



International
Labour
Organization



▶ **How to maximize the business benefits of diversity and inclusion in [name of country]**

(insert EBMO name) member briefing

▶ Introduction

More and more businesses are focusing on Diversity and Inclusion (D&I) as part of their core business strategy. While traditionally D&I tends to fall under the remit of Human Resources and Corporate Social Responsibility departments, it is moving up the priority list of companies around the globe.

This is partly because today the business benefits of D&I are better understood and evidenced. In a recent OECD (Organisation of Economic Co-operation and Development) survey 85 per cent of HR managers said that diversity has become more important in their countries in the past few years.²

At the same time, the COVID-19 pandemic has highlighted and exacerbated existing inequalities. The crisis has also led many businesses to implement practices that improve D&I, such as teleworking, and become more concerned about the wellbeing of workers.

Against this background, the International Labour Organization (ILO) launched a major study on D&I in 2021³. The study is one of the most representative and comprehensive at global level to date. It was carried out on request of ILO constituents, including employer and business membership organizations (EBMOs).

The study finds that many businesses are making efforts to drive D&I. However, because these actions often do not result in a fundamental shift in the way the business operates, businesses are not reaping the full benefits.

To help busy businesses maximize the potential of D&I, we have produced a short and practical briefing for (insert name EBMO) members. This briefing sets out key D&I concepts and lessons from the ILO study that can be applied directly by businesses.

This briefing is structured around the following key messages:

- The business case for D&I is incontrovertible
- Businesses need both diversity and inclusion to reap the full benefits
- Despite progress, many businesses are not making the most of D&I because:
 - While workers have a strong sense of belonging, they do not feel valued
 - Some groups benefit less from inclusion than others
 - Staff hierarchy obscures the real D&I picture
 - And D&I approaches are often not fully integrated into business culture and strategy
- Four principles for action will transform your business through D&I
- Measuring the impact of your D&I efforts is key. We set out why and how.

The ILO study¹

D&I studies to date have mainly included large, often multinational companies in Western and high-income economies, with a focus on gender and the perspectives of executive staff. The ILO study '[Transforming enterprise through diversity and inclusion](#)' took a much broader approach.

The study is based on a survey of 12,087 employees working for businesses of different sizes and sectors in 75 countries across five world regions. It presents a picture of D&I in enterprises through the eyes of the workforce, including the perspectives of staff (43 per cent of respondents), managers (37 per cent), and senior executives (20 per cent) across groups with diverse personal characteristics, including age, disability, ethnicity, race, religion, gender, sexual orientation and gender identity and people living with HIV. The study focuses on enterprises in lower-middle-income and upper-middle-income economies and has a high share of responses (59 per cent) from people working for small and medium-sized enterprises (SMEs).

▶ 1. The business case for D&I

The purpose of D&I is to ensure that a business is comprised of diverse individuals, based on personal characteristics, values, beliefs, and backgrounds, and to foster a work environment in which all employees feel respected, accepted, supported, and valued. Where enterprises get it right, the business benefits are considerable.

D&I is a smart business strategy. Data collected by the Confederation of British Industry⁴ shows that:

- Businesses with the highest levels of gender diversity on executive teams are 25 per cent more likely to outperform their rivals on profitability
- Businesses with high cultural and ethnic diversity on executive teams are 36 per cent more likely to outperform their rivals on profitability
- Higher levels of employees feeling like they belong can lead to a 56 per cent increase in job performance.

In 2019, the ILO surveyed almost 13,000 businesses in 70 countries⁵. It was found that, of those enterprises that track the quantitative impact of gender diversity initiatives promoting women in management, nearly 74 per cent report a profit increase of between 5 and 20 per cent. Of the enterprises surveyed reporting improved business outcomes, over 60 per cent report higher profitability and productivity. These are significant numbers, considering the measures companies take to achieve 2-3 per cent increases in margins.

Research⁶ on the performance of 500 large companies listed on stock exchanges in the United States found that enterprises with higher gender diversity on their boards are more profitable. They also found that enterprises with a woman chief financial officer are more profitable with stronger stock price performance compared with the market average.

While the impact of D&I at enterprise level is considerable, when considered at national or global level it becomes truly impressive. For instance, the loss associated with current levels of gender discrimination globally is estimated to be up to US\$12 trillion or 16 per cent of world income⁷.

▶ Business case for D&I

Numerous research from reputable organizations capture and reinforce the business case for enhanced enterprise action on D&I. D&I in the workplace leads to:



Improved business performance and innovation



Higher levels of employee productivity, engagement and creativity



Reduced turnover and absenteeism



Improved investor confidence

D&I business drivers

Businesses often have multiple reasons to embark on their D&I journey. D&I may align with business values and considered 'the right thing to do'. Many businesses also experience pressure from their workforce and customers to be at the forefront of D&I efforts. Others may use D&I to widen their recruitment pool and/or tackle a skills shortage.

The top three most important drivers of D&I for businesses identified by the ILO study are:

1. Complying with legal obligations (48 per cent)
2. Supporting and improving the well-being of employees (41 per cent)
3. Attracting, developing and retaining the best talent (41 per cent)

Despite the strong business case for D&I, 'improving overall business performance' only achieved fourth place, with 39 per cent saying this was a D&I driver having most impact in their company.

Only 10 per cent of survey respondents said that meeting the expectations of shareholders or investors is one of the top three reasons their employer takes action to promote D&I, making this the least important D&I driver in the eyes of the workforce. While the ILO study therefore indicates that improved investor confidence is not a high priority for businesses right now, this is likely to grow over time. Increasingly, investors and portfolio managers are considering information on a company's environmental, social and governance (ESG) performance as well as financial performance in their investment decisions. Social indicators include the performance of a company on D&I.

COVID-19 has invigorated business action on D&I

At a global scale, the COVID-19 pandemic has both highlighted and exacerbated existing inequalities and arguably has made D&I more pertinent than ever. It is not surprising that 67 per cent of respondents in the ILO study said that heightened awareness of inequalities in society, brought by the pandemic, has contributed to more focus and actions on D&I in their company.

Moreover, over two-thirds (69 per cent of all respondents say that the pandemic has increased the expectations they have of their employers to promote D&I. The figures are even higher for respondents from minoritized groups. For instance, respondents from minoritized ethnic, racial, or religious backgrounds are 9 per cent more likely to hold this view compared with those from majority ethnic, racial or religious backgrounds.

► 2. What is D&I? A closer look at why businesses need both

Diversity and inclusion are different but complementary concepts. A business requires both to reap the full benefits of a diverse, mixed workforce contributing a range of skills, knowledge, and experience. Diversity and inclusion go hand in hand.

Diversity

Diversity often focuses on quantity: The representation of different groups in an enterprise. Business efforts to drive diversity aim to ensure that people from a range of groups experience equality of opportunity and treatment in access to employment, development, promotion and pay.

Globally, the personal characteristics most used when defining this range of groups are gender, ethnicity, race, age, sexual orientation, and disability. Recently some businesses have also started to expand their diversity efforts to other aspects of identity, such as for example cognitive styles, with some enterprises now actively recruiting workers on the autism spectrum.

The similarities and differences that exist between people can impact employment and business opportunities and outcomes. The experience of a person at work is often influenced by more than one dimension of their personal characteristics, which is referred to as 'intersectionality'. For example, a worker may be a woman from a minority ethnic group with a disability.

Businesses tend to focus their D&I efforts on those groups most relevant to their own context. For instance, in Africa, especially sub-Saharan Africa, focus on diversity within companies generally centres on ethnicity⁸. Another example is German multinational BASF, the world's largest chemical producer. In Brazil, the BASF's D&I efforts focus on inclusion for people with disabilities, driven in part by the government's initiatives. In Germany, the government's focus on gender has led to action on women in leadership⁹.

▶ Case study: Autism at Work

SAP is a multinational IT company that produces software for the management of business processes. It launched its Autism at Work programme in 2013. The programme reduces barriers of entry to workers on the autism spectrum, who may have unique abilities and talents but whose communication style may not fit what is considered 'normal' and therefore struggle to, for instance, pass interviews. Up to 90 per cent of autistic adults are thought to be under or unemployed.

SAP's programme has not only benefited individual workers but has also led to improved team spirit throughout the company. Those on the programme have made important contributions to the company, including several new patents. One employee on the spectrum designed a new tool that has reduced processing times for complex, cross-company invoices from three days to 20 minutes.

For more information, please see [here](#).

Inclusion

While diversity tends to focus on quantity, inclusion is focused on quality: The experience of individuals and groups in the workplace. A person's feeling of inclusion at work is related to their personal characteristics, their own behaviour and that of others and the environment they are in.

Full inclusion happens when individuals experience a balance between belonging with others at work – feeling they are part of the whole enterprise – as well as being seen, understood, and valued as an individual, with a unique identity, skills, and experience. Where employees experience full inclusion, they feel:

- Respected and a sense of belonging at work
- That they are supported to perform well in their roles
- Rewarded and developed at work.

The benefits of inclusion positively impact employee performance. These benefits include an increased sense of well-being, ambition for career development, higher levels of productivity and performance, commitment, collaboration, and opportunities to contribute to better ways of doing things where they work. Where all employees feel included, the positive impact on overall business performance can be significant.

The feeling of inclusion is the result of the interaction between a person and her/his environment. Therefore, any approach to creating an inclusive workplace needs to consider an employee's whole environment. This includes, for example, the company's strategy, leadership, systems, and culture but also the wider social and economic environment in which it operates.

Evidence shows that progress towards, and benefits of, diversity cannot be achieved without a focus on inclusion. For example, while a business may be successful in recruiting a more diverse mix of employees, it is inclusion that influences the extent to which these employees are retained and able to contribute.

► **Case study: Convers Télémarketing¹⁰**

Convers Télémarketing (CT) is a French call centre employing around 160 people. This SME (small and medium-sized enterprise) struggled to retain staff, generally attracting students and others looking for temporary jobs. Staff turnover rates in the sector range from 20 to 50 per cent which is costly for CT, especially given the extensive training each new employee receives. Moreover, the lack of staff retention stopped the company from turning its market expansion plans into reality.

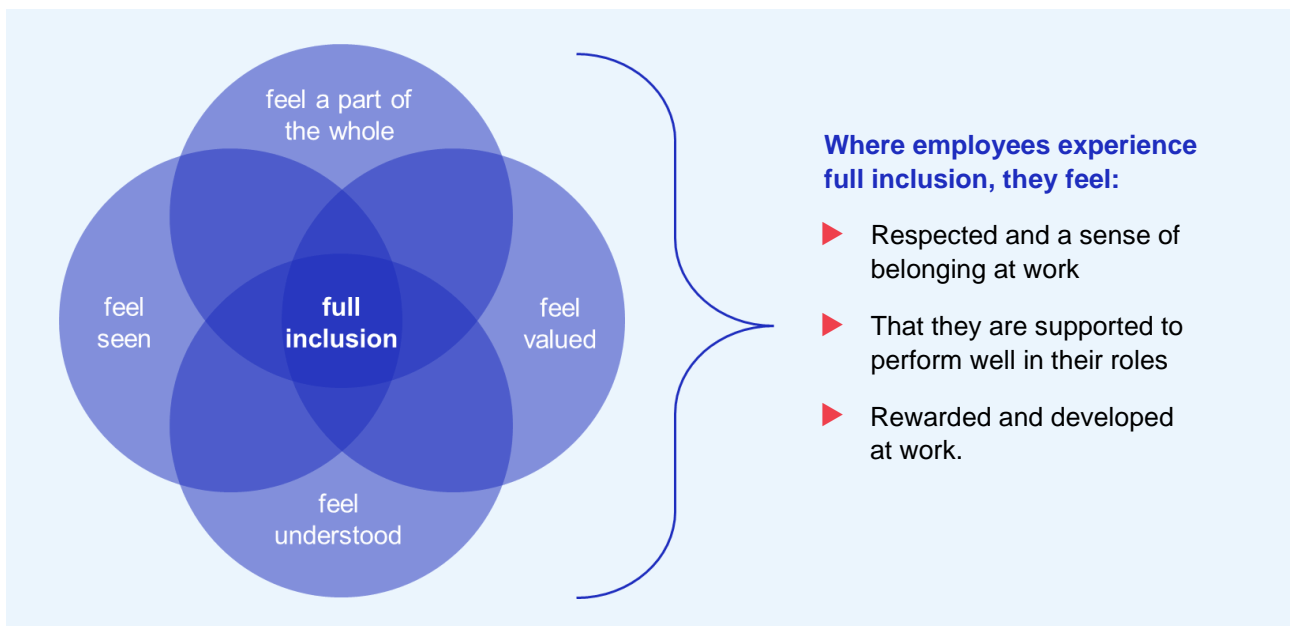
To address the problem, CT devised a D&I strategy to attract, recruit and retain 25-40 year-old women with children seeking a better work-life balance. The SME implemented a range of flexible working options.

- At CT, provided employees work the number of contracted hours, they can choose when they work.
- They can change when they work up to a week in advance.
- Employees can choose to work either 20, 25, 30 or 35 hours a week.
- They can change their number of contracted hours (20, 25, 30 or 35 hours a week) twice a year.

In addition, CT's hourly rate is 1 euro higher than that set out in the collective agreement. The company also offers attractive bonuses.

The success of CT's approach far exceeded expectations. Revenue increased by 30 per cent and staff turnover dropped to 7 per cent. In addition to improved gender D&I, CT's strategy also had an unexpected positive impact on age D&I, with 80 per cent of hired older workers who reached retirement age deciding to stay on.

► **The experience of full inclusion**



► **Case study: XXX**

Please insert a short good practice case study on how a local or national SME has acted on D&I, including a focus on inclusion.

▶ Businesses are not making the most of D&I

Despite the sizeable benefits of D&I and overall progress made by the private sector in recent years, the ILO study shows that many businesses are not fully integrating D&I into their culture and operations. These companies are missing out on the potential offered by D&I in terms of business performance.

While workers have a strong sense of belonging, they do not feel valued

The ILO study shows that overall, the experience of inclusion is high with 83 per cent of respondents saying that they feel included at work most or all of the time. Their sense of belonging with others where they work is also high at 83 per cent.

However, perceived business support for individual needs scores much lower. For example, a quarter of respondents are ambivalent or disagree that they feel valued for being their authentic self where they work without having to excessively adapt to fit in. These workers do not feel they are being seen, understood, and valued as individuals, with unique identities, skills, and experience. As such, they are not experiencing full inclusion.

Some groups benefit less from inclusion than others

Some minoritized groups feel less included, especially when it comes to the need to be seen, understood, and valued as an individual. For example:

- 71 per cent of women say that their perspectives are sought out and considered in decision-making where they work compared with 74 per cent of men
- 81 per cent of respondents with a disability say that they are generally treated with respect compared with 87 per cent of respondents without a disability
- 80 per cent of respondents aged 18–24 feel included at work compared with 88 per cent aged 55+
- 81 per cent of respondents living with HIV say they are generally treated with respect compared with 86 per cent of respondents not living with HIV.

The enterprise environment also influences the level of inclusion. Depending on the location, size, sector and more of a business, workers, including those from minoritized groups, are more or less likely to feel included.

The ILO study found that workers in small and national enterprises are less likely to report positively on the benefits of inclusion compared with those in medium-sized, large, and multinational enterprises. For example, six out of 10 (59 per cent) respondents in national enterprises are encouraged to speak up about better ways of doing things compared with 66 per cent in multinational enterprises. Looking at different sectors, information and communications technology achieved the highest levels of inclusion.

▶ Zambia¹

The overall labour force participation rate in 2020 was 60.9%.

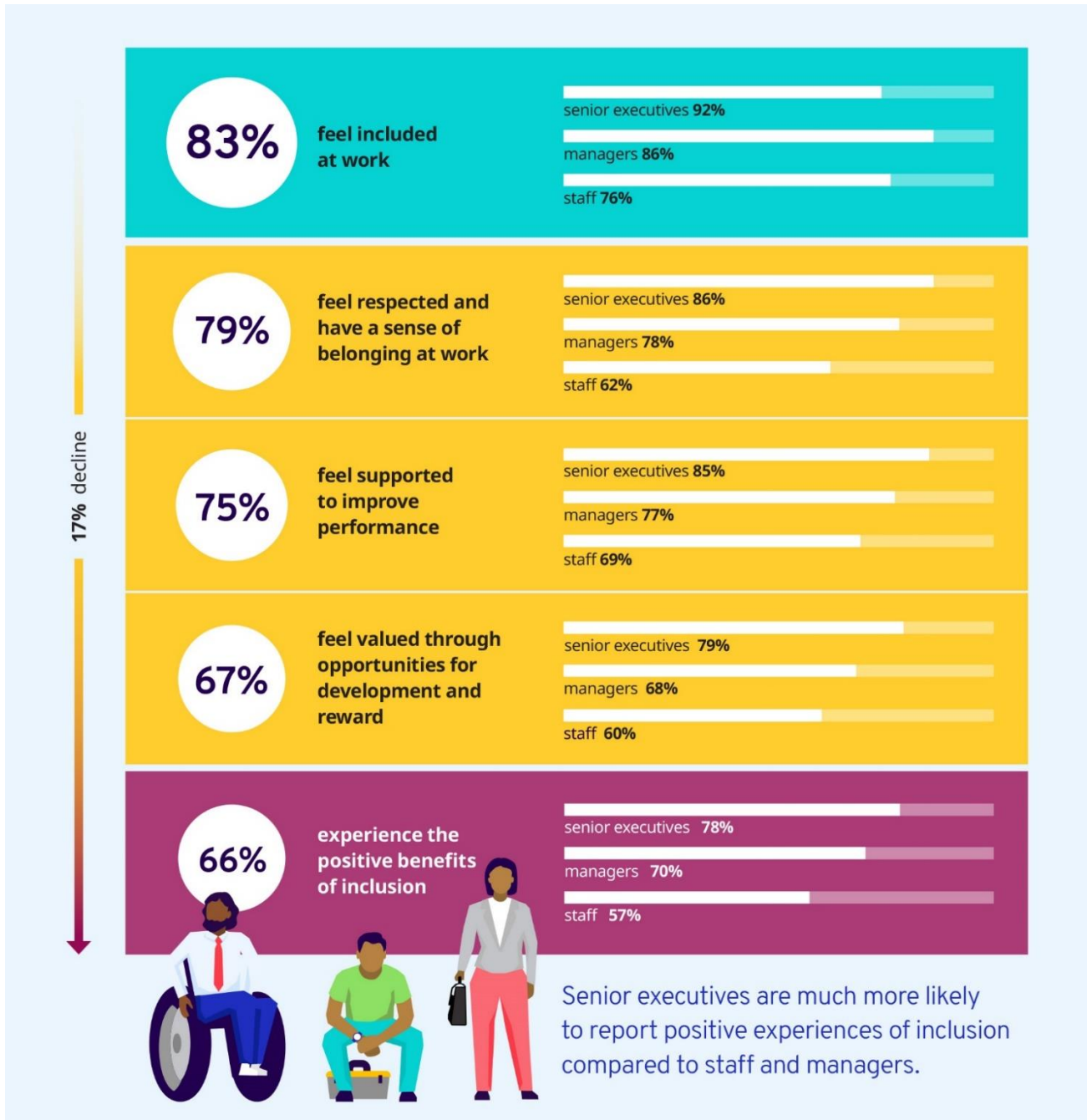
- ▶ **67.8% Men**
- ▶ **54.6% Women**
- ▶ **39.1% People with disabilities**
- ▶ **39.4% Youth (15-24)**

¹ Please replace the example here with any relevant national statistics on minoritized groups in the workplace, noting the participation rate for minoritized groups by gender, ethnicity, and disability. If possible, break down figures for both the private and public sectors. A useful source for high-level workforce data is <https://ilostat.ilo.org/data/country-profiles/>

Staff hierarchy obscures the real picture

Why are businesses not reaping the full benefits of D&I? Partly because full inclusion is felt more strongly at senior level. This means that D&I benefits such as increased productivity, commitment, innovation, and well-being, are predominately being realized for employees at the most senior levels.

► Experience of D&I and hierarchy



It is precisely those executive staff and senior managers making decisions on D&I who also perceive it more positively than more junior staff. Senior staff may feel the company's D&I initiatives are successful from a personal point of view, but this view may not be shared by other staff. In fact, the study shows that hierarchy

has more influence on whether a worker feels included or not than personal characteristics such as gender, age, ethnicity, religion, etc.

What is more, as we have seen, respondents from minoritized groups already report a less positive experience of inclusion than majority groups. These minoritized groups also tend to be clustered at junior levels, further worsening their experience of inclusion. Full inclusion should therefore be extended to junior levels.

D&I approaches are often not fully integrated into business culture and strategy

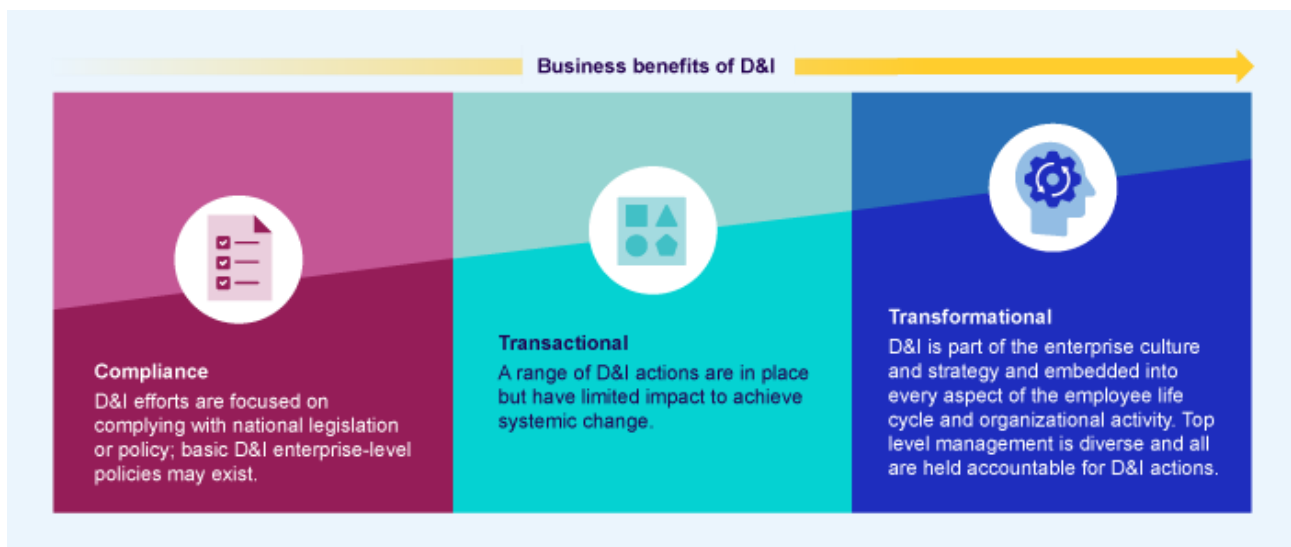
To make the most of the potential offered by D&I a so-called ‘transformational approach’ (see image on next page) is needed, where D&I is integrated into enterprise culture and strategy and part of everyday work life. Where respondents to the ILO survey report that their company has adopted a transformational approach, they are 21 per cent more likely to agree that they are encouraged and supported to advance their career, and 15 per cent more likely to speak up about new or better ways of doing things.

Many businesses have made an important start on their D&I journey and have some relevant policies in place and/or are taking some (isolated) actions. However, these do not generally represent a transformational approach. For example, most businesses in the ILO study have limited D&I policies in place:

- Around half of respondents say that D&I policies focus on gender and age where they work
- A third of policies refer to ethnicity/race/religion and disability
- A quarter of policies refer to sexual orientation
- 18 per cent say their company’s D&I policies consider people living with HIV.

While ‘compliance’ and ‘transactional’ approaches to D&I have some positive impact, they do not lead to the full business benefits. The next step is for businesses to adopt a transformational approach to D&I.

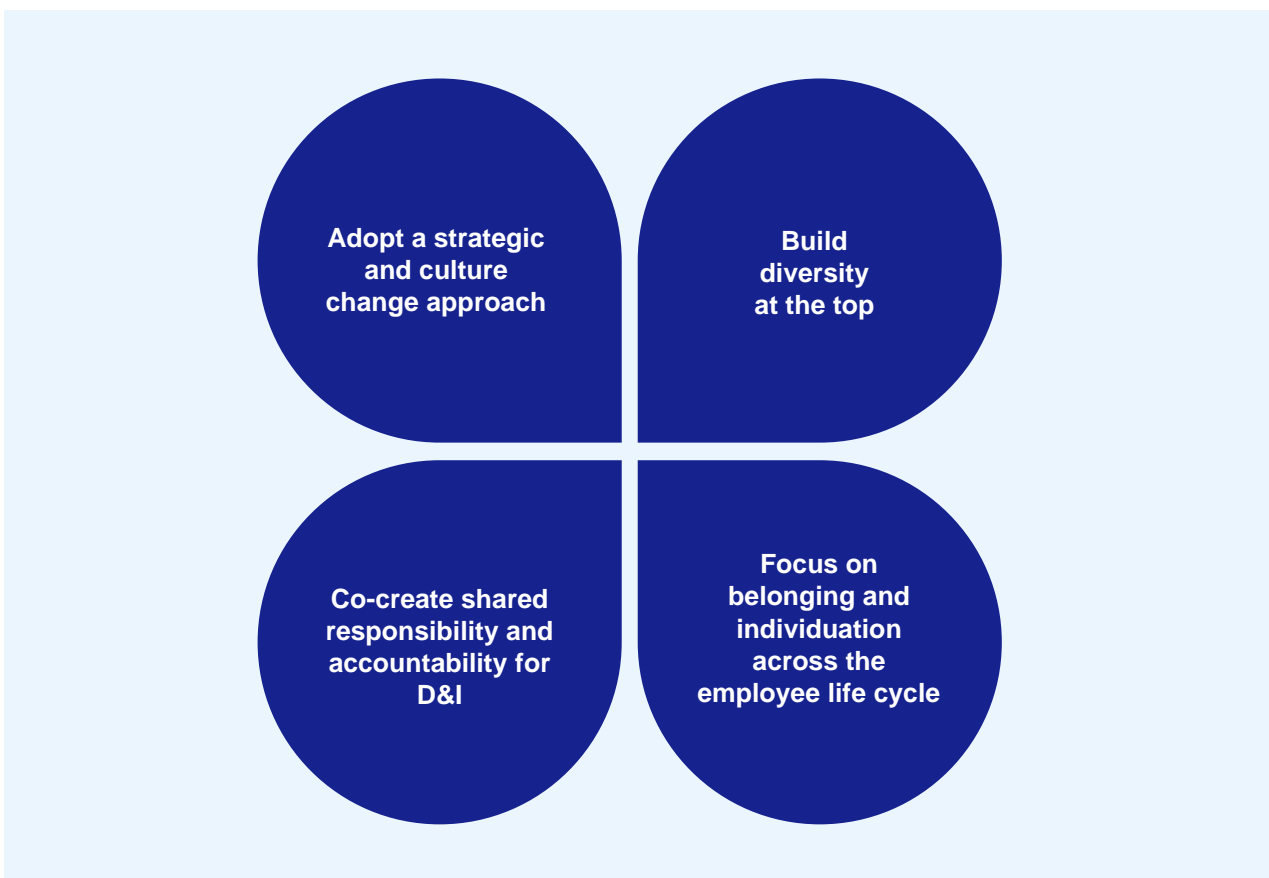
► Enterprise approach to D&I



► **Four principles that will transform your business through D&I**

The ILO study tested a range of approaches to D&I and identified four principles that make the difference. These four principles work for all businesses, regardless of enterprise sector, size, or region. Where they are applied, employees experience higher levels of inclusion regardless of personal characteristics or hierarchical level.

The four principles are presented below, with concrete examples of their impact as evidenced by the ILO study.



► The four D&I principles and their impact	
Principle 1	D&I is a business priority and part of the strategy and culture.
	D&I is embedded in business values and behaviours as well as policies and processes.
	<p>Impact</p> <p>Employees are 21 per cent more likely to agree that they are encouraged and supported to advance their career. They are also 15 per cent more likely to speak up about new or better ways of doing things.</p>
Principle 2	Representation of minoritized groups in top management.
	This improves inclusion across all employee groups, with benefits felt particularly strongly by staff who are from the same minoritized group that is well represented in top management.
	<p>Impact</p> <p>When women occupy at least 40 per cent of top management positions, women across all levels are 9 per cent more likely to feel included, 10 per cent more likely to feel encouraged and supported to advance their career and 12 per cent more likely to report high levels of well-being at work.</p>
Principle 3	All employees are held accountable as D&I role models, including managers and executive staff
	All employees are held accountable in their everyday actions and behaviours and work together to co-create the company's approach to D&I.
	<p>Impact</p> <p>Employees are 11 per cent more likely to report feeling committed to their company and to experience high levels of collaboration with colleagues.</p>
Principle 4	D&I actions focus on both belonging and individuation and are applied across the employee life cycle

D&I actions cover recruitment, development, and retention. They aim to create both a strong sense of belonging while at the same time enabling everyone to be themselves at work, in other words, with their individual needs seen, understood, cared about and, wherever possible, met.

Impact

Employees working for enterprises which have goals and actions in place to recruit and develop people from minoritized backgrounds are 8 per cent more likely to agree that opportunities and decisions about promotions are made fairly and transparently and 7 per cent more likely to feel encouraged and supported to advance their career. When there is a D&I policy in place, workers are 9 per cent more likely to agree they are generally treated with respect and 18 per cent more likely to feel supported to work flexibly.

▶ **Case study: The ANZ LAO Bank¹¹**

ANZ LAO Bank in the Lao People's Democratic Republic is a subsidiary of the Australia and New Zealand Banking Group Ltd and employs 95 people. The bank successfully introduced a range of measures to promote gender D&I which has led to improved retention of female talent. This helps to drive businesses performance as the company invests heavily in staff training given the limited pool of skilled employees in the country.

Below are some of the actions the company has taken to attract, recruit, and retain female talent.

- Managers ensure that at least 40 per cent of candidates for interviews are women and that both men and women sit on selection panels.
- Parental leave is available for mothers, fathers, same sex couples and parents with adopted children.
- The Bank's graduate training programme targets women.
- Women are supported with coaching and mentoring in the pipeline to senior management.
- Pension and healthcare schemes are extended to life partners.
- Flexible working and unpaid 'lifestyle' leave for major life events are offered.
- LGBTIQ+ staff are supported through the sponsorship of a group pride network within the Bank.
- The bank proactively seeks to contract women vendors and suppliers with a target of 40 per cent women vendors.

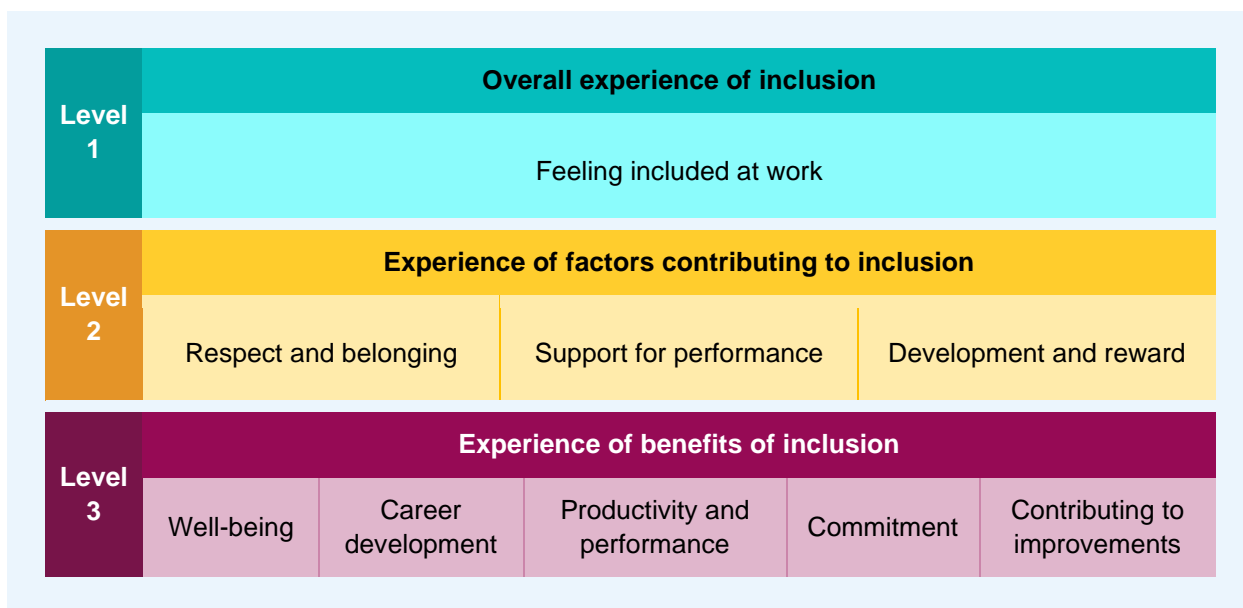
► Measure the impact of D&I efforts to make sure your business has the right information and can track progress.

Measuring D&I allows enterprises to identify the level of inclusion they have achieved, factors that promote inclusion, existing gaps, and actions needed to achieve inclusion across the workforce as a whole and for diverse groups. This is crucial for several reasons.

Firstly, because hierarchy influences personal views of inclusion (the higher up someone is in the enterprise hierarchy, the more included s/he is likely to feel), gathering the views of all staff is the only way to obtain a complete picture.

Secondly, there is no-one size fits all when it comes to successful D&I strategies, which need to consider the company's, national, sectoral, and other contexts. This means that D&I strategies and actions are tailored to the company and the only way to be sure these are having a positive impact, and to adapt these in real time, is through regular measurements.

► Measuring D&I: Three levels of measurement



Businesses have created different ways to track the benefits of their D&I efforts. These include measuring the Return on Investment (ROI) of D&I programmes (see box below for more information). Whatever approach a company decides to take, monitoring of D&I efforts should include a focus on diversity as well as on inclusion. A good approach to measuring D&I progress is by regular all-staff surveys measuring inclusion at three levels, as set out by the ILO study:

1. Overall inclusion
2. Experience of factors contributing to inclusion (in other words, belonging and individuation)
3. Experience of the benefits of inclusion.

The ILO study developed survey questions for each level. These can be found in the annex and lifted for direct use in staff surveys. The results of the staff survey should be analysed by respondents' personal characteristics (gender, age, ethnicity, religion, etc.) and level in the enterprise hierarchy (staff, managers, and senior executives).

▶ ROI at a glance¹²

The Return on Investment (ROI) of D&I compares improvements in impact measures to the investment in a D&I programme. This comparison results in a percentage that describes the extent to which the D&I programme benefits employees and the business.

The process starts by measuring a range of impact measures before the implementation of the D&I programme. These are then measured again once full implementation has been achieved, and often regularly monitored from then on. In fact, some of the measures may already be available as part of regular monitoring. The impact measures that are chosen are specific to the company and its operating context. A few examples that can be useful are below.

- **Representation:** Age, disability, gender, ethnicity, religion, HIV, LGBTQ+.
- **Business performance:** Profits, innovation, sales, investor confidence, product quality, brand reputation.
- **Workforce:** Absenteeism, complaints, conflicts, turnover, job satisfaction, employee engagement, creativity, productivity.

The ROI is calculated as follows: $(\text{net benefits}/\text{costs}) \times 100 = X\%$. For example, if a company operates in US Dollars and the result of the calculation is 55%, this is interpreted to mean that for every US\$ 1 invested, there is US\$ 1.55 in benefit.

► ANNEX: Measuring D&I at three levels using survey questions

The following introduction can be added to the staff survey, just before the below questions on D&I:

‘The term inclusion refers to the extent to which people feel valued for who they are; the skills and experiences they bring; and the extent to which they feel heard and have a strong sense of belonging at work. An inclusive company is one in which differences between people (diversity), whether linked to personal characteristics (e.g., age, gender, disability etc.) or work related (e.g., role, hierarchical level, working hours or location), are valued and respected in its culture, environment, policies and processes.’

Level 1	
Overall experience of inclusion	
Survey question:	‘Do you feel included at work?’
Answers:	Always/Most of the time/About half the time/Sometimes/Never.
Level 2	
Experience of factors contributing to inclusion	
A. Respect and belonging	
Survey question:	To what extent do you agree or disagree with the following statements about the organizational culture and work environment where you work: <ul style="list-style-type: none"> • I am generally treated with respect • I experience a positive sense of connection and belonging with others where I work • I am valued in the company as my authentic self without having to excessively adapt to fit in • My perspectives are sought out and considered in decision-making at work.
Answers:	Strongly agree/Agree/Neither agree nor disagree/Disagree/Strongly Disagree.
B. Support for performance	
Survey question:	To what extent do you agree or disagree with the following statements about how your company supports you to perform at work: <ul style="list-style-type: none"> • I have access to the information I need about my company’s purpose, vision, and strategy to do my job well • I feel supported to work flexibly in time and/or location when it fits with both my own and my company’s needs

	<ul style="list-style-type: none"> • I'm confident that if I speak up about inappropriate workplace behaviour (including discrimination, harassment, or violence) that it will be acted upon in a timely and confidential manner • I'm confident that if I need changes or adaptations* to enable me to work that these will be provided. <p>*Changes or adaptations refer to modifications of equipment, job content, working time and work organization for employees with different needs (e.g., employees with disabilities, living with or affected by HIV, who are pregnant, have care responsibilities or who hold a particular religion or belief)</p>
--	--

Answers:	Strongly agree/Agree/Neither agree nor disagree/Disagree/Strongly Disagree.
-----------------	---

C. Development and reward

Survey question:	<p>To what extent do you agree or disagree with the following statements about how opportunities for professional development are managed where you work:</p> <ul style="list-style-type: none"> • I'm rewarded fairly for my work and contributions • Opportunities and decisions about promotions are made fairly and transparently • I'm encouraged and supported to advance my career • I have access to learning and development opportunities relevant to my work.
-------------------------	--

Answers:	Strongly agree/Agree/Neither agree nor disagree/Disagree/Strongly Disagree.
-----------------	---

Level 3

Experience of benefits of inclusion

Survey question:	<p>Please rate the general level you experience of the following factors when you are at work:</p> <ul style="list-style-type: none"> • Personal sense of well-being • Ambition for career development and promotion • Personal productivity and performance • Encouragement to speak up about new or better ways of doing things • Feeling committed to your company and happy to go above and beyond day-to-day expectations when needed • Collaboration with your work colleagues/team.
-------------------------	--

Answers:	Very high/High/Medium/Low/Very low
-----------------	------------------------------------

-
- ¹ ILO 2021. Transforming enterprises through diversity and inclusion https://www.ilo.org/actemp/publications/WCMS_841348/lang--en/index.htm
- ² OECD, September 2020. Diversity at work: Making the most of increasingly diverse societies <https://www.oecd.org/els/diversity-at-work-policy-brief-2020.pdf>
- ³ ILO 2021. Transforming enterprises through diversity and inclusion https://www.ilo.org/actemp/publications/WCMS_841348/lang--en/index.htm
- ⁴ CBI website accessed on 15.09.22 <https://www.cbi.org.uk/our-campaigns/advance-your-firms-di-goals-with-real-action/>
- ⁵ ILO 2019. Women in business and management : The business case for change https://www.ilo.org/wcmsp5/groups/public/---dgreports/---dcomm/---publ/documents/publication/wcms_700953.pdf
- ⁶ S&P Global 2020. How gender fits into ESG? <https://www.spglobal.com/en/research-insights/articles/how-gender-fits-into-esg>
- ⁷ Ferrant and Kolev 2016. Does Gender Discrimination in Social Institutions Matter for Long-Term Growth? OECD Development Centre Working Papers, No. 330 https://www.oecd-ilibrary.org/development/does-gender-discrimination-in-social-institutions-matter-for-long-term-growth_5jm2hz8dgl6-en
- ⁸ ILO 2021. Transforming enterprises through diversity and inclusion https://www.ilo.org/actemp/publications/WCMS_841348/lang--en/index.htm
- ⁹ ILO 2021. Transforming enterprises through diversity and inclusion https://www.ilo.org/actemp/publications/WCMS_841348/lang--en/index.htm
- ¹⁰ European Commission 2015. Diversity within small and medium-sized enterprises - best practices and approaches for moving ahead <https://www.humanrights-in-tourism.net/sites/default/files/media/file/2021/rc084diversity-within-small-and-medium-sized-enterprises-1469.pdf>
- ¹¹ ILO 2017. Gender diversity journey: Company good practices https://www.ilo.org/wcmsp5/groups/public/---ed_dialogue/---act_emp/documents/publication/wcms_578768.pdf
- ¹² ROI Institute 2021. The ROI of Inclusion Tool Kit <https://roiinstitute.net/wp-content/uploads/2021/04/TCB-The-ROI-of-Inclusion-final.pdf>