestion boxes).
- Provide specific links or instructions if necessary.

### **Deadline and Follow-up Arrangements:**

- Clearly state the deadline for feedback submissions and inform employees about subsequent improvement measures and discussion sessions based on the feedback.

## **6.Contact Information and Support Channels**

### **Q&A:**

- Provide contact details for a designated person or department (such as HR or the DEIB team) to assist employees with any questions or support they may need during the feedback process.

By incorporating the above sections, a DEIB employee feedback file ensures that the organization gathers rich, honest, and targeted employee input on diversity, equity, inclusion, and belonging. This not only helps identify issues and refine policies but also fosters greater employee engagement and helps build a more inclusive and belonging workplace.

# WHAT DOES THE DEFINITION AND MEASUREMENT METRICS SYSTEM FOR DEIB INCLUDE?

DEIB is a critical focus area within an organization that requires clear definitions and measurable indicators to effectively manage and assess the success of related initiatives. The following outlines both the theoretical definitions and a combination of quantitative and qualitative measurement indicators aimed at helping companies fully understand and continuously improve their DEIB efforts.

## Concept Definitions

### 1.Diversity

#### Definition:

- Diversity refers to the presence of employees with a wide range of different backgrounds, identities, experiences, and viewpoints within an organization. This includes, but is not limited to, differences in gender, race, age, culture, religion, sexual orientation, disability status, education, and more.

#### Key Aspects:

- Representation: The presence of various groups within the organization.
- Breadth: Diversity across multiple dimensions.
- Numbers and Proportions: Statistical representation of each group.

### 2.Equity

#### Definition:

- Equity emphasizes fairness in the distribution of resources, opportunities, and treatment. It focuses not only on equal outcomes but also on fairness throughout the process, ensuring that all employees have a fair chance in their career development, compensation, and promotions.

#### Key Aspects:

- Equal Opportunity: Fairness in recruitment, promotions, and training opportunities.
- Pay Equity: Comparisons of compensation and benefits across different groups.
- Transparency in Processes: Fair and open decision-making and policy-making.

### 3.Inclusion

#### Definition:

- Inclusion means that every employee is fully respected, valued, and able to contribute their unique strengths within the organizational culture. It ensures that everyone can actively participate, express themselves, and add value at work.

#### Key Aspects:

- Cultural Atmosphere: A work environment that encourages the expression of diverse perspectives.

- Engagement: Opportunities for employees to participate in decision-making and team activities.
- Systemic Support: Internal policies that help eliminate exclusion.

## 4. Belonging

### Definition:

- Belonging is a psychological state where employees feel recognized, accepted, and respected within the organization, considering themselves as an integral part of the team, which fosters emotional attachment and a sense of responsibility.

### Key Aspects:

- Emotional Identification: The extent to which employees feel valued and recognized.
- Social Connection: The degree to which the work environment fosters good interpersonal relationships.
- Retention: The relationship between belonging and employee loyalty or retention.

## Measurement Framework

- Measuring DEIB requires a multi-layered framework that integrates both quantitative and qualitative indicators. Below are some common examples of metrics for each dimension:

### 1. Diversity Indicators

#### Demographic Data:

- Employee composition ratios (e.g., by gender, race, age, cultural background, sexual orientation, disability status).
- Distribution of various groups across different organizational levels (entry, mid, and senior management).

#### Recruitment and Promotion Data:

- The ratios and hiring rates of different groups during recruitment.
- The diversity proportions observed during promotion processes.

### 2. Equity Indicators

#### Pay and Benefits Equity:

- Analysis of wage gaps (e.g., gender pay ratios, racial salary differences).
- Comparison of benefits across different groups.

#### Equal Opportunity and Process Transparency:

- Evaluations of the transparency in internal promotions, training opportunities, and resource allocations.
- Employee satisfaction regarding the fairness of policies (measured via surveys).

#### Complaint and Grievance Handling:

- The number of complaints related to discrimination and unfair practices, along with the response times and resolution rates.

### 3. Inclusion Indicators

#### Employee Satisfaction Surveys:

- Evaluations of whether employees feel respected, listened to, and valued within the work environment.
- Qualitative feedback regarding the inclusiveness of the culture (e.g., from focus groups or open-ended survey responses).

#### Engagement and Interaction:

- Participation rates in internal meetings, discussions, and Employee Resource Groups (ERGs).

- Levels of cross-departmental collaboration and teamwork.

#### **Effectiveness of Internal Communication:**

- Employee ratings of the clarity and transparency of internal communication channels.

### **4. Belonging Indicators**

#### **Belonging Surveys:**

- Self-assessments of employees on their sense of belonging, identification, and security within the organization.
- Quantitative ratings regarding the alignment with the company's culture.

#### **Employee Retention and Turnover Rates:**

- Metrics on retention, turnover rates, and analysis of exit reasons.
- The speed and effectiveness with which new employees integrate and adapt.

#### **Emotional and Social Connectivity:**

- Analysis of internal social networks (e.g., participation in cross-departmental collaborations or informal interactions).
- Employee evaluations of team cohesion.

### **Data Collection and Analysis Methods**

#### **Quantitative Surveys:**

- Use internal questionnaires, online surveys, and HR data systems to regularly collect data on various indicators.

#### **Qualitative Feedback:**

- Conduct focus groups, in-depth interviews, and collect open-ended feedback to capture real employee experiences and suggestions.

#### **Data Comparison and Trend Analysis:**

- Establish baseline data and periodically track and compare the trends in key indicators, forming a closed-loop feedback mechanism.

#### **External Benchmarking:**

- Compare the organization's performance with industry best practices and publicly available external data to evaluate relative DEIB performance.

A comprehensive DEIB definition and measurement framework should clearly define the theoretical concepts and practical significance of each dimension while establishing a scientific, data-driven evaluation mechanism through employee feedback. Such a system not only helps reveal the strengths and weaknesses of current efforts but also provides concrete data to guide future improvements and strategic adjustments, ultimately driving the organization toward a truly diverse, equitable, inclusive, and belonging work environment.

# WHAT DO THE DEIB GUIDING PRINCIPLES INCLUDE?

The guiding principles for DEIB are designed to provide organizations with a value-based framework and behavioral guidelines, ensuring that DEIB initiatives are integrated into strategy, policies, and everyday practices. After careful consideration, these guiding principles typically include the following core elements:

## 1. Clear Value Commitment

### Core Value Statement:

A firm commitment to respecting and valuing the uniqueness of every individual, recognizing the critical importance of diversity, inclusion, equity, and belonging for innovation and organizational success.

### Alignment with Vision and Mission:

Integrate DEIB into the organization's vision, mission, and long-term strategic goals so that every employee understands and embraces this commitment.

## 2. Building an Inclusive Culture

### Respect and Understanding:

Encourage employees to respect each other's differences—including gender, race, culture, age, religion, sexual orientation, disability, etc.—and promote open communication, actively listening to and understanding the perspectives and needs of colleagues from diverse backgrounds.

### Engagement and Collaboration:

Establish cross-departmental and cross-level collaboration mechanisms to ensure every employee has the opportunity to participate in decision-making and voice their opinions, while promoting Employee Resource Groups (ERGs) and internal communities to enhance belonging and team cohesion.

## 3. Fairness and Equal Opportunity

### Equitable Systems:

Ensure that recruitment, training, promotions, compensation, and incentive mechanisms are free from implicit biases, truly providing equal opportunities for all.

### Accountability and Continuous Improvement:

Implement a clear accountability framework that incorporates DEIB outcomes into performance evaluations, bonuses, and promotion assessments, along with regular internal audits and data monitoring to promptly address and rectify any inequities.

## **4.Data-Driven Approach and Feedback Mechanisms**

### **Combining Quantitative and Qualitative Measures:**

Establish a data-driven indicator system that regularly evaluates DEIB progress through employee surveys, focus groups, and performance data analysis, complemented by qualitative feedback to gain in-depth insights into employee experiences and the organizational culture.

### **Transparent Communication:**

Regularly share DEIB reports and progress updates with all employees to ensure information transparency and build trust within the organization.

## **5.Leadership Modeling and External Collaboration**

Executive Role Modeling:

Senior management should lead by example, proactively driving the formulation and implementation of DEIB policies, and demonstrating their commitment through internal training and sponsorship programs to enhance leadership understanding and execution of DEIB principles.

### **External Standards and Partnerships:**

Reference international best practices and industry standards for benchmarking, and establish partnerships with community organizations, industry associations, educational institutions, and external consultants to promote diversity and inclusion on a broader social level.

## **6.Employee Rights Protection and Support**

### **Safe and Anonymous Feedback:**

Create secure feedback channels that protect employee privacy and ensure anonymity, allowing employees to express their views without fear of retaliation, while also establishing effective grievance handling mechanisms to promptly address incidents of discrimination, bias, or unfair treatment.

### **Developmental Support:**

Provide diverse training opportunities, career development plans, and mentoring support to help employees realize their potential, thereby enhancing their sense of belonging and overall satisfaction.

The DEIB guiding principles are not merely a set of formal documents but represent a core philosophy that permeates organizational culture, operational management, and strategic decision-making. They require organizations to foster an environment of respect for differences, equal opportunities, open communication, and continuous improvement while leveraging leadership example, data-driven insights, and external collaborations to create an ecosystem that truly supports every employee's growth and contribution.

# WHAT IS A DEIB GOAL-SETTING TOOL?

A Diversity, Equity, Inclusion, and Belonging (DEIB) goal-setting tool is a systematic method and framework designed to help organizations clearly define, quantify, and track their DEIB objectives and outcomes. It serves both as a strategic planning tool and a continuous improvement monitoring system, ensuring that the organization's DEIB goals are not only theoretically clear but also practically actionable and measurable. The following outlines the core components and functions of this tool:

## 1. Tool Definition and Purpose

### Definition:

A DEIB goal-setting tool is a structured approach used to develop, implement, and evaluate an organization's goals related to diversity, equity, inclusion, and belonging. It includes a series of frameworks, indicators, questionnaires, and processes that help an organization create a closed-loop management system from vision to action.

### Primary Purpose:

- Clarify Vision and Objectives: Transform the organization's strategic vision for DEIB into quantifiable and qualitative indicators.
- Drive Execution and Monitoring: Guide the implementation of initiatives while regularly tracking progress and outcomes.
- Data-Driven Decision Making: Provide feedback based on data to help the organization adjust strategies and improve measures promptly.

## 2. Core Components

### Strategic Vision and Goal Setting:

- Define a long-term DEIB vision and set short-, medium-, and long-term goals based on the organization's current state.
- Use the SMART principles (Specific, Measurable, Achievable, Relevant, Time-bound) to ensure goals are clear and actionable.

### Key Performance Indicators (KPIs):

- Establish both quantitative and qualitative indicators reflecting diversity (e.g., employee composition, diversity in recruitment and promotions), equity (e.g., fairness in compensation and promotions), and inclusion (e.g., employee satisfaction and belonging assessments).
- Implement mechanisms for data collection, analysis, and reporting to ensure continuous tracking and dynamic adjustment of indicators.

### Evaluation and Feedback Mechanism:

- Regularly conduct internal surveys, focus group discussions, and 360-degree feedback to gather insights on employee experiences and suggestions for improvement.
- Use data analysis tools and dashboards to display DEIB progress, forming a closed-loop feedback system.

### **Action Plan and Resource Allocation:**

- Develop specific action plans and project schedules based on set goals and indicators.
- Allocate necessary resources, budget, and designate responsible individuals to ensure effective implementation.

### **Accountability and Incentive Mechanisms:**

- Integrate DEIB goals into performance evaluations, bonus distributions, and promotion assessments for all levels of management.
- Set up accountability processes and improvement plans for any underperformance in DEIB targets.

## **3.Application Methods**

### **Current State Assessment:**

Use data collection and employee surveys to understand the current DEIB status, identify existing gaps, and uncover opportunities for improvement.

### **Goal Setting:**

Based on the assessment results and industry best practices, use the SMART framework to set specific objectives (e.g., increase the percentage of women in management, narrow the wage gap between different groups, improve the employee belonging index).

### **Indicator Tracking:**

Regularly collect and analyze relevant data using dashboards or data reports to monitor progress and ensure goals are achieved within the specified time frame.

### **Continuous Feedback and Improvement:**

Utilize periodic evaluation reports and employee feedback to adjust strategies and goals, ensuring that DEIB policies and practices are continuously refined.

## **4.Application Examples and Tool Samples**

### **Case Example:**

A multinational corporation used a DEIB goal-setting tool by first conducting internal surveys to determine the current proportions of various groups in management and identifying wage disparities. They then set a goal to increase the representation of minority groups in management from 15% to 25% and established specific quarterly tracking indicators and surveys, achieving significant improvements within a year.

### **Tool Samples:**

- Internal questionnaires and employee satisfaction survey platforms (e.g., Qualtrics, Culture Amp)
- Data dashboards and KPI tracking tools (e.g., Power BI, Tableau)
- Dedicated DEIB indicator templates and project management tools for cross-department collaboration and regular evaluations.

A DEIB goal-setting tool provides organizations with a systematic, data-driven approach to transform abstract strategic visions into actionable and monitorable objectives. By clarifying goals, establishing key indicators, continuously evaluating progress through feedback, and instituting accountability and incentive mechanisms, companies can effectively advance DEIB initiatives, creating a more inclusive and equitable work environment that boosts employee satisfaction, innovation, and overall competitiveness.



# WHAT ARE THE TYPICAL TOOLS AND DASHBOARDS FOR DEIB DATA ANALYSIS?

DEIB (Diversity, Equity, Inclusion, and Belonging) data analysis tools and dashboards are specialized digital systems designed to collect, track, and analyze an organization's performance in DEIB areas. These systems help companies evaluate their current status, identify areas for improvement, and monitor progress in real time through data-driven insights, thus driving strategic implementation. After careful consideration, such tools and dashboards typically include the following key elements:

## 1. Core Functions

### Data Collection and Integration:

- Multi-source Data Acquisition: Collect information from various channels, including internal HR systems, employee satisfaction surveys, performance evaluations, recruitment and promotion records, compensation data, and employee feedback channels (e.g., focus groups, anonymous suggestion boxes).
- Data Integration and Cleaning: Consolidate and standardize data from different sources to ensure consistency and accuracy.

### Setting and Tracking Indicators:

- Diversity Metrics: Monitor employee composition (gender, race, age, nationality, education, etc.), diversity distribution across different organizational levels, and diversity in recruitment and promotion processes.
- Equity Metrics: Analyze pay comparisons, promotion opportunities, internal resource allocation, training opportunities, and employee satisfaction with policy fairness.
- Inclusion Metrics: Track employee engagement with team culture, communication effectiveness, cross-departmental collaboration, participation in Employee Resource Groups (ERGs).
- Belonging Metrics: Retention rates, belonging survey scores, employee loyalty, and the quality of internal interactions.

### Data Analysis and Visualization:

- Dynamic Dashboards: Display real-time data using charts, trend lines, heat maps, and KPI panels to support comparative analysis and trend monitoring.
- Custom Reports: Generate detailed reports segmented by department, group, or time period, helping management quickly identify issues and opportunities.
- Predictive Analytics: Use data models and regression analyses to forecast the impact of DEIB initiatives on employee satisfaction, performance, and retention.

### Feedback and Closed-Loop Management:

- Real-Time Feedback Mechanisms: Combine employee feedback with data analysis to create a closed-loop management system that ensures issues are promptly reported, tracked, and resolved.
- Regular Reporting and Reviews: Set up periodic reporting mechanisms—such as quarterly or annual reports—to continuously update and refine the DEIB strategy.

## 2.Common Tools and Platforms

### Online Survey and Feedback Platforms:

- Examples include Culture Amp, Qualtrics, and Officevibe, which support regular collection of employee satisfaction and DEIB feedback, automatically generating statistical data and visual reports.

### Data Visualization and BI Tools:

- Tools like Power BI, Tableau, and QlikView help organizations display DEIB data through interactive dashboards, supporting in-depth analysis and trend comparisons.

### Dedicated DEIB Data Platforms:

- Some organizations develop or purchase specialized DEIB analysis tools that integrate data from HRIS systems, compensation systems, and employee feedback channels into a one-stop data management platform, offering specific DEIB KPI templates and analytical models.

## 3.Dashboard Design and Key Components

### Overall Overview Panel:

- Provides an aggregate view of DEIB metrics, such as overall employee diversity, key equity indicators (compensation, promotions), and composite scores for inclusion and belonging.

### Detailed Data Modules:

- Group Distribution Module: Uses pie charts or bar graphs to show the proportions and distribution of employees from different backgrounds (e.g., gender, race, age) across various levels.
- Trend Analysis Module: Displays key indicator trends over time with line charts or heat maps, making it easy to gauge the impact of improvement measures.
- Comparative Analysis Module: Compares DEIB data across different departments or teams to highlight best practices and areas needing improvement.

### Interactive Filters and Custom Views:

- Allow users to filter data by department, region, job level, etc., to generate customized reports and dynamic analysis views.

### Alert and Forecast Modules:

- Set KPI thresholds and alerts that notify management in real time when an indicator falls below expected levels or when anomalies occur, enabling prompt intervention and adjustment.

DEIB data analysis tools and dashboards not only provide a data-driven decision-making platform but also, through real-time feedback and visual reports, enable organizations to track goals, diagnose issues, and drive continuous improvements in DEIB. With these tools, companies can precisely assess the current state of diversity, equity, inclusion, and belonging among employees, make targeted strategic adjustments, and ultimately foster deep cultural transformation within the organization.

# WHAT ARE THE DEIB ASSESSMENT AND AUDIT TOOLS, AND WHAT FUNCTIONS DO THEY GENERALLY INCLUDE?

DEIB (Diversity, Equity, Inclusion, and Belonging) evaluation and audit tools are a set of software, frameworks, and methodologies designed to help organizations systematically review and verify the effectiveness of their DEIB practices. These tools ensure that strategic objectives are translated into concrete actions and support continuous improvement and optimization. After careful consideration, common DEIB evaluation and audit tools and their functions typically include the following:

## Common Tool Types

### 1. Online Survey and Feedback Platforms

#### Functions:

- Design surveys targeting key DEIB dimensions (diversity, equal opportunity, inclusive culture, and belonging).
- Collect anonymous employee feedback, including both quantitative ratings and open-ended responses.
- Automatically generate statistics and visual charts, facilitating trend analysis and departmental comparisons.

#### Representative Tools:

- Culture Amp, Qualtrics, Officevibe, etc.

### 2. Internal Data Dashboards and Analysis Platforms

#### Functions:

- Integrate data from various sources such as HR systems, compensation data, promotion records, and employee surveys.
- Present key performance indicators (KPIs)—for example, employee composition, pay equity, and promotion fairness—via interactive dashboards.
- Provide real-time monitoring, trend tracking, and predictive analysis to help management quickly identify anomalies or areas for improvement.

#### Representative Tools:

- Power BI, Tableau, QlikView, etc.

### 3. Policy and Process Audit Tools

#### Functions:

- Review existing HR policies (recruitment, promotions, compensation, training, etc.) to detect any implicit biases or unfair practices.

- Offer standardized audit checklists or frameworks to ensure that policies comply with both internal best practices and external regulatory requirements.
- Record audit results, recommend improvements, and track progress to form a closed-loop management process.

#### **Representative Tools:**

- Internal compliance audit software, dedicated policy evaluation templates, and third-party consulting audit services.

### **4.360-Degree Feedback and Employee Interview Tools**

#### **Functions:**

- Gather evaluations and suggestions on DEIB initiatives from various levels, departments, and stakeholders.
- Conduct structured interviews, focus group discussions, and qualitative analyses to gain deep insights into organizational culture and employee experiences.
- Summarize feedback from multiple sources to form a comprehensive evaluation report, providing a basis for strategic adjustments.

### **5.External Evaluation and Certification Services**

#### **Functions:**

- Engage third-party consulting firms to conduct independent evaluations and audits of the company's DEIB practices.
- Benchmark against industry standards and international best practices to obtain objective, authoritative evaluation reports and improvement recommendations.
- Obtain certification marks or ratings that enhance the company's external image and credibility.

## **Main Functional Modules**

### **1.Data Collection and Integration**

- Automate the collection of data from HR systems, compensation systems, employee surveys, training records, and internal complaints into a unified database.
- Clean and standardize data to ensure consistency and comparability across different systems.

### **2.Indicator Setting and Monitoring**

Define key DEIB-related indicators, such as:

- Diversity: Employee composition, group ratios, diversity in recruitment and promotions.
- Equity: Transparency and fairness in compensation, promotion opportunities, and resource allocation.
- Inclusion: Employee satisfaction, engagement, and the effectiveness of internal communications.
- Belonging: Employee retention, belonging survey scores, and evaluations of team cohesion.

Monitor data in real time, dynamically presenting indicator changes and trends, with alert thresholds to notify management of potential risks.

### **3.Visual Reports and Dashboards**

- Use charts, heat maps, trend lines, and other visualization techniques to clearly display the current state and historical trends of DEIB metrics.

- Support the generation of custom reports, allowing segmentation by department, region, job level, etc., to facilitate precise decision-making.

#### **4. Qualitative Feedback and Sentiment Analysis**

- In addition to quantitative data, integrate open-ended employee feedback, focus group summaries, and interview records.
- Utilize natural language processing (NLP) techniques to conduct sentiment analysis on textual feedback, identifying employee emotions and key concerns.

#### **5. Risk Assessment and Accountability Loop**

- Benchmark against set targets and best practices to identify and evaluate deficiencies and risks in current DEIB initiatives.
- Develop remediation plans and accountability mechanisms, tracking the implementation of improvement measures and forming a periodic review loop.

#### **6. External Benchmarking and Certification Integration**

- Compare internal data with industry standards, competitor data, and international best practices to identify gaps and areas for improvement.
- Incorporate external evaluation and certification reports to help the company gain authoritative recognition and continuous improvement guidance.

DEIB evaluation and audit tools provide organizations with a comprehensive, data-driven, and transparent management system. By integrating functions such as multi-source data collection, KPI monitoring, visual reporting, qualitative feedback, and external benchmarking, these tools enable organizations to thoroughly assess their DEIB status, identify issues, adjust strategies, and ultimately foster a more diverse, equitable, inclusive, and belonging work environment.

# WHAT ARE THE DEIB REWARDS AND RECOGNITION TOOLS AVAILABLE? PLEASE PROVIDE A TEMPLATE.

DEIB (Diversity, Equity, Inclusion, and Belonging) reward and recognition tools are designed to drive positive behavior and publicly acknowledge employees who excel in practicing DEIB. These tools—whether as dedicated incentive programs or integrated within existing performance management and internal communication platforms—help to reinforce corporate culture. After careful consideration, common tools in this category include:

## DEIB Reward and Recognition Tools

### 1. DEIB Reward Programs

- **Description:** Special rewards are set aside for employees or teams that make outstanding contributions in diversity, inclusion, equity, and belonging.
- **Forms:** Annual or quarterly awards, cash bonuses, certificates, additional leave, career development opportunities, etc.

### 2. Internal Recognition Platforms

- **Description:** Using internal social platforms or dedicated recognition systems, colleagues can acknowledge each other's exemplary DEIB behaviors.
- **Forms:** "Thank You Walls," star ratings, digital badges, or point systems that recognize everyday practices of DEIB.

### 3. Recognition Ceremonies and Award Events

- **Description:** Regular internal award ceremonies are organized—during all-employee meetings or special events—to publicly honor individuals or teams who excel in DEIB initiatives.
- **Forms:** Honorary trophies, public speeches, media coverage, etc.

### 4. Executive Sponsorship and Role Modeling

- **Description:** Senior leaders actively participate in and sponsor DEIB awards, setting an example and providing public recognition of DEIB achievements.
- **Forms:** Regular publication of DEIB achievement reports and public commendations from top management, encouraging others at all levels to emulate these behaviors.

### 5. Performance-Based Incentive Mechanisms

- **Description:** Integrate DEIB performance with overall performance evaluations, bonus distributions, and promotion systems so that DEIB becomes an essential part of assessment.
- **Forms:** Including specific DEIB metrics in annual performance reviews, with bonuses and promotions directly linked to DEIB outcomes.

# DEIB REWARDS AND RECOGNITION PROGRAM TEMPLATE EXAMPLE:

- Below is a template example of a DEIB rewards and recognition program, provided for companies to adjust and implement based on their own actual circumstances.

## **[Diversity, Equity, Inclusion, and Belonging (DEIB) Reward and Recognition Program]**

### **1. Program Background and Objectives**

To further advance the implementation of diversity, equity, inclusion, and belonging within our organization and to motivate employees to continuously innovate and contribute in DEIB practices, [Company Name] has developed this Reward and Recognition Program. The program aims to:

- Encourage employees to actively practice DEIB principles and drive cultural transformation.
- Recognize individuals and teams that excel in diverse recruitment, inclusive team building, anti-discrimination, and ensuring equal opportunities.
- Establish a positive incentive mechanism with a closed-loop feedback system that sets a strong example for all employees.

### **2. Eligible Recipients and Scope**

This program applies to all full-time employees, temporary teams, and external partners, with particular focus on:

- Employees who demonstrate outstanding performance in diversity and inclusion initiatives.
- Teams that actively participate in and promote Employee Resource Groups (ERGs), cross-departmental collaboration, and cultural initiatives.
- Key individuals who propose effective solutions for anti-discrimination, grievance resolution, and equal opportunity improvements.

### **3. Award Categories and Forms**

#### **Annual DEIB Excellence Award**

- Recipients: Individuals or teams achieving significant DEIB results within the year.
- Award Contents: Cash bonus/certificate, public recognition, invitation to executive luncheons, developmental training opportunities.

#### **Quarterly DEIB Star Award**

- Recipients: Employees recognized by their peers each quarter for exceptional DEIB practices.
- Award Contents: Digital badges, points, team lunch rewards, internal recognition in company communications.

#### **Innovation and Improvement Award**

- Recipients: Projects or suggestions that successfully implement innovative changes to enhance internal fairness and inclusivity.

- Award Contents: Special cash bonus, innovation fund support, and opportunities to publicly present and share best practices.

## 4. Nomination Process and Evaluation Criteria

### Nomination Phase:

- Employees may self-nominate or be nominated by colleagues via the internal recognition platform or email by completing a standardized nomination form (see Appendix A).

### Review Phase:

- A review committee, composed of members from the DEIB task force and senior management, will conduct initial and secondary evaluations based on set criteria, which include specific contributions to and impact on diversity, equity, inclusion, and belonging.

### Announcement and Recognition:

- The award results will be publicly announced at an all-staff meeting or a dedicated DEIB recognition ceremony, with winning achievements shared via internal communications and the company website.

## 5. Award Implementation and Follow-Up

### Implementation:

- Ensure that awards are distributed on time and that award outcomes are incorporated into the annual performance evaluation system.

### Knowledge Sharing:

- Summarize and promote award-winning cases to encourage the entire organization to adopt best practices and further enhance the overall DEIB culture.

### Feedback and Improvement:

- Regularly collect employee feedback on the award program and continuously refine the nomination criteria and award formats to ensure ongoing effectiveness.

## 6. Appendices

### Appendix A: Nomination Form Template

- Provides a standardized nomination form including sections for basic information, description of contributions, specific achievements, and peer recommendations.

### Appendix B: Detailed Evaluation Criteria

- Outlines the specific evaluation criteria and weightings for each award, providing clear guidance for the review committee.

### Signatures and Effective Date:

This program is developed by the [Company Name] DEIB Task Force, approved by senior management, and takes effect from [Effective Date].

Using the above reward and recognition tools and template, companies can clearly establish how to motivate and recognize employees and teams that excel in diversity, equity, inclusion, and belonging. This not only stimulates active participation and continuous improvement across the organization but also sets positive examples that further drive the successful implementation and sustainability of DEIB strategies.



# WHAT ARE COMMON TOOLS FOR ANONYMOUS EMPLOYEE FEEDBACK? WHAT ARE THEIR TYPICAL FORMS, TOOLS, AND CONTENT?

Anonymous employee feedback tools are internal tools used by organizations to collect anonymous opinions and feedback from employees. They typically serve as a vital feedback channel that helps organizations understand employees' needs, concerns, and issues. These tools can take various forms, including online platforms, survey tools, suggestion boxes, etc. Here are some common anonymous employee feedback tools and their content:

## **Online Anonymous Feedback Surveys:**

**SurveyMonkey:** SurveyMonkey provides online survey tools that organizations can use to create anonymous feedback surveys covering various topics such as job satisfaction, leadership, culture, diversity, and more.

**Qualtrics:** Qualtrics offers flexible anonymous survey design tools that allow organizations to collect employee feedback and analyze the results.

## **Anonymous Suggestion Boxes:**

Organizations can set up physical or digital suggestion boxes where employees can submit anonymous feedback, suggestions, or issues via paper or online methods.

These suggestion boxes are typically managed by HR or representatives from specific departments to ensure anonymity.

## **Anonymous Email Channels:**

Organizations can create dedicated anonymous email addresses for employees to send anonymous feedback.

These email channels are regularly monitored and used to respond to employee feedback.

### **Anonymous Hotlines:**

Organizations can establish anonymous hotlines where employees can call and provide feedback and raise issues without disclosing their identities.

Anonymous hotlines are often managed by third-party service providers to ensure confidentiality.

### **Online Employee Forums:**

Organizations can set up online employee forums or social media platforms that allow employees to anonymously share feedback, issues, and opinions.

Forum administrators ensure anonymity and proper use.

In terms of content, anonymous employee feedback tools typically include the following:

### **Work Environment and Culture:**

Employees can provide feedback on the organization's culture, values, atmosphere, and environment.

### **Leadership and Management:**

Employees can share their views on the leadership team, including leadership style, communication abilities, and support.

### **Diversity and Inclusion:**

Employees can offer feedback on diversity and inclusion, including issues related to discrimination, inequality, and various dimensions like race, gender, sexual orientation, etc.

### **Job Tasks and Career Development:**

Employees can discuss job assignments, workload, promotion opportunities, and career development.

### **Compensation and Benefits:**

Employees can share feedback on compensation, benefits, and overall treatment.

These tools help organizations understand employees' needs and concerns, and improve the work environment, culture, and policies. Ensuring anonymity is crucial to make employees feel safe and willing to share their honest opinions. Organizations should take measures to ensure the confidentiality of feedback to increase trust and cooperation among employees.

# WHAT ARE THE TOOLS FOR CROSS-CULTURAL COMMUNICATION, AND WHAT FEATURES DO THEY GENERALLY INCLUDE?

Cross-cultural communication tools are designed to help people communicate and collaborate more effectively in cross-cultural environments. These tools aim to overcome language, cultural, and geographical differences to ensure effective communication. Here are some common cross-cultural communication tools and the features they typically include:

## **Multilingual Translation Tools:**

Language Translation: Provide real-time or text-based translation to enable people to communicate in their preferred language.

Speech Translation: Allow users to speak, and then convert their speech into text or audio in other languages.

## **Virtual Meeting and Collaboration Tools:**

Video Conferencing: Provide the ability for cross-cultural team meetings, allowing face-to-face communication without geographical limitations.

Collaboration Tools: Include project management, file sharing, and real-time collaboration tools to facilitate cooperation among remote teams.

## **Cultural Education and Training Tools:**

Cultural Education Courses: Offer training on different cultures, etiquette, and communication styles.

Cultural Sensitivity Training: Help people understand and respect differences in various cultures.

## **Multimedia and Cross-Cultural Communication Tools:**

Social Media: Provide platforms for cross-cultural communication, enabling people to share and discuss topics.

Blogs and Video Sharing: Allow people to share their viewpoints, experiences, and insights.



# WHAT ARE THE TOOLS FOR DIVERSITY RECRUITMENT AND WHAT FUNCTIONS DO THEY INCLUDE?

Diversity recruitment tools are designed to help organizations more effectively recruit diverse talent. These tools typically offer various functions to attract, screen, and hire candidates with different backgrounds and experiences. Here are some common diversity recruitment tools and their functions:

## **Applicant Tracking Systems (ATS):**

**Job Ad Posting:** Post job positions on multiple online job boards to expand the candidate search.

**Candidate Tracking:** Track and manage candidates' recruitment progress, including applications, interviews, and hires.

**Candidate Screening:** Use screening criteria and keywords to filter candidates to match diversity recruitment goals.

## **Diversity Recruitment Platforms:**

**Targeted Customization:** Customize recruitment campaigns and advertisements based on diversity goals (such as race, gender, sexual orientation, etc.).

**Diverse Candidate Pools:** Build and maintain a database of diverse candidates to provide diversity recruitment resources.

**Analytics and Reporting:** Provide data analysis and reporting for diversity recruitment to assess performance and progress.

## **Cultural Fit Tools:**

**Cultural and Values Match:** Help candidates understand the organization's culture and values to ensure alignment with the organization's values.

**Cultural Fit Assessment:** Assess candidates' cultural fit within the organization.

## **Diversity and Inclusion Job Description Tools:**

**Unbiased Job Descriptions:** Create unbiased, inclusive, and diverse job descriptions to attract a more diverse candidate pool.

### **Virtual Job Fairs and Recruitment Events:**

Diversity Recruitment Events: Host or participate in diversity recruitment events and virtual job fairs to attract candidates from diverse backgrounds.

Virtual Interviews: Provide virtual interview tools to facilitate remote candidate engagement in the recruitment process.

### **Data and Analytics Tools:**

Diversity Data Dashboards: Provide data analysis and visualization for diversity recruitment to help organizations understand the performance of diversity recruitment.

Recruitment Effectiveness Analysis: Analyze the effectiveness of diversity recruitment strategies to continuously improve the recruitment process.

### **Anti-Discrimination and Anti-Harassment Training Tools:**

Employee Training: Offer employee training tools on anti-discrimination and anti-harassment to ensure fairness and inclusivity in the recruitment and interview processes.

### **Intelligent Screening and Matching:**

Intelligent Algorithms: Use machine learning algorithms for automated candidate screening and matching to reduce potential biases.

These diversity recruitment tools and platforms help organizations attract, screen, and hire candidates from diverse backgrounds, promoting a more diverse and inclusive work environment. Organizations can choose the right tools and platforms based on specific needs to achieve their diversity recruitment goals.

# WHAT ARE THE COMMON CULTURAL SURVEY TOOLS, AND WHAT FUNCTIONS DO THEY GENERALLY INCLUDE?

Cultural survey tools are software and platforms used to assess and analyze the internal culture of an organization. These tools are designed to help organizations understand how employees perceive and comprehend the culture within the organization, enabling them to make improvements. Here are some common cultural survey tools and the features they typically include:

## Survey Question Design:

Customized Questions: Allow organizations to customize cultural survey questions to meet their specific needs.

Standard Question Libraries: Provide standard cultural survey question libraries for organizations to quickly create surveys.

## Multiple Survey Types:

Employee Satisfaction Surveys: Assess employee satisfaction with the work environment and culture.

Cultural Assessment Surveys: Understand how employees perceive and identify with the organization's culture and values.

360-Degree Feedback Surveys: Collect feedback from employees, superiors, colleagues, and subordinates to evaluate culture and leadership.

## Anonymous Surveys:

Anonymity: Ensure that employees can provide candid feedback without revealing their identities.

Privacy Protection: Safeguard employee data and personal information.

## Multi-Channel Surveys:

Online Surveys: Allow employees to complete surveys online for convenience.

Paper Surveys: Provide paper survey options to accommodate different employee preferences.

### **Data Collection and Analysis:**

Data Collection: Gather feedback and opinions from employees.

Real-Time Data Reporting: Offer real-time data analysis and reporting for organizations to quickly understand results.

Trend Analysis: Analyze trends in cultural survey data to understand cultural changes and improvements.

### **Data Visualization:**

Dashboards and Charts: Provide data visualization tools to help organizations intuitively understand cultural survey results.

Multilevel Analysis: Allow organizations to analyze data based on dimensions such as departments, locations, and job positions.

### **Employee Feedback and Comments:**

Open-Ended Comments: Allow employees to provide open-ended feedback and suggestions for a more detailed expression of their viewpoints.

Sentiment Analysis: Use natural language processing techniques to analyze open-ended comments from employees.

### **Reporting and Sharing:**

Report Generation: Generate detailed cultural survey reports, including insights and recommendations.

Report Sharing: Share cultural survey results with management teams and employees to initiate improvement plans.

### **Action Plans and Improvement Tracking:**

Action Plan Formulation: Develop improvement plans and strategies based on cultural survey results.

Progress Tracking: Monitor the execution and impact of improvement measures.

Cultural survey tools help organizations understand their culture, employee satisfaction, and challenges, enabling them to improve the work environment, values, and culture. These tools provide data support to help organizations develop targeted improvement measures and ensure that employees are involved in the culture-shaping process.



# WHAT DOES THE DIVERSITY, EQUITY, INCLUSION, AND BELONGING (DEIB) TRAINING CHECKLIST INCLUDE?

The DEIB training checklist is a detailed guideline designed to provide a framework and reference for companies when designing and implementing systematic DEIB training programs. After thorough consideration, such a checklist typically includes the following main components:

## What Does the DEI Training Checklist Mainly Include

### 1.Training Objectives and Philosophy

#### Training Objectives:

- Enhance employees’ understanding of diversity, equity, inclusion, and belonging
- Improve the work environment and reduce unconscious bias
- Strengthen cross-departmental and cross-level collaboration and communication
- Cultivate inclusive leadership and team collaboration skills

#### Core Philosophy:

- Respect each individual’s uniqueness
- Achieve equal opportunities and fairness
- Create a work environment that fosters both support and trust
- Establish mechanisms for continuous improvement and feedback

### 2.Target Audience and Layered Design

#### Segmentation of Target Groups:

- Basic Training for All Employees: Enhance overall DEIB awareness
- Middle Management: Focus on identifying and addressing biases within teams, promoting fair promotions and an inclusive culture
- Senior Leadership: Emphasize strategic

planning, cross-department coordination, and role modeling

- Specialized Groups or Employee Resource Groups (ERG): Provide in-depth training and specialized knowledge sharing

#### Layered Design:

- Basic understanding module
- Advanced practical module
- Thematic seminars and case sharing

### 3.Training Content and Topics

#### Basic Understanding and Awareness

##### Enhancement:

- Basic DEIB Concepts: Definitions of diversity, equality, equity, inclusion, and belonging
- Global and Industry Trends: Why DEIB is crucial for companies and society
- Unconscious Bias: Methods to identify, understand, and overcome bias

#### Interpretation of Internal Corporate Culture and Policies:

- Introduction to the company’s DEIB policies and vision
- Fairness and transparency in internal processes and systems
- Mechanisms for safeguarding employee rights and handling complaints

#### Cross-Cultural Communication and Inclusive Behavior:

- Respecting differences and effective communication skills
- Cross-departmental and cross-cultural communication and collaboration
- Case analysis: Examples of successful inclusive team building

#### **Inclusive Leadership and Team Management:**

- Inclusive leadership models
- How to build diverse teams and foster team innovation
- Conflict management and constructive feedback

#### **Practical and Interactive Sessions:**

- Role-playing and scenario simulations
- Group discussions and case sharing
- Employee feedback and self-reflection exercises

#### **Follow-up Tracking and Continuous Improvement:**

- Regular review of training effectiveness and employee feedback
- Arrangement of follow-up seminars and workshops
- Establishment of an internal DEIB mentoring or coaching program

## **4.Training Tools and Resources**

#### **Multimedia Teaching Resources:**

- Videos, case studies, interactive presentations
- Online training platforms and webinars

#### **Evaluation and Feedback Tools:**

- Pre-training and post-training questionnaires
- 360-degree feedback and records of group discussions
- Real-time online polling and surveys

#### **External Resources and Expert Lectures:**

- Invite industry experts, scholars, or DEIB consultants to participate in training
- Reference successful practice cases and best practice reports from both domestic and international sources

## **5.Training Evaluation and Effectiveness Tracking**

#### **Short-Term Evaluation:**

- Comparison of pre-training and post-training questionnaires
- On-site interactive feedback and assessment of performance in scenario simulations

#### **Medium-Term Tracking:**

- Continuous evaluation of employee engagement and understanding of DEIB policies
- Monitoring the implementation effects at departmental and team levels

#### **Long-Term Outcomes:**

- Overall trend improvements in organizational diversity, equity, inclusion, and belonging
- Changes in key indicators such as employee satisfaction, retention rate, and promotion opportunities

## **II. DEIB Training Checklist**

### **1.DEIB Awareness Training**

#### **Concepts and Importance of Diversity, Equity, Inclusion, and Belonging:**

- Explain the connotations of the four elements, their interrelationships, and their impact on individual, team, and organizational performance
- Emphasize how belonging can enhance employee loyalty and cohesion

#### **Identification of Discrimination, Bias, and Privilege:**

- Help employees understand the harms of unconscious bias, invisible privilege, and discriminatory behavior
- Introduce the positive role of belonging in eliminating bias and privilege

#### **Prevention and Avoidance of DEIB Issues:**

- Use practical examples to explain how to identify and avoid behaviors that may cause unfairness or exclusion in daily work and decision-making

- Build a sense of belonging to reduce internal friction and conflicts, and promote harmonious coexistence

## 2. Anti-Discrimination and Belonging Training

### Laws, Regulations, and Company Policies:

- Introduce relevant anti-discrimination laws, regulations, and internal company policies
- Emphasize the importance of providing a safe and respectful environment for vulnerable or minority groups

### Respecting Diverse Perspectives and Communication Skills:

- Train on how to use empathy and active listening skills in communication to reduce misunderstandings and bias
- Help new employees or individuals from different backgrounds integrate quickly and enhance their sense of belonging

### Strategies for Building Belonging:

- Share how team activities, incentive mechanisms, and the creation of psychologically safe environments can foster a sense of ownership among employees
- Encourage individuals to actively participate and express their views within the team, enhancing self-worth

## 3. Inclusive Leadership and Belonging Training

### Theory and Practice of Inclusive Leadership:

- Analyze the characteristics of inclusive leadership: listening, diverse decision-making, and encouraging innovation
- Explain how leaders can enhance team cohesion and performance by strengthening the sense of belonging

### Empowering Communication and Feedback Techniques:

- Teach leaders how to support the career development of members from diverse

backgrounds through positive feedback, empowerment, and public recognition

- Guide team members to recognize and appreciate each other, fostering a culture of collective growth

### Diverse Team Management and Conflict

#### Resolution:

- Identify potential conflicts in diverse teams due to differences in culture, personality, and values
- Emphasize the key role of belonging in reducing internal friction and promoting unity and collaboration

## 4. Cultural Sensitivity and Cross-Cultural Communication Training

### Cross-Cultural Communication and Conflict Management:

- Learn to respect local customs and cultural differences to enhance team cooperation efficiency
- Pay attention to the belonging needs of employees from different cultural backgrounds, avoiding “cultural silos”

### Avoiding Cultural Stereotypes:

- Identify common types of cultural stereotypes and their negative impact on team collaboration
- Foster mutual cultural trust and belonging to help employees understand and respect one another

### Respect for Diversity in Religion, Language, and Customs:

- Guide companies to provide reasonable accommodations for employees of different religious and cultural backgrounds in aspects such as holidays, food, and work schedules
- Ensure that employees feel that the company understands and supports their identity and culture

## 5.LGBT+ Friendly and Belonging Training

### Basic Knowledge of Sexual Orientation and Gender Identity:

- Introduce common concepts related to the LGBT+ community, dispelling misconceptions and biases
- Focus on the psychological safety and sense of belonging of LGBT+ employees in the workplace

### Anti-Discrimination Case Studies and Best Practices:

- Analyze real-life cases to illustrate how to avoid discrimination in policies, culture, and communication
- Promote a team atmosphere of equality and respect, ensuring that diverse groups feel accepted

### Establishing LGBT+ Support Networks:

- Encourage the formation or support of Employee Resource Groups (ERGs) to provide a platform for mutual assistance and sharing among LGBT+ employees and their allies
- Enhance overall employee belonging through community activities and public discussions

## 6.Disability Diversity and Reasonable Accommodation Training

### Understanding the Diverse Needs of Individuals with Disabilities:

- Introduce various types of physical, sensory, or intellectual disabilities and the corresponding work support solutions
- Utilize reasonable accommodation measures to help individuals with disabilities feel the company's care and sense of belonging

### Creating Accessible Environments and Culture:

- Train on how to achieve accessibility in the workplace, office spaces, and information systems
- Emphasize the importance of belonging in promoting the employment and career

development of individuals with disabilities

### Case Sharing and Practical Exercises:

- Study cases of accessible facilities and inclusive cultures from leading companies both domestically and internationally
- Conduct scenario simulations to experience the actual challenges faced by individuals with disabilities in the workplace

## 7.Anti-Racism and Social Equity Training

### The Origins and Current State of Racial Discrimination:

- Analyze the historical background of racism and its manifestations in contemporary society and the workplace
- Help employees understand the severe damage that racial discrimination inflicts on a sense of belonging

### Advocating Equality and Respect:

- Promote understanding of various ethnic groups by studying anti-racism laws, regulations, and corporate policies
- Organize cross-cultural activities and seminars to strengthen inclusion and recognition of colleagues from diverse racial backgrounds

### Supporting the Development of Minority Employees:

- Establish mentoring programs or internal communities to provide greater career development support for minority employees
- Leverage belonging-building to help employees from diverse ethnic backgrounds realize their self-worth within the team

## 8.Fair Recruitment and Promotion Training

### Bias-Free Interview and Assessment

#### Techniques:

- Teach methods to identify and avoid common unconscious biases in recruitment interviews
- Adopt structured interviews and standardized

evaluation forms to ensure fair competition

#### **Transparent Promotion Processes and Equal Opportunities:**

- Emphasize open, fair, and quantifiable promotion standards to reduce favoritism or impression-based biases
- Encourage the formation of diverse evaluation panels and focus on building a sense of belonging during assessments, ensuring all employees feel fairly treated

#### **Data Monitoring and Continuous Improvement:**

- Regularly collect and analyze diversity data in recruitment and promotions to identify potential biases and make timely adjustments
- Publicly share relevant results and improvement measures to enhance trust and employee belonging

### **9. Multi-Role Tolerance Policies and Conflict Management Training**

#### **Identification of Conflicts Arising from Multiple Identities and Roles:**

- Help employees understand the conflicts and pressures that may arise from balancing multiple roles in family, work, and society
- Build a sense of belonging to create a more inclusive work environment for individuals with multiple roles

#### **Differentiated Needs and Flexible Policies:**

- Develop policies such as flexible work arrangements, flexible attendance, and family care leave to provide reasonable support for various role needs
- Ensure that employees genuinely feel the company's respect and recognition for their multiple identities

#### **Conflict Resolution and Collaboration:**

- Guide employees in learning active communication and conflict management skills to resolve potential frictions between multiple roles
- Emphasize the critical role of belonging in fostering mutual understanding and enhancing collaborative efficiency

### **10. Practical Exercises and Role-Playing Training: Building a DEIB Culture**

#### **Immersive Scenario Simulations:**

- Through role-playing and scenario exercises, allow employees to experience the realities of working under different backgrounds, identities, and disability conditions
- Learn in practice how to provide support and recognition to others

#### **Team Workshops and Debriefing:**

- Regularly hold DEIB-themed workshops or salons to discuss and brainstorm around the topic of belonging
- Enable employees to continuously identify issues, summarize experiences, and implement improvements during debriefings

#### **DEIB Culture Promotion Activities:**

- Host company-wide multicultural festivals, themed days, knowledge competitions, etc., to enhance the company's emphasis on diversity and belonging
- Utilize both internal and external communication channels to share success stories and best practice examples

This DEIB training checklist not only covers comprehensive training content ranging from basic understanding to advanced management, but it also emphasizes interactive practice, continuous evaluation, and feedback. Through a systematic training plan, companies can gradually create a truly diverse, inclusive, equitable, and belonging-filled work environment, thereby driving a deep transformation of organizational culture and long-term sustainable development.

# CAN YOU PROVIDE AN EXAMPLE OUTLINE FOR UNCONSCIOUS BIAS TRAINING?

Unconscious bias training is an essential program designed to help individuals recognize potential biases they may hold subconsciously and provide tools and strategies to mitigate their impact. Here's a possible outline for an unconscious bias training, which can be customized as needed:

## Course Title:

Unconscious Bias Awareness Training

## Objective:

By the end of the training, participants will be able to recognize, understand, and reduce unconscious bias, promoting a more diverse, equitable, and inclusive environment.

## Course Content:

### Module 1: Introduction

Introduction to the background and purpose of the training

Explanation of the concept of unconscious bias

Emphasis on the importance of reducing bias

### Module 2: Cognitive Psychology and Bias

Explore how human cognition forms and processes information

Introduction to cognitive dissonance and pattern recognition

Explain how unconscious bias arises during cognitive processes

### Module 3: Various Types of Unconscious Bias

Explore common types of unconscious biases, such as gender, race, age, sexual orientation, disability, etc.

Use case studies and examples to illustrate the impact of these biases

### Module 4: Impact of Cognitive Bias

Discuss how unconscious bias influences decision-making, behavior, and interpersonal relationships

Analyze the impact of bias on organizational culture and work environments

### Module 5: Identification and Self-Assessment

Provide tools and methods to help participants identify their own unconscious biases  
Emphasize the importance of self-assessment

### Module 6: Reducing Unconscious Bias

Offer strategies and techniques to help participants reduce bias  
Explore best practices in interactions and communication to promote inclusivity and diversity

### Module 7: Real-World Case Studies

Through case studies and role-playing activities, participants have the opportunity to apply the strategies they have learned to address real-life instances of unconscious bias

### Module 8: Resources and Support

Provide participants with resources and organizational support to further their understanding and development of unconscious bias awareness

### Module 9: Summary and Action Plan

Summarize the training content  
Require participants to create a personal action plan to reduce unconscious bias

### Module 10: Feedback and Evaluation

Collect participant feedback to improve future training  
Assess participants' training outcomes and the implementation of their action plans

This training outline can be tailored to an organization's specific needs and the backgrounds of participants to ensure it has a practical impact on reducing unconscious bias and promoting inclusivity and diversity. Additionally, for training success, interactive activities like case studies, group discussions, role-play, and real-life scenario analysis are often incorporated.

# CAN YOU PROVIDE AN EXAMPLE OUTLINE FOR ANTI- DISCRIMINATION AND ANTI- HARASSMENT TRAINING?

Anti-discrimination and anti-harassment training is a crucial workplace program designed to help employees recognize, prevent, and address discrimination and harassment. Below is a possible outline for anti-discrimination and anti-harassment training that can be customized to meet an organization's needs:

## Course Title:

Anti-Discrimination and Anti-Harassment Training

## Objective:

By the end of the training, participants will be able to recognize, prevent, and address discrimination and harassment, fostering a safe and inclusive work environment.

## Course Content:

### Module 1: Introduction

- Introduction to the purpose and importance of the training
- Clarify the employer's commitment to anti-discrimination and anti-harassment policies

### Module 2: Definitions of Discrimination and Harassment

- Define discrimination and harassment, including those based on gender, sexual orientation, race, religion, age, disability, and more
- Emphasize the organization's zero-tolerance policy

### Module 3: Legal and Policy Framework

- Introduce relevant anti-discrimination and anti-harassment laws and regulations
- Explain the organization's anti-discrimination and anti-harassment policies and procedures

### Module 4: Impact of Discrimination and Harassment

- Discuss the negative impact of discrimination and harassment on individuals, teams, and organizations
- Emphasize aspects including mental health and productivity



#### Module 5: Prevention of Discrimination and Harassment

- Provide strategies and techniques to help employees prevent discrimination and harassment
- Emphasize the role of culture and atmosphere

#### Module 6: Addressing Discrimination and Harassment

- Provide guidance on how to address incidents of discrimination and harassment, including reporting and seeking support steps
- Emphasize non-retaliation policies

#### Module 7: Roles and Responsibilities

- Clarify the roles and responsibilities of all parties (employees, management, human resources) in preventing and addressing discrimination and harassment

#### Module 8: Case Studies and Role-Playing

- Through case studies and role-playing activities, participants have the opportunity to apply the strategies they have learned to address real-life instances of discrimination and harassment

#### Module 9: Resources and Support

- Provide participants with resources and contact information for support and assistance

#### Module 10: Summary and Action Plans

- Summarize the training content
- Require participants to create personal and team action plans for anti-discrimination and anti-harassment

#### Module 11: Feedback and Evaluation

- Collect participant feedback to improve future training
- Evaluate participants' training outcomes and the implementation of their action plans

This training outline can be tailored to an organization's specific needs and the backgrounds of participants to ensure it contributes to creating a safe, inclusive, and discrimination-free work environment. Typically, interactive activities such as case studies, group discussions, role-play, and real-life scenario analysis are incorporated to deepen participants' understanding and application abilities.

# WHAT ARE THE TYPICAL FORMS AND CONTENTS OF DEIB RESOURCE CENTERS IN ORGANIZATIONS?

A Diversity, Equity, Inclusion, and Belonging (DEIB) resource center is a comprehensive platform that integrates information, training, support, and communication. It can exist as an online virtual platform, as a physical office or dedicated department offering offline support, or as a hybrid model. After careful consideration, the following outlines the common forms and main contents of a DEIB resource center:

## Forms

### 1. Online Platforms

- **Internal Website or Portal:** Utilize the company's intranet or a dedicated portal to centralize all DEIB resources, making them easily accessible to employees at any time.
- **Mobile Applications and Digital Tools:** Some companies develop proprietary apps that offer interactive training, Q&A, and feedback functionalities.

### 2. Offline Physical Spaces

- **Dedicated Office or Meeting Room:** Establish a DEIB department or "Diversity & Inclusion Center" that hosts training sessions, workshops, discussion forums, and consultation services.
- **Internal Activity Rooms:** Provide physical spaces for Employee Resource Group (ERG) events and cross-departmental exchanges.

### 3. Hybrid Model

- A combination of online and offline approaches that ensures broad access to information while also meeting the needs for face-to-face interactions and practical activities.

## Main Contents

### 1. Policies and Guidance Documents

- **DEIB Policy Handbook:** A detailed document outlining the company's policies, strategic vision, and specific measures related to diversity, equity, inclusion, and belonging.
- **Operational Processes and Accountability Mechanisms:** Documents covering anti-discrimination complaint procedures, transparent promotion processes, pay equity reviews, and related protocols.

### 2. Training and Learning Resources

- **Online Courses and Video Lectures:** Materials on topics such as unconscious bias, cross-cultural communication, and inclusive leadership, available in recorded or interactive formats.
- **In-Person Training Activity Information:** Details of training calendars, seminar schedules, workshop registrations, and case study sharing from past events.
- **Toolkits and Learning Guides:** Case studies, best practice templates, scenario exercises, and feedback tools

to support continuous learning.

### **3.Support and Consultation Services**

- **Internal Consultation and Coaching:**Employees can schedule one-on-one sessions with DEIB experts or HR consultants.
- **Employee Resource Groups (ERG):**Listings of internal communities and interest groups to encourage participation and mutual support.

### **4.Data and Evaluation Reports**

- **KPI Dashboards and Statistical Data:**Real-time displays and annual evaluation reports on key metrics such as employee diversity, pay equity, satisfaction, and belonging.
- **Survey Results and Feedback Reports:**Regularly published employee survey outcomes and improvement plans, creating a transparent feedback loop.

### **5.Success Stories and Best Practice Sharing**

- **Internal Case Library:**A repository of success stories, best practices, and innovative projects achieved in DEIB initiatives.
- **Stories and Interviews:**Videos, articles, and blogs sharing positive experiences and insights from employees, teams, or leaders in the DEIB field.

### **6.External Resources and Collaboration Links**

- **Industry Standards and Best Practices:**Access to external reports, research studies, industry standards, and reference materials from reputable organizations.
- **Partner Organizations and Certification Information:**Listings of professional consultancy firms, certification standards, and updates on external DEIB projects.

### **7.Interactive Communication and Feedback Channels**

- **Forums and Discussion Boards:**Internal forums or chat groups where employees can share opinions, ask questions, and support each other.
- **Suggestion Boxes and Online Feedback Forms:**Channels for employees to submit anonymous suggestions, issues, and improvement ideas, ensuring continuous feedback.

A DEIB resource center that combines both online and offline elements provides employees with a comprehensive platform for information, training, support, and interaction. Its main contents—including policy documents, training resources, support services, data reports, success stories, external links, and interactive feedback mechanisms—not only enhance employee awareness and engagement in DEIB goals but also foster a culture of continuous learning and improvement, effectively driving the company’ s overall DEIB strategy.

# WHAT TYPICALLY IS INCLUDED IN A CARE PLAN FOR EMPLOYEES WITH DIFFERENT RELIGIOUS PRACTICES, DISABILITIES, AND OTHER SPECIAL NEEDS WITHIN A CORPORATION?

An internal care program within a company is designed to meet the needs of individuals with various religious practices, disabilities, and other special requirements to create an inclusive and diverse work environment. Here is an accurate translation of the content you provided:

## **Support for Religious Needs:**

Provide accommodations for employees' religious holidays, allowing them to observe religious rituals and celebrations.

## **Flexible Work Arrangements:**

Allow employees to flexibly adjust their work schedules to meet the timing requirements of religious rituals or celebrations.

## **Reasonable Accommodations:**

Provide reasonable accommodations to meet the needs of disabled employees, including accessibility, assistive devices, and workspace adjustments.

## **Education and Training:**

Offer training and awareness activities to help employees understand and respect various religious and cultural practices and how to support disabled individuals.

## **Non-Discrimination Policy:**

Emphasize the company's non-discrimination policy, including the prohibition of religious and disability discrimination, to ensure equal treatment of all employees.

## **Communication and Feedback Mechanism:**

Provide channels for employee feedback so that they can express special needs and raise concerns.

## **Legal Compliance:**

Comply with applicable laws and regulations, including religious discrimination laws and disability discrimination laws, to ensure that the organization's policies and practices are lawful.

## **Employee Resource Groups (ERG):**

Support employee resource groups for religious, disabled, and other individuals with special needs to provide social support and advice.

## **Performance Evaluation:**

Ensure that the execution of special needs support programs is incorporated into employee and management performance evaluations to underscore its importance.

## **Diversity and Inclusion Statement:**

Emphasize the company's commitment to diversity and inclusion to create an inclusive work environment.

**Timetable and Event Calendar:**

Provide schedules for religious holidays and other significant dates to help employees plan.

**Emergency and Crisis Management:**

Provide support programs to handle emergencies and crises, including special needs related to religion or disability.

**Social Activities:**

Organize social and cultural activities to promote interaction and understanding among employees.

**Resources and Contact Information:**

Provide employees with access to resources and contact information related to special needs support, including contact persons, websites, and hotlines.

These components are common elements of an internal care program within an organization. They contribute to meeting the needs of individuals with different religious, disability, and other special requirements, creating a work environment that supports and embraces diversity. These programs should align with the organization's culture and values and undergo continuous improvement based on employee feedback and needs.

# EXAMPLE OF A MULTICULTURAL HOLIDAY CELEBRATION EVENT PLAN AND IMPLEMENTATION.

As follows is an example of a plan and implementation for a multicultural holiday celebration event in a company.

## **Company Name: Global Communications Company**

**Event Name:** "World Festival Celebration Week"

### **I. Event Objectives**

Promote employee understanding and respect for different cultures, celebrate global multiculturalism, enhance teamwork and sense of belonging.

### **II. Event Dates**

June 1st, 2024, to June 7th, 2024

### **III. Event Highlights**

#### **1. Opening Ceremony:**

June 1st, featuring a welcome speech by the company's CEO, introducing the significance and schedule of the event.

#### **2. Cultural Exhibition:**

Various departments showcasing artworks, crafts, and photographs representing different cultures.

#### **3. Food Festival:**

Employees sharing traditional foods from their respective cultures, with food stalls set up.

#### **4. Cultural Performances:**

Employee-led presentations of music, dance, and theatrical performances from various cultures.

#### **5. Lectures and Workshops:**

Guest speakers invited to discuss the history and customs of different cultures.

#### **6. Interactive Games:**

Designing cultural knowledge quizzes and team-building activities.

### **IV. Organizational Structure**

#### **• Organizing Committee:**

Comprised of HR department and volunteers, responsible for event planning and coordination.

#### **• Promotions Team:**

Responsible for event promotion and social media updates.

- **Logistics Team:**

Responsible for venue setup and material preparation.

## **V. Budget**

- The total budget for the event is \$10,000, covering venue rental, decorations, food, and guest expenses.

## **VI. Promotion Plan**

- Disseminate event information through internal emails, bulletin boards, and social media.
- Design event posters and invitations.

## **VII. Risk Management**

- Establish contingency plans, including medical first aid and safety measures.
- Ensure food safety and hygiene.

## **VIII. Evaluation and Feedback**

- Collect employee feedback after the event and assess its effectiveness.
- Plan improvements for future similar events based on feedback.

Note: This plan is provided as an example, and specific content should be adjusted based on the company's actual circumstances and employees' cultural backgrounds. Through such events, the company not only celebrates cultural diversity but also promotes mutual understanding and respect among employees.

# WHAT DOES A CORPORATION'S POLICY REQUIREMENTS REGARDING DEIB IN THE MARKETING PROCESS TYPICALLY INCLUDE?

Integrating Diversity, Equity, Inclusion, and Belonging (DEIB) policy requirements into marketing processes ensures that a company's brand messaging, advertising content, and customer communications reflect a respect for social diversity and fairness, eliminate potential biases, and promote broader inclusion. After careful consideration, such policies typically include the following key elements:

## 1. Content and Information Expression

### Inclusive Language and Symbols:

- Ensure that all copy, advertisements, and promotional materials use inclusive, unbiased language and avoid terms or expressions that may trigger discrimination or stereotypes.
- Use neutral, respectful, and diverse language so that all groups feel recognized and valued.

### Diverse Visual Representation:

- Require marketing materials (images, videos, creative ads, etc.) to showcase people from various backgrounds in terms of gender, race, age, culture, religion, sexual orientation, abilities, etc.
- Avoid stereotypes by ensuring that depicted individuals are portrayed authentically and naturally, reflecting societal diversity.

### Cultural and Regional Sensitivity:

- For multinational or multi-regional marketing, ensure that promotional materials respect local cultures and customs, avoiding inappropriate or offensive elements.
- Develop localized and inclusive marketing strategies for different markets, avoiding a dominant single-culture perspective.

## 2. Policy Formulation and Review Processes

### Internal Audit Mechanisms:

- Establish a dedicated DEIB review process to pre-screen marketing content before release, ensuring all materials meet DEIB policy requirements.
- Set up a cross-departmental review panel (including representatives from marketing, branding, compliance, and DEIB experts) to regularly inspect and provide feedback on marketing activities and materials.

### External Consultation and Collaboration:

- Engage external multicultural experts, community representatives, or consultants to participate in audits and evaluations, obtaining diverse perspectives and recommendations.



- Provide regular DEIB training and assessments for external advertising agencies and vendors to ensure their creative output aligns with the company's standards.

### **3.Transparency and Accountability**

#### **Data-Driven Evaluation:**

- Establish key performance indicators (KPIs) related to DEIB in marketing—such as the coverage of diverse imagery in ads, customer feedback on inclusiveness, and brand recognition metrics.
- Regularly publish internal or public DEIB marketing reports that showcase improvements and set future goals.

#### **Feedback and Improvement Mechanisms:**

- Create channels to gather feedback from both consumers and internal staff regarding marketing content, quickly identifying any potential issues.
- Continuously refine marketing strategies and content based on feedback, creating a closed-loop accountability system to ensure alignment with DEIB objectives.

### **4.Training and Awareness Enhancement**

#### **Internal Training:**

- Conduct DEIB training for marketing teams to enhance understanding of multicultural issues, inclusive language, and fair communication practices.
- Organize cross-departmental workshops and seminars that bring together marketing, creative, and public relations teams to explore how to integrate DEIB principles into marketing practices.

#### **Supply Chain Management:**

- Offer DEIB training for external partners such as advertising agencies and design firms, ensuring that all vendors involved in marketing activities are aware of and capable of meeting the company's DEIB standards.

By focusing not only on the diversity and inclusiveness of content and visuals but also on establishing internal and external review, accountability, and training mechanisms, DEIB policy requirements in marketing help create a positive brand image, enhance customer trust, and foster a more inclusive and equitable internal culture.

# HOW TO AVOID MARKETING ADVERTISEMENTS FOR A COMPANY'S PRODUCTS OR SERVICES THAT MAY BE PERCEIVED AS DISCRIMINATORY OR BIASED?

To avoid potential discrimination or bias in company product and service marketing advertisements, several preventive measures and review processes need to be implemented. Here are some key steps:

## 1) Training and Education:

Provide diversity, equity, and inclusion training for the marketing team. Training can help employees recognize potential biases and discrimination and teach them how to avoid these issues.

## 2) Clear Policies and Guidelines:

Develop clear marketing policies and guidelines that explicitly prohibit the use of discriminatory language, imagery, or concepts. These guidelines should include diversity and inclusion principles to guide ad creation and promotion.

## 3) Review and Approval Processes:

Establish an advertising review process to ensure that all ads undergo internal review before being published. This review process may include multiple levels of scrutiny to ensure that ads are free from bias or discrimination.

## 4) Diversity and Inclusion Testing:

Conduct diversity and inclusion testing during the ad creation process. These tests can help identify potential issues, including language choices, image selection, and ad content.

## 5) Diverse Advertising Teams:

Ensure that the advertising team itself is diverse. This can help provide different perspectives and experiences to avoid bias or discrimination.

## 6) Multiple Feedback Sources:

Gather feedback from various sources before launching ads. This includes input from internal teams, diversity committees (if available), and feedback from external customers or audiences.

## 7) Data and Analytics:

Use data and analytics tools to assess the effectiveness and responses to ads. If there are any indications that an ad may be controversial or discriminatory, take immediate action.

## 8) Monitor Social Media:

Monitor social media and online feedback to respond promptly to any potential discrimination issues.

### **9)Legal Compliance:**

Ensure that ads comply with all relevant laws and regulations, including anti-discrimination laws and consumer protection laws.

### **10)Regular Policy Review:**

Periodically review and update marketing policies to ensure they stay current and adapt to changing societal and cultural backgrounds.

Avoiding marketing advertisements that are perceived as discriminatory or biased is a crucial step in maintaining a company's reputation, attracting diverse audiences, and complying with legal regulations. Companies should actively listen to market feedback, heed the voices of their audiences, and continuously improve their advertising strategies.

# HOW TO ESTABLISH SUPPLIER BEHAVIOR GUIDELINES FOR A COMPANY – DETAILED EXAMPLE (INCLUDING CLEAR DEIB REQUIREMENTS)

Below is a sample corporate supplier code of conduct that covers the requirements related to Diversity, Equity, Inclusion, and Belonging (DEIB). This sample can be adjusted and refined according to the industry, size, and cultural characteristics of the company to suit actual needs.

## Sample Corporate Supplier Code of Conduct Including DEIB Requirements

### I. Introduction

#### 1.1 Purpose

Our company (hereinafter “the Company” ) is committed to establishing and maintaining a responsible, sustainable, and DEIB (Diversity, Equity, Inclusion, and Belonging) value-driven supply chain ecosystem on a global scale. This Supplier Code of Conduct has been developed to clearly outline the Company’ s expectations for all suppliers in areas including ethics, compliance, environmental protection, and DEIB.

#### 1.2 Scope

This Code applies to all suppliers with direct business relationships with the Company, including contractors, subcontractors, agents, and any other types of partners (collectively “Suppliers” ). Suppliers are expected to ensure that their downstream supply chains or subcontractors also comply with the requirements set forth herein.

### II. Compliance and Business Ethics

#### 2.1 Laws and Regulations

- Suppliers must strictly comply with all applicable laws and regulations in the countries and regions where they operate, including but not limited to anti-corruption, antitrust, intellectual property protection, labor laws, and environmental laws.
- If operating in multiple countries or regions, suppliers must adhere to local laws and, in the absence of legal conflicts, also meet the higher standards stipulated by this Code.

#### 2.2 Integrity and Anti-Corruption

- Suppliers shall not engage in any form of bribery, embezzlement, kickbacks, or any other improper transfer of benefits.

- Suppliers are required to establish internal compliance management systems, conduct regular risk assessments, and provide employee training to ensure ethical business conduct and integrity.

### **2.3 Transparency and Information Disclosure**

- Suppliers must maintain accurate and complete financial and operational data, and regularly provide the Company with true and verifiable reports and documentation.
- In the course of contract execution, any significant risks or compliance issues must be promptly and proactively reported to the Company.

## **III. Labor and Human Rights**

### **3.1 Voluntary Employment**

- The use of any form of forced labor, debt bondage, or involuntary labor is strictly prohibited.
- The employment of child labor is forbidden, and suppliers must comply with local laws regarding minimum working age and conditions.

### **3.2 Workplace Environment and Safety**

- Suppliers must provide a safe and healthy working environment that meets or exceeds industry standards and legal requirements.
- A comprehensive safety management system must be in place, including regular risk assessments and training to prevent workplace injuries.

### **3.3 Wages and Benefits**

- Employee wages and benefits must meet or exceed the minimum requirements set forth by local laws and industry standards.
- Any form of wage withholding or delayed payment is strictly prohibited.

## **IV. Environmental Protection and Sustainability**

### **4.1 Environmental Compliance**

- Suppliers must strictly comply with all environmental protection laws and regulations, taking effective measures to minimize environmental pollution and damage.
- An environmental management system should be established to continuously improve energy and resource efficiency and reduce carbon emissions and waste.

### **4.2 Green Innovation and Collaboration**

- Suppliers are encouraged to collaborate with the Company on green technology innovations and the development of sustainable products.
- Priority should be given to using raw materials and packaging that have a minimal environmental impact, and to promoting circular economy practices.

## **V. Diversity, Equity, Inclusion, and Belonging (DEIB)**

### **5.1 Policies and Commitments**

- Suppliers must publicly declare their commitment to diversity, equity, inclusion, and belonging, and integrate these values into their strategic and operational management.
- Suppliers should establish or enhance internal DEIB policies and procedures covering recruitment, training, promotions, compensation, and daily communications.

## 5.2 Fair Employment and Equal Opportunity

- Discrimination based on gender, race, ethnicity, age, religion, sexual orientation, disability, marital status, or any other factor is strictly prohibited.
- In recruitment, promotions, and compensation, equal opportunities must be ensured through transparent and measurable evaluation criteria.

## 5.3 Building an Inclusive Culture

- Suppliers should regularly conduct training on anti-discrimination, unconscious bias, and cross-cultural communication to improve employees' understanding and practical application of DEIB principles.
- Diverse teamwork and cross-departmental collaboration should be encouraged to build mutual trust and integration among employees, thereby enhancing their sense of belonging.

## 5.4 Data Monitoring and Continuous Improvement

- Key indicators such as employee diversity, pay equity, and promotion opportunities must be regularly collected and reported to enable the Company to evaluate progress and drive continuous improvement.
- Suppliers are expected to take prompt corrective actions and provide periodic updates on progress regarding any identified DEIB issues.

# VI. Supply Chain Management and External Collaboration

## 6.1 Subcontracting and External Partner Management

- Suppliers must ensure that their downstream partners or subcontractors also comply with the requirements of this Code, thereby preventing any severe compliance or DEIB issues within the supply chain.
- If the Company discovers serious violations by a downstream partner, the supplier must take active measures or terminate the partnership.

## 6.2 Risk Identification and Auditing

- Suppliers should establish an internal risk identification system and conduct regular audits of both their own operations and those of their downstream supply chain.
- For any potential risks related to the environment, safety, labor, or DEIB, suppliers must promptly develop and implement remediation plans.

# VII. Implementation and Accountability

## 7.1 Auditing and Evaluation

- The Company reserves the right to conduct compliance and DEIB audits of suppliers through on-site inspections, document reviews, and employee interviews.
- The frequency of audits will depend on the supplier's risk profile, with higher-risk suppliers subject to more frequent or in-depth evaluations.

## 7.2 Handling Violations

- If a supplier is found to be in serious breach of this Code during audits or operations, the Company will issue a written warning and require corrective action within a specified timeframe.

- If a supplier fails to complete corrective actions within the designated period or demonstrates a negative attitude toward compliance, the Company reserves the right to reduce orders, terminate contracts, or pursue legal remedies.

### 7.3 Improvement and Ongoing Collaboration

- The Company encourages suppliers to propose improvement suggestions regarding DEIB, sustainability, and compliance practices, and to actively participate in related training and seminars.
- Suppliers that demonstrate outstanding performance and continuous improvement may be granted additional cooperation opportunities or extra incentives.

## VIII. Signatures and Commitment

We, [Supplier Name], hereby solemnly commit to fully understanding and strictly complying with all the terms of this Supplier Code of Conduct, including requirements related to ethical business practices, labor rights, environmental protection, and DEIB. Should any violations or questions arise, we will promptly communicate with the Company and fully cooperate with investigations and corrective actions.

- Supplier Signing Representative (Name/Title/Contact Information):
- Signing Date:
- Company Confirmation Representative (Name/Title/Contact Information):

## Appendix: References and Best Practices

- 1.Relevant Conventions of the International Labour Organization (ILO)
- 2.United Nations Global Compact (UN Global Compact)
- 3.Best Practices in Diversity and Inclusion (from various industry organizations and associations)
- 4.Relevant National/Regional Environmental and Labor Regulations

The Company looks forward to partnering with all suppliers to build a responsible, sustainable, and diverse and inclusive supply chain ecosystem. Let us work together to uphold high standards of business ethics and DEIB principles for mutual benefit and long-term development.

# HOW IS POLICY AND ADMISSION CRITERIA RELATED TO SUPPLIER DIVERSITY, EQUITY, INCLUSION, AND BELONGING STATUS USUALLY DRAFTED?

When drafting the policy and admission requirements for suppliers' DEIB (Diversity, Equity, Inclusion, and Belonging) performance, a company extends its own DEIB commitment into supply chain management. This ensures that all external partners uphold the same values and behavioral standards throughout their business processes. Below is a guideline and sample framework developed after careful consideration:

## Overall Principles and Objectives

### Overall Principles:

Emphasize that suppliers must adhere to the principles of diversity, equity, inclusion, and belonging in areas such as business management, employee welfare, recruitment, training, and social responsibility, aligning with the company's DEIB values.

### Objectives:

- Ensure suppliers implement DEIB principles in both internal management and external communications.
- Encourage suppliers to develop and execute specific DEIB policies.
- Drive social responsibility and sustainable development throughout the supply chain through strict admission requirements.

## Key Admission Requirements

### 1. Policy Statement and Internal Practices

- **Clear DEIB Policy:** Suppliers must provide a written statement that outlines their commitment to diversity, equity, inclusion, and belonging in areas such as recruitment, promotions, compensation, training, anti-discrimination, and employee development.
- **Internal Systems:** Suppliers are required to establish and enforce internal policies, including anti-discrimination measures, equal opportunities in promotions and pay, and diverse recruitment practices.
- **Transparency:** Suppliers are encouraged to publicly disclose their DEIB policies and the outcomes of their practices on their websites, annual reports, or corporate social responsibility reports.

### 2. Recruitment and Human Resources Management

- **Fair Recruitment:** Suppliers must adhere to the principle of equal opportunity in recruitment, ensuring that no restrictions are imposed based on gender, race, age, religion, sexual orientation, disability, etc.
- **Diversity Metrics:** Suppliers should periodically collect and report employee demographic data to demonstrate the level of internal diversity.



### 3. Training and Awareness Enhancement

- **Internal Training Programs:** Suppliers must regularly conduct DEIB-related training (e.g., unconscious bias, cross-cultural communication) for their employees, with training records serving as an evaluation basis.
- **Leadership by Example:** Senior management within the supplier organization is expected to actively participate in DEIB training and related activities to ensure a top-down implementation of the policies.

### 4. Work Environment and Employee Rights Protection

- **Anti-Discrimination and Grievance Mechanisms:** Suppliers are required to establish effective internal mechanisms for complaints, appeals, and resolution, ensuring that employees receive prompt and fair treatment when faced with injustice.
- **Benefits and Career Development:** Suppliers must guarantee that employees enjoy equal benefits and career development opportunities, thereby reducing internal disparities.

### 5. Information Disclosure and External Transparency

- **Disclosure:** Suppliers should regularly disclose their DEIB-related data and improvement plans, accepting external review and assessment.
- **Third-Party Certification:** Preference is given to suppliers who hold external DEIB certifications (e.g., DiversityInc, B Corp) or have participated in relevant evaluation programs.

### 6. Evaluation and Accountability

- **Assessment System:** Establish a DEIB performance evaluation framework for suppliers and use it as a key criterion for supplier admission and ongoing collaboration.
- **Improvement Plans:** Suppliers must develop improvement plans for any issues identified during evaluations and provide progress updates within specified timeframes.

# SAMPLE TEMPLATE

## Supplier DEIB Admission Requirements

### 1. Policy Statement:

Suppliers must provide a formal DEIB policy statement that clearly outlines the measures they have implemented in areas such as recruitment, promotions, compensation, training, anti-discrimination, and employee development. This statement must align with our company's DEIB values.

### 2. Internal Management and System Development:

- Suppliers are required to establish comprehensive anti-discrimination policies, grievance procedures, and accountability systems to ensure all employees work in a fair and inclusive environment.
- Suppliers must update and publicly disclose their internal DEIB practice reports annually, including data on employee composition, training coverage, promotion, and pay equity metrics.

### 3. Human Resources Management:

- During recruitment, suppliers must adhere to the principle of equal opportunity and refrain from imposing unreasonable restrictions based on gender, race, age, religion, sexual orientation, disability, etc.
- Regular DEIB training (such as unconscious bias training and cross-cultural communication training) must be conducted, with training records maintained as evaluation evidence.

### 4. Information Disclosure and External Certification:

- Suppliers should publish their DEIB policies and practice outcomes on their official websites or in their annual reports.
- If available, suppliers should provide documentation of any third-party DEIB certifications (e.g., DiversityInc, B Corp).

### 5. Evaluation and Accountability:

- Our company will periodically assess the DEIB performance of suppliers using indicators such as employee diversity, pay equity, employee satisfaction, and the efficiency of complaint resolution processes.
- Suppliers that do not meet the requirements may be required to develop and implement improvement plans within a specified timeframe, which could affect ongoing cooperation and future admission.

## **6. Continuous Improvement:**

- Suppliers must keep abreast of international and industry best practices in DEIB and adjust their internal measures accordingly to ensure continuous improvement.
- Our company encourages suppliers to participate in DEIB seminars, training sessions, and industry exchanges to collectively promote a sustainable and socially responsible supply chain.

## **Signatures and Confirmation:**

This requirement becomes effective as of [Effective Date]. All suppliers must submit the relevant documentation and improvement plans by [Specified Deadline] to ensure smooth passage through the admission review process.

By following the above guidelines and using this template, companies can extend DEIB principles into supply chain management and clearly require suppliers to adhere to the fundamental principles of diversity, equity, inclusion, and belonging in business practices, employee rights, and external communications. This not only helps to build a responsible supply chain but also enhances the company's social image and sustainable competitiveness.

# HOW ARE THE RELEVANT ASSESSMENT CRITERIA FOR DEIB TYPICALLY ESTABLISHED WITHIN SUPPLIER EVALUATION STANDARDS, SYSTEMS, OR PROCESSES? HOW ARE THEY QUALITATIVELY DEFINED? UNDER WHAT CIRCUMSTANCES CAN EXCLUSIONS BE MADE, AND WHEN IS ADMISSION PERMISSIBLE?

Integrating Diversity, Equity, Inclusion, and Belonging (DEIB) requirements into the supplier evaluation system requires establishing a comprehensive assessment framework that incorporates both quantitative data and qualitative considerations. This framework not only helps companies select and manage their partners but also drives the implementation of DEIB principles throughout the supply chain. The following recommendations outline how to establish related evaluation standards, qualitative methods, exclusion criteria, and admission conditions:

## Establishing Evaluation Standards

### 1. Diversity

#### Quantitative Standards:

- Workforce Composition Statistics: Data on the proportions of various groups (e.g., gender, race, age, cultural background, disability status) within the supplier's organization.
- Recruitment and Promotion Data: Ratios and trends reflecting the representation of different backgrounds in hiring and promotion processes.

#### Qualitative Standards:

- Whether the supplier has established and publicly communicated diversity targets and strategies.
- Whether internal diversity initiatives are recognized and valued by employees (gathered via interviews and employee feedback).

### 2. Equity

#### Quantitative Standards:

- Pay Comparisons: Analysis of salary differences between groups for the same roles, ensuring they fall

within a reasonable range.

- Promotion Opportunities: Distribution and disparities in promotion opportunities among different groups.

**Qualitative Standards:**

- Whether internal policies ensure equal opportunities (e.g., transparency in recruitment, promotions, and training processes).
- Whether the supplier has effective complaint and grievance mechanisms to address fairness issues promptly.

### 3. Inclusion

**Quantitative Standards:**

- Coverage, participation rates, and feedback scores from regular DEIB training sessions.
- Activity levels on internal communication platforms and Employee Resource Groups (ERGs).

**Qualitative Standards:**

- Whether the organizational culture encourages the expression of diverse perspectives and respects differences.
- Employee satisfaction with the inclusiveness and openness of the work environment, as obtained from interviews and focus group discussions.

### 4. Belonging

**Quantitative Standards:**

- Survey scores reflecting employees' sense of belonging.
- Employee retention and turnover rates.

**Qualitative Standards:**

- Descriptions of employees' overall sense of belonging and team cohesion.
- Whether internal communication and incentive measures effectively make employees feel valued and respected.

## Evaluation Methods and Qualitative Considerations

**Data Collection and Surveys:**

Use regular internal surveys, employee satisfaction questionnaires, and HR data reports to collect quantitative data, alongside open-ended questions to capture genuine employee experiences and opinions.

**Focus Groups and Interviews:**

Organize focus group discussions and one-on-one interviews to gain in-depth insights into the supplier's DEIB practices from both management and employee perspectives.

**Internal Audits and Document Reviews:**

Review the supplier's internal policies, annual DEIB reports, and external certifications to assess their institutional framework and implementation effectiveness.

**Third-Party Evaluation:**

When possible, engage external consulting firms for independent assessments that benchmark against industry best practices and provide objective evaluations.

## Exclusion and Admission Conditions

### 1.Exclusion Conditions (Non-Compliance Cases):

#### Severe Imbalances:

- Suppliers that show significant disparities in key indicators (e.g., workforce composition, pay equity, promotion opportunities) without any remedial plan.
- Suppliers with clear instances of discrimination or bias where grievance mechanisms are ineffective or non-existent.

#### Policy Deficiencies:

- Suppliers that fail to develop a clear DEIB policy, with no evidence of commitment to diversity, inclusion, and fairness in publicly available information.
- Lack of regular training, internal feedback mechanisms, or improvement measures, indicating an absence of willingness or ability to continuously improve.

#### Lack of Transparency:

- Suppliers that refuse to provide necessary DEIB data or policy documentation, or whose information disclosure practices are opaque, hindering proper evaluation and oversight.

### 2.Admission Conditions (Acceptable Cases):

#### Policy and Practices:

- Suppliers that have established clear DEIB policies and can demonstrate proactive initiatives and improvements in internal practices, supported by data on workforce composition, pay equity, training, and promotions.

#### Improvement Plans:

- Suppliers that, while not yet meeting all criteria, have identified deficiencies and developed detailed corrective action plans with specific timelines for improvement.
- Suppliers that agree to periodic internal and external evaluations and show a commitment to continuous improvement in their DEIB performance.

#### Culture and Transparency:

- Suppliers whose internal culture reflects openness, inclusivity, and respect for differences, as evidenced by their public disclosures and DEIB-related communications.
- Suppliers with external certifications or third-party evaluations attesting to their positive DEIB performance.

This rigorous evaluation framework, which incorporates both quantitative and qualitative criteria across dimensions such as diversity, equity, inclusion, and belonging, is essential for assessing a supplier's commitment and ability to continuously improve DEIB practices. Suppliers that exhibit severe deviations or lack DEIB policies should be excluded, while those that demonstrate a baseline commitment with room for improvement may be admitted contingent upon meeting corrective action requirements within a set timeframe. Such an approach not only contributes to a responsible supply chain but also drives industry-wide progress in diversity, equity, inclusion, and belonging.

# HOW TO ESTABLISH SUPPLIER BUSINESS INTEGRITY AND ETHICAL CONDUCT ASSESSMENT STANDARDS AND ENSURE ENFORCEMENT?

Setting supplier business integrity and ethical conduct assessment standards and ensuring their enforcement require specific strategies and procedures. Here are some suggestions for your reference:

## 1. Establish Clear Standards for Business Integrity and Ethical Conduct:

- Define clear standards for business integrity and ethical conduct that align with your company's values and expectations.
- These standards may include guidelines on anti-bribery, anti-corruption, honesty, diversity and inclusion, environmental responsibility, and more.
- Regularly assess suppliers to ensure their business practices align with the established standards.
- Assessments can include compliance audits, surveys, social responsibility audits, and other methods.

## 2. Incorporate Standards into Supplier Contracts and Agreements:

- Clearly specify the requirements for business integrity and ethical conduct in supplier contracts and agreements, including consequences for non-compliance.
- Ensure that suppliers understand they must adhere to these standards to continue their collaboration.

## 3. Conduct Supplier Assessments:

## 4. Provide Integrity and Ethical Conduct Training:

- Offer training and education to suppliers to ensure they comprehend and adhere to your company's standards for business integrity and ethical conduct.
- Training should include real-life case studies, standard operating procedures, and problem-solving skills.

## 5. Establish a Reporting Channel for Violations:

- Offer suppliers a channel through which they can anonymously report violations, encouraging employees and relevant parties to report improper behavior.
- Ensure these reporting channels are secure and reliable, with appropriate procedures for investigation and resolution.

## **6. Monitor and Supervise:**

- Regularly monitor suppliers' business activities, including overseeing their compliance and ethical conduct.
- Establish open lines of communication with suppliers to address issues promptly and provide support.

## **7. Set up Incentives and Penalties:**

- Implement incentive mechanisms to encourage compliance, such as contract renewals or collaboration promotions.
- Simultaneously, ensure there are strict penalties in place to address violations, including contract termination and legal action.

## **8. Continuous Improvement:**

- Periodically review and update the standards for business integrity and ethical conduct to reflect changing regulations, societal expectations, and company strategies.
- Continuously improve assessment and enforcement procedures based on lessons learned.

## **9. Relationship Management:**

- Build strong partner relationships to foster trust and cooperation between suppliers and the company, ensuring active compliance with standards for business integrity and ethical conduct.

By implementing these measures, you can ensure that suppliers adhere to the standards you've set for business integrity and ethical conduct, maintain the integrity of your supply chain, and mitigate risks associated with non-compliance. This also helps protect your company's reputation and brand value.



# COULD YOU PROVIDE A DOCUMENT OUTLINING THE ETHICAL AND MORAL REQUIREMENTS RELATED TO DIVERSITY, EQUITY, INCLUSION, AND BELONGING IN PROGRAMMING, ARTIFICIAL INTELLIGENCE DEVELOPMENT, AND OTHER WORK?

Below is a sample document on the ethical and moral requirements related to Diversity, Equity, Inclusion, and Belonging (DEIB) in technical fields such as programming and artificial intelligence development. It is intended to provide a set of guiding principles and specific requirements for development teams and technology decision-makers, ensuring that DEIB values are reflected and promoted throughout the design, development, deployment, and subsequent maintenance of technological products and services.

## **Ethical and Moral Requirements Document for Diversity, Equity, Inclusion, and Belonging in Programming and Artificial Intelligence Development**

### **Introduction**

#### **1.1 Purpose**

This document is intended to provide ethical and moral guidance for programming and artificial intelligence development work, ensuring that in the process of designing, developing, and deploying technological products:

- Respect for the diversity of all users and stakeholders is achieved;
- Fair product services and data processing mechanisms are provided;
- An inclusive development team and an open communication environment are fostered;
- The sense of belonging and security for users and employees is strengthened.

#### **1.2 Scope**

This document applies to all internal projects, external collaborations, and supply chain management involving programming development, algorithm design, artificial intelligence system development and application, data processing, and related technological research.

## Background and Significance

- **Technology and Social Responsibility:** As artificial intelligence and automation technologies are widely applied in various sectors of society, they may affect the rights and opportunities of different groups. Ensuring that DEIB principles are integrated throughout the technology development process is key to achieving social justice and sustainable technological development.
- **Laws, Regulations, and Ethical Standards:** Relevant domestic and international laws, industry standards, and ethical guidelines (such as the “EU Ethics Guidelines for Trustworthy AI,” “IEEE Ethically Aligned Design,” etc.) require technology companies to avoid discrimination and bias in the design and use of algorithms.
- **Corporate Culture and Brand Value:** Implementing DEIB principles helps to establish an open, inclusive, and innovative corporate culture, enhancing the company’s competitive advantage in terms of social, market, and talent attraction.

## Key Definitions

- **Diversity:** Refers to fully reflecting diverse characteristics such as gender, race, age, culture, language, sexual orientation, abilities, etc., in team composition, data samples, user groups, and algorithm training.
- **Equity:** Emphasizes that in algorithm design, decision-making models, resource allocation, and service provision, no unreasonable or systematic discrimination should occur based on the characteristics of users or data subjects, ensuring equal opportunities and just outcomes.
- **Inclusion:** Refers to proactively considering and meeting the needs of different groups in technological development and product design, so that all types of users can receive support and convenience, avoiding technological silos and exclusive design.
- **Belonging:** Focuses on the emotional identification and sense of security that development teams and user groups have with the organization, products, and services, ensuring that all participants feel respected and accepted.

## Ethical and Moral Requirements

### 4.1 Diversity Requirements

#### Team Composition:

- Encourage the formation of interdisciplinary, diverse-background technology teams, ensuring that multiple perspectives are involved in algorithm development, data collection, model training, and evaluation.
- Regularly review recruitment and internal promotion processes to ensure that all groups have equal opportunities.

#### Data Diversity:

- Ensure that data covers different groups during the data collection and sample construction stages, avoiding model bias caused by single-type samples.
- Regularly assess the representativeness of datasets and supplement and correct deficiencies.

### 4.2 Equity Requirements

#### Algorithm Transparency and Fairness:

- Bias detection and fairness evaluation must be conducted during the development process to ensure

that algorithmic decisions are fair to all user groups.

- Implement a multi-stage review mechanism, openly disclose the logic of algorithm design and data processing procedures, and accept both internal and external audits.

**User Experience Fairness:**

- Product design should consider differences in users' abilities, cultures, and backgrounds, providing personalized and diversified interactive interfaces and support services.
- Establish user feedback channels to promptly correct issues that may lead to unfair user experiences.

## 4.3 Inclusion Requirements

**Design and Development:**

- Apply inclusive principles in product interface and interaction design, avoiding the use of discriminatory images, language, or symbols.
- Organize diversity workshops and cross-department collaboration meetings to ensure that product functionality design fully reflects the needs of all parties.

**Cultural Development:**

- Promote inclusive communication within the company, encouraging all team members to express differing opinions and fostering an environment of open discussion.
- Conduct regular inclusion training and team-building activities to enhance employees' understanding and practical ability regarding DEIB.

## 4.4 Belonging Requirements

**Internal Belonging:**

- Establish transparent and inclusive communication and feedback mechanisms to ensure that team members have a voice in decision-making.
- Set up internal recognition and reward systems to acknowledge teams and individuals who excel in DEIB, thereby enhancing cohesion.

**User Belonging:**

- Provide personalized support and community building during product usage, encouraging users to form a mutually supportive and sharing ecosystem.
- Regularly hold user exchange meetings to listen to user opinions and suggestions, thereby enhancing users' identification with and trust in the product.

## Evaluation and Supervision Mechanisms

**Internal Evaluation System:**

- Conduct regular internal audits and DEIB evaluations using questionnaires, data monitoring, focus group discussions, and other methods to assess the implementation of ethical requirements.
- Establish a dedicated DEIB metrics dashboard to monitor team composition, data diversity, algorithm fairness, and user feedback in real time.

**External Audit:**

- Invite third-party ethics consultants or professional organizations to conduct regular audits, ensuring that technological products comply with international and industry DEIB standards.
- Continuously improve development processes and product design based on external feedback.

### **Feedback and Improvement:**

- Establish multi-level feedback channels to ensure that team members and users can anonymously submit issues and suggestions.
- Regularly publish DEIB progress reports, openly share corrective measures and improvement outcomes, and form a continuous improvement loop.

## **Risk Management and Accountability Mechanisms**

### **Risk Prevention:**

- Develop detailed contingency plans and risk management strategies for risks such as data bias, algorithmic discrimination, and user exclusion.
- Conduct regular risk assessments and simulation tests to promptly identify and address potential issues.

### **Accountability Mechanism:**

- Clarify the responsibilities of each department and role in the implementation of DEIB, and hold accountable any actions that fail to comply with ethical requirements or cause unfair impacts.
- Incorporate DEIB performance into performance evaluations and reward systems to ensure accountability and continuous improvement.

## **Appendix**

### **Reference Documents and Standards:**

- Include relevant international and regional ethical guidelines and regulations (such as the “EU Ethics Guidelines for Trustworthy AI,” “IEEE Ethically Aligned Design,” etc.).

### **Internal Training Materials:**

- Provide DEIB training courses, workshop materials, and case study resources.

### **Evaluation Tools:**

- Attach related questionnaires, evaluation templates, and examples of data monitoring dashboards.

## **Conclusion**

This document is intended to provide a systematic set of ethical and moral requirements for programming and artificial intelligence development work, ensuring that technological products and services reflect the core values of diversity, equity, inclusion, and belonging at every stage. We hope that through continuous evaluation and improvement, companies will maintain a high level of social responsibility in technological innovation and create more fair and inclusive value for users and society.

Through this document, companies and technical teams can clearly understand the ethical principles and specific operational requirements that need to be followed during the development process, thereby safeguarding social justice and user rights alongside technological innovation.

# HOW TO SET STANDARDS FOR ETHICS AND COMPLIANCE IN PRODUCTS/SERVICES/SOLUTIONS IN A COMPANY AND CONDUCT CLEAR AND EFFECTIVE ASSESSMENTS?

The standards for ethics and compliance in a company's products, services, and solutions typically include several aspects, which can be aligned with diversity, equity, and inclusion (DEI) principles and elements:

## 1. Compliance with Laws and Regulations:

- Products, services, and solutions must adhere to applicable international, national, and local laws and regulations, including trade, consumer rights, labor, and environmental laws.
- Ensure compliance when marketing and selling in different countries and regions.

## 2. Quality and Safety:

- Products must meet quality and safety standards to ensure customer safety and satisfaction.
- Services and solutions should provide high-performance quality while safeguarding data and information security.

## 3. Ethical Principles:

- The development, manufacturing, and delivery of products and services must adhere to ethical principles, including honesty, integrity, fairness, and transparency.
- Enterprises, particularly in fields such as healthcare and life sciences, must adhere to medical ethics.

## 4. Environmental Responsibility:

- Consider environmental sustainability in the production and use of products and solutions, minimizing adverse environmental impacts.
- Measures such as waste reduction, energy conservation, and renewable energy should be integrated for environmental protection.

## **5. Diversity, Equity, and Inclusion (DEI):**

- Ensure that products and services incorporate DEI principles throughout design, promotion, and delivery.
- Advocate for diversity and equal opportunities, avoid discrimination, and address diverse customer needs.

## **6. Data Privacy and Security:**

- Protect customer and user personal information and data privacy, complying with data privacy regulations.
- Implement security measures to safeguard data from unlawful intrusion and breaches.

## **7. Social Responsibility:**

- Enterprises should actively engage in social contribution activities, supporting charitable causes and community development, and addressing societal and environmental issues.
- Products and services should consider their positive impact on society and the environment.

## **Assessment and Enforcement:**

- Establish clear assessment procedures, including internal reviews, external audits, customer feedback, and self-assessment mechanisms.
- Assessments should be based on specific metrics and standards to ensure compliance and ethical conduct of products, services, and solutions.
- Train employees to understand and comply with ethical and compliance standards.
- Collaborate with suppliers to ensure they also adhere to the company's ethical and compliance standards.
- Regularly update and improve assessment procedures to reflect changing regulations, societal expectations, and company values.

Through a well-defined assessment and enforcement process, companies can ensure that their products, services, and solutions meet high ethical and compliance standards, enhancing customer trust, reputation, and sustainable growth. Incorporating DEI principles and elements further promotes social responsibility and diversity, better serving diverse customers and stakeholders.

# EXAMPLE REQUIREMENTS FOR ETHICAL RISK ASSESSMENT AND MANAGEMENT IN A COMPANY'S PRODUCT/SERVICE DEVELOPMENT PROCESS.

Conducting ethical risk assessment and management in the product/service development process is crucial to ensure that a company does not engage in unethical, non-compliant, or potentially reputation-damaging behavior. Here are some example requirements for your reference:

## 1. Ethical Risk Identification:

- Conduct a comprehensive ethical risk identification early in the product/service development process, considering potential ethical and compliance issues.
- Ensure the identification of potential issues such as security vulnerabilities, privacy concerns, unfair competition, ethical dilemmas, etc.

## 2. Ethical Risk Assessment:

- Conduct detailed assessments of identified risks, analyzing potential impacts and consequences.
- Assess the likelihood and severity of risks to determine which ones require priority attention.

## 3. Ethical Risk Management Plan:

- Develop a detailed ethical risk management plan, specifying responsible parties, control measures, and monitoring mechanisms for each risk.
- Ensure the plan includes preventive, detective, corrective, and mitigative measures.

## 4. Ethical Risk Monitoring:

- Continuously monitor and track ethical risks throughout the product/service development process to identify new risks and take appropriate actions.
- Establish effective alert mechanisms to respond promptly to risk events.

## **5. Ethical Risk Training:**

- Provide ethical training to project team members to help them understand and identify ethical issues, report concerns, and take appropriate actions.
- Emphasize the company's ethical guidelines and values.

## **6. Ethical Risk Communication:**

- Ensure open and transparent communication channels are established between project team members and relevant stakeholders for reporting and discussing potential ethical issues.
- Safeguard the confidentiality of reporting channels and encourage employees to report misconduct.

## **7. Ethical Reviews:**

- Conduct ethical reviews at key project milestones to ensure that the design and implementation of products/services do not involve unethical conduct.
- Ethical reviews should be conducted by professionals or ethics committees.

## **8. Ethical Risk Records and Reporting:**

- Document all ethical risk identification, assessment, management, and resolution measures.
- Regularly report on the status of ethical risks to senior management and the board of directors.

## **9. Corrective Actions and Improvement:**

- Take prompt corrective actions when ethical issues arise, preventing the recurrence of similar problems.
- Continuously improve ethical risk management procedures and processes based on lessons learned.

These requirements will help businesses comprehensively manage ethical risks throughout the product/service development process, reducing the risk of unethical behavior, safeguarding their reputation, enhancing customer trust, and ensuring compliance. Ethical risk management also contributes to an organization's social responsibility and sustainable development.



# WHAT MODULES AND TOOLS TYPICALLY MAKE UP A CORPORATE DIVERSITY, EQUITY, INCLUSION, AND BELONGING (DEIB) MONITORING SYSTEM?

A DEIB monitoring system usually consists of the following components:

## 1. DEIB Dashboard

Displays real time core KPIs—such as gender, ethnicity, and age diversity ratios; pay equity indices; promotion vs. turnover rates; and employee belonging scores—to support trend analysis and early warning.

## 2. Culture & Climate Survey

Conducts in depth questionnaires periodically (e.g., annually) to assess employees' overall perceptions of organizational culture, diversity, inclusion, and belonging, helping to identify systemic pain points.

## 3. Pulse Survey

Issues short, high frequency surveys (quarterly or monthly) on key topics or critical events (e.g., new policy rollouts, major organizational changes) to rapidly capture employee feedback.

## 4. Anonymous Feedback Platform

Provides a 24/7 anonymous suggestion box or online portal to collect employee ideas, complaints, and concerns about DEIB policies, initiatives, and culture, ensuring diverse voices are heard.

## 5. 360° Inclusive Leadership Assessment

Gathers multi source feedback (from supervisors, peers, and direct reports) to evaluate leaders' behaviors and effectiveness in advancing DEIB, informing leadership development and improvement plans.

## 6. Pay & Promotion Equity Audit

Regularly analyzes data on like for like pay, gender/ethnicity pay gaps, and promotion pathways to identify and correct unjust disparities.

## 7. Focus Groups & In Depth Interviews

Organizes cross level, cross background employee focus groups or one on one interviews to uncover authentic experiences and needs that quantitative surveys may miss.

## **8.ERG Health Assessment**

Uses quantitative and qualitative metrics—such as ERG participation rates, event effectiveness, and resource support—to gauge Employee Resource Groups’ impact on fostering an inclusive culture.

## **9.Supplier/Partner DEIB Audit**

Reviews suppliers’ and external partners’ diversity, equity, and inclusion practices for compliance and performance, ensuring the broader ecosystem aligns with organizational standards.

## **10.Closed Loop Feedback & Action Tracking**

Translates collected data and suggestions into concrete improvement actions, assigns responsible teams and deadlines, and validates outcomes in subsequent monitoring to drive continuous optimization.

# WHAT KEY ELEMENTS ARE TYPICALLY INCLUDED IN A CORPORATE DEIB ASSESSMENT, REPORT, OR EXPLANATORY DOCUMENT?

A comprehensive DEIB assessment, report, or explanatory document usually contains the following key elements:

## 1. Assessment Metrics & Definitions

Clearly define the core concepts of diversity, equity, inclusion, and belonging, and break them down into measurable metrics (e.g., gender, ethnicity, and age distribution; pay equity; training participation rates; employee belonging scores).

## 2. Data Sources & Collection Methods

Specify the types of data used (HR system data, surveys, focus group interviews, 360° feedback, etc.) as well as the frequency and procedures for data collection to ensure objectivity and reliability.

## 3. Analysis Methods & Tools

Describe the analytical techniques employed (quantitative statistical analysis, regression models, trend comparisons) and the visualization tools used (dashboards, heat maps, trend charts) to present the current status and trends of each DEIB metric clearly.

## 4. Key Findings & Gap Identification

Based on data analysis, highlight strengths and weaknesses in diversity, equity, inclusion,

and belonging—such as underrepresentation of certain groups in promotions or declining belonging scores—and provide a preliminary diagnosis of root causes.

## 5. Improvement Initiatives & Action Plans

Propose concrete remedial measures to address identified gaps (e.g., optimizing recruitment channels, enhancing inclusion training, adjusting pay audit processes), and assign each measure to a responsible department, timeline, and expected outcomes.

## 6. Monitoring & Evaluation Mechanism

Explain how periodic reviews (quarterly or annual) will track the implementation of improvement actions, and how metric weightings and assessment methods will be adjusted to ensure continuous improvement and dynamic optimization.

## 7. Communication & Transparency

Emphasize how the report will be transparently shared with internal employees and external stakeholders (e.g., the board, regulators), ensuring everyone is informed of progress and has access to feedback channels.

# REQUEST FOR AN EXAMPLE DEIB COMMUNICATION POLICY, GUIDELINES, OR PROCESS DOCUMENT

## Sample DEIB Communication Policy & Process Document

### I. Purpose & Scope

#### 1. Purpose

Establish a transparent and efficient DEIB (Diversity, Equity, Inclusion, and Belonging) communication mechanism to ensure that all employees understand, engage with, and support the organization's DEIB efforts.

#### 2. Scope

Applicable to all company departments, teams, and employees, including full time, part time, contract staff, and interns.

### II. Communication Principles

- **Transparency:** All DEIB related policies, activities, and outcomes shall be communicated promptly to all employees.
- **Two Way Interaction:** Encourage employees to provide feedback and suggestions, and ensure timely responses from leadership.
- **Respect for Diversity:** Reflect respect for different cultures, backgrounds, and viewpoints in all communications.
- **Continuous Improvement:** Continuously refine communication channels and processes based on feedback.

### III. Channels & Tools

Channel Type	Tool/Platform	Primary Use
Official Announcements	Intranet Notices, Email	Share DEIB policy updates, annual reports, event announcements
Interactive Feedback	Online Surveys, Anonymous Suggestion Box	Collect employee opinions and suggestions on DEIB initiatives

Channel Type	Tool/Platform	Primary Use
Thematic Workshops	Focus Groups, Roundtable Discussions	Deeply explore employee needs and pain points, and discuss improvement strategies
Employee Resource Groups (ERGs)	ERG Forums, WeChat/Teams Groups	Facilitate experience sharing and support among specific employee groups
Dashboards & Reports	Visual Dashboards, Monthly Briefings	Present real time DEIB metrics and progress

## IV. Information Publication Process

### 1. Drafting & Review

Drafted by the DEIB Project Office or dedicated team; seek input from HR, Legal, and relevant business units as needed.

### 2. Approval & Release

After approval by the DEIB Lead, HR Director, and senior management, publish simultaneously via intranet notices and email.

### 3. Archiving

Store all released documents and announcements in the intranet's "DEIB Resource Library" for on demand access by employees.

## V. Feedback Reception & Handling

### 1. Reception

Online surveys and the anonymous suggestion box remain open 24/7; the DEIB team consolidates feedback weekly.

### 2. Categorization & Distribution

Classify feedback into "Policy Suggestions," "Training Needs," "Event Evaluations," and "Other," and route to HR, the Training Department, or the DEIB team accordingly.

### 3. Response & Closure

Provide written responses to actionable suggestions within 10 business days; discuss major issues at the next focus group meeting and publish outcomes in the meeting minutes.

## VI. Regular Reporting & Follow Up

- **Monthly Briefings:** The DEIB team issues concise progress reports to management and department heads.
- **Quarterly Forums:** Host in person or virtual forums with senior leaders and employee representatives

to evaluate communication effectiveness and gather improvement ideas.

- **Annual Report:** Summarize the year's communication achievements, highlight key cases, and outline next steps in the annual DEIB report, shared with all employees and external stakeholders.

## VII. Training & Capability Building

- **Communication Skills Training:** Provide inclusive communication and active listening training for managers at all levels to ensure DEIB principles are practiced in daily management.
- **Cultural Engagement Activities:** Regularly host themed sharing sessions and cultural events to deepen employees' understanding of and commitment to DEIB values.

## VIII. Oversight & Evaluation

- **Evaluation Metrics:** Employee participation rates (survey completion, forum attendance), feedback response times, and communication satisfaction scores.
- **Continuous Improvement:** Revise the communication policy and processes semi annually based on evaluation results to remain aligned with organizational growth and employee needs.

The above sample document is for reference only and may be adjusted and supplemented according to the organization's size, industry characteristics, and local regulations.

# WHAT CORE ELEMENTS ARE TYPICALLY INCLUDED IN A CORPORATE PAY EQUITY (GENDER) POLICY AND GUIDELINES DOCUMENT?

A comprehensive Pay Equity policy and guidelines document generally includes the following core elements:

## 1. Policy Statement & Scope

Articulate the company's firm commitment to gender pay equity, specifying that the policy applies to all full time, part time, and contract employees and covers all compensation elements (base salary, bonuses, allowances, etc.).

## 2. Compensation Structure & Decision Principles

Describe the components of total compensation (e.g., base salary, performance bonuses, long term incentives, benefits allowances) and clarify that all compensation decisions are based on job value, skills and experience, performance, and market benchmarks—never on gender.

## 3. Regular Pay Audits & Gap Analysis

Require at least an annual analysis of gender pay differentials, using quantitative methods (such as same job pay comparisons and regression analysis) to identify unjustified gaps and produce an audit report.

## 4. Gap Remediation & Improvement Process

For any gender pay disparities that cannot

be explained by objective factors, develop remediation plans (e.g., one time adjustments, structural salary increases), and define the responsible department, implementation timeline, and follow up tracking mechanism.

## 5. Linkage to Performance & Incentives

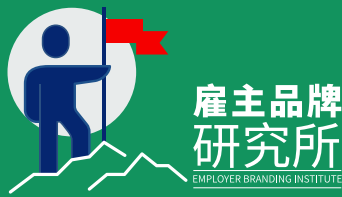
Integrate gender pay equity into performance evaluations and leadership incentive metrics, recognizing or rewarding teams or leaders who excel in promoting pay fairness; require improvement plans for those who fall short.

## 6. Communication & Training

Mandate that HR and management transparently share pay audit findings and remediation measures with all employees, and regularly conduct "Pay Equity" training sessions to enhance managers' awareness of fair compensation practices.

## 7. Oversight & Continuous Improvement

Establish oversight mechanisms (e.g., an HR compliance committee or independent audit), regularly evaluate the effectiveness of the policy, gather employee feedback, and revise the policy as needed to ensure the long term sustainability of gender pay equity.



The Employer Branding Institute (EBI) is a leading research institution in the field of employer branding, bringing together global authorities and HR experts such as Simon Barrow, the originator of employer branding, and Richard Mosley, known as the "Father of Employer Branding." EBI serves over 2,000 clients worldwide, including more than 300 Fortune Global 500 companies. The institute operates across five major business lines:

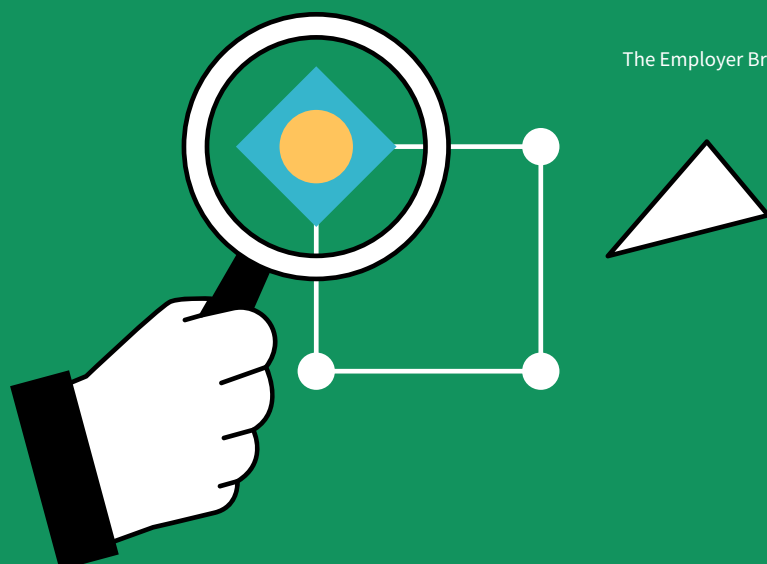
**Employer Branding Creative Competition and Festival:** EBI's flagship global event attracts over 1,000 leading companies annually, celebrating employer branding creativity.

**Comprehensive DEIB Solutions:** EBI offers cutting-edge Diversity, Equity, Inclusion, and Belonging (DEIB) solutions through eight key services, including the Belonging Awards, DEIB system assessments, DEIB data and benchmarking services, DEIB evaluations, DEIB culture-building guidance, inclusive leadership development programs, inclusive leadership expert certification, customized DEIB development tools and DEI Hyper Advanced Analytics and Learning System. As a pioneer in employer branding and DEIB, EBI has published multiple research reports, including the DEI Employer Guide, 2025 Global DEI Compliance Guide, DEI Trends and Case Studies, and the Employer Branding Executive Guide.

**Well-being and EHS Solutions:** EBI provides comprehensive solutions for workplace well-being and Environment, Health, and Safety (EHS) management.

The remaining two business lines focus on membership services and certifications. EBI currently has over 400 paid corporate members, most of whom are Fortune 500 and industry-leading companies. The institute also assists global enterprises in obtaining international certifications such as ISO 30415, ISO 30414, and ISO 45003.

The Employer Branding Institute is a joint brand of HRflag and Wild Theory.

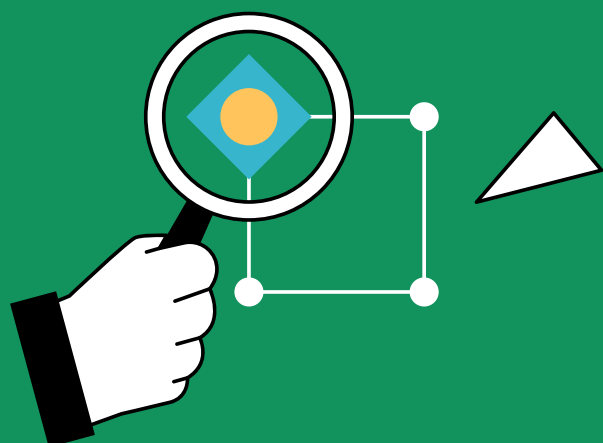






HRflag is a leading research and technology services company in China that focuses on providing corporate executives and HR departments with data-driven insights, guidance, and AI and cloud tool services to help them make more informed decisions in complex technological and business environments. Centered on subscription-based AI and cloud platforms and research services, and complemented by conferences and community events, HRflag has established a strong industry influence.

The company boasts over 50 business brands. HRflag operates the world's leading mobile career social networking platform for HR professionals - HR Networking, with over 1 million registered HR users active on the platform daily. It facilitates the exchange of electronic business cards up to 4.5 million times annually. This platform also serves as a global leading platform for sharing human resources related documents and reports, with over 30,000 downloads every day. HRflag also operates the global leading corporate membership-based HR community -HRflag Academy, with over 2,000 global and Chinese leading companies as paid members, including more than 200 Fortune 500 companies. HRflag hosts the flagship annual forum in the field of HR in China, the "OneFLAG Conference," in Beijing and Shanghai, featuring nearly a hundred Chief Human Resources Officers(CHO) from Fortune 500 companies as speakers, with over 3,000 HR executives attending annually. HRflag's four major awards - HRFlag Awards, FlagAward, NewFlag Awards, and the Employer Brand Creative Awards - have become benchmarks and focal points in the field of HR. Through setting standards, leading the way, and practical implementation, these awards are driving the development of the industry. In addition, HRflag collaborates with the world's leading commercial software company SAP to jointly operate the "New Insights CHRO Community," and partners with emlyon business school to run the Global HR & Organization Innovation Center (GHOIC). Currently, HRflag's internet platform has over one million registered HR professionals as users, serving more than 10,000 corporate clients, including 80% of the Fortune 500 companies in China. It also boasts over 1,000 advertising clients and sponsors. Among the top 10 companies in the "2024 Global 100 HR Service Listed Companies ", seven are HRflag's clients. HRflag is a certified Global Exam Preparation Provider (CPP) and Certified Re-certification Provider (RP) by Human Resources Certification International (HRCI). For more information on HRflag's latest updates, please visit: <https://www.hrflag.com>.

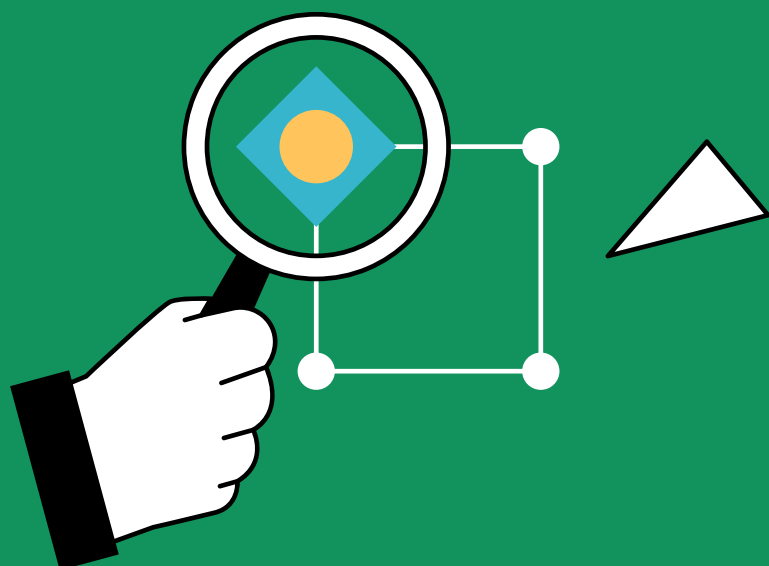




WILD THEORY, established in 2016, is a platform dedicated to the human resources industry, providing expertise and services in employer branding.

With a knowledge base of hundreds of senior employer branding experts from both domestic and international backgrounds, the organization possesses deep industry insights and expertise in recruitment and talent selection. It thoroughly understands the needs of corporate HR and offers globally-oriented employer branding solutions through cutting-edge theoretical frameworks and tailored practical experiences.

Since its inception, WILD THEORY has served more than 300 corporate clients.



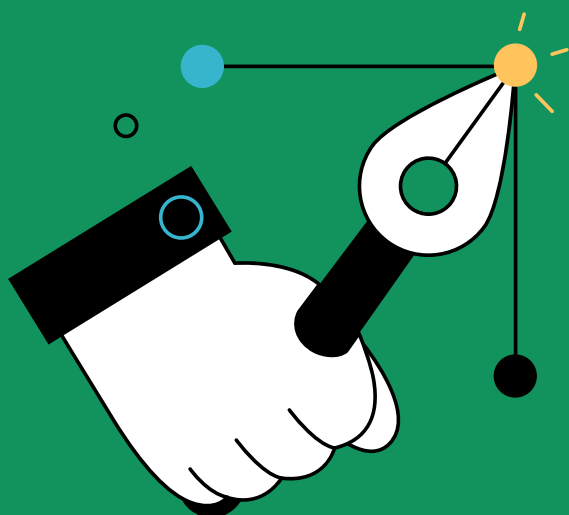


# Author

## Dr. Tang Qiuyong

Dr. Tang has more 20 years' experience in Human Resource with a PhD in Management from the University of Montpellier, France, a master's degree in innovation management from the Australian National University and a master's degree in business administration from Huazhong University of Science and Technology. He also holds a postgraduate diploma in organization and human resources management from the University of Hong Kong and as well as a certificate in the "Science of Well-Being" program from Yale University. He is the author of 10 bestsellers on computer and HR Management and 2 books of paintings. His book "Future Thinking of HR", "Mission of HR" and "The Future of HR" are called "The Future Trilogy of HR", and was ranked No.1 in the new book list of HR category by Amazon and he also published a collection of HR thought pictures titled "Beyond the Mountain" and "Hesitation". He led the research and publication of dozens of large research reports and rankings, including Global HR Technology Trends, Global Talent Selection Trends, and Global Employer Branding Trends. In 2022, he co-authored the new book "AI Ethics and Security" and translated "The Complete Guide to Total Rewards". In 2023, he published On Values – "The Ultimate Power of Organizations" and is set to release his upcoming work, "108 Things HR Cannot Do".

Dr. Tang also serves as a guest lecturer for the HR and AI course at the Chinese Business School (ICB) of the University of Hong Kong (HKU) and is an internationally certified Senior Professional in Human Resources (SPHRi™) by the Human Resource Certification Institute (HRCI®).



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