



Uniting for diversity

22 industry contributions to a more inclusive society





“ In defining and implementing its policies and activities, the Union shall aim to combat discrimination based on sex, racial or ethnic origin, religion or belief, disability, age or sexual orientation. ”

Article 10, Treaty on the Functioning of the European Union

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Foreword



Helena Dalli
Commissioner for Equality
European Commission

Within our Union and within our European societies the case for diversity and inclusion is not up for debate. Diversity is a fact of life. This is why we have Diversity Charters in 24 Member States and are working to extend them to the remaining Member States as well. Our focus is on how we can create more diverse, more inclusive, and more equal workplaces and societies.

We have strong legislation at our disposal. The Race Equality Directive (2000/43/EC), the Employment Framework Directive (2000/78/EC) and the Gender Recast Directive (2006/54/EC) provide a solid basis for anti-discrimination policies and practices on the grounds of sex, racial or ethnic origin, religion or belief, age, disability or sexual orientation. Yet, challenges to equality remain; discrimination and prejudice are still widespread in our communities and in our workplaces.

The European Commission under the leadership of President von der Leyen is determined to do all that is possible in order to fight all forms of discrimination. As the first European Commissioner for Equality it is my mandate to challenge discrimination wherever it exists and to work closely with organisations such as the American Chamber of Commerce to the EU (AmCham EU) to promote diversity and inclusion.

This year we launched the first equality strategy under the banner: Union of Equality. The Gender Equality Strategy presents policy objectives and actions to make significant progress by 2025 towards a gender-equal Europe. The goal is a Union where women and men, girls and boys, in all their diversity, are free to pursue their chosen path in life, have equal opportunities to thrive, and can equally participate in and lead our European society.

In content and in imagery we want to portray diverse people reflective of our societies, mainstreaming equality in all aspects of life with an intersectional approach. This is the precedent for all upcoming strategies that fall under the Union of Equality, whether it is the LGBTI+ Equality Strategy, the Roma Strategic Framework or the Disability Rights Strategy.

We must continue to work towards societies that leave no one behind, irrespective of the combination of personal characteristics that people have. The contribution of every person matters. Building societies and businesses with a diverse workforce enhances its competitiveness and resilience. It has the potential to open new market possibilities and to better connect with with a diverse client base.

The inspiring stories featured in this brochure provide vivid examples of what businesses can do to contribute to our common effort. I hope that they will inspire you and companies across Europe to step up efforts for equality and inclusion.

Introduction

The fight for equality is far from over. The first half of 2020 has brought issues relating to diversity and inclusion to the forefront of the public debate. An unprecedented health and socio-economic crisis hit the planet, reminding us that we are not all equal in the face of sickness or economic hardship. The consequences of the COVID-19 pandemic are disproportionately affecting minority groups¹.

In May 2020, the senseless murder of George Floyd in the United States reignited a global movement calling for an end to systemic racism and discrimination. Black Lives Matter sparked conversations across families, firms and communities around the world. In Europe too, citizens and public officials are coming to terms with difficult debates, questioning past decisions, biases and often the lack of action to support underrepresented groups. AmCham EU stands in solidarity with the fight against all forms of discrimination, including racism. A persistent inequality of opportunity for non-white communities continues to fester all over the world. It has to stop and we all have a role to play.

Yet when it comes to equality of opportunity, actions must speak louder than words, and verbal commitment to diversity and inclusion must be complemented by demonstrable actions. This report presents 22 industry examples of practices aiming to build a more inclusive society. While these initiatives are making a positive impact on many communities, there is no time for complacency. We have a responsibility to do more.

What is diversity and inclusion?

Diversity is ‘any dimension that can be used to differentiate groups and people from one another’². It is about recognising that every single individual has their own unique perspective, built up from their lived experiences of life and work, their cultural background, and their gender identity. When harnessed effectively, the diversity of talent in an organisation is a powerful tool to deliver better results by tapping into wider perspectives, experiences and approaches. To do so, organisations must recognise, respect and value difference.

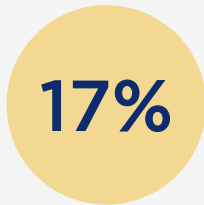
Inclusion is ‘a sense of belonging’³. It is about making individuals feel valued, engaged and empowered. An inclusive culture lets individuals know that they are integral members of a community, and active contributors to its success. This in turn creates buy-in to the community’s identity, which enfranchises an individual to devote themselves to actively participate in the collective.

Why does diversity and inclusion matter?

In order for diverse communities such as Europe's to be cohesive, community leaders must commit to building an inclusive culture, which empowers all segments of the community to participate without discrimination. Companies have a responsibility to the communities that they work within. This corporate responsibility must demonstrate leadership on critical societal issues and promote good behaviour and citizenship. Businesses must reflect the values of the communities they serve and espouse these values in their brand's purpose⁴. Brands that are able to create high perceptions of positive impact among their consumer base in the way that they market themselves and their products have the potential to vastly outgrow less impactful brands⁵.

What is more, firms themselves can reap the benefits of a more diverse workforce. Companies with the greatest gender diversity in their executive teams are 21% more likely to outperform their less diverse competitors in terms of profitability. This figure rises to 33% for ethnic and cultural diversity in executive teams⁶. This is because diversity in decision making has a powerful positive effect. Including a wider range of diverse perspectives into a decision making team has been statistically proven to deliver better outcomes for business.

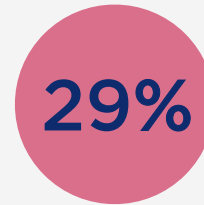
Teams with diverse leaders are:



more likely to report high performance



more likely to make high-quality decisions



more likely to behave collaboratively⁷

The business case for diversity and inclusion, coupled with the moral imperative that this is the right thing to do, are both undisputed. This is reflected in 81% of companies listing diversity and inclusion as either 'important' or 'very important' business priorities⁸. As a result, more and more companies are building effective strategies for inclusion. However, more must be done. While the gender diversity picture is improving steadily, at the current rate of change, it would take more than a generation to reach true gender parity⁹. Furthermore, race and ethnicity, disability and LGBTQI equality are areas where significant further attention is required in the European context.

What actions are AmCham EU members taking?

With the examples in the following pages, AmCham EU members highlight the range of initiatives that companies are implementing in order to unlock the talent potential of underrepresented groups. From empowering employees to make their voices heard, to reprogramming algorithms to be inclusive, to providing product ranges that foster diversity and inclusion, the 22 initiatives demonstrate that for us, diversity and inclusion matters.

The initiatives showcased here are just a first step, the beginning of a longer-term journey to drive change and provide equal opportunities for all. Companies must seize the opportunity to reflect on the challenge at hand and take concerted and sustained action to play their part in developing society into a better, more equal place. This is an opportunity for society to change and grow, and for businesses to take the lead in that change. We must unite for diversity, to make Europe a more inclusive place.

By committing to action today, we can strive for a better world of tomorrow.



Flying the flag as allies of inclusion



Being an equality ally

A few years ago, I joined the Elsevier* Pride committee, whose mission is to represent and support LGBTQ+ employees, raising awareness across Elsevier and RELX. Elsevier Pride is part of a broader diversity and inclusion initiative across RELX and Elsevier, that includes Elsevier's Women's Network, Elsevier Enabled and others. In hindsight, I realise now that I understood the concept of diversity and inclusion back then, even if I didn't know the actual words at the time. As a woman of colour, I have personally experienced discrimination and prejudice during the formative years of my life, and so it has always been important to me that everyone is seen and treated equally. The responses to my involvement in Elsevier Pride amuse me still: people balk at asking the obvious question, with an embarrassed smile and side eye. The more troubling opinion though is 'Why do we need a group for Pride? We live in the Netherlands, the

first country to legalise gay marriage!', in addition to 'Oh I am ok with gay people, as long as they behave normally and don't rub it in my face.' In the course of dealing with these comments over the years, I discovered the word for what I was: an equality ally. And because I am an ally, I realised that people in majority groups are more likely to listen to what I had to say, as has also been shown in various studies. To arm allies with knowledge on how to answer questions, disseminate knowledge, stand up for minority groups, and encourage empathy, my colleague Gina Walker and I have set up an equality ally programme at Elsevier. We do not claim to change minds radically, but we do want to have courageous conversations with individuals to understand why they think the way they do, be it passive acceptance or aggressive opposition. And this is the first step to true equality.



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Sheba Agarwal-Jans

*Elsevier is a RELX company

Driving change by recognising inclusive behaviours

Dow's vision is to become the most innovative, customer-centric, sustainable and inclusive material science company in the world. Dow has made a conscious and targeted effort to implement global and regional diversity and inclusion strategies and transform the culture across the company.

An important component of an inclusive culture is to recognise and reward inclusive behaviours. To achieve this, Dow has leveraged its partnership with the Olympics as a Worldwide Sponsor and initiated the Dow Champions of Inclusion programme. The programme recognises colleagues whose behaviours demonstrably accelerate Dow's inclusive culture. These employees are exceptional advocates and change agents, including, but not limited to those with disabilities.

The selected employees, representing different Employee Resource Groups and geographical areas, are given the unique opportunity to attend the Paralympics Games and participate in a 4-day Dow programme in the host city. This is not only a unique life experience for the 10-15 Champions of Inclusion selected globally; the programme also boosts inclusive practices and behaviours across the entire company.

The purpose of the programme is several-fold: celebrate the employees that stand out as inclusion change agents, build employee pride and reinforce Dow's position as inclusion leader and employer of choice for individuals with disabilities. The Champions of Inclusion programme has boosted the growth of Dow's Disability network and employee networks in general.

Being selected as a champion of inclusion was a huge recognition for the work done at our German sites for diversity and inclusion, especially in the network for employees with disabilities. Meeting Dow colleagues from other parts of the world at the Paralympics was an eye opener and made me realise that not all geographies have support for diversity and inclusion from government and society. At Dow we work intensively on driving an inclusive culture and have the support we need internally and externally, and I can attest to this for Germany and across Europe. There is however still much work to do in some regions of the world to achieve the desired inclusion results.

Frank Illing, Maintenance Leader, Schkopau Germany and former Champion of Inclusion



Founding the Legal Diversity and Inclusion Alliance

‘Diversity is being invited to the party. Inclusion is being asked to dance.’ **Vernā Myers**

Earlier in my career, I left my job because I did not feel comfortable that I could come out. There were no clear signals that it was safe to do so, that I would not get judged, or even dismissed. This was the wrong approach, as I soon came to realise. If we were all to remain in the closet, the world would never understand that LGBTQ+ people are no different. My motivation grew to stand up for those who are afraid to do so. Whether we are LGBTQ+, people of colour, or any other minority group, we all count equally. We are all ‘human capital’.

I realised that it is up to us to educate our companies. We should not wait until management figures out what can

be done. While we think we are not heard, our company may actually listen. And so I spoke. Steptoe embraced me, as well as my initiative to form an alliance between law firms. I found an ally in one of our competitors and together we founded the Legal Diversity & Inclusion Alliance (LDIA). Today LDIA counts 46 law firms.

LDIA is committed to eliminate discrimination in the workplace, to promote an inclusive organisational culture, and to take tangible actions. LDIA strongly believes that combining efforts will greatly aid its progress towards achieving these goals.

There is still a lot to do, but with LDIA, we hope to motivate everyone to stand up and take pride in who they are. We all have a voice!



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Kathleen van Nuffel

The Purple Champions programme

EY understands that creating an inclusive environment will help to improve interactions with its people, clients and communities. This is particularly important for Europe, Middle East, India and Africa (EMEIA), with its diverse collection of cultures, history and business challenges.

EY is trying to unite communities across 98 countries in EMEIA and one successful initiative has been their Purple Champions programme. This is an allies programme for people who are either disabled or interested in the disability agenda. By teaming up virtually across these locations, EY enables Purple Champions to gain critical mass, thereby increasing the confidence of disabled employees that they can bring their authentic selves to work and share information that they have a disability.

When discussing disability within a work environment, there is often a worry about saying the wrong thing or upsetting someone. The role of the Purple Champions is to use the resources available to increase their own disability confidence and then pass this knowledge on to others. Being able to effect change in terms of disability means hearing from colleagues with disabilities: what is EY doing well and what are the areas for improvement such as raising awareness and education? One example would be a Purple Champion volunteering to run a webcast on her experience of having a stroke. Purple Champions are key in ensuring this dialogue happens and in noticing areas that require improvement.

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Cultivating an environment for all to flourish



‘Belonging’: For gender and disability equality

Virgin Media* is part of Liberty Global, one of the world’s leading converged video, broadband and communication companies. Like all Liberty Global brands, Virgin Media seeks to attract, retain and nurture the best talent from a diverse pool. It launched a new people strategy called ‘Belonging’ which aims to champion diversity and inclusion across its business so it better reflects the communities served and creates a culture where employees can bring their best selves to work and achieve their full potential.

A key part of this is the commitment to create a more gender-balanced workforce. This includes recruiting more women into apprenticeships, graduate and engineering roles, offering more flexible and part-time hours for mothers returning to work, as well as taking action to get more women into senior roles across the organisation.

As part of Virgin Media’s work to create an inclusive culture, the company set up a partnership with disability equality charity Scope to support a million disabled people to get and stay in work by the end of 2020. By becoming a strategic partner of the #Valuable campaign – a campaign working to ensure businesses globally recognise the value of the one billion people around the world living with a disability, launched by business inclusion platform Binc – they will be able to reach more business leaders and encourage them to do all they can to create better opportunities for disabled people across the UK.

Virgin Media has agreed to match all employee fundraising for Scope in 2020 – highlighting the company’s support for its employees’ engagement. Liberty Global believes that by promoting all their brands to be inclusive businesses, it is helping to create an inclusive society.

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*Virgin Media is a Liberty Global company

Empowering girls through play

As the original girl empowerment brand, Barbie is committed to inspiring the limitless potential in every girl. This is in its DNA: Barbie Astronaut was launched in 1965, before Neil Armstrong stepped on the moon; the first black Barbie, in 1967; and Becky, in a wheelchair, came out in 1997. But despite the pioneering efforts for diversity, there was still a need for all children to see themselves reflected throughout their toys portfolio. The 'dream gap', where young girls start to develop self-limiting beliefs around their gender, is contrary to Barbie's purpose. That's why Mattel is using its platform and resources to champion change and show girls they can be anything.

With a diverse range of dolls, Barbie aims to show young girls positive role models. An example of this is a line of career dolls that in Barbie's 60 years of history has spanned over 200 careers to inspire young girls that they can aspire to be anything they choose. Mattel has also developed a range of dolls specifically to celebrate female role models, inspired by real-life women who broke all kinds of boundaries.

Furthermore, the company has consistently developed diversity in appearance in its range of dolls (including five body shapes and multiple skin tones) to demonstrate its commitment to empowerment through inclusion. In 2019, Mattel introduced the first gender-neutral doll, Creatable World, to encourage kids to play without rules or labels.

Mattel's new diverse and inclusive products have been warmly embraced by children, parents, civil society organisations, decision makers and media. Seven of the top ten best selling Barbie Fashionista dolls in 2019 were diverse. The year's top seller was a black doll with Mattel's 'curvy' body shape.

The feedback and social conversations on new inclusive and diverse toys cannot be more positive. Sales increase has accompanied this positive resonance and Barbie consolidates its position as the number one doll worldwide and also as a key pillar of Mattel's brands.

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Encouraging workplace equality to begin at home

In 2019, P&G implemented a new company policy that enables new fathers or secondary care givers in same sex couples to take on average an 8-week fully paid leave within the first 18 months of the child being born or adopted. It marked an important milestone in the journey to drive positive change and shift cultural norms by making child caregiving gender unbiased. More than a policy change, it is a culture change with the ambition to make paternity leave the norm as opposed to the exception. Paternity leave was intentionally positioned as an investment, an employment practice that supports a diverse and inclusive organisation.

Paid paternity leaves positively impacted both men and women in the company. When fathers take paternity leave, there is a higher probability that the shared caregiving patterns established early on are embraced and maintained long term.

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As a result, it is easier for women to return to work, women's empowerment is higher, the risks for their employment continuity are lower, and so the gender pay gap is reduced. Furthermore, studies show that fathers and parents of both sexes who received parental leave were more likely to stay with their companies. Finally, workplace flexibility is essential to attract and retain the best talent, while it also boosts employee engagement.

Overall, being a committed parent can foster the performance of a manager and by taking care of a child, some skills are developed which can also be used at work: empathy, negotiation, compromise, conflict resolution, patience, multitasking. Finally, time spent with children transmits positive feelings that reflect in the workplace and contribute to performance.

Since the launch of #ShareTheCare last year, 220+ P&G fathers took the leave across the region, which is estimated to be a 60% adoption rate. P&G has received very positive comments from participants, including their 'pride to work for P&G', that the initiative provided 'an invaluable experience in bonding with my child, allowing me to be a better father and husband' and that 'it enabled me to take on my childcare responsibilities from the beginning'.



Gender equality in the supply chain

As part of its commitment to diversity and inclusion, Avon has been working to ensure gender equality within its internal and external supply chains. Avon has taken a number of actions:

First, the company strengthened its Supplier Code of Conduct, which explicitly reflects its commitment to gender empowerment and gender equality and gives clear protections for women in their supply chain. The new Code clarifies expectations for suppliers and factories – making many implicit requirements around fair and equitable treatment explicit in the code for issues of gender equality and equity. Examples include: prohibiting discriminatory practices in hiring and continued employment decisions, prohibiting sexual or other forms of harassment, requiring fair and comparable remuneration for comparable work or work of equal value, entitlement to maternity protections, and many others.

Secondly, Avon has joined Business for Social Responsibility's HER project, a project that seeks to support women in global supply chains, by providing them with the tools to take charge of their conditions and demand dignified work. Avon is also participating

in the HER Respect project, tackling violence and harassment against women in the workplace, along with two of its suppliers in India.

Thirdly, Avon has piloted a supplier diversity programme in association with WEConnect International – a global network that connects women-owned businesses to qualified buyers around the world. As a result of this successful pilot scheme, Avon has committed to expanding its support for women-owned businesses in its supply chain by developing a global strategy.

With its initiative to focus on gender equality in the supply chain, Avon is mobilising its brand to hold suppliers to the same standards of gender equality that are expected of the company itself. Suppliers and vendors must now provide data to substantiate their own equality values. This is a positive outcome because Avon can now say with certainty that from the factory to the customer, its values are upheld.

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AVON
the company for women

Integrating people with cognitive and physical impairments —

CNH Industrial is focused on integrating people with cognitive and physical impairments into the workplace. At the IVECO* manufacturing plants of Madrid and Valladolid in Spain, the company has implemented an initiative to promote a culture of inclusion, integration and diversity.

Thanks to 'ENCLAVE LABORAL', CNH Industrial was able to integrate people with over 45% cognitive impairments into the manufacturing area at the IVECO Madrid Plant. The most suitable workstations were identified and a dedicated training plan was designed. The process included activities to promote a change in the company's culture with the commitment of all employees. CNH Industrial was the first industrial company in Spain to integrate people with cognitive impairments into a production line.

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The entire integration process started with training and awareness for managers, and it has been accompanied by volunteering activities for all employees and their families, such as reforestation, recycling with people with disabilities or collaborating with local NGOs. One example is Integracamp, a two-week summer camp for the children of employees, in which they play and learn with disabled people.

The initiatives have created positive engagement and a collaborative environment focused on inclusion and integration: employees feel proud to be part of a social improvement action and protagonists of a shift of mindset. Furthermore, by collaborating in career days for disabled people, CNH Industrial has reinforced its reputation as a committed equal opportunities employer.

With this threefold initiative to integrate people with disabilities into the workforce, CNH Industrial has gone above and beyond the fulfilment of legal obligations, by providing a wider platform for step change in the local communities in which it operates.



* IVECO is a brand of CNH Industrial, which designs, manufactures and sells a huge range of light, medium and heavy commercial vehicles for on and off-road use.

Championing talent with development programmes



Cultivating inclusive leaders

Since 1968, UPS has run a Community Internship Programme (CIP) for senior managers. This intense leadership development programme is designed to immerse interns in an underprivileged community, exposing them to a variety of social and economic challenges facing today's workforce, in order to equip them with the skillset required to grow diversity and inclusion in the workplaces they lead.

Interns partake in a variety of community services, including serving the homeless, working at a job placement office, providing training on employment searches and interviews and working with youth and the elderly, just to name a few. The community services run in parallel to training sessions and group discussions on bias, inequality and the role that business leaders can play in improving the situation.

After the placement ends, interns are required to complete post-course activities including an outline of the actions they will take forward to improve the inclusiveness of their workplaces.

CIP interns have had a high success rate in their work assignments following completion of the programme. They become more well-rounded individuals with increased sensitivity to cultural complexities, unconscious bias and the importance of diversity in decision making. CIP interns are well equipped to work with a range of employees and also assume roles as diversity and inclusion ambassadors for the organisation, leading programmes to drive equality and opportunity in their broader geographic business operations.

I spent my CIP in 2013 in McAllen, Texas, living with fellow managers from around the world in a catholic dormitory, serving people from various backgrounds in need. We built homes for immigrants without shelter, assisted addicts with AA and helped terminally ill patients in a hospice. Engaging with individuals with those life issues taught me that there are common values across our different origins, beliefs and cultures and that we achieve more through diverse experiences and skills. This openness and ability to consciously recognise and include differences in our workplace makes us run our business better. The internship inspired me to purposely build diverse leadership teams.

Karl Haberkorn, President, UPS Italy



Partnering for inclusion with the Taylor Bennett Foundation _____

Being an inclusive employer is an essential part of FTI Consulting's growth strategy. Aware of the lack of ethnic diversity within its Strategic Communications sector, FTI Consulting London and Brussels partnered with the Taylor Bennett Foundation (TBF) and their award-winning PR training programme.

The programme is a ten-week full-time training course in PR and communications, designed to equip ethnic minority participants with the relevant knowledge, insights and skills to work in the PR and corporate communications industry. The firm's future success depends on its ability to provide definitive and diverse expertise to its clients, which can only be achieved if a culture of diversity is fostered among employees.

FTI Consulting became a key supporter of the Foundation in 2017 and is now the principal partner of the winter edition of this flagship PR training programme in London.

FTI Consulting currently has 13+ graduates of the programme working both in their Brussels and London offices, many of whom may not have previously thought about FTI as a place where they can build their careers. The partnership with TBF was a unique way to contribute effectively to increasing the ethnic diversity of the communications industry.

The Taylor Bennett Foundation (TBF) programme has opened our eyes to a new pool of extremely talented graduates. The diversity of the TBF graduates makes an impact right across our business providing fresh insights and perspectives, both to our clients, and the FTI mentors who work with them during the course of the programme.

John Waples, Head of UK at FTI Consulting



Releasing Female Potential

Releasing Female Potential (RFP) is a 12-month development programme that connects high performing early to mid-career women professionals with women leaders at Dell Technologies. The programme is hosted by the Women in Action Employee Resource Group, a company-wide funded employee group with the common purpose of developing women leaders.

Participants include female employees from sales and sales support, services, human resources, operations and legal teams. The programme combines personal and professional development with networking opportunities. Female employees receive one-on-one guidance through mentoring and coaching within a structured framework and are given the opportunity to expand their network via job shadowing.

Since 2018, the programme has been either completed or launched in Austria, Belgium, Denmark, Finland, France, Germany, Ireland, the Netherlands, Poland, Sweden and the UK, involving over 100 women professionals, with a view to being expanded to other European countries in 2020.

Releasing Female Potential builds diversity for the company's talent pipeline and invests in female talent. By retaining and developing female talent, the programme forms part of Dell Technologies' work towards its so-called moonshot goals, which include striving for 50% female representation of Dell Technologies' global workforce and 40% of its people leaders by 2030.

Before I joined the RFP programme, I had been at Dell for 9 years and was at a bit of a loss about where to take my career. I was contemplating people management but wasn't sure if it was something I could do. RFP gave me the confidence and courage to push past barriers; some professional but mostly personal. It made me realise that the only glass ceiling was in my head and that if I wanted to be a people leader then there were plenty of opportunities for me to achieve that. I am starting my first people manager role in 2 weeks' time so the programme has absolutely helped me further my career, but it has genuinely helped me develop as a person too.

Sonja Liekens, TechDirect Manager EMEA & APJ, Dell Technologies and former participant in the RFP programme

Reverse mentoring to promote creativity and innovation _____

Millennials are the largest generation in the labour force and 43% of the demographic group plan to leave their job in the next two years¹⁰. This data urges companies like Baxter to think differently about engagement strategies to grow and retain talent. By giving junior employees the forum to share their expertise with senior leaders, reverse mentoring can support the needs of early career professionals who demand continuous learning and transferable skill development, personal fulfilment and clear opportunities for career advancement.

The reverse mentoring initiative started as a pilot in Turkey and the Nordics in 2018 and following its success, it has been implemented more broadly across EMEA, with the support from Baxter EMEA's leadership team. To ensure best matches, individuals had to fill in a mentoring agreement template indicating topics of interest, expectations and logistical elements of managing the mentoring relationship.

At Baxter, diversity and inclusion is about building diverse, high-performing teams that are engaged and innovative, and advancing company culture so that every employee feels valued, respected and safe to be their authentic self. The reverse mentoring programme contributes to achieving these goals. The majority of the EMEA leadership team entered into a reverse mentoring relationship and believes that such initiatives provide a great opportunity to share insights, experiences and differences in a productive way.

For the millennials involved, this experience was an opportunity to develop leadership skills and share innovative ideas with senior leaders. Another positive outcome was an initiative around digitalisation and how to improve the use of social media at work. Although it is still too early into the reverse mentoring programme to draw conclusions, Baxter ultimately hopes that this programme will enable the company to discover new ways to make meaningful innovations that deliver superior patient outcomes.

Reverse mentoring is an opportunity to develop leadership skills and share innovative ideas with senior leaders.

Baxter

Rewarding experience with the ReEntry programme

As a major employer across Europe, J.P. Morgan is committed to diversity in its workforce and taking a disciplined and regionally tailored approach to help the company make progress. Driving success through empowerment is key to sustainable and lasting change.

There is a recognition within J.P. Morgan that rewarding careers do not always follow a conventional route and the diversity, fresh perspectives and wealth of experience that returning professionals can bring is valued. The ReEntry programme offers experienced professionals on a career break the support and resources needed to relaunch their careers through a 14-week paid fellowship programme.

The programme aims to support experienced professionals currently on a voluntary career break of two or more years with a desire to return to full-time

employment, with a particular focus on attracting female talent. Opportunities are available in businesses and functions across the firm and in a growing number of locations globally and across Europe.

The programme focuses on refreshing professional and technical skills and a mentor is provided to offer the support and guidance needed to relaunch fellows' careers. The first week of the programme is dedicated to learning, development and workplace transition, whilst the remainder of the programme consists of networking, skills sessions, learning and development opportunities, on-the-job training, coaching and developmental experiences, with the prospect of an offer for permanent employment at the end of the programme. 174 professionals have participated in the ReEntry programme since the 2013 launch.

Our ReEntry cohort was filled with smart, accomplished colleagues who were just a bit nervous and under-confident about how it would feel to get back into the workplace. The ReEntry Programme exposed us to senior management throughout the firm and gave us immense confidence in our abilities and our capacity to have a fulfilling career at J.P. Morgan. I have been fortunate to join the Treasury Services group, which aligns with my prior experience. Most importantly, the ReEntry Programme has given me a great support network of fellow re-entrants and alumni that I greatly value.

2016 alumnus of ReEntry programme

J.P.Morgan

Translating words into action

With 'equity' as one of its four core values, Pfizer makes it clear that diversity and inclusion is a top priority. Leading from the top, CEO Albert Bourla speaks passionately about the subject and translates words into action as a board member of Catalyst, the global organisation championing inclusive workplaces.

Pfizer takes an action-orientated approach to inclusion. Its Diversity and Inclusion Council Europe (DICE) coordinates Colleague Resource Groups across the continent, with workstreams focusing on LGBTQ+, disability, cross generation, gender and inclusive culture, and more recently ethnicity, culture and religion. Members are volunteers, all driven by personal passion and supported by their managers.

Its inclusive culture workshops have reached 7,000 employees in 14 countries since 2017. They are designed to embed inclusive behaviours across Pfizer Europe and create better connections between colleagues from diverse backgrounds – positively impacting their working environment and creating solutions to help improve patients' lives.

During the workshops, participants explore nine key behaviours and ways to become more inclusive. To carry this forward into the workplace, they are equipped with a playbook containing more than 30 tools allowing them to practise and develop different forms of inclusion. Progress is tracked using an app, where they can collect immediate feedback on how inclusive they have been in meetings and discussions.

From a talent management point of view, Pfizer has seen changes at senior level. For example, there are more female country managers in European markets than three years ago. Regional business leaders are keen to move the needle and diversity and inclusion is now at the heart of strategic HR and talent management discussions.

As every business knows, the ability to measure results is key to improvement and the same applies to diversity and inclusion. In order to attain a sustained and meaningful transformation, Pfizer is applying metrics to all diversity and inclusion interventions. The long-term cultural and behavioural changes will be of great benefit to colleagues, communities, customers and patients.

Participants are equipped with a playbook containing more than 30 tools allowing them to develop different forms of inclusion.



Speaking up for inclusion through employee networks



Advocating for change through the Women's Forum

Gender diversity is still lacking in the aviation industry, where women represent only 20% of the workforce. Gender equality is one of the strategic priorities within Collins Aerospace's* diversity and inclusion policies. Collins Aerospace encourages more young women to consider aerospace as a worthwhile and exciting career and is supporting employee initiatives like the Women's Forum in Toulouse to build a more inclusive culture. The objective of the Collins Aerospace Women's Forum is to provide a forum that champions an inclusive environment in order to overcome barriers and actively promote the professional and personal development of its members.

The Women's Forum in Toulouse was launched in January 2020 as a branch of the Women's Forum Enterprise. Its purpose is to contribute to breaking down the main barriers to female advancement in the industry and particularly within Collins Aerospace.

The Women's Forum receives strong support from top management and a dedicated budget to support the forum's activities.

The Women's Forum receives strong support from top management and a dedicated budget from the Collins Aerospace Women's Forum Enterprise to support the forum's activities.

So far, the first forum sparked tremendous interest with new members joining afterwards. The ongoing purpose of the forum is to support women's careers by providing professional mentoring and holding conferences. It also aims to promote social networking amongst all employees - women and men, managers and individual contributors including administrative assistants, technicians, engineers, and others.

The main objective for the Women's Forum in 2020 is to host 'outside-the-box' events including speed mentoring and reverse mentoring. These events will enhance exchanges between all employees, encourage them to learn about one another and create ongoing networking opportunities for members. The forum also advocates mentorship and some of its members participated in a recent site event to encourage young girls to consider the aerospace industry as a career.

*Collins Aerospace is a Raytheon Technologies company

Championing gender equality in the workspace

Diversity and inclusion are fundamental to how MSD operates, how they engage employees, and how they drive competitive advantage to support their mission of developing innovative medicines and vaccines to save and improve lives. This is evidenced by the CEO Action for Diversity and Inclusion pledge, that MSD signed up to in 2017.

MSD has ten Employee Business Resource Groups (EBRGs) with more than 17,000 members worldwide. Through these networks, MSD employees help build cultural awareness, share business insights and so much more. The largest EBRG, with chapters in more than twenty European countries and approximately 9,000 members, is the MSD Women's Network (MWN). Established in 1995, MWN strives to create a community where women feel a sense of belonging, positively engage with each other and foster an environment where men engage as allies.

The Women's Network plays a crucial role in ensuring that MSD offers women a supportive environment throughout their career.

The Women's Network plays a crucial role in ensuring that MSD continues to offer women a supportive environment throughout the entirety of their career. That has involved corporate training on unconscious bias, facilitating equal parental leave, offering flexible workdays and home office environments, and crucially, monitoring statistics to ensure that MSD can continue to track and measure its progress. Additionally, the Women's Network Gender Equality Council provides input to MSD's Chief Diversity Officer on local initiatives, shares feedback on strategies, and educates members on relevant policies.

Furthermore, MSD's Women's Leadership Programme (WLP) aims to increase the gender diversity of leadership by creating a pipeline of high potential mid-manager talent, increasing retention of these women and creating more opportunities for their advancement. The WLP sharpens leadership skills, builds self-awareness, provides organisational navigation skills, increases exposure to senior leaders and creates a sense of community for high potential women.



Championing inclusion

Diversity and inclusion is the foundation of 3M's Value Model. That is why 3M is aiming to double the pipeline of diverse talent in management by 2025. This will ultimately help build a diverse pipeline for executive leadership.

With its CEO Mike Roman as the champion, 3M has created the CEO Inclusion Council. This is a diverse group of 3M leaders, including Employee Resource Network leaders, Inclusion Champions and a variety of dedicated executives. The Inclusion Council meets each quarter to share their thoughts, experiences and strategic solutions for diversity and inclusion initiatives with the CEO. The Council aims to inform, enhance and elevate 3M's commitment to diversity and inclusion.

In 2019, one of the first actions of the Inclusion Council was to commit to the United Nations Women's Empowerment Principles and LGBTQI Standards of Conduct for Business. In support of these standards, 3M, along with other companies, has committed to having processes, policies, and programmes in place that promote equality and safety, prevent harassment and discrimination, and advance women and LGBTQI individuals in the workplace and the community.

An example of 3M promoting equality and preventing discrimination is the 'sharing preferred pronouns' initiative for employees who wish to express their gender identities. 3M has launched system enhancements enabling employees to share their preferred pronouns in their personal profiles and email signatures. Employees are encouraged to check their colleagues' email signatures to ensure they refer to each other in their preferred way. 3M also provides lanyard pins for employees to wear, if desired, to indicate their pronoun preference.

As a result of its comprehensive efforts, 3M has been nominated one of the best workplaces to work for LGBTQI equality in 2019, for the eighth year running. Meanwhile, the number of women on the board of directors has risen to 33% in 2019, from 18% in 2015.

The newly created Inclusion Council aims at ensuring the fulfilment of 3M's commitment to diversity and inclusion.



Cultivating female leadership

Diversity and inclusion are natural extensions of The Estée Lauder Companies (ELC) values and are fully embedded in the culture and business strategy. With consumers in approximately 150 countries and territories, a diverse workforce that understands local relevance and the changing beauty needs of consumers is essential to the company's success.

Employee Resource Groups (ERGs) are an important and growing component of ELC's approach to diversity and inclusion. These groups are usually formed around a common social identity. Each ERG provides professional development opportunities for members, contributes to a philanthropic cause significant to the group and aligns with the business needs of the company by having members participate in focus groups, advise on marketing activities or surface new business development opportunities. One of the company's largest ERGs is the Women's Leadership Network (WLN).

ELC was founded by Estée Lauder, who created and ran the company to great success while serving as a wife, mother and loyal friend to many. With an 84% majority female workforce today, ELC takes pride in encouraging and inspiring women to lead. The WLN supports women in their professional development by providing them with opportunities to better leverage and expand their resources, knowledge and professional insights to drive personal and business success. The network's mentorship programme helps to empower women and to create a culture of leadership and collaboration, while the WLN also sponsors events and discussions for all employees. These include in-person panel discussions with senior female leaders. In addition, the WLN created the 'HerStory' series in which inspiring women from other industries come to speak to employees about their experiences as female leaders in the workplace. All of these actions sum to an empowering workplace, and with 51% of senior management positions held by women, ELC walks the walk on gender equality.

With an 84% majority female workforce worldwide, ELC takes pride in encouraging and inspiring women to lead.

Fostering inclusion with digital technologies



Building inclusive AI

During the development phase of the Facebook Portal, Facebook's live video conferencing device, engineers noticed that the Portal's AI-powered Smart Camera would in certain conditions not focus on women of colour who were speaking, but zoom in on white male colleagues standing nearby. The testing suggested a gender and racial bias in the software.

The team re-examined the data used to train Portal's facial recognition technology prior to launch, and discovered gaps in the representation of minorities in the AI training data, which they were able to successfully fill with additional training data sets focused on underrepresented populations.

Learning from the initial test results, the engineering team started an initiative for 'inclusive AI', which developed company guidelines to help researchers and programmers design diversity and inclusion sensitive data sets to train new systems and measure product performance through the lens of diversity and inclusion.

Facebook's engineers improved Portal's software with new diverse data sets and samples and verified the training adhered to inclusive AI guidelines. These efforts improved the accuracy of Facebook's facial recognition technology significantly and minimised the risk of detection errors for a number of products and services, including Facebook's Portal device.

Multiple product teams across Facebook have subsequently introduced the inclusive AI process into their workflows to ensure inclusivity. Facebook's diversity and inclusion focus helps engineers design the best products to give people the power to build community and bring the world closer together.

Facebook's engineers developed guidelines to help researchers and programmers design diversity and inclusion sensitive data sets.

FACEBOOK

Data-driven diversity

Google's mission is to organise the world's information and make it universally accessible and useful. To do that well, Google needs a workforce that is representative of the users they serve.

One of the core beliefs of its diversity strategy is that data is an important catalyst for change and an indicator of progress. That is why they were the first in the tech industry to publish their hiring, retention, leadership and workforce representation data and continue to do so in their annual diversity report. In order to provide greater insight into hiring, progression and retention trends within teams, departmental representation data is shared with the most senior leaders.

How is this data used to make progress? When the 2018 representation data was reviewed intersectionally in combination with employee sentiment, it appeared that Black+ women were not experiencing Google as positively as other groups.

To address this, the 2019 State of Black Women Summit brought together over 70% of Black+ women employees from Europe and around the globe to have an honest discussion on workforce and culture and a meaningful Q&A session with Google's CEO, Sundar Pichai.

The result has been an ongoing conversation about the urgency of improving diversity, equity, and inclusion at senior leadership levels. Specific proposals concerning retention and talent development were incorporated into Google's internal diversity strategy. The State of Black Women Summit's impact was further scaled by empowering local ambassadors to run office programmes to continue to build a community for Black+ women across the globe. The summit was so useful that Google has decided to repeat it and also establish another version of it for other underrepresented groups.

The 2019 State of Black Women Summit brought together over 70% of Black+ women employees from Europe and around the globe.



The power of data to achieve equality in the workplace _____

Equality is a core value at Salesforce. The company is committed to driving equality in its communities and in the workplace. Salesforce has an Office of Equality focused on diversity, equity and inclusion, and a Chief Equality and Recruiting Officer.

As a technology company, data is driving Salesforce on this journey. Reporting and acting on data helps work efficiently towards creating a workplace that reflects the diversity of society.

As part of its data-driven approach, the company's most senior leaders receive a diversity scorecard every month. This identifies the total number and percentage of women in the organisation, and the number of women that were hired into the organisation, were promoted or left the company during the previous month. The company is currently working to add data such as ethnicity and disability to their diversity scorecards in Europe.

This data is then used to implement tailored action where required. As a result, the number of women has increased and outpaced the company's overall growth. In 2019 the percentage of women at Salesforce grew from 31.6% to 33.0%. Also, more than 37% of new hires were women, up 2% from the previous year.

In the spirit of transparency and accountability, Salesforce publishes its diversity data annually to track its efforts. The company is also committed to equal pay for equal work. The fifth annual company-wide equal pay audit in 2020 found that 7% of Salesforce's 50,000 employees globally required adjustments. As a result, Salesforce invested \$2.1 million to make those adjustments. To date, Salesforce has spent a total of \$12 million to ensure equal pay for equal work.

Salesforce continues to work across the company to build strategies to integrate equality into every step of the employee experience. In addition to leading with data, these include investing in empowering future diverse leaders through in-house development programmes and adapting inclusive business practices.

In the spirit of transparency and accountability, Salesforce publishes its diversity data annually to track its efforts.



Recommendations



Recommendations

The journey to a society where people of all creeds, cultures, beliefs and identities benefit from the same equality of opportunity will be a long one. It will require concerted and sustained efforts from all strands of society, including the business community. The incremental changes that will sow the evolution must be implemented without delay, by all actors in our society. Small changes today will make big differences tomorrow.

As businesses with operations in Europe and across the globe, we must take the lead in tackling the issue head on. Diversity and inclusion is not a 'nice to have' or a parenthetical corporate social responsibility project. It is foundational to the values of an organisation and vital to the performance of businesses, while providing many benefits for the communities in which we live and work. The examples contained in this brochure demonstrate AmCham EU member companies' efforts to make Europe a more wholesome and inclusive place for all people, regardless of their ethnicity, faith, identity or sexuality.

In the preceding pages, the companies have showcased their commitment to being part of the change. The examples highlight:

- ★ A commitment to recognise employees who actively support and champion the inclusion of their colleagues as allies and ambassadors;
- ★ A commitment to take action beyond the workplace by supporting schemes to foster diversity and inclusion in the communities they serve;
- ★ A commitment to develop an internal culture of inclusion through staff and management training and mentoring schemes;
- ★ A commitment to empower employees to gather, speak out and be a force for change within their organisation through networks and resource groups; and
- ★ A commitment to utilise technology in order to measure delivery on diversity and inclusion commitments more effectively.

It is paramount that businesses reflect the societies they serve. It is a question of values and principles – being a diverse and inclusive employer is the right thing to do. That is why AmCham EU is committing to continuing the conversation that this brochure has started by using our organisation as a platform for exchange with the EU institutions and civil society on how to overcome persistent inequality of opportunity. We commit to set up an annual roundtable to this end.

The principles of diversity and inclusion do not just apply to the private sector, however. The European Union is taking steps in the right direction, in particular for what concerns gender equality. AmCham EU is encouraged by the European Commission's adoption of a gender strategy and looks forward to plans for an LGBTQI strategy in 2020. However, we are still far from the ultimate end goal of equal opportunities for all segments of European society. For example, only 3% of MEPs are people of colour, while in the 70+ year history of the European Union, there has never been a Commissioner of colour¹¹. AmCham EU calls for ambitious policy action at the EU level to strive for equality of opportunity for all Europeans with greater conviction. As such, we outline a number of policy recommendations for the European institutions:

- ★ The European Union should develop a framework for a strategy to combat all forms of racism and encourage action at Member State level;
 - Such a framework could emulate the EU Gender Equality Strategy, with the aim of tackling racism and ethnic discrimination across Europe.
- ★ The European Union's institutions should lead by example in terms of their non-discrimination efforts:
 - Just as the Commission is committed to 'gender mainstreaming', so it should commit to mainstreaming all diverse groups, including ethnicity and race (in line with Art. 10 of TFEU¹²). This can be done, for instance, by taking a horizontal approach to all new legislation, by ensuring that all new proposals respect the principles of diversity and inclusion and seek to eradicate all forms of discrimination;
 - Political actors and institutions at EU level should make concrete commitments to increase representation of black and minority ethnic groups within the EU institutions;
 - The European Commission should set up an expert group on diversity and inclusion dedicated to promoting policies in this area and create a platform where institutions, civil society and business can discuss common initiatives and partnerships; and
 - A regular stock-taking instrument of institutional progress, such as an annual report on diversity and inclusion within the institutions, would be a valuable additional measure.
- ★ When planning the EU's new 'Next Generation EU' recovery instrument, the EU institutions should take into consideration the exacerbated impact of COVID-19 on underrepresented groups such as women, low-skilled employees and immigrants. Europe's recovery strategy offers an opportunity for a reset in thinking

Recommendations

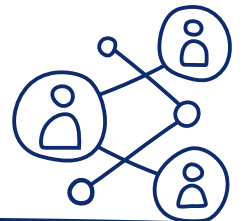
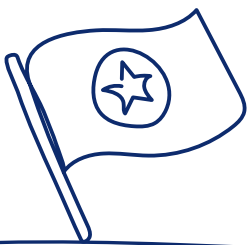
around organisations' purpose and their engagement with the broader ecosystem, from recognising the importance of diversity for employee engagement and wellbeing, to supporting those most impacted by the crisis with an inclusive lens;

- ★ Any policy effort around diversity and inclusion should be complemented by concrete actions aimed at children and young people to promote role models and a culture of diversity from an early age, primarily through education and training programmes;
- ★ The European Union should encourage companies to support the reskilling and upskilling of diverse candidates with training programmes in underrepresented fields (ie, encouraging women into STEM, further supporting black and minority ethnic groups into high skilled roles, creating opportunities for low-skilled young people); and
- ★ The European Union should promote policies to eliminate bias in technological advancements, such as pioneering AI systems.

With these recommendations, AmCham EU calls on European public institutions, the private sector and civil society to unite for diversity and leverage this partnership to deliver a more inclusive Europe. By committing to action today, we can strive for a better world of tomorrow.

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American companies **committed to Europe** on trade, investment and competitiveness issues. It aims to ensure a **growth-orientated business and investment climate** in Europe. AmCham EU facilitates the **resolution of transatlantic issues** that impact business and plays a role in creating **better understanding** of EU and US positions on business matters. Aggregate US investment in Europe totalled more than **€3 trillion in 2019**, directly supports more than **4.8 million jobs** in Europe, and **generates billions of euros** annually in income, trade and research and development.

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