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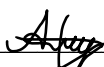
Graduate School of Management

**DIVERSITY AND INCLUSION IN THE WORKFORCE: CROSS-  
COUNTRY COMPARATIVE ANALYSIS**

Final qualifying work is made by  
The 4<sup>th</sup> year student of bachelor program,  
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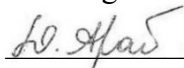
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2024

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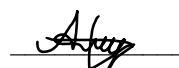
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A handwritten signature in black ink, appearing to read 'Alina', is written over a horizontal line.

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## **INTRODUCTION**

### **Research relevance and problem**

Nowadays diversity and inclusion in the workforce are crucial topics of Corporate Social Responsibility of any organization around the world. These concepts are widely discussed in the academic research and extensively implemented in organizations' practices and policies. Moreover, diversity and inclusion may have an impact on any organization, whether through the absence or presence of these concepts. They may influence both financial indicators and the culture within a company. Effective D&I practices can drive innovation, enhance employee engagement, and improve decision-making processes, while their absence or improper implementation may lead to diminished performance and potential financial setbacks.

Despite the extensive research on D&I, a notable research gap remains, as most studies primarily focus on developed Anglo-Saxon countries such as Australia, the United Kingdom, the United States, and Canada. Therefore, other countries have not received sufficient investigation on the topic diversity and inclusion in their organizations. For this reason, this paper is devoted to a comparative analysis of the diversity and inclusion in the workforce of national companies in countries that have not been studied properly before. Russia, China, Turkey and Brazil have been chosen for the analysis due to lack of research, geographical diversity, economic significance, and the rich national cultures. By examining the D&I practices in these diverse settings, the study seeks to uncover common patterns and distinctive differences in how D&I is implemented. This paper is a continuation of a pilot study on the topic “Diversity and inclusion: Comparative analysis of Russian and Chinese companies” conducted by the author in 2023.

### **Research goal**

Research goal is to identify and compare the dimensions and practices of diversity and inclusion in the workforce of national companies from different national contexts – Russia, China, Turkey, and Brazil.

### **Research objectives**

To achieve the research goal the following objectives have been defined:

- Conduct a comprehensive literature review on diversity and inclusion in the workforce.
- Determine the research methodology and data for the analysis.
- Select national companies that exemplify diversity and inclusion in their activities and policies.
- Analyze and disclose information provided by these companies regarding their D&I dimensions and tool.

- Identify national patterns in D&I practices within the workforce.
- Make a comparative analysis of the national patterns and identify the similarities and differences among these companies.

### **Research object and subject**

The research object of this paper is national companies from Russia, China, Turkey, and Brazil. Meanwhile, the research subject is dimensions and practices of diversity and inclusion within the workforce of these companies.

### **Characteristics of research methodology and data**

The study is conducted by implementing both inductive and deductive approaches. Initially, theoretical concepts are used to create analytical codes, which are then refined during the data analysis. Content and thematic analyses are conducted to examine the availability and depth of D&I practices, using both qualitative and quantitative data. The study utilizes secondary data from non-financial reports, such as sustainability reports, integrated annual reports, and ESG reports, from 40 companies selected based on ESG ratings in 2021.

### **Description of paper structure**

This paper consists of an introduction, two chapters, conclusion, references, and an appendix.

- Introduction: Outlines the research relevance and problem, goal, objectives, object and subject, research methodology and data, and the paper structure.
- Chapter 1. Theoretical background: Provides an understanding of the main concepts of diversity and inclusion, their value, their role in CSR, and their context in different national settings.
- Chapter 2. Empirical Analysis: Describes the choice of countries for analysis, the methods and data collection, and presents the data analysis and discussion of the results for the selected national companies.
- Conclusion: Summarizes the findings, outlines the limitations of the study, and suggests theoretical and practical implications for future research.

## CHAPTER 1. THEORETICAL BACKGROUND

This chapter is aimed at revealing theoretical concepts of diversity and inclusion in the workforce and reviewing existing literature. Moreover, national context and role of culture in the country's diversity and inclusion are revealed.

### 1.1 Diversity and inclusion: understanding the concepts

First of all, it is important to give definitions to the crucial thesis of this paper – diversity and inclusion in the workforce. These concepts are widespread and have been studied for a long time, therefore, there are many definitions and studies, each of which reveals diversity and inclusiveness in management. These topics are of interest to both researchers in the theoretical part, and existing companies that seek to apply these concepts in practice.

#### 1.1.1. Concept of diversity

Diversity is a topic that has been actively studied recently (Wolfson, Kraiger, and Finkelstein, 2011). Due to the large number of studies on the topic of diversity, there are also different opinions that reflect this concept from different sides. However, the generally accepted concept of **diversity** is done by Williams & O'Reilly (1998) and refers to any attribute by which individuals differentiate themselves from other people. One more definition is formulated by Loden & Rosener (1991) and states that diversity is something that differentiate one group of individuals from another. Moreover, the researchers divide diversity into two dimensions: primary and secondary ones (Fig. 1).



Fig. 1 Primary and secondary dimensions of diversity

Source: [Loden & Rosener, 1991]

Primary dimensions are those that have a primary and important influence on the personality of the individual, they give us self-image, as well as our understanding of the world. Primary dimensions of diversity include gender, ethnicity, race, sexual orientation, age and mental or physical abilities and characteristics. Secondary dimensions have less influence compared to the first ones, and their influence is more variable, they are less noticeable, but at the same time exactly secondary dimensions affect self-esteem and self-definition. They include education, geographic location, military experience, work experience, income, religion, first language, organizational role and level, communication style, family status and work style. This distribution is called the "Diversity wheel", where the internal dimensions are most often constant and important, and the external dimensions can change throughout life. All the dimensions mentioned above affect an individual's behavior, expectations and beliefs, forming a unique personality.

Arredondo (2004) also has added several dimensions to the model of Loden & Rosener, specially language, culture and social class to the internal (primary) dimensions and healthcare beliefs and recreational interests to the external (secondary) dimensions.

Later Gardenswartz and Rowe (1994), referring to Loden's and Rosener's primary and secondary dimensions, states that diversity can be divided not into two dimensions, but into four. Therefore, they have created four layers of diversity (Fig. 2), where at the center of the model is a person's personality, it shows characteristics and personal traits as well as how a person interacts with others. Next, internal dimension, which is second layer, cannot be chosen or controlled by the person, these dimensions were given to him at birth and they are the most visible. They are identical with the "Diversity Wheel" by Loden & Rosener and are age, gender, sexual orientation, physical ability, ethnicity and race. External dimensions, third layer, depend on the conscious choice of a person and his life experience. They are the following: income, personal habit, recreational habit, religion, educational background, work experience, appearance, parental status, marital status, geographical location. Lastly, there are organizational dimensions, which relate to job and social connections within the workplace and how opportunity of employees and attitude towards them, such as work content field, division/department unit/group, seniority, work location, union affiliation, management status and work functional level/classification.

Maier (2005) claims that previous studies are considering only limited number of dimensions, without considering other possible. He suggested at least 38 possible diversity dimensions and suggested that they can infinitely expand. Moreover, he used model of kaleidoscope to illustrate multi-dimensions of individual. He states that an individual consist of varies diverse features as real kaleidoscope does.





Fig. 2 Diversity Wheel

Source: [Gardenswartz and Rowe, 1994]

Rijamampinina and Carmichael (2005) use the iceberg analogy (Fig. 3) in their studies, which divided diversity into three dimensions: primary, secondary and tertiary ones (table 1). Primary dimensions are those that are on the top of iceberg, small visible amount, which are used as the basis for the compilation of all practices and rules aimed at combating discrimination. Secondary dimensions are not so noticeable, so they are below the surface and can manifest over time. Finally, tertiary dimensions are located deep above the surface and are responsible for individual identity. This wide spectrum forms a real diversity, Table 1 shows far from the whole set, it can be much wider.

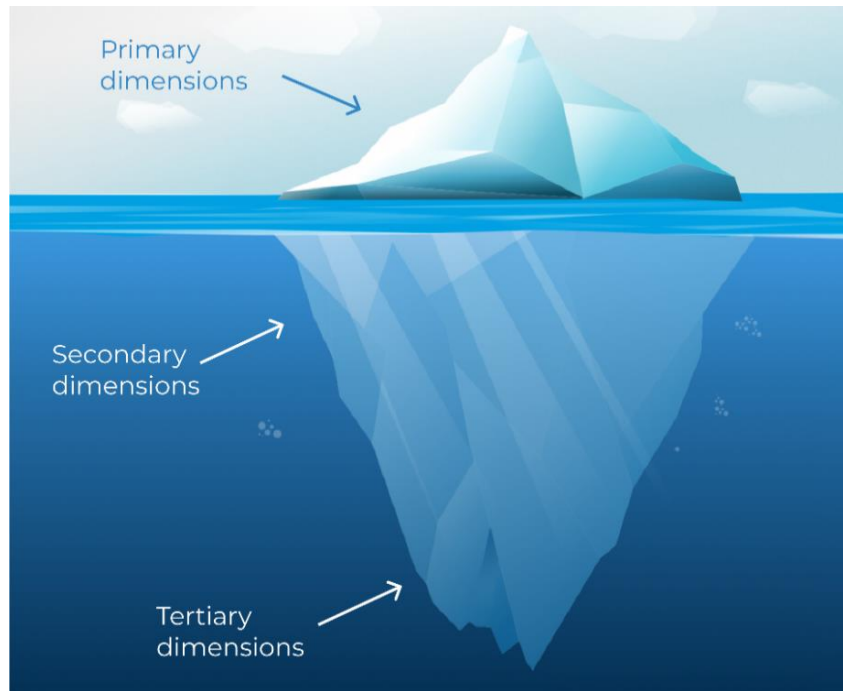


Fig. 3 Analogy of iceberg

Source: Compiled by the author

**Table 1**

**Analogy of iceberg**

Primary dimensions	Secondary dimensions	Tertiary dimensions
<ul style="list-style-type: none"> <li>• Race</li> <li>• Ethnicity</li> <li>• Gender</li> <li>• Age</li> <li>• Disability</li> </ul>	<ul style="list-style-type: none"> <li>• Religion</li> <li>• Culture</li> <li>• Sexual orientation</li> <li>• Thinking style</li> <li>• Geographic origin</li> <li>• Family status</li> <li>• Lifestyle</li> <li>• Economic status</li> <li>• Political orientation</li> <li>• Work experience</li> <li>• Education</li> <li>• Language</li> <li>• Nationality</li> </ul>	<ul style="list-style-type: none"> <li>• Beliefs</li> <li>• Assumptions</li> <li>• Perceptions</li> <li>• Attitudes</li> <li>• Feelings</li> <li>• Values</li> <li>• Group norms</li> </ul>

Source: [Mazur, 2010, page 7]

The iceberg analogy shows that different dimensions can interact with each other and influence each other, which makes the definition of diversity extremely difficult. Thomas (1996) in his studies states that too long has the term "diversity in business" been used to refer to features of the workforce that are multicultural, multiethnic, and multiracial. He gives a definition of diversity as "any mixture of items characterized by differences and similarities". Rijamampinina and Carmichael (2005) support this thought and suggest redefining diversity as "the collective, all-encompassing mix of human differences and similarities along any given dimension".

Mohammed and Angell (2004) also mention the division of diversity into surface-level and deep-level. Surface-level, which is also called demographic diversity, defined as "extent to which a unit is heterogeneous on characteristics such as age, gender, ethnicity, functional background, and organizational tenure". While deep-level diversity is referring to differences in attitudes, values and personality". They also contributed that both surface- and deep-level diversity have a major impact on team members' experiences and effect group outcomes.

In the book "Principle of Management (edition 2015) authors state that nowadays diversity management includes actively evaluation and usage different points of view and ideas that are offered by individuals in the workplace. Moreover, in this book mentions the benefits that diversity in the workforce brings to the companies. It states that diversity is "an invaluable contributor to innovation and problem-solving success" since diverse groups have a greater background and expertise. It is thanks to different experiences and different points of view that it is possible to come to new solutions and avoid the problems of groupthink. In addition, in such groups, employees often help each other because they see the weaknesses of others and correct them. Thus, diverse workers come to more creative and effective solutions.

### **1.1.2. Concept of inclusion**

Roberson (2006) gives definition of inclusion as involving of every employee and concentrating on boosting their engagement and involvement while harnessing the diversity of the workforce to obtain a competitive business advantage. Cho and Mor Barak (2008) state that the degree to which an individual feels a member of the organization by having access to key networks and decision-making processes is defined as workplace inclusion.

Mor Barak (2015) states that in the workforce the idea of inclusion-exclusion relates to a person's experience of belonging to the organizational structure in both formal procedures, including access to information and decision-making channels, and informal processes, where data are exchanged and choices are made informally. Further the author identifies two needs that are needed to be satisfied in order employee may feel included into group – belongingness and uniqueness.

Inclusive systems allow every employee to develop by combining “individual behavior and attitudes, group norms, leadership approaches, and organizational policies and practices”, and at the same time inclusion allows to get benefits for both the employee and the organization by establishing full involvement (Ferdman, 2017).

Goswami and Sushmita (2018) made an analysis of correlation of workforce inclusion and engagement. They concluded that inclusion in the workplace have a positive effect on the engagement of employees. Moreover, they highlighted three factors that significantly affected employee engagement – diversity at the workforce, support from senior managers and trusting relationship with the leader.

### **1.1.3. Impact of diversity and inclusion on organizations**

Diversity and inclusion are tightly connected with each other, as inclusion is impossible without a diversified workforce (Mor Barak et al., 2021). However, if the work environment has many different ages, races, genders, values and cultures, it can be diversified, but not necessarily inclusive. The argument for this idea gave Shore et al. (2018) mentioning that unique backgrounds and differences lead to unique contributions and belonging. However, Ferdman (2017) states that there is a high probability that people who have a lot in common will feel involved. However, this is not the kind of inclusion that is needed for diversity. Because of this type of inclusion, new employees will be forced to become like everyone else in order to also feel involved, which excludes diversity and uniqueness. BasuMallick (2020) states that the difference in these two terms is that **diversity in the workforce** is a presence of mix of employees with individual differences (were discussed in the chapter 1.1.1 Concept of diversity), but not any practice of managing such employees. Meanwhile, **inclusion in the workforce** is the practice when a company provides every employee equal rights, opportunity and resources and feeling of belonging and support from the company (Daley, 2022). The goal of inclusion is to bring a feeling of equity and value in the workplace to diverse individuals. Mor Barak (2015) concludes that diversity and inclusion are separate concepts in spite of the fact that often they are used interchangeably. He emphasizes that diversity is a characteristic of an organization, while inclusivity refers to an employee's perception of their valuable contribution and belonging.

Nowadays these two terms play a big role in any company. Many studies have dealt with the topic that diversity and inclusivity have a positive impact on various aspects within a company. Thus, in the paper “Workforce Diversity: A Key to Improve Productivity” by Ankita Saxena (2014) it is said that diversity leads to a greater number of diverse solutions to problems of companies and their clients due to different points of view, and also stimulates productivity and innovation in work. Another paper “Why Diverse and Inclusive Teams Are the Engines of Innovation” by Frans

Johansson also claims that diverse and inclusive teams are more inclined to create and implement innovative ideas due to a diverse background and experience. One more study by Korn Ferry Research (2019) compares diverse and inclusive organizations with those who are not and it results that they 87% more likely to make better decisions. Moreover, they are also 75% more likely to implement their ideas and put them on the market according to the same research. However, it is important to mention that just a diverse team is not enough for high performance. It is also necessary to properly manage, create an inclusive environment so that every employee feels involved and valued according to “Diversity and inclusion: The reality gap” (Bourke and Garr, 2017). Thus, nowadays companies are increasingly turning their attention to the topic of a diverse and inclusive work environment. Due to “How to Build an Effective DEI Program” (2022) it is known that 44% of executives in organizations value inclusion and diversity. Recent research by McKinsey & Company (2022) continues to underscore the strong business case for diversity. Their report found that companies in the top quartile for ethnic and cultural diversity on executive teams were 36% more likely to have above-average profitability than those in the fourth quartile. This demonstrates a clear link between diversity at the leadership level and financial performance, which has slightly increased from previous years. An article in Nature (2022) explores the connection between diversity and innovation, emphasizing the importance of psychological safety in the workplace. The study found that creating a culture where failure is acknowledged and learned from can foster innovation among a diverse workforce. This concept, often referred to as ‘psychological safety,’ encourages employees to take risks and propose innovative ideas without fear of negative consequences

However, in fact, diversity can lead to “both positive and negative consequences depending on contextual and moderating variables” according to Meyer (2017). This happens because diversity itself does not have obvious consequences for companies, it is simply the fact of the existence of diverse employees, as mentioned above. But inclusivity, which manages diversity, already leads to consequences for the company, which can be expressed in the benefits that are described in the previous paragraph, or difficulties that are associated with diverse teams of workers (Racolta-Paina and Madularu, 2022). Knippenberg et al (2020) state all the benefits that the company receives from inclusive culture and diversity are not obtained simply from the fact of their existence, but require constant and systematic intervention and control. The author also suggests that reducing the tension that arises in diverse teams and encouraging different points of view leads to the existence of synergy. It also may be defined as diverse management, which is stated by Barak (2017) as facing differences and using them to one's advantage in order to achieve success for oneself, as well as for the team and the organization as a whole. Ferdman (2017) states, that recognition and acceptance of the difficulties of inclusion leads to better preparation for

inclusivity and resolution of various problems in business and society, as well as to constant work to expand social equality.

## **1.2 Diversion and inclusion as an agenda of CSR**

Diversity and inclusion in the workforce are **integral theoretical concepts** of corporate social responsibility (CSR) (Laskin and Kresic, 2021). Maon, Sen and Lindgreen (2009) give a definition to CSR as a concept that is aimed at stakeholders outside the organization and follows moral values in order to achieve recognition of the society where the organization performs as a good corporate citizen. Berger (2007) states that **CSR** is how businesses may adopt best practices internally, generate wealth, and advance society by transparently integrating social, environmental, and economic challenges into their values, cultures, decision-making processes, and operations.

Akanpaadgi (2023) determines that from the moral point of view of CSR there are 3 directions: concern for people, the planet and profit. People stand in for both society and the workforce. Companies have a duty to treat employees and the communities in which they work fairly, refraining from abusing either for the benefit of shareholders. The environment is symbolized by the planet. Businesses must refrain from doing any actions that could endanger or degrade the environment. Globalization and rising economic activity are endangering the environment's ability to sustain itself. In order to preserve the environment for future generations, the current one must do so. Finally, profit stands for ROI, which is return on investments. Increase in profit should be carried out with consideration for the environment, human life, and human dignity.

Grosser and Moon (2008) report that diversity is one of the crucial elements of CSR and CSR agenda. Moreover, McWilliams and Siegal (2005) also support idea that diversity tend to be an important element of CSR, mentioning that they “developing diversity issues in the context of CSR”. Smith et al. (2001) highlight the significance of diversity as they have “a greater demand to examine a company’s commitment to CSR”. Laskin and Kresic (2021) also state, that diversity, equality and inclusion (DEI) are social aspects of CSR, they conducted an experiment that results in proof that inclusion as a component of CSR has a great impact on self-brand connection and “corporations should consider CSR effects in terms of inclusion when developing their branding strategies”.

Rudenko and Velichko (2017) clarify that in order to evaluate and reflect CSR and all non-financial activity, companies publish non-financial reports, where it reflects all aspects of CSR. **Non-financial reports** are any information on non-financial aspects of corporate performance, which helps stakeholders to know about company, including a company's social, environmental and human rights information (Charlotte, Sofian, Bart, 2021). Moreover, non-financial reports are

used to measure the sustainability of a company and compile ratings such as ESG-ranking. **Sustainability** in business is a strategy when the company is aimed at reducing negative consequences for the environment and society (Spiliakos, 2018). There are also 17 sustainability goals (Fig. 4) that were introduced by United Nations in 2015 as a global call to action to eradicate poverty, safeguard the environment, and guarantee that everyone lives in peace and prosperity by the year 2030. The following goals can be attributed to the theme of diversity and inclusion in the working environment: gender equality (№5), decent work and economic growth (№8), and reduced inequalities (№10).



Fig. 4 Sustainability Development Goals

Source: [EXAR.net]

To estimate sustainability stakeholders may use such metrics as ESG. Meanwhile, **ESG** – short for Environmental, Social and Governance – is a framework that measures a business's impact on society, the environment, and how transparent and accountable it is (British Business Bank). This rating is considered by investors for potential investments. It is important for them that the company they invest in is fair towards society, the environment and reporting (Investopedia team, 2024). **Environmental** component stands for the company's impact on the

environment, namely the usage of such practices that minimize environmental harm. Moreover, it also reflects the organizational attitude towards pollution, scarce resources, climate and other environmental factors. This applies to the entire operational process of the company, its products and services, and the supply chain. **Social** component stands for the company's attitude to society and the values of the workforce. This includes the working conditions of workers, their health, equal rights and opportunities, the quality of products and services sold, the correct protection of personal data, a culture aimed at inclusivity and diversity, etc. Lastly, **Governance** stands for a company's corporate governance, namely, for transparency in front of all stakeholders, for decision-making, all reports, as well as the logistics of doing business. Also in this paragraph, the ethics of the company and its behavior are considered. Governance is inextricably linked to two other points – Social and Environmental – because it considers transparency and the decision-making process that underlie them. Information such as the organizational structure of the company, the composition of the board of directors, policies on bribery and corruption, financial performance reports, diversity of work teams and openness regarding salaries of top-management is also included in this item (British Business Bank).

### 1.3 Diversity and inclusion in different national contexts

As it was mentioned previously, diversity and inclusion (D&I) have become a trend in the literature. Due to the globalization process D&I have become widespread all over the world, existing in any aspect of the organization (Nweiser1 and Dajnoki, 2022). However, there is a lack of research of diversity in developing countries, such as China, India. The existing studies are mostly concentrated on the developed countries (e.g., Australia, the United Kingdom, the United States and Canada) (Yadav and Lenka, 2020).

Schneid, M., Isidor, R., Li, C., & Kabst, R. (2015) investigate the role of culture in the relationship between gender diversity and team performance. They conducted a meta-analysis using random-effects model and the Global Leadership and Organizational Behavior Effectiveness (GLOBE) project, which is studying the connections between leadership, organizational culture, and societal culture. The study's findings suggested that there may be **cultural variations** in the association between gender diversity and team effectiveness. In reality, gender variety may be important in civilizations with strong gender roles and collectivist values. While gender varied teams work more effectively (or less negatively) in cultures where gender equality is prevalent, gender diversity in these cultures may lead to categorization processes and intergroup prejudice. They made the assumption that culture that value diversity will lessen the negative consequences of diversity, despite the fact that corporate cultures and climates may vary in the degree to which they welcome a heterogeneous workforce.



Another research of Wen and Oljaca (2020) highlight the importance of workplace diversity and its beneficial effects on corporate citizenship behavior. According to their study, in the framework of **Chinese culture**, varied employees modified their behavior in response to the environment, and a rise in diversity can lead to a decline in trust, which results in less contact among workers. As a result, a rise in diversity inside the company may lead to a decline in trust, which in turn causes lower levels of interaction and organizational citizenship behavior among various employees. Conflicts amongst group members, a greater turnover rate, and a decline in organizational profitability are all consequences of workforce diversity.

One more research of Tang, Xingshan and Chen (2017) state about unique **Chinese difficulties** in adopting D&I. One of them is “Hukou”, which is Chinese household registration system – registration into urban “Hukou” or rural “Hukou”. Due to the significant differences in the development between cities and rural places, the citizens from the rural places can be discriminated, e.g. in the level of payments or during recruiting. One more issue is the strong differences in dialects in China. People who speak the same dialect are connected to one another, create the same social identity, and even have inner-group superiority as a result of the patriarchal system. The main barrier preventing immigrants from moving into a new neighborhood is dialect, and like Hukou, the diversity of dialects in big cities leads to biases and disputes at work. In addition, Chinese language has a unique meaning of inclusion “包容” (bāoróng) – the first hieroglyph means “inclusion”, which literately means “including everything”, the second one is tolerance or forgiveness. Therefore, in Chinese context, the union of these two terms offers inclusion practices two meanings: including and tolerating.

Davis, Frolova and Callahan (2016) analyze 198 surveys on the diversity management in **Australian** companies. According to the research, diversity management is not widely used by Australian organizations as a whole. Furthermore, research showed that workforce diversity management, including by HRM specialists, is far from being understood and valued by all Australian modern organizations. In order to motivate practitioners to reassess their diversity strategy and practices, if they already have them, or to create and apply them, if they do not have, there appears to be a sufficient amount of ambiguity on important topics like the goal and advantages of diversity.

Podsiadlowski et al (2013) analyze the perception of diversity in **Austrian** companies using the conceptual framework of five perspectives: Reinforcing Homogeneity, Color-Blind, Fairness, Access, and Integration and Learning. In their survey, the Access perspective was most common. According to this perspective, diversity is a business tactic that opens up access to a variety of consumers and global marketplaces by internally mirroring a company's external environment. This suggests that the majority of participating firms who actively handled diversity did so in order

to compete successfully in a global market, rather than necessarily in order to promote justice or cope with public pressure or regulatory obligations.

Thus, D&I effects may differ from culture to culture, as well as the frequency of use of these practices and their focus. The phrase "shared understandings made manifest in act and artifact" can be used to characterize culture. There are three levels of culture: organizational, industry, and national ones. The social system has the most substantial and powerful influence on all organizational culture variables evaluated. When examining the effects of organizational culture on performance results, national/societal culture should get special consideration. (Schneid, M., Isidor, R., Li, C., & Kabst, R., 2015). Greenwald (2008) give a definition of organizational culture as "a system of ideas and perceptions about life in an organization, that characterizes the way which people should act in and the nature of collaborations with others". In addition, Deshpande and Webster (1989) define organizational culture as the arrangement of shared values and ideas that gives people an understanding of how organizations work and, as a result, gives them guidelines for conduct inside the organization. MacIntosh and Doherty (2010) state that organizational culture is a common understanding and agreement among employees of what is important and expected in a company; as a result, it may be guided from above but is not ultimately decided. Thus, while studying D&I it is important to take into account cultural aspect, as it may significantly influence understanding of D&I and its practices.

## CHAPTER 2. EMPIRICAL ANALYSIS

In this chapter selection of the countries for the comparative analysis is considered and justified as well as description of the methods of analysis and data collection. Next, the analyzes of diversity and inclusion in four counties are made to determine national patterns. In conclusion comparative analysis and identifying the similarities and differences are conducted.

### 2.1. Choice of the countries for the analysis

This study is concentrated on the comparative analysis of national companies in countries that have not received sufficient investigation on the topic diversity and inclusion in their organizations. Literature review identified that most of the studies were made on the developed Anglo-Saxon countries, such as e.g., Australia, the United Kingdom, the United States and Canada. Therefore, developing countries require more attention to this topic. In order to address this gap this paper selects 4 countries from a list of developing countries provided by the reliable website WorldData.info, which uses data from primary sources, such as national statistics offices and central banks, and employs methodologies from the Economist Intelligence Unit (EIU). The chosen countries are Russia, China, Turkey and Brazil. The analysis includes the awareness of the companies about D&I and the way they present these issues in their companies. Moreover, this study is focused on the national companies these countries, or multinational and international companies, which headquarters are located in these countries.

A **national firm** is a corporation that only conducts business inside the boundaries of its own country. It does not do cross-border business and doesn't have any subsidiaries or activities outside of its own nation. Its influence and existence are only felt in its own nation. An **international company** is an organization, that has operations and/or subsidiaries that are situated outside of the company's native nation. It frequently engages in cross-border trade and commerce and has a global footprint. A worldwide corporation, on the other hand, may not have a large presence or effect in every country in which it operates. Although the phrases multinational and international organizations are sometimes used synonymously, there is a little distinction between the two. A **multinational corporation** a business firm incorporated in one country that has production and sales operations in many other countries. A multinational corporation has a major presence and influence in any country in which it operates, and it may have a centralized management structure that controls all of its activities throughout the world.

The selection of the countries from the list of developing countries caused by several reasons. First of all, as it was already mentioned, the literature review indicated that there is lack of research on diversity and inclusion in chosen countries. Most research in this field are concentrated on developed European and Anglo-Saxon countries. For this reason, it is necessary to focus on countries where these concepts are not sufficiently developed. Secondly, these

countries are chosen due to geographical diversity. They represent different world's regions, providing a wide range of views on diversity and inclusion. Moreover, each of chosen countries has a significant impact on the business practices of the regions in which it operates. One more important aspect is that all these four countries are culturally diversified and different from each other, which will allow to determine the influence of culture on D&I practices and identify patterns.

It is important to indicate geographical borders of the countries that are considered in the study. With regard to Russia, Brazil and Turkey all companies located on its territory without restrictions are considered. In the case of China, only mainland China is considered, not including Hong Kong, Macau and Taiwan. The reason is that the national culture differs in these regions, which plays a big role in the study. For instance, due to the fact that Hong Kong has been dependent on the UK for a long time, the culture of Hong Kong and the mentality of the inhabitants has also been strongly affected by European culture. Therefore, for the purity of the research, only companies located in mainland China and transmitting Chinese culture will be considered in this study.

## **2.2. Description of the methods and data collection**

For the analysis inductive and deductive approaches are applied. Initially, theoretical concepts are used to create analytical codes (deductive). These codes were then refined, and new ones added during the data analysis (inductive). Therefore, both approaches are used. It allows to first collect all the necessary information on diversity and inclusion in the workforce of Russia, China, Turkey and Brazil and then draw the conclusions on the national patterns, similarities and differences. This is the most effective way for the given research goal. To analyze the diversity and inclusion in the workforce secondary data are used, namely the non-financial reports, such as sustainability report, integrated annual reports, ESG reports, etc. The reason is that companies to reflect information on the CSR and sustainability provide additional reports and/or section in the annual reports, where they describe all components of ESG and CSR. Previously in the paper (Chapter 1) was discussed that D&I are the part of CSR. Therefore, companies describe issues related to D&I in their non-financial reports.

For the selection of the companies ESG-ratings are used, as they provide companies which are highly likely to practice D&I and reflect all the information in their reports. This is necessary for analysis, since if the company does not mention these concepts, it does not possible to deduce patterns and then make a comparative analysis of countries. For the selection of Russian companies RAEX ESG-rating will be used. RAEX ("RAEX-Analytics") is a truthful agency in the field of credit ratings, they prepare ratings in the field of education, the non-profit sector, sustainable development, as well as business development infrastructure. The table 2 indicates 10 Russian

companies from the ESG-rating. For the selection of Chinese companies Forbes ESG-rating are used. The table 2 also represents 10 Chinese companies. For the selection of Turkish and Brazilian companies MarketScreener ESG ranking, which is a reliable source for market insight and financial data, are used. These companies are also represented in the table 2. For the sufficient analyzes all the reports of the same year – 2021. This year is chosen due to the availability all the necessary non-financial reports.

Overall, there are 40 companies for the analysis. Such number of companies is chosen due to the fact that the lower a company is in the ranking, the less information it provides on D&I, respectively, companies with the most detailed descriptions of these concepts are taken. The rest of the companies would not affect the analysis, since they provide a small amount of information. In addition, it is important to mention, that chosen company are large ones, therefore, the results of the analyzes are applicable for the large companies.

Since the secondary data is qualitative, it is hard to outline conclusions, therefore, codes are created to make analysis more concrete, logical and persuasive. Each company is analyzed and is assigned with codes (table 3), therefore, content analysis (availability of codes) and thematic analysis (how companies disclose these codes) are used. As a consequence, there are analyses using both qualitative and quantitative data. Then frequency of codes is identified, and conclusions are made. More information on codes is available in the next paragraph.

**Table 2**

**List of the companies for the analysis**

№	Russian companies	Chinese companies	Turkish companies	Brazilian companies
1	<p>PJSC «NLKM Group» (ПАО «НЛМК»).</p> <p>Headquarter: Lipetsk.</p> <p>Industry: steel production.</p>	<p>LTD «Sinopec Corp.» («中国石化»).</p> <p>Headquarter: Beijing.</p> <p>Industry: oil, gas and chemical business.</p>	<p>JSC «Naturel Enerji».</p> <p>(«Naturel Yenilenebilir Enerji Ticaret A.Ş.»)</p> <p>Headquarter: Ankara.</p> <p>Industry: a renewable energy.</p>	<p>JSC «Lojas Renner».</p> <p>(«Lojas Renner S.A.»).</p> <p>Headquarter: Porto Alegre.</p> <p>Industry: fashion retailer.</p>
2	<p>PJSC «Polyus» (ПАО «Полюс»).</p>	<p>LTD «Yili Group» («伊利集团»).</p>	<p>JSC « Akçansa Cement Industry and Trade» («Akçansa</p>	<p>JSC «Engie Brasil Energy»</p>

	<p>Headquarter: Moscow.</p> <p>Industry: gold mining.</p>	<p>Headquarter: Hohhot.</p> <p>Industry: manufacturer and distributor of dairy products.</p>	<p>Çimento Sanayi ve Ticaret A.Ş.»..</p> <p>Headquarter: Istanbul.</p> <p>Industry: cement manufacturer.</p>	<p>(«Engie Brasil Energy S.A.»)</p> <p>Headquarter: Florianópolis, Santa Catarina.</p> <p>Industry: energy.</p>
3	<p>PJSC «Uralkali» (ПАО «Уралкалий»).</p> <p>Headquarter: Berezniki, Perm Krai.</p> <p>Industry: potash fertilizer producer and exporter.</p>	<p>LTD «Midea Group Co.» («美的集团»).</p> <p>Headquarter: Foshan, Guangdong.</p> <p>Industry: manufacturer, markets and installs household electrical appliances, compressors and components.</p>	<p>JSC «Turkey Business Bank» («Türkiye İş Bankası A.Ş.»).</p> <p>Headquarter: Istanbul.</p> <p>Industry: banking and financial services.</p>	<p>JSC «TIM» («TIM S.A.»)</p> <p>Headquarter: Rio de Janeiro.</p> <p>Industry: telecommunication.</p>
4	<p>PJSC «Enel Russia» (ПАО «Энел Россия»).</p> <p>Headquarter: Moscow.</p> <p>Industry: power generation.</p>	<p>LTD «Fosun International» («复 星国际»).</p> <p>Headquarter: Shanghai.</p> <p>Industry: investment.</p>	<p>JSC «Migros» («Migros Ticaret A.Ş.»).</p> <p>Headquarter: Istanbul.</p> <p>Industry: retail, chain of supermarkets.</p>	<p>JSC «TOTVS» («TOTVS S.A.»).</p> <p>Headquarter: Rio São Paulo.</p> <p>Industry: technology and software.</p>
5	<p>OJCS «Polymetal International PLC» (ОАО «Полиметалл»).</p> <p>Headquarter: Saint-Petersburg.</p> <p>Industry: mining.</p>	<p>LTD «China Pacific Insurance (Group) Co.» («中国太保»).</p> <p>Headquarter: Shanghai.</p> <p>Industry: insurance.</p>	<p>JSC «Akbank» («Akbank T.A.Ş. »).</p> <p>Headquarter: Istanbul.</p> <p>Industry: banking and financial services.</p>	<p>JSC «Banco do Brasil» («Banco do Brasil S.A.»).</p> <p>Headquarter: Brasilia.</p> <p>Industry: banking and financial services.</p>

6	<p>PJSC «PhosAgro» (ПАО «ФосАгро»).</p> <p>Headquarter: Moscow.</p> <p>Industry: chemical holding producing fertilizer, phosphates and feed phosphates.</p>	<p>LTD «Guotai Junan Securities Co.» («国泰君安»).</p> <p>Headquarter: Shanghai.</p> <p>Industry: investment bank.</p>	<p>JSC «Mavi» («Mavi Giyim Sanayi ve Ticaret A.Ş.»).</p> <p>Headquarter: Istanbul.</p> <p>Industry: designing, manufacturing, and selling of clothing products.</p>	<p>JSC «Suzano Paper and Pulp» («Suzano Papel e Celulose S.A.»).</p> <p>Headquarter: Salvador.</p> <p>Industry: pulp and paper.</p>
7	<p>PJSC «Nornickel Group» (ПАО «Норильский никель»).</p> <p>Headquarter: Moscow.</p> <p>Industry: nickel and palladium mining and smelting company</p>	<p>«JD.com Incorporation» («京东集团»)</p> <p>Headquarter: Beijing.</p> <p>Industry: e-commerce.</p>	<p>JSC «Aydem Renewable Energy» («Aydem Yenilenebilir Enerji A.Ş.»).</p> <p>Headquarter: Istanbul.</p> <p>Industry: renewable energy.</p>	<p>JSC «Hypera Pharma» («Hypera Pharma S.A.»).</p> <p>Headquarter: São Paulo.</p> <p>Industry: pharmaceutical.</p>
8	<p>PJSC «Severstal» (ПАО «Северсталь»).</p> <p>Headquarter: Cherepovets.</p> <p>Industry: steel and mining.</p>	<p>«Xiaomi Inc.» («小米集团»).</p> <p>Headquarter: Beijing.</p> <p>Industry: designer and manufacturer of consumer electronics and related software, home appliances, and household items.</p>	<p>JSC «Enerjisa Energy» («Enerjisa Enerji A.Ş. »).</p> <p>Headquarter: Ankara.</p> <p>Industry: generation, distribution, and sale of electricity.</p>	<p>JSC «B3 SA - Brasil Bolsa Balcao» («B3 - Brasil, Bolsa, Balcão S.A.»).</p> <p>Headquarter: São Paulo.</p> <p>Industry: trading services in an exchange and OTC environment.</p>
9	<p>PJSC «LUKOIL Group» (ПАО «ЛУКОЙЛ»).</p> <p>Headquarter: Moscow.</p> <p>Industry: extraction,</p>	<p>LTD «SAIC Motor Corp.» («上汽集团»).</p> <p>Headquarter: Shanghai.</p>	<p>JSC «Arçelik» («Arçelik A.Ş.»).</p> <p>Headquarter: Istanbul.</p> <p>Industry: multinational</p>	<p>JSC «Dexco» («Dexco S.A.»).</p> <p>Headquarter: São Paulo.</p>

	production, transport, and sale of petroleum, natural gas, petroleum products, and electricity.	Industry: automobile manufacturer.	household appliances manufacturer.	Industry: wood products and building materials.
10	<p>PJSC «MTS Group» (ПАО «МТС»).</p> <p>Headquarter: Moscow.</p> <p>Industry: mobile network operator.</p>	<p>LTD «Anhui Conch Cement Co.» («海螺水泥»).</p> <p>Headquarter: Anhui Province.</p> <p>Industry: cement manufacturer.</p>	<p>JSC «Akiş REIT» («Hacı Ömer Sabancı Holding A.Ş.»).</p> <p>Headquarter: Istanbul.</p> <p>Industry: real estate.</p>	<p>JSC «CEMIG» («Companhia Energética de Minas Gerais S.A.»).</p> <p>Headquarter: Belo Horizonte.</p> <p>Industry: electric utility.</p>

Complied by: [RAEX & Forbes & MarketScreener ESG-ratings ]

### 2.3. Data analysis and discussion of the results

As it was previously mentioned in the Chapter 1, diversity can be divided into two parts: primary and secondary dimensions. Primary dimensions are those that have a primary and important influence on the personality of the individual, they give us self-image, as well as our understanding of the world. Secondary dimensions have less influence compared to the first ones, and their influence is more variable, they are less noticeable, but at the same time exactly secondary dimensions affect self-esteem and self-definition. Therefore, to make analyzes more concrete, codes on the basis of these dimensions will be used. Thus, it will be possible to understand what the company is focusing on while considering diversity and inclusion in the workforce. Moreover, tools of inclusion are also taken. These codes were created before analyzes based on theory and updated during the analyzes of the companies' reports. All codes are available in the table 3.

**Table 3**

#### Codes and themes for the analysis

Codes	Themes
1. Race	Primary dimensions of diversity
2. Gender	
3. Age	
4. Disability	
5. Sexual orientation	
6. Ethnicity	



7. Education	Secondary dimensions of diversity	
8. Family status		
9. Work experience		
10. Religion		
11. Language		
12. Culture		
13. Nationality		
14. Lifestyle		
15. Political orientation		
16. Appearance		
17. Equal pay		Tools of inclusion
18. Trainings on D&I		
19. Support to parents		
20. Code of Ethics		
21. The D&I policy		
22. Mentoring program		
23. Diversity KPI		
24. Leadership programs		
25. Female Worker Union		
26. Employee Trade Union		
27. Internal analysis		
28. The cooperation with institutions		
29. Internship programs		
30. Recruitment and Selection Guide		
31. D&I in corporate goal		

Source: [Compiled by the author of the final qualifying work]

### 2.3.1 Analysis of Russian companies

In this section, Russian companies are analyzed using their non-financial statements. Companies are analyzed by the codes that are presented above. Each company is analyzed individually, and then the general data is analyzed and summarized.

#### 2.3.1.1. PJSC «NLKM Group»

- **Race/Religion/Ethnicity diversity/discrimination**

The company mentions in general terms in the Human Rights chapter that it does not accept race, religion, ethnicity discrimination. There is no specific data or tools.

*“... the company does not tolerate human rights violations related to discrimination based on gender, age, **religion, race, ethnicity**, physical traits, or identity, or any other form of discrimination”*

- **Gender diversity/ discrimination & inclusion**

While considering gender discrimination in NLMK, it is necessary to take into account the industry of the company – the specifics of the steel, because of which it is difficult to achieve

gender balance in the company. However, despite this fact, NLMK is striving to achieve gender diversity, especially in the top management. Moreover, the company follows equal pay for equal work principle for women and men. The firm does not accept gender-based prejudice when evaluating applications. NLMK consistently complies with all existing laws, including those pertaining to the employment of women in dangerous positions. For instance, Russian law restricts the employment of women in dangerous jobs and those requiring the movement of large objects. The business strictly complies with these regulations.

*“NLMK is committed to supporting gender diversity within its governance bodies in a way that takes into account the specific nature of the company’s activities. In 2021, NLMK Group’s Board of Directors and Management Board were made up of both men and women.”*

- **Age diversity/discrimination**

NLMK reports on the age diversity in the company, representing that 23% of all employees are aged over 50, 62% are aged between 30 and 50, and 15% are under 30. There are no tools mentioned, they revealed statistics on the age diversity, which showed the lack of age discrimination in NLMK Group’s HR policy. More information on age diversity is presented in Fig.5.

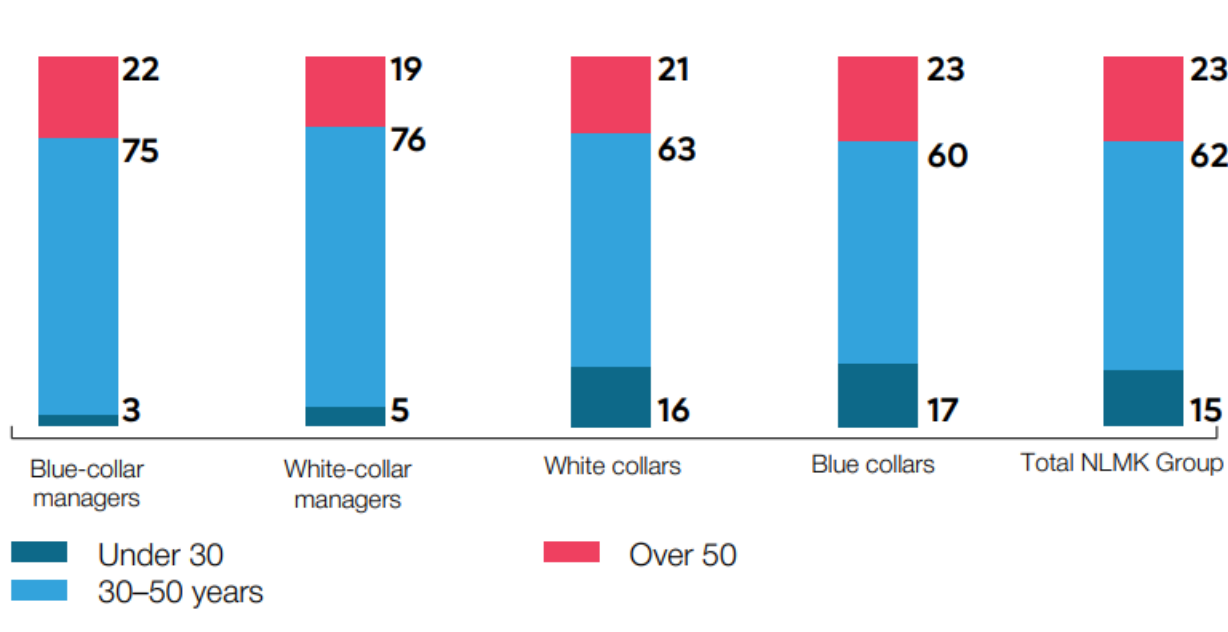


Fig. 5 Employees by age NLMK Group

Source: [Annual report of NLMK Group, page 64]

- **Disability diversity/discrimination & inclusion**

The organization employs 438 employees with disabilities (0.9% of the total number of employees). NLMK pays great attention to people with disabilities. NLMK works to provide

persons with disabilities with equitable job and professional possibilities. The business wants to increase staff understanding of the fundamentals of working with people with disabilities. The corporation intends to organize thematic webinars and educational sessions on the subject of inclusion in 2022 in an effort to increase staff understanding of the fundamentals of interacting with workers who have impairments. The Vice President for Human Resources and Management System oversaw the establishment of a Working Group on Diversity and Inclusion in 2021.

- **Family status/Education/Culture/Nationality**

NLMK underlines that they promote D&I, including diversity in marital status, parental status, culture, education and nationality. No specific information is mentioned.

*“NLMK Group, as an international socially responsible company, promotes the culture of diversity, equality and inclusion. NLMK employs people of different ages, gender, **education, marital status, young mothers and fathers, parents raising children with disabilities, representatives of many nationalities and cultures.**”*

445 parents of children with disabilities are employed by the firm, which also offers them financial support and extra vacation time.

- **Inclusion tools**

NLMK adopts the Group's Wellbeing Programme, which includes employee education campaign on the key concepts of diversity and inclusion, their importance for individuals, organizations, and society, a school for parent-child relationships, company-wide initiatives to create culture, and updates to the Code of Ethics. Under the #NotDifferent banner on the corporate webpage, the corporation aggressively promotes the values of inclusiveness and diversity among its workforce.

The summarizing results are presented in the table 4.

**Table 4**

**NLMK Group’s Summary**

<b>Code</b>	<b>Company’s analysis</b>
1. Race	Mention in the Human Rights, no proof or specific information.
2. Gender	Lack of gender balance due to the specifics of the industry, the intention for gender equality in top management.
3. Age	Existence of age diversity, no specific information.
4. Disability	Great attention for people with disabilities and their inclusion
6. Ethnicity	Mention in the Human Rights, no proof or specific information.
7. Education	Promotion of D&I, no specific information
8. Family status	Promotion of D&I, no specific information
10. Religion	Mention in the Human Rights, no proof or specific information.

12. Culture	Promotion of D&I, no specific information
13. Nationality	Promotion of D&I, no specific information
17. Equal pay	Tool of inclusion, equal pay to employees depends on the work performance regardless their personal characteristic.
18. Trainings on D&I	Tool of inclusion, in order to increase key concepts of diversity and inclusion, their importance for individuals, organizations, and society.
19. Support to parents	Tool of inclusion, financial support and extra vacation time.

Complied by: [Annual report of NLMK Group]

#### 2.3.1.2. PJSC «Polyus»

- **Race/Religion/Ethnicity/Nationality/Sexual orientation diversity/discrimination**

Polyus prohibits all forms of discrimination, including those based race, religion, ethnicity, nationality and sexual orientation on in its operations. They are dedicated to establishing and promoting an atmosphere at work that is devoid of all forms of prejudice. There is no specific data or tools.

*“The Company's diversity initiatives and strategies are aimed at attracting, nurturing, and promoting talented employees, irrespective of **their race, sexual orientation, religious beliefs, age, gender, disability status, or any other diversity factor.**”*

- **Gender diversity/discrimination**

Despite the fact that there are generally equal working conditions, gender disparities are frequently the rule in the industry where Polyus works. This discrepancy results from working women typically avoiding jobs that call for exerting a lot of physical effort or lifting large objects. In the context of gender-neutral, equitable working conditions, Polyus supports such initiatives. The Company does not accept any sort of discrimination, thus regardless of gender or other distinctions, all workers are paid equally for the types, quantities, and standards of work they perform.

- **Age diversity/discrimination**

Polyus does not discriminate against age while hiring or keeping staff. In 2020, 14% of our workforce would be under the age of 30, while 29% would be between the ages of 40 and 50. 21% of the workforce is made up of workers over the age of 50. The age group of 30- to 40-year-olds made up the biggest percentage of manual employees (36% of the total). There are no tools mentioned, they revealed statistics on age diversity, which showed the lack of age discrimination. More information on age diversity is presented in Fig.6.

EMPLOYEES BY AGE, %

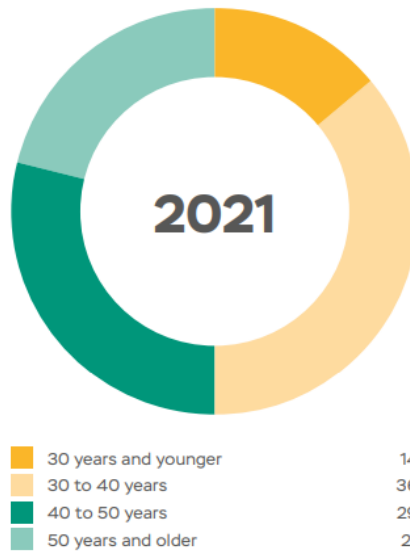


Fig. 6 Employees by age

Source: [Sustainability report 2021 of Polyus, page 34]

- **Disability diversity/discrimination**

Polyus complies with all applicable legal guidelines for the hiring of individuals with impairments. The company has 33 persons with disabilities working for it in 2021. Employees who have sustained industrial injuries are also given transfers and supported in their pursuit of retraining possibilities by the company.

The summarizing results are presented in the table 5.

*Table 5*

**Polyus' Summary**

Code	Company's analysis
1. Race	Mention in the Human Rights, no proof or specific information.
2. Gender	Lack of gender diversity due to the specifics of the industry.
3. Age	Existence of age diversity, no specific information.
4. Disability	Compliance with legal guidelines for disabled employees, no specific information.
4. Sexual orientation	Mention in the Human Rights, no proof or specific information.
6. Ethnicity	Mention in the Human Rights, no proof or specific information.
10. Religion	Mention in the Human Rights, no proof or specific information.
13. Nationality	Mention in the Human Rights, no proof or specific information.
17. Equal pay	Tool of inclusion, equal pay to employees depends on the work performance regardless their personal characteristic.

Compiled by: [Sustainability report 2021 of Polyus]

### 2.3.1.3. PJSC «Uralkali»

- **Age/Gender/Race/Religion/Ethnicity/Nationality/Sexual&political orientation and other diversity/discrimination**

Uralkali in 2021 developed a D&I policy to ensure professional, cultural and personal diversity among employees, where indicated that the company does not tolerate any type of discrimination.

*“The Diversity and Inclusion Policy was developed to promote professional, cultural and personal diversity among employees of PJSC Uralkali and its subsidiaries (the Company, Uralkali or Uralkali Group), to provide them with equal opportunities and involve them in production and other activities of the Company regardless of their race, gender, age, sexual identity, nationality, disabilities, social status, appearance, financial situation, religious or political beliefs and other personal characteristics.”*

The Company's key diversity and inclusion principles are outlined in the Policy. They include: preventing discrimination in hiring and promotion; ensuring equal opportunities regardless of gender, age, or any other characteristics unrelated to employees' professional or business skills; taking into account the principles of gender, ethnicity, and other fairness in the workplace when making management- and production-related decisions; and creating a comfortable and respectful work environment, where **background and lifestyle** of our employees are not considered. The Company's commitment to equal opportunity is enshrined in the Human Rights Policy.

- **Disability diversity/discrimination**

According to legal provisions, Uralkali offers employment to persons with impairments. 129 persons with disabilities are employed by the Company's businesses in 2021, or 0.6% of all employees. A candidate who has been granted a disability has the preference to work at the Company's operations, according to the Regulations on the Selection of Personnel and the articles of the Collective Agreement. 71% of respondents to an employee poll taken in 2021 believe that the employment climate is inclusive and offers everyone the same opportunity.

The summarizing results are presented in the table 6.

**Table 6**

#### Uralkali's Summary

Code	Company's analysis
1. Race	Race D&I in the company. Mention in the Human Rights & D&I policy.
2. Gender	Lack of gender diversity due to the specifics of the industry. Mention in the Human Rights & D&I policy.
3. Age	Age D&I in the company. Mention in the Human Rights & D&I policy.

4. Disability	Compliance of legal guidelines for disabled, no specific information.
4. Sexual orientation	Mention in the D&I policy, no proof or specific information.
6. Ethnicity	Mention in the Human Rights D&I policy, no proof or specific information.
10. Religion	Mention in the Human Rights, no proof or specific information.
13. Nationality	Mention in the Human Rights, no proof or specific information.
	Tool of inclusion, equal pay for the for equal work principle for women and men.
14. Lifestyle	Mention in the Human Rights, no proof or specific information.
15. Political orientation	Mention in the Human Rights, no proof or specific information.
16. Appearance	Mention in the Human Rights, no proof or specific information.
17. Equal pay	Tool of inclusion, equal pay to employees depends on the work performance regardless their personal characteristic.
21. The D&I policy	Tool of inclusion, aims to create equal opportunities for diverse workforce.

Complied by: [ESG Report 2021 of Uralkali]

#### 2.3.1.4. PJSC «Enel Russia»

- **Gender diversity/discrimination**

Enel reports on gender diversity in the company and non-tolerance of gender discrimination. They respect the concept of gender equality when calculating salaries.

*“...diversity means people from different countries, cultures, various professional experiences, different ages, gender, able to work anywhere in the world and make a contribution by having different points of view to ensure the best decisions and most efficient implementation of innovations.”*

Implementation of programs on diversity and inclusion, as well as employee development (SDG 5 "Gender equality", SDG 8 "Decent work and economic growth", SDG 10 "Reduced inequalities").

- **Age diversity/discrimination**

Enel is creating a mentorship program and ongoing measures to encourage experience sharing among staff members of all generations. That also incorporate youthful employees into training and development initiatives. Internal coaches are selected from among employees between the ages of 35 and 50.

- **Disability diversity/discrimination**

Enel strives to establish an inclusive workplace and to offer accommodating circumstances for workers with disabilities. They collaborate with inclusive facilities and host staff information sessions.

The worldwide Diversity and Inclusion program, which consists of a series of special events in important areas outlined in the global policy, is still being implemented in 2021. Together with the partner firm, they hosted an executive roundtable where they shared best practices for dealing with persons with impairments. They have also explored numerous themes for creating tools to foster diversity at **open webinars** for all staff.

The voluntary internal community "Unique and Valuable" that consists of employees with disabilities and employees who are in charge of family members with disabilities, both of which are established in 2020, as well as the special work group created to identify the needs of colleagues with disabilities and implement improvement programs, are both still in operation.

- **Nationality and Culture diversity**

They consider it crucial to preserve an individual's uniqueness as well as a culture that respects the honor and dignity of every person. Additionally, they provide lectures and seminars on the background, evolution, and unique characteristics of many different civilizations and cultures.

The summarizing results are presented in the table 7.

**Table 7**

**Enel's Summary**

<b>Code</b>	<b>Company's analysis</b>
2. Gender	Gender D&I in the company. Mention in the Human Rights & D&I policy. Key area of support.
3. Age	Age D&I in the company. Mention in the Human Rights & D&I policy. Key area of support.
4. Disability	Disability D&I in the company. Mention in the Human Rights & D&I policy. Key area of support.
10. Religion	Mention in the policy, no specific information.
12. Culture	Culture D&I in the company. Mention in the Human Rights & D&I policy. Key area of support. Continuation of the Table 7
13. Nationality	Nationality D&I in the company. Mention in the Human Rights & D&I policy. Key area of support.
17. Equal pay	Tool of inclusion, equal pay to employees depends on the work performance regardless their personal characteristic.
18. Trainings on D&I	Tool of inclusion, aims to create equal opportunities for diverse workforce engaging employees and increasing their education on D&I.
21. The D&I policy	Tool of inclusion, aims to create equal opportunities for diverse workforce.
22. Mentoring program	Tool of inclusion, which allows newcomers and young employees to join the team easily.

Compiled by: [Sustainability report 2021 of Enel]



### 2.3.1.5. OJCS «Polymetal International PLC»

- **Race/Religion/Political/Nationality and other orientation diversity/discrimination**

Polymetal does not tolerate any type of discrimination, including race, religion, nationality, language and political views. They aimed to create favorable condition for all their employees. There is no specific information on these types of diversity.

*“We do not discriminate on any grounds, be they gender, race, religion, disability or political affiliation.”*

*“Polymetal is committed to the principles of non-discrimination, inclusion and diversity for both the Board and its employees. All have equal opportunities regardless of gender, age, race, nationality, language, origin, wealth, residence, religion and other beliefs, social or other personal circumstances”*

- **Gender diversity/discrimination**

The company pays great attention to gender diversity, trying in every way to attract women to the industry, using leadership programs and trainings. However, due to the specifics of the industry, the percentage of women is 21. Along with equitable pay-for-performance methods, they also added mentoring assistance for new parents returning to the workforce, and we started offering online training on varied culture in decision-making that used role models and case studies to get rid of preconceptions in hiring and promotion. There are also diversity-related KPIs for CEO and other senior leaders positions.

*“We value a diversity of views and backgrounds among our employees, aiming to attract more women to careers in the mining industry.”*

- **Disability diversity/discrimination**

The organization wants to provide a diverse and inclusive workplace for persons with disabilities. They hired 30 persons with impairments in 2021. They claimed that different kinds of physical and mental disability necessitate a customized recruiting strategy and that it is our duty to provide an inclusive workplace for those with special needs. Additionally, they work along with a specialized employment agency that connects job seekers with disabilities with firms who offer accessible workspaces, even in rural areas. Additionally, they planned to provide an online course on inclusivity for all employees and organized HR training on hiring persons with disabilities, conducted by an outside expert.

- **Age diversity/discrimination**

16% of their staff is over 50, and they are a vital source of knowledge and guidance in many fields. Instead of assigning them to physically difficult positions, Polymetal offers flexible hours and remote work or shifts their focus to mentoring and instructing more junior employees. All employees are covered by their generous company medical insurance policy, which encourages everyone to take good care of their health. More statistics on age distribution is available in Fig.7.

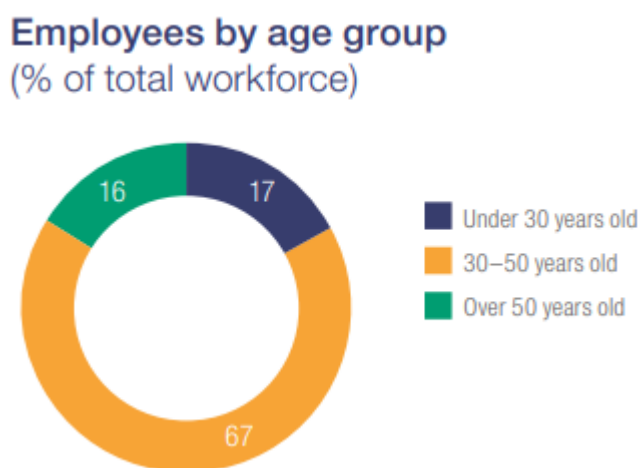


Fig. 7 Employees by age Polymetal

Source: [Integrated Annual Report 2021 of Polymetal, page 34]

The summarizing results are presented in the table 8.

**Table 8**

**Polymetal’s Summary**

<b>Code</b>	<b>Company’s analysis</b>
1. Race	Mention in the Human Rights & D&I policy.
2. Gender	Great attention to gender diversity._Gender D&I in the company. Mention in the Human Rights & D&I policy. Key area of support.
3. Age	Great importance to age D&I in the company. Mention in the Human Rights & D&I policy. Key area of support.
4. Disability	Great attention to disability diversity._Gender D&I in the company. Mention in the Human Rights & D&I policy. Key area of support.
10. Religion	Mention in the policy, no specific information.
11. Language	Mention in the policy, no specific information.
12. Culture	Mention in the policy, no specific information..
13. Nationality	Mention in the policy, no specific information.
15. Political orientation	Mention in the policy, no specific information.
17. Equal pay	Tool of inclusion, equal pay to employees depends on the work performance regardless their personal characteristic.

18. Trainings on D&I	Tool of inclusion, aims to create equal opportunities for diverse workforce engaging employees and increasing their education on D&I, trainings for women, disabled and others.
21. The D&I policy	Tool of inclusion, aims to create equal opportunities for diverse workforce.
22. Mentoring program	Tool of inclusion, which allows employees after parental leave, disabled and young employees to join the team easily.
23. Diversity KPI	Diversity-related KPIs for CEO and other senior leaders' positions.
24. Leadership programs	Programs that strives to support women to take leadership position in the company.

Complied by: [Integrated Annual Report 2021 of Polymetal]

### 2.3.1.6. PJSC «PhosAgro»

- **Gender diversity/discrimination**

The Board of Directors and the Remuneration and Human Resources Committee gave human rights a specific priority in 2021, concentrating on diversity and gender equality. The debate produced the important finding that every employee who performs their duties diligently and possesses professional abilities and competences is eligible to apply for any job within the PhosAgro Group, including an executive post. In the firm, women make up 33% of all employees, and 20% of the senior management. By putting in place a compensation plan that pays employees in comparable roles equally regardless of their gender, they abide by the concept.

*“Our goal is to keep our working environment free from restrictions based on nationality, gender, age, faith or other grounds as required by the applicable laws. Any decisions regarding promotion, hiring, remuneration or benefits are based solely on the employee’s qualifications, performance, skills and experience.”*

The summarizing results are presented in the table 9.

**Table 9**

### PhosAgro’s Summary

Code	Company’s analysis
2. Gender	Gender D&I in the company. Mention in the Human Rights & D&I policy. Key area of support.
3. Age	Mention in the policy, no specific information.
13. Nationality	Mention in the policy, no specific information.
17. Equal pay	Tool of inclusion, equal pay to employees depends on the work performance regardless their personal characteristic.
21. The D&I policy	Tool of inclusion, aims to create equal opportunities for diverse workforce.

Complied by: [Integrated Annual Report 2021 of PhosAgro]

### 2.3.1.7. Nornickel Group

- **Race/Religion/Political/Nationality and other orientation diversity/discrimination**

Every employee at Nornickel has the same opportunity to exercise their legal rights to work without regard to their gender, race, nationality, origin, financial, social, or professional status, age, place of residence, religion, or political beliefs, or any other circumstances that are unrelated to their professional abilities. Nornickel also does not use forced labor or child labor. No business is conducted in or raw materials are sourced from militarily active zones. No instances of racial, gender, religious, political, socioeconomic, or other discrimination are documented at the firm in 2021.

- **Gender discrimination/diversity**

Due to the specific of the industry there is a lack of gender balance in the company, 24% of Management Board are women (4 out of 10 members), as well as 40% managers in the company are women. There are no specific tools or information identified.

#### Personnel structure by gender and age, %

Age	Under 30		30-50		Over 50	
	Male	Female	Male	Female	Male	Female
% of headcount	11.3	3.9	46.0	20.0	13.0	5.7

Fig. 8 Employees by age and gender Nornickel

Source: [Sustainability Report 2021 of Nornickel, page 121]

The summarizing results are presented in the table 10.

**Table 10**

#### Nornickel Group's Summary

Code	Company's analysis
1. Race	Mention in the report, no specific information.
2. Gender	Gender D&I in the company. Mention in the report, no specific information.
3. Age	Mention in the report, no specific information.
10. Religion	Mention in the report, no specific information.
13. Nationality	Mention in the report, no specific information.
15. Political orientation	Mention in the report, no specific information.
17. Equal pay	Tool of inclusion, equal pay to employees depends on the work performance regardless their personal characteristic.

Compiled by: [Sustainability Report 2021 of Nornickel]

### 2.3.1.8. PJSC «Severstal»

- **Race/Religion/Political/Nationality and other orientation diversity/discrimination**

Severstal works to keep its workforce diverse and forbids any kind of discrimination based on gender, age, background, education, experience, nationality, language, family status, social and job position, age discrimination as well as other circumstances unrelated to the professional qualities of an employee. In 2021, Severstal detected no cases of discrimination.

- **Age discrimination/diversity**

The company strives to achieve age diversity. The age distribution of the workforce is constant from the previous year, with the majority of workers falling within the range of 30 to 50. The average age (40 years) did not change from the prior year. There are no specific tools or information identified.

- **Gender discrimination/diversity**

Severstal invests heavily in gender diversity. They promote gender diversity of the composition of the highest corporate governance body and its committees (20% is women on the Board of Directors). However, specificity of the industry play a big role: there are only 27% of female employees (Fig. 8).

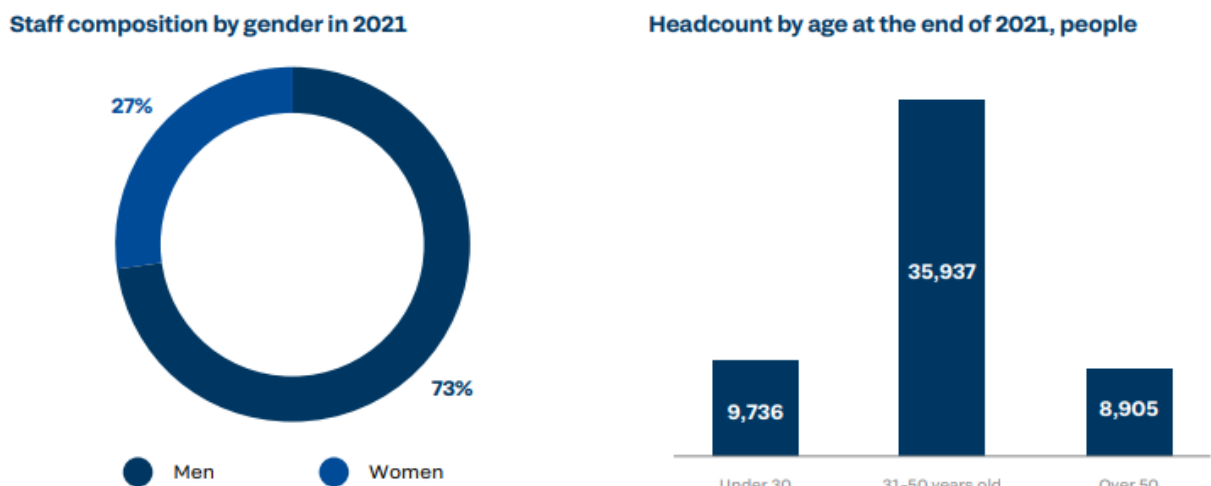


Fig. 8 Employees by gender and age Severstal

Source: [Sustainability Report 2021 of Severstal, page 84]

Severstal takes every effort to promote an inclusive workplace that supports the female staff. In the field of engineering and technology, women continue to make up the majority of employees (57%). Based on their respective competencies, the company pays men and women

equally. Severstal is committed to helping women advance their careers and combat gender discrimination in the metals sector. As part of the Women's Club annual conference, webinars and programs on psychology, personal effectiveness, and public speaking are held. The Club collaborates with the Women Leadership Forum community on a regular basis and exchanges best practices with Women's Clubs in other corporations.

*“In 2022 Women’s Club is going to implement a largescale programme of training events. The Company is going to host for the first time a complex module programme aimed at developing women leadership. Women’s Club upscaling in Severgroup company is scheduled to be completed in 2022.”*

The summarizing results are presented in the table 11.

**Table 11**

**Severstal’s Summary**

<b>Code</b>	<b>Company’s analysis</b>
1. Race	Mention in the report, no specific information.
2. Gender	Lack of gender balance due to the industry specificity. Intention to gender D&I in the company.
3. Age	Mention in the report, no specific information.
7. Education	Mention in the report, no specific information.
8. Family status	Mention in the report, no specific information.
9. Work experience	Mention in the report, no specific information.
10. Religion	Mention in the report, no specific information.
11. Language	Mention in the report, no specific information.
13. Nationality	Mention in the report, no specific information.
17. Equal pay	Tool of inclusion, equal pay to employees depends on the work performance regardless their personal characteristic.
18. Trainings on D&I	Tool of inclusion, aims to create equal opportunities for diverse workforce engaging employees and increasing their education on D&I, trainings for women.
21. The D&I policy	Tool of inclusion, aims to create equal opportunities for diverse workforce.
24. Leadership programs	Programs that strives to support women to take leadership position in the company.

Compiled by: [Sustainability Report 2021 of Severstal]

**2.3.1.9. PJSC «LUKOIL Group»**

The company does not tolerate any discrimination based on **gender, race, age**, or others. The recruiting procedure is centered on providing **equal opportunity** to both male and female candidates from inside the country as well as applicants from other countries, as well as applicants

with **disabilities** and people from different **racial or ethnic** groups. Lukoil ensures equal pay for employees in the same job positions. There are 41% of total employees are women.

The summarizing results are presented in the table 12.

*Table 12*

**Lukoil Group’s Summary**

<b>Code</b>	<b>Company’s analysis</b>
1. Race	Mention in the report, no specific information.
2. Gender	Gender diversity in the company. No specific information.
3. Age	Mention in the report, no specific information.
4. Disability	Mention in the report, no specific information.
6. Ethnicity	Mention in the report, no specific information.
17. Equal pay	Tool of inclusion, equal pay to employees depends on the work performance regardless their personal characteristic.

Complied by: [Sustainability Report 2021 of Lukoil group]

**2.3.1.10. PJSC «MTS Group»**

The ESG Committee gave careful consideration to the creation of MTS's **Diversity, Equity, and Inclusion Policy** using international best practices. The idea of diversity in hiring enables the company to make use of a greater range of employee traits, backgrounds, and perspectives. Differentiations in **citizenship, age, gender, ideological diversity, and origin and associated cultural traits** help managers make better decisions and develop goods and services that best satisfy the demands of the company's target markets. MTS Group employed 269 people with **disabilities** in 2021. The modest male preponderance (54% vs. 46%) in the staff structure in 2021 is unchanged from the previous reporting period, although this is still a very high percentage for this sector. **Equal pay** for equal effort, acceptable employment for all women and men, including young people and those with impairments. Employees by gender and age are presented in Fig. 9.

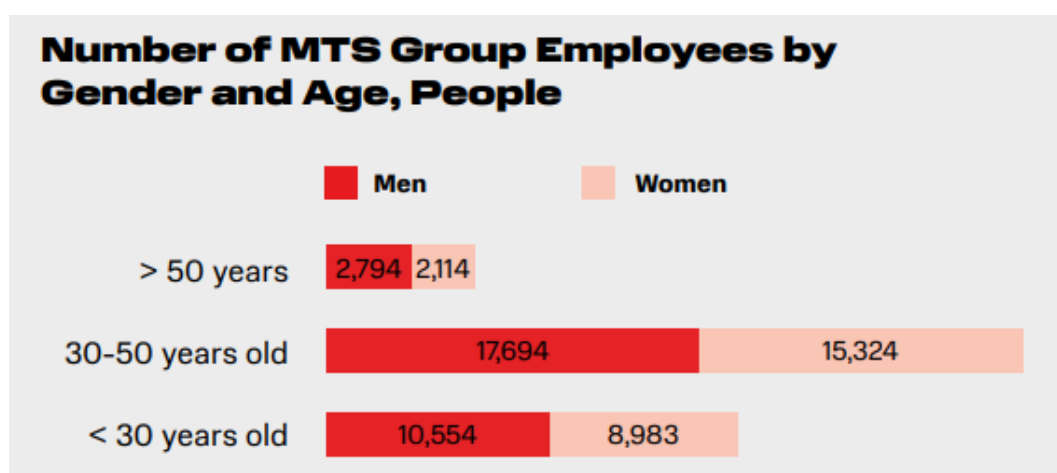


Fig. 9 Employees by gender and age MTS Group

Source: [Sustainability Report 2021 of MTS Group, page 72]

The summarizing results are presented in the table 13.

*Table 13*

### MTS Group's Summary

Code	Company's analysis
2. Gender	Gender diversity in the company.
3. Age	Age diversity on the company, no specific information.
4. Disability	Mention in the report, no specific information.
6. Ethnicity	Mention in the report, no specific information.
12. Culture	Mention in the report, no specific information.
17. Equal pay	Tool of inclusion, equal pay to employees depends on the work performance regardless their personal characteristic.
21. The D&I policy	Tool of inclusion, aims to create equal opportunities for diverse workforce.

Complied by: [Sustainability Report 2021 of MTS Group]

#### 2.3.1.11. Summary on 10 Russian companies.

After analyzing 10 Russian companies that are leaders in ESG, it became clear that in Russia companies pay the most attention to primary dimensions of diversity, namely **gender, age and disability diversity** (Table 17). There are a quite a large amount of information on these topics, separate paragraphs and sections. The most considered dimension is gender diversity (10 companies out of 10). It is important to mention that the majority of the companies are unattractive to women's labor (mining, manufacturing, steel production, etc.) because of laws restricting women's work in conditions unsuitable for health. Therefore, the indicators of female workers may be lower. However, the majority of inclusion tool is connected to gender diversity, such as **equal pay** (9 companies out of 10), leadership program for women (2 companies out of 10), diversity



KPI (1 company out of 10). The second most discussed dimension is age diversity (10 companies out of 10) and the following inclusion tool – mentoring program (2 out of 10). Race, ethnicity and nationality dimensions are mentioned by most of the companies, however, there are no specific tools or information. One more important issue is disability, most of the companies (7 companies out of 10) pay a great attention to this dimension, using same tools and creating favorable working conditions. Religion is mentioned by most of the companies (7 out of 10), however, they did not provide any specific tools or information. Culture and political orientation are mentioned by 3 companies out of 10 and did not have any specification. Other dimensions (sexual orientation, education, family status, work experience, language, lifestyle, appearance) are briefly mentioned in reports, however, they did not have any specific tool or information. Regarding inclusion tools, companies mostly adopt **equal pay** for the same work (10 out of 10), **D&I policies** (6 out of 10) and **trainings on D&I** (4 out of 10). There are also such tools as support to parents, code of ethics, mentoring program, diversity KPI and leadership programs for women. However, they are adopted by minor companies out of 10. The table 14 represents the codes and frequency of their usage in reports of the companies.

*Table 14*

**Russian companies' Summary**

Codes	Frequency
1. Race	7
2. Gender	10
3. Age	10
4. Disability	7
5. Sexual orientation	2
6. Ethnicity	5
7. Education	2
8. Family status	2
9. Work experience	1
10. Religion	7
11. Language	2
12. Culture	4
13. Nationality	8
14. Lifestyle	1
15. Political orientation	3
16. Appearance	1
17. Equal pay	10
18. Trainings on D&I	4
19. Support to parents	1
20. Code of Ethics	1
21. The D&I policy	6
22. Mentoring program	2
23. Diversity KPI	1

24. Leadership programs for women	2
25. Female Worker Union	No data available
26. Employee Trade Union	No data available
27. Internal analysis	No data available
28. The cooperation with institutions	No data available
29. Internship programs	No data available
30. Recruitment and Selection Guide	No data available
31. D&I in corporate goal	No data available

Source: [Compiled by the author of the final qualifying work]

### 2.3.2. Analysis of Chinese companies

In this section, Chinese companies will be analyzed using their non-financial statements. Companies will be analyzed by the codes that are presented above and are used for Russian companies. Each company is analyzed individually, and then the general data is analyzed and summarized.

#### 2.3.2.1 LTD «Sinopec Corp.»

- **Gender discrimination/diversity**

The organization respects the concept of gender parity and makes sure that female employees have the same employment opportunities and social security benefits as their male colleagues. The Company also rigorously abides with the rules governing the pregnancies and maternity leaves, nursing breaks, and routine physical checkups for female employees. In order to give female employees more protection, the company organized a Female Workers Committee of the labor union. The Company requires all labor agreements and collective bargaining agreements to include clauses safeguarding female employees' rights in order for them to be legitimate and effective in upholding their rights and interests.

*“We strive to eliminate gender discrimination in recruiting and promotion, and encourage female employees to participate in democratic management of the enterprise. We pay attention to the needs of female employees during pregnancy and maternity, as well as the physical and mental health of female employees.”*

- **Ethnicity/Religion/Nationality/Culture and other orientation diversity/discrimination**

Sinopec Corp. reports on the prohibition of any type of discrimination, such as religion, ethnicity and nationality. However, they do not mention any specific information or statistics.

*“We strictly forbid the use of child labour and forced labour, and forbid any form of discrimination such as due to **gender, region, religion and nationality**. We strive to further*

increase the diversity at our workplace, such as in **gender and ethnicity**, and fully ensure equal opportunities for employees.”

Moreover, they have a Board Diversity policy, that is aimed at diversity of top management. They forbid any type of discrimination, such as work experience, culture, education and age. The important issue, they the company did not mention the age diversity in other sections except the Board.

*“The Company has formulated the Board Diversity Policy, which stipulates that members of the Board shall be nominated and appointed based on the capabilities and experience necessary for the overall optimum operation of the Board, while also taking into account the targets and requirements for the Board's diversity. The Company's consideration of the diversity of the Board includes but is not limited to **professional experience, skills, knowledge, length of service, regions, cultural and educational backgrounds, gender, age, and other factors.**”*

The summarizing results are presented in the table 15.

**Table 15**

**Sinopec Corp.’s Summary**

<b>Code</b>	<b>Company’s analysis</b>
2. Gender	Great attention to gender diversity. Gender D&I in the company. Mention in the Human Rights & D&I policy. Key area of support.
3. Age	Mention in the report of Boards, no specific information.
6. Ethnicity	Mention in the report, no specific information.
7. Education	Mention in the report, no specific information.
9. Work experience	Mention in the report, no specific information.
10. Religion	Mention in the report, no specific information.
12. Culture	Mention in the report, no specific information.
13. Nationality	Mention in the report, no specific information.
17. Equal pay	Tool of inclusion, equal pay to employees depends on the work performance regardless their personal characteristic.
21. The D&I policy	Tool of inclusion, aims to create equal opportunities for diverse workforce.
25. Female Worker Union	A union that protects and defends women's rights in the workplace.

Complied by: [Sustainability Report 2021 of Sinopec Corp.]

**2.3.2.2 LTD «Yili Group.»**

The company strictly enforces equal compensation for equal labor for men and women and forbids discrimination on the grounds of **gender, age, nationality, ethnicity, religion, disability**, etc. rights and pursuits of working women. They strictly adhere to the Prohibited Work Scope Regulation for Female Employees, and in accordance with the Special Collective Contract for the

Protection of the Rights and Interests of Female Workers, the company provides paid time off for prenatal checks, maternity leave, and two hours per day of breastfeeding leave during the nursing period. They also move breastfeeding employees into positions that are more appropriate for them. More information available in the Fig.10. period.



Fig. 10 Employees by gender&admission rate of Trade Union

Source: [Sustainability report 2021 of Yili Group, page 31]

The summarizing results are presented in the table 16.

**Table 16**

### Yili Group's Summary

Code	Company's analysis
2. Gender	Gender D&I in the company. Key area of support.
3. Age	Mention in the report, no specific information.
4. Disability	Mention in the report, no specific information.
6. Ethnicity	Mention in the report, no specific information.
10. Religion	Mention in the report, no specific information.
13. Nationality	Mention in the report, no specific information.
17. Equal pay	Tool of inclusion, equal pay to employees depends on the work performance regardless their personal characteristic.
26. Employee Trade Union	A union that protects and defends employee's rights in the workplace.

Complied by: [Sustainability Report 2021 of Yili Group]

#### 2.3.2.3 LTD «Midea Group Co.»

The Company has embraced the board's diversity policy, which covers a variety of factors, including but not limited to **gender, age, educational and cultural background, ethnicity, and years of professional experience.**

In the other section of the report, they adhere to the principle of equal employment and state that they do not judge or discriminate against employees on the basis of their gender, age, ethnicity, race, nationality, place of origin, religion, sexual orientation, or marital status. The corporation firmly forbids the use of forced labor and child labor. Any such actions must be immediately stopped and dealt with in line with the applicable laws, rules, and requirements. The proportion of women in the company is higher than male (Fig. 11).



Fig. 11 Employees by age and gender Midea Group Co.

Source: [Environmental, Social and Governance Report 2021 of Midea Group Co, page 43]

The summarizing results are presented in the table 17.

**Table 17**

### Midea Group Co.'s Summary

Code	Company's analysis
1. Race	Mention in the report, no specific information
2. Gender	Gender D&I in the company. Key area of support.
3. Age	Mention in the report, statistics revealed.
5. Sexual orientation	Mention in the report, no specific information.
6. Ethnicity	Mention in the report, no specific information.
7. Education	Mention in the report, no specific information.
8. Family status	Mention in the report, no specific information.
9. Work experience	Mention in the report, no specific information.
10. Religion	Mention in the report, no specific information.
13. Nationality	Mention in the report, no specific information.
15. Political orientation	Mention in the report, no specific information.
21. The D&I policy	Tool of inclusion, aims to create equal opportunities for diverse workforce.

Compiled by: [Environmental, Social and Governance Report 2021 of Midea Group Co.]

#### 2.3.2.4 LTD «Fosun International»

- **Age/Gender/Disability/Sexual Orientation diversity**

Fosun International manages the following key areas of diversity: **age, gender, disability and sexual orientation**. They aimed to establish a workplace that accommodates many generations, as well as promote gender diversity in the workplace, protecting women's employment rights, pay levels, and equitable career development possibilities, and working to close the gender gap at all levels. There are 48.2 percent of overall workers are women. In addition, they focused on eliminating disability prejudice and improving workplace accessibility, resulting

in a pleasant working environment. Lastly, they strive to provide a welcoming environment free from prejudice and judgment based on sexual orientation.

- **Ethnicity/Religion/Nationality/Culture and other orientation diversity/discrimination**

The company does not tolerate any other discrimination, such as race, ethnicity, religion, culture etc. They have created a Board Diversity Policy to ensure that all Board Candidates are diversified and may bring different contribution thanks to their background,

*“We respect any physical or mental discrepancies of our staff, and all employees and job applicants are not confined by factors such as **gender, age, race and ethnicity, colour, religious belief, nationality, sexual orientation, physical conditions, etc.** As of the end of the Reporting Period, the percentage of employees with a disability of the Company and its member companies within the scope of the Report was around 0.75%, while the percentage of female employees in senior executive and in middle management were around 31.5% and 42.9%, respectively.”*

The summarizing results are presented in the table 18.

**Table 18**

**Fosun International’s Summary**

<b>Code</b>	<b>Company’s analysis</b>
1. Race	Mention in the report, no specific information
2. Gender	Gender D&I in the company. Key area of support.
3. Age	Age D&I in the company. Key area of support.
4. Disability	Gender D&I in the company. Key area of support.
5. Sexual orientation	Sexual orientation D&I in the company. Key area of support.
6. Ethnicity	Mention in the report, no specific information.
7. Education	Mention in the report, no specific information.
9. Work experience	Mention in the report, no specific information.
10. Religion	Mention in the report, no specific information.
12. Culture	Mention in the report, no specific information.
13. Nationality	Mention in the report, no specific information.
17. Equal pay	Tool of inclusion, equal pay to employees depends on the work performance regardless their personal characteristic.
21. The D&I policy	Tool of inclusion, aims to create equal opportunities for diverse workforce.
26. Employee Trade Union	A union that protects and defends employee's rights in the workplace.

Compiled by: [Environmental, Social and Governance Report 2021 of Fosun International]

### 2.3.2.5 LTD «China Pacific Insurance (Group) Co.»

The company has created its diversification policy. When assessing director candidates' qualifications and recommending candidates to the board, the board's Nomination Committee takes into account all relevant factors, including gender, age, cultural background, educational background, professional experiences, skills, knowledge levels, and tenure. The committee also periodically assesses the structure, membership, and makeup of the board. A total of 15 directors made up the board as of the end of 2021, with 27% of them being women and 87% of them being outsiders. Overall percent of female workers is 53. Moreover, the company has workers of different ages, the Fig. below shows concrete numbers of workers in different age diapasons in 2021 (Fig. 12).

By age	
Number of employees aged 30 and under	33,088
Number of employees aged 31-40	52,042
Number of employees aged 41-50	21,240
Number of employees aged 51 and over	7,738

Fig. 12 Employees by age 2021 China Pacific Insurance Co.

Source: [Sustainability report 2021 of China Pacific Insurance Co., page 77]

Additionally, they developed the Collective Contract for Female Employee Protection, and they adhered rigorously to its rules covering maternity leave, equal pay and welfare, and equal career development prospects.

*“We opposed gender discrimination, and provided fair and equitable opportunities in recruitment, training, salary, career development, promotion, etc.”*

The summarizing results are presented in the table 19.

**Table 19**

#### China Pacific Insurance Co.’s Summary

Code	Company’s analysis
2. Gender	Gender D&I in the company. Key area of support.
3. Age	Age D&I in the company.
7. Education	Mention in the report, no specific information.
9. Work experience	Mention in the report, no specific information.
12. Culture	Mention in the report, no specific information.
17. Equal pay	Tool of inclusion, equal pay to employees depends on the work performance regardless their personal characteristic.

21. The D&I policy	Tool of inclusion, aims to create equal opportunities for diverse workforce.
25. Female Worker Union	A union that protects and defends women's rights in the workplace.

Complied by: [Sustainability report 2021 of China Pacific Insurance Co.]

#### 2.3.2.6 LTD «Guotai Junan Securities Co.»

Guotai Junan Securities Co. creates and adopted the Board has adopted the Board Diversity Policy to achieve board diversity in a variety of areas, including but not limited to **gender, age, cultural and educational background, ethnicity, professional experience, skills, expertise, and length of service**. All Board appointments must be made on the basis of merit, and applicants must be evaluated using objective standards while taking into account the advantages of the Board's diversity. This policy will be examined by the Nomination Committee to make sure it's effective. Based on these considerations, the Nomination Committee examined the Board's composition throughout the year and found that it had a balanced diversity.

The company strives to build a diverse and inclusive workplace and culture, promote equitable employment opportunities, safeguard employees' rights and interests, and encourage meaningful dialogue inside the company. Female workers represents 44% of the total number of employees. 39.49% of all employees who hold manager-level positions or higher are female. As of the latest date that is currently practical, 22.22% of the Board are female directors. The Group recognizes the value of its female staff and makes every effort to promote gender equality at work as well as relevant awareness across everyday operations and corporate culture. Young employees (those under 35) make approximately 55% of the entire workforce for the Group. The Group has attracted and developed a high-quality professional young team, pumping fresh blood into its workforce, solidifying the medium and long-term talent pool, and enhancing its business momentum on the basis of the strong brand influence and the quality business platform. Information on the Board gender and age diversity is presented in Fig.13.



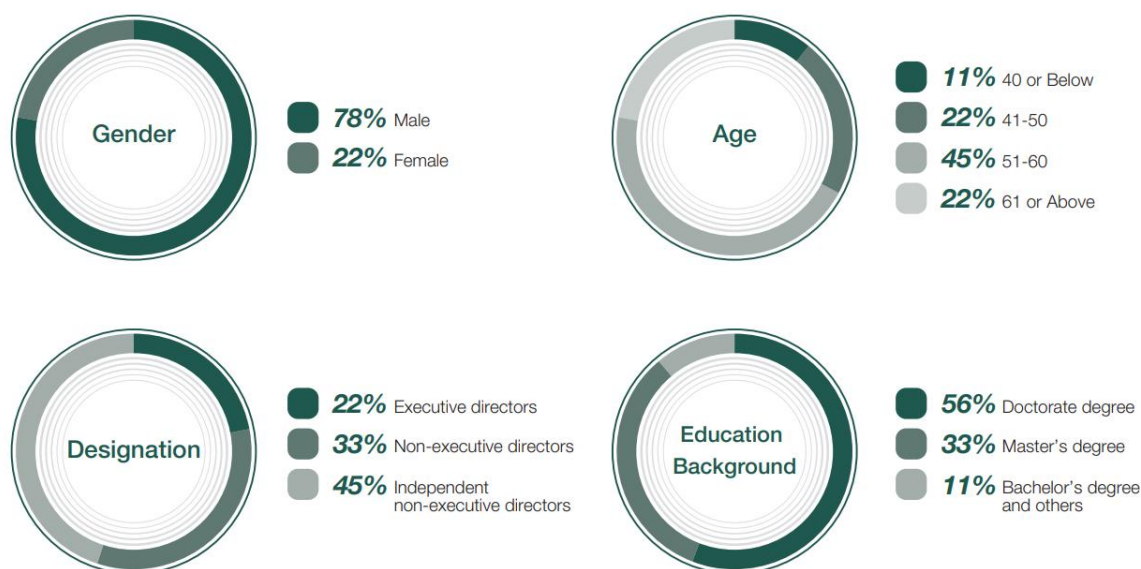


Fig. 13 Employees of Board by gender, age, education and designation Guotai Junan Securities Co.

Source: [Environmental, Social and Governance Report 2021 of Guotai Junan Securities Co, page 27]

*“The Group is firmly committed to promoting and implementing equal opportunity in employment and to eliminating all forms of discrimination. All candidates shall be assessed based on the job requirements and their relevant aptitudes, skills and abilities, and not on the grounds of sex, pregnancy, marital status, disability, family circumstance or race.”*

The summarizing results are presented in the table 20.

**Table 20**

**Guotai Junan Securities Co.’s Summary**

Code	Company’s analysis
1. Race	Mention in the report, no specific information.
2. Gender	Gender D&I in the company. Key area of support.
3. Age	Age D&I in the company.
4. Disability	Mention in the report, no specific information.
6. Ethnicity	Mention in the report, no specific information.
7. Education	Mention in the report, no specific information.
8. Family status	Mention in the report, no specific information.
9. Work experience	Mention in the report, no specific information.
12. Culture	Mention in the report, no specific information.
17. Equal pay	Tool of inclusion, equal pay to employees depends on the work performance regardless their personal characteristic.
21. The D&I policy	Tool of inclusion, aims to create equal opportunities for diverse workforce.

Compiled by: [Environmental, Social and Governance Report 2021 of Guotai Junan Securities Co.]

### 2.3.2.7. «JD.com Incorporation»

JD.com upholds the values of transparency, impartiality, and equal recruitment; it signs labor contracts in accordance with the law, prohibits all forms of discrimination; it treats employees from all nations, nationalities, genders, and religious and cultural backgrounds equally; it actively seeks to employ disabled individuals; it protects the rights of female employees; and it ensures that men and women receive equal pay for equal work.

They offer precise rules on anti-discrimination, harassment, health and safety, personal privacy, etc. in their Code of Business Conduct and Ethics, which also successfully safeguards the rights and benefits of workers. Moreover, they set up a specialized department recruiting people with disabilities. In 2021, 186 disabled employees hired by JD. There are also 24.61% of women in the organization among all employees, which is a low indicator. The company did not provide any information on age diversity, there is only 1.02% of people under 50 years.

The summarizing results are presented in the table 21.

*Table 21*

#### JD.com Incorporation's Summary

Code	Company's analysis
2. Gender	Low gender D&I in the company.
3. Age	Low age D&I in the company. <b>No mention in the report.</b>
4. Disability	Mention in the report, no specific information.
6. Ethnicity	Mention in the report, no specific information.
12. Culture	Mention in the report, no specific information.
13. Nationality	Mention in the report, no specific information.
17. Equal pay	Tool of inclusion, equal pay to employees depends on the work performance regardless their personal characteristic.
20. Code of Ethics	Tool of inclusion, D&I as foundation.
26. Employee Trade Union	A union that protects and defends employee's rights in the workplace.

Compiled by: [Environmental, Social and Governance Report 2021 of JD.com Incorporation.]

### 2.3.2.8. «Xiaomi Inc.»

In their report Xiaomi Inc. poorly described their diversity and inclusion. They mentioned, that they aims to create a healthy an safe working environment and use the "fair, just, and open" values and creates internal rules for hiring, firing, and benefits. The policies included clauses against discrimination and forced labor, which make sure that workers are fully informed of their rights before signing contracts with us. In 2021, they did not recognize any incident of discrimination. However, there are only 33.52% of workers are female. Moreover, only 0.8% are aged over 50.

The summarizing results are presented in the table 22.

## Xiaomi Inc.'s Summary

Code	Company's analysis
2. Gender	Low gender D&I in the company due to the industry. No specific information.
3. Age	Low age D&I in the company. <b>No mentions in the report.</b>
17. Equal pay	Tool of inclusion, equal pay to women and men.
21. The D&I policy	Tool of inclusion, aims to create equal opportunities for diverse workforce.
26. Employee Trade Union	A union that protects and defends employee's rights in the workplace.

Complied by: [Environmental, Social and Governance Report 2021 of Xiaomi Inc]

## 2.3.2.9. LTD «SAIC Motor Corp.»

SAIC Motor Corp. states that the company has zero tolerance towards any kind of discrimination. SAIC is dedicated to an equal opportunity work environment that is free of harassment and discrimination based on **national origin, race, color, religion, gender, ancestry, age, sexual orientation, gender identity, disability, marital status, veteran status, genetic information**, and any other status protected by law. Human rights are integral to their core company value of respect. They mention that they have tools for adopting D&I, however, did not release any specific information. There are 45% of the board being women and 18% of the board representing people of color.

The summarizing results are presented in the table 23.

Table 23

## SAIC Motor Corp.'s Summary

Code	Company's analysis
1. Race	Race D&I in the company. Key area of support.
2. Gender	Gender D&I in the company. Key area of support.
3. Age	Mention in the report, no specific information.
4. Disability	Mention in the report, no specific information.
5. Sexual orientation	Mention in the report, no specific information.
8. Family status	Mention in the report, no specific information.
10. Religion	Mention in the report, no specific information.
13. Nationality	Mention in the report, no specific information.
17. Equal pay	Tool of inclusion, equal pay to employees depends on the work performance regardless their personal characteristic.
18. Trainings on D&I	Tool of inclusion, aims to create equal opportunities for diverse workforce engaging employees and increasing their education on D&I, trainings for leaders and newcomers.

Complied by: [Corporate Responsibility Report 2021 of SAIC Motor Corp]

### 2.3.2.10. LTD «Anhui Conch Cement Co.»

Conch Cement actively encourages a diverse and inclusive workplace, upholds the concept of equal employment, and forbids employment discrimination. They respect, treat fairly, and offer equal employment chances to all of workers, regardless of **their nations, genders, ages, educational backgrounds, religions, or cultural backgrounds.**

16.4% of all employees are female, and 8.7% are members of ethnic minorities. Female members made up 5.20% of the middle and senior management of the company, and ethnic minority members made up 3.20%. To increase employment prospects for locals, the firm aggressively promotes localized management and employment in our abroad activities. In addition, they constantly prioritize and defend the rights and interests of female employees, ensuring that they have access to paid annual leave, paid maternity leave, appropriate sick leave, personal leave, marriage leave, and legal holidays. There are only 7% of all workers are people over 50 years (Fig. 14).

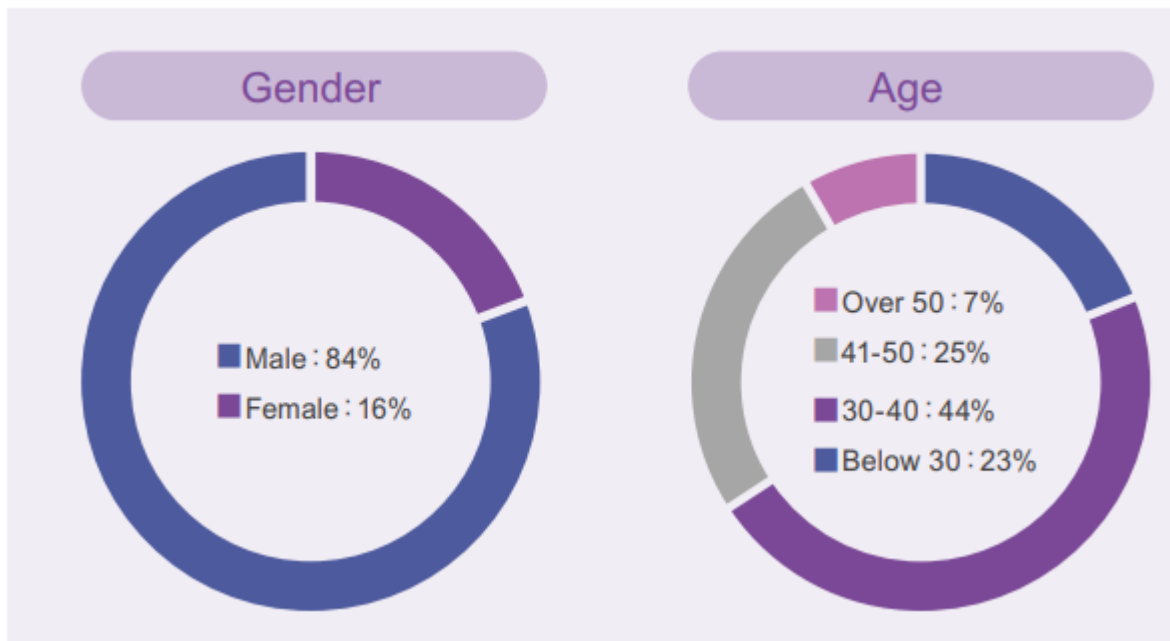


Fig. 14 Employees by gender and age Conch Cement Co.

Source: [Corporate Responsibility Report 2021 of Conch Cement Co, page 66]

The summarizing results are presented in the table 24.

**Table 24**

#### Conch Cement Co.'s Summary

Code	Company's analysis
1. Race	Mention in the report, no specific information.

2. Gender	Lack of gender D&I in the company due to the industry. Key area of support.
3. Age	Mention in the report, no specific information.
6. Ethnicity	Ethnicity D&I. Key area of support.
7. Education	Mentioned in the report, no specific information.
10. Religion	Mentioned in the report, no specific information.
12. Culture	Mentioned in the report, no specific information.
13. Nationality	Mentioned in the report, no specific information.
17. Equal pay	Tool of inclusion, equal pay to employees depends on the work performance regardless their personal characteristic.

Complied by: [Corporate Responsibility Report 2021 of Conch Cement Co]

### 2.3.2.11. Summary on 10 Chinese companies.

After analyzing of 10 Chinese companies it became clear that they are mostly focused on the **gender diversity and inclusion** (10 out of 10 companies) (Table 28). They mention tools and instruments to achieve gender balance, however, not all of them specified the tools. Among revealed tools are equal pay (9 out of 10 companies) and Female Worker Union (2 out of 10). The other dimensions of diversity in the majority cases are briefly described in common, without any clarification or specific information. Companies mostly mention age diversity (8 out of 10), ethnicity (7 out of 10), nationality (7 out of 10), religion (6 out of 10), culture (6 out of 10), education (6 out of 10), work experience (5 out of 10), race (5 out of 10), disability (5 out of 10). In most cases there are no specific information, just a mention in the text. In addition, Chinese companies mention sexual orientation (3 out of 10), family status (3 out of 10) and political orientation (1 out of 10). Considering tools of inclusion, most companies use **equal pay** (9 out of 10), the **D&I policies** (6 out of 10) and **Employee Trade Union** (4 out of 10). They are the most popular tools among Chinese companies. However, some organizations also mention Female Worker Union (2 out of 10), trainings on D&I (1 out of 10) and Code of Ethics (1 out of 10). Overall, Chinese non-financial reports pay little attention to diversity and inclusion, often there is no special section and the information is dispersed throughout the report. However, it does not necessarily mean that companies do not support diversity and do not use any inclusion tools. There is a possibility that they do not mention it in the reports. The table 25 represents codes and their frequencies.

*Table 25*

#### Chinese companies' Summary

Codes	Frequency
1. Race	5
2. Gender	10
3. Age	8
4. Disability	5

5. Sexual orientation	3
6. Ethnicity	7
7. Education	6
8. Family status	3
9. Work experience	5
10. Religion	6
11. Language	No data available
12. Culture	6
13. Nationality	7
14. Lifestyle	No data available
15. Political orientation	1
16. Appearance	No data available
17. Equal pay	9
18. Trainings on D&I	1
19. Support to parents	No data available
20. Code of Ethics	1
21. The D&I policy	6
22. Mentoring program	No data available
23. Diversity KPI	No data available
24. Leadership programs for women	No data available
25. Female Worker Union	2
26. Employee Trade Union	3
27. Internal analysis	No data available
28. The cooperation with institutions	No data available
29. Internship programs	No data available
30. Recruitment and Selection Guide	No data available
31. D&I in corporate goal	No data available

Source: [Compiled by the author of the final qualifying work]

### 2.3.3 Analysis of Turkish companies

This section is dedicated to the analysis of Turkish companies using their non-financial statements. The analysis is similar to ones are made above for Russian and Chinese companies – companies are analyzed by the codes. Each company is analyzed individually, and then the general data is analyzed and summarized.

#### 2.3.3.1 JSC «Naturel Enerji»

- **Race/ethnicity/religion/language/sexual orientation diversity/discrimination**

The company strictly prohibits discrimination in all human resources procedures and promote diversity on the grounds of **race, ethnicity, gender, sexual orientation, religion, and language**. There is no specific data or tools.

- **Gender diversity/ discrimination & inclusion**

JSC «Naturel Enerji» sustainability report highlights that the company pays attention to gender diversity at all management levels, but particularly at the board and senior executive levels. In this sense, the minimum percentage of women appointed to their board is 33%.

The total workforce is 95 employees, where 15% are women and 85% are men according to social performance indicators state in the company’s sustainability report. It can be explained by the specifics of the industry.

Moreover, the company states in their sustainability policies that they have equal pay for female and male employees if their experience and skills are equal:

*“As a signatory of UN WEPs, we pledge to support women in all areas of life and particularly in leadership roles.... our salaries and wages policy adopt equality principle by ensuring there is no salary gap between female and male employees with equal experience and competence..”.* (Naturel Enerji, Equality & Diversity policies)

There is no mention of other kinds of diversity or inclusion tools, however, in social performance indicators the company stated that they have only one disabled employee, but there is no information on policies and conditions for this employee. In addition, the company discloses information on age groups in the company, they have 25% of age group from 18 till 30 years, 51% of age group from 30 till 45 and 24% of people who are older than 45 years (Fig. 15). There is no policies or mentions about the role of age diversity in the company.

Social Performance Indicators					
<b>Total Workforce</b>		<b>2021</b>	<b>2022</b>		
Direct Employment		95	122		
Woman		14	26		
Male		81	96		
<b>Total Workforce by Age Groups</b>					
		<b>2021</b>		<b>2022</b>	
		Woman	Male	Woman	Male
18-30		6	18	13	22
30-45		8	40	11	48
45+		0	23	2	26
<b>Senior Management Structure</b>		<b>2021</b>	<b>2022</b>		
Direct Employment					
Woman		4	6		
Male		6	14		

Fig. 15 Social Performance Indicators Naturel Enerji

Source: [Sustainability Report 2021 of Naturel Yenilebilir Enerji Ticaret A.Ş., page 44]

The summarizing results are presented in the table 26.

## Naturel Enerji's Summary

Code	Company's analysis
1. Race	Mention in the report, no specific information.
2. Gender	Lack of gender D&I in the company due to the industry. Key area of support.
5. Sexual orientation	Mention in the report, no specific information.
6. Ethnicity	Mention in the report, no specific information.
10. Religion	Mention in the report, no specific information.
11. Language	Mention in the report, no specific information.
17. Equal pay	Tool of inclusion, equal pay to employees depends on the work performance regardless their personal characteristic.
20. Code of Ethics	Tool of inclusion, D&I as foundation.

Complied by: [Sustainability Report 2021 of Naturel Yenilebilir Enerji Ticaret A.Ş.]

### 2.3.3.2 JSC «Akçansa Cement Industry and Trade»

- **Race/Age/Disability/Sexual orientation/Ethnicity/Religion/Language/Nationality/Political orientation diversity/discrimination**

The company states that they are connected to each other based on similar personal characteristics, including **gender, language, race, political opinions, beliefs, religion, sexual orientation, age, and physical disability**. They prohibit harassment and all its from. They also signed “United Nations Global Compact”, which is a call for businesses to adopt steps that promote societal objectives and the achievement of the SDGs, and to align their plans and operations with ten universal values pertaining to labour, the environment, human rights, and anti-corruption.

*“With the aim of creating an inclusive work environment for our employees, we stand against all kinds of discrimination based on age, gender, language, nationality, belief, ethnic origin or any other difference, as an organization in the recruitment and post-employment processes.”*

The company does not disclose any specific information on age diversity, however, they state in their performance indicators that 83.5% of their employees are at the age from 30 to 50 years, while 8.5% and 8% are under 30 years and above 50 years respectively (Fig. 16). In the same section they disclose that they have 24 disabled employees (Fig. 17), however, there is no information on policies and other inclusion tools.



Total Number of Employees						
Age Groups	2019		2020		2021	
	Female	Male	Female	Male	Female	Male
> 30	-	-	17	66	18	88
30 - 50	-	-	54	765	58	758
50 +	-	-	5	73	1	64

Fig. 16 Total number of employees by age groups Akçansa Cement Industry and Trade

Source: [Sustainability Report 2021 of Akçansa Cement Industry and Trade, page 74]

Number of Disabled Employees					
2019		2020		2021	
Female	Male	Female	Male	Female	Male
1	24	1	20	1	23

Fig. 17 Number of disabled employees Akçansa Cement Industry and Trade

Source: [Sustainability Report 2021 of Akçansa Cement Industry and Trade, page 74]

- **Gender diversity/ discrimination & inclusion**

Gender diversity is a key area of diversity in the company. Since 2018, they have been holding "Gender Equality" workshops for field and office workers at operational sites in Istanbul, Çanakkale, and Samsun as part of their "Equality at Work" project. In addition, they have conducted workshops with the aim of increasing the employment and initiative of women in organizations. The subject of "harassment" is included to the gender equality policy in 2021 as part of efforts to assist and strengthen the presence of women in all professional levels. This broadened the policy's purview. At Akçansa, actions are being taken to empower women in the community, in business, and in the economy in order to attain gender equality. They also take part in the Global Compact "Target Gender Equality" campaign in 2021.

There is 20% of white-collar employees are women and 15% of those in managerial positions are women. Considering blue-collar employees, there is 99,52% are men and 0,48% are women, which is caused by the industry specifics as far as it is undesirable for women to work with heavy weights and chemistry.

The summarizing results are presented in the table 27.

## Akçansa Cement Industry and Trade's Summary

Code	Company's analysis
1. Race	Mention in the report, no specific information.
2. Gender	Lack of gender D&I in the company due to the industry. Key area of support.
3. Age	Mention in the report, no specific information.
4. Disability	Mention in the report, no specific information.
5. Sexual orientation	Mention in the report, no specific information.
6. Ethnicity	Mention in the report, no specific information.
10. Religion	Mention in the report, no specific information.
11. Language	Mention in the report, no specific information.
13. Nationality	Mention in the report, no specific information.
15. Political orientation	Mention in the report, no specific information.
17. Equal pay	Tool of inclusion, equal pay to employees depends on the work performance regardless their personal characteristic.
18. Trainings on D&I	Tool of inclusion, aims to create equal opportunities for diverse workforce engaging employees and increasing their education on D&I. Trainings are focused on initiatives to empower women in business.
20. Code of Ethics	Tool of inclusion, D&I as foundation.
21. The D&I policy	Tool of inclusion, aims to create equal opportunities for diverse workforce.
24. Leadership programs	Programs that strives to support women to take leadership position in the company.
27. Internal analysis	Tool of tracking and improving inclusion, the analysis of the internal state of gender diversity within the company for further implication (mainly aims on female inclusion and labor conditions and opportunities)

Complied by: [Sustainability Report 2021 of Akçansa Cement Industry and Trade]

### 2.3.3.3 JSC «Turkey Business Bank»

- **Race/Age/Disability/Sexual orientation/Family status/Religion/Language/Culture orientation/Nationality diversity/discrimination**

İşbank prioritizes equal opportunity in its human resources procedures because it recognizes the importance of social diversity. Moreover, İşbank anticipates that its suppliers will share its commitment to diversity and equal opportunity.

*“The Bank does not, under any circumstances, allow any discrimination among employees based on factors such as race, origin, religion, language, sect or any belief, sexual orientation/preference, gender, mental or physical disability, age, cultural or social class and opinion.”*

Considering age diversity at the company, 91.7% of employees are aged from 30 to 50 years, 5.3% and 3% are aged till 30 years and above 50 years respectively (Fig. 18).

<b>Breakdown of Employees by Age</b>	<b>2020</b>	<b>2021</b>
50 years of age and older	492	686
30-50 years of age	21,417	20,914
30 years of age and younger	1,609	1,202
<b>Total</b>	<b>23,518</b>	<b>22,802</b>

Fig. 18 Number of employees by age groups Turkey Business Bank

Source: [Integrated Annual Report 2021 of Turkey Business Bank, page 453]

- **Gender diversity/ discrimination & inclusion**

The company underlines that gender equality is one of the most crucial aspect of D&I for them. There is a gender diversity in the company: 55% of employees are women. The high ratio of female employees is also reflected in the management staff. 44% of the mid-level and top-level managers of the Bank are women. The management team reflects the large proportion of female employees, 44% of the mid and top managers of the Bank are women.

İşbank implements its Gender Equality Policy in accordance with the Board of Directors Resolution. This Policy lays out the fundamental guidelines and protocols relating to the Bank's processes to maintain gender equality that apply to all of the Bank's personnel and operations, in accordance with its equal opportunity and diversity values. Furthermore, in line with the Sustainability Committee's 2021 decision, the Bank has been doing studies to raise the proportion of women in management positions. The Human Rights and Human Resources Policy outlines İşbank's essential values and guidelines for diversity and equal opportunity. Employees have access to this policy via the corporate website and internal portal. In order to assist women in advancing to top management positions and strengthening their leadership abilities, the Bank plans to launch a new leadership and management development program in 2022. Within the framework of the International Labor Organization's Equal Remuneration Convention (no. 100), the Bank accepts the idea of equal pay for equal labor and implements a clear and quantitative system of compensation.

- **Trainings on D&I**

During the "Diversity and Inclusion" class during career training, the topic of diversity and inclusion is explored. In order to guarantee that these concepts are adopted, seminars and trainings on gender equality, diversity, and inclusion are planned as part of this course. As part of their Starting My Career Trainings, Assistant Specialists who have recently started working for İşbank

are given a class on "Diversity and Inclusion." Additionally, employees who have been promoted to Senior and Assistant Manager roles are also given this class as part of their career training program. In order to foster healthy communication with people with disabilities and raise knowledge of the appropriate attitude to show toward them The trainings on "Sign Language" and "Correct Approach towards Disability" are still offered by the Bank in 2021. In 2021, employees completed these trainings 1,488 times.

The summarizing results are presented in the table 28.

**Table 28**

**Turkey Business Bank's Summary**

<b>Code</b>	<b>Company's analysis</b>
1. Race	Mention in the report, no specific information.
2. Gender	Gender D&I in the company. Mention in the Human Rights & D&I policy. Key area of support.
3. Age	Mention in the report, no specific information.
4. Disability	Mention in the report, no specific information.
5. Sexual orientation	Mention in the report, no specific information.
8. Family status	Mention in the report, no specific information.
10. Religion	Mention in the report, no specific information.
11. Language	Mention in the report, no specific information.
12. Culture	Mention in the report, no specific information.
13. Nationality	Mention in the report, no specific information.
17. Equal pay	Tool of inclusion, equal pay to employees depends on the work performance regardless their personal characteristic.
18. Trainings on D&I	Tool of inclusion, aims to create equal opportunities for diverse workforce engaging employees and increasing their education on D&I. Trainings are focused on initiatives to empower women in business. Key area of support.
20. Code of Ethics	Tool of inclusion, D&I as foundation.
21. The D&I policy	Tool of inclusion, aims to create equal opportunities for diverse workforce.
24. Leadership programs	Programs that strives to support women to take leadership position in the company.
27. Internal analysis	Tool of tracking and improving inclusion, the analysis of the internal state of gender diversity within the company for further implication (mainly aims on female inclusion and labor conditions and opportunities)

Complied by: [Integrated Annual Report 2021 of Turkey Business Bank]

**2.3.3.4 JSC «Migros»**

- **Age/Disability/ Ethnicity/Religion/Language/Culture diversity/discrimination**

The organization hires people based only on their skills; they don't discriminate against applicants based on their **age, gender, race, culture, or disability**. They also give them equal

opportunity throughout the duration of their employment. Because of this, starting pay in stores is determined by the minimum wage plus perks, regardless of the employee's gender. They carry HR system's implementation within the framework of the "equality for all" principle, and they measure employees' performance, competency, and ability using broad, objective standards.

1,026 disabled workers are employed by Migros, 21 of them held managerial positions. 3% of all employees are disabled, with 27% of women and 73% of males making up this group. 32-year-old employees on average; Y generation members make up 80% of the workforce, Z generation members make up 7% (Fig. 19).

### Employee Distribution by Age Range

Age	Female	Male
Under 30	7,603	9,880
Between 30-50	8,260	13,805
Over 50	148	774

Fig. 19 Number of employees by age groups Migros

Source: [Integrated Report 2021 of Migros, page 159]

- **Gender diversity/ discrimination & inclusion**

In order to advance gender equality, improve the welfare of the nation, and contribute value to the national economy, the company supports and encourages women in their efforts to be productive and entrepreneurial. Putting projects in place and providing support to advance women's employment, participation in the workforce, and gender equality is top priority, in keeping with their objectives and their Human Rights and Equal Opportunity Policy. Migros conducted number of trainings dedicated to the gender equality. There is 30% of female executives in the company. In 2021 40% of 40,470 employees are female and 60% are male. In addition, the company underlines the concept of equal pay meaning that there is no difference in salaries among employees with similar roles and performance. Moreover, Migros actively takes parts in internal and external leadership programs for female employees.

- **Inclusion tools**

Through the Happy Mother maternity follow-up system application, the company provides brief training and video materials to expectant employees about good diet, child development, returning to work after giving birth, and legal rights. To prevent a disruption to their careers, they involve expectant employees in the promotion processes even if they are on maternity leave. A

mentoring program is an additional instrument. The Women on Board Association runs an intercompany mentoring program specifically for female managers, which aims to boost the ratio and loyalty of female employees.

The summarizing results are presented in the table 29.

**Table 29**

**Migros Summary**

<b>Code</b>	<b>Company's analysis</b>
2. Gender	Gender D&I in the company. Mention in the Human Rights & D&I policy. Key area of support.
3. Age	Mention in the report, no specific information.
4. Disability	Disability diversity. Mention in the report, no specific information.
6. Ethnicity	Mention in the report, no specific information.
10. Religion	Mention in the report, no specific information.
11. Language	Mention in the report, no specific information.
12. Culture	Mention in the report, no specific information.
17. Equal pay	Tool of inclusion, equal pay to employees depends on the work performance regardless their personal characteristic.
18. Trainings on D&I	Tool of inclusion, aims to create equal opportunities for diverse workforce engaging employees and increasing their education on D&I. Trainings are focused on initiatives to empower women in business. Key area of support.
19. Support to parents	Tool of inclusion, knowledge, financial and career support.
20. Code of Ethics	Tool of inclusion, D&I as foundation.
21. The D&I policy	Tool of inclusion, aims to create equal opportunities for diverse workforce.
22. Mentoring program	Tool of inclusion, which allows female senior newcomers and to join the team easily.
24. Leadership programs	Programs that strives to support women to take leadership position in the company.
27. Internal analysis	Tool of tracking and improving inclusion, the analysis of the internal state of gender diversity within the company for further implication (mainly aims on female inclusion and labor conditions and opportunities)

Compiled by: [Integrated Report 2021 of Migros]

**2.3.3.5. JSC «Akbank»**

- **Race/Age/Disability/Sexual orientation/Ethnicity/Family status/Work experience/Religion/Language/Culture/Nationality/Political orientation diversity/discrimination**

As Akbank, they also assume responsibility for a future in which all groups can readily engage in economic activity, differences and diversity are welcomed without being marginalized, and there are no disparities. They embrace the diversity of cultures, experiences, and viewpoints among our staff members. Moreover, they uphold the fundamental tenet that discrimination is not

permitted on the basis of any individual's "*race, gender, belief, religion, language, ethnic origin, nationality, political opinion, age, disability, marital status, or sexual orientation.*" The company upholds national and international laws in order to protect the rights of our employees. They require our suppliers to pledge not to engage in forced or child labor or other breaches of human rights, and we abide by these values while we carry out our cooperative operations. 2.5% of employees are people with disabilities, the company established 90 branches with all disability accessibility applications. There 85% of employees are aged from 30 to 50 years, 11% and 4% of employees are aged under 30 and over 50 years respectively.

- **Gender diversity/ discrimination & inclusion**

The company pays attention to gender diversity and discrimination in the workforce. 40% of employees are female (Fig. 20). Besides that, Akbank strives to support women and their rights, signing the international initiatives focused on empowering women in economics life. Moreover, the bank cooperates with many institutions to develop projects on gender and equal opportunities. They also organize a career support for women who just left the paternity leave and are willing to work, as well as they conduct trainings to female Candidates such as "New Century Technologies" and "Psychological Resilience"

- **Trainings on D&I**

The organization makes significant investments in trainings about diversity and these ideals. Employees consequently received 4,464 hours of Ethical Principles training in 2021, which is developed in accordance with UN human rights standards. 47% of the workforce finished the aforementioned training within the reporting period. Consequently, 95% of the workforce has so far finished their human rights training. To foster a positive reporting procedure and promote the adoption of these principles inside our Bank, the firm has set up a "Ethics Hotline." They have implemented this hotline to quickly evaluate the negative situations that employees cannot resolve within their teams and the notification of behaviours that conflict with ethical understanding and to ensure that the source of the risk situation is eliminated immediately. The purpose of this hotline is to promptly assess unfavorable circumstances that staff members are unable to address within their teams, to report actions that go against moral principles, and to guarantee that the cause of the risk scenario is promptly removed.

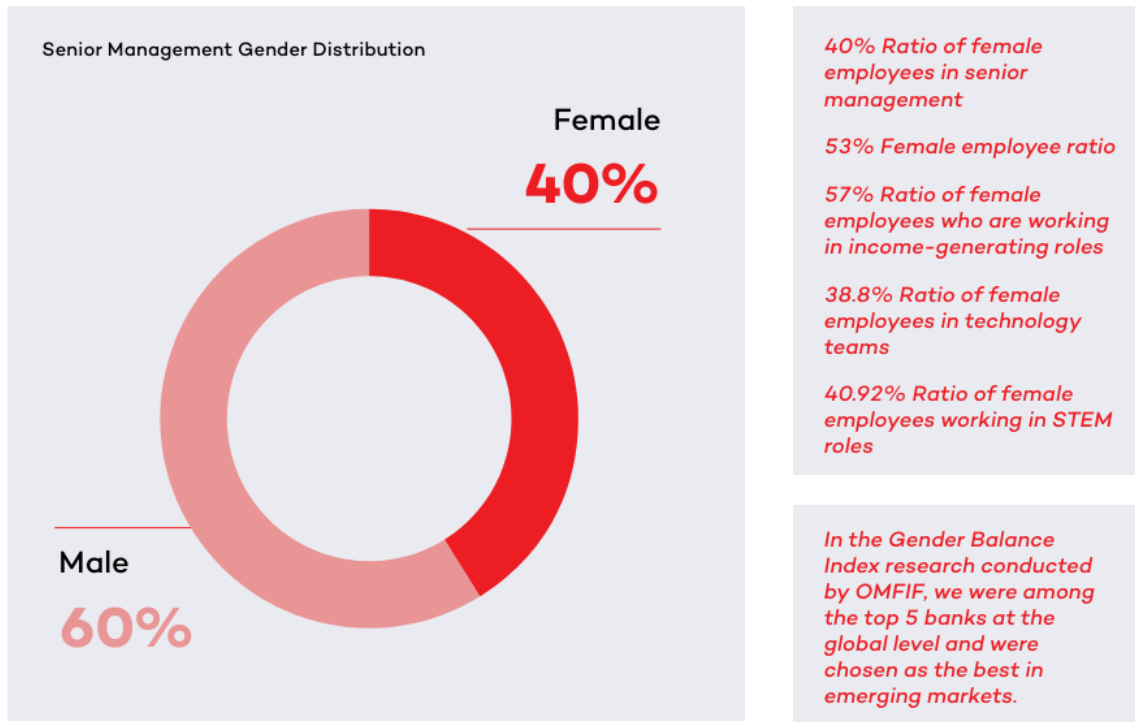


Fig. 20 Senior Management Gender Distribution Akbank

Source: [Integrated Annual Report 2021 of Akbank, page 213]

The summarizing results are presented in the table 30.

**Table 30**

**Akbank's Summary**

<b>Code</b>	<b>Company's analysis</b>
1. Race	Mention in the report, no specific information.
2. Gender	Gender diversity in the company. Main area of support.
3. Age	Mention in the report, no specific information. Key area of support.
4. Disability	Disability diversity. Key area of support, no specific information.
5. Sexual orientation	Mention in the report, no specific information.
6. Ethnicity	Mention in the report, no specific information.
8. Family status	Mention in the report, no specific information.
9. Work experience	Mention in the report, no specific information.
10. Religion	Mention in the report, no specific information.
11. Language	Mention in the report, no specific information.
12. Culture	Mention in the report, no specific information.
13. Nationality	Mention in the report, no specific information.
15. Political orientation	Mention in the report, no specific information.
18. Trainings on D&I	Tool of inclusion, aims to create equal opportunities for diverse workforce engaging employees and increasing their education on D&I. Trainings are focused on initiatives to empower women in business. Key area of support.
19. Support to parents	Tool of inclusion, knowledge, financial and career support.
20. Code of Ethics	Tool of inclusion, D&I as foundation.



21. The D&I policy	Tool of inclusion, aims to create equal opportunities for diverse workforce.
24. Leadership programs	Programs that strives to support employees to take leadership position in the company.
28. The cooperation with institutions	The collaboration with various institutions to develop projects focused on gender and other types of diversity and discrimination.

Complied by: [Integrated Annual Report 2021 of Akbank]

#### 2.3.3.6. JSC «Mavi»

- **Race/Age/Disability/Ethnicity/Religion/Political orientation/Appearance diversity/discrimination**

The 5,111 workers at Mavi are given access to a work environment where human rights are upheld in accordance with both national and international norms. Mavi understands that productivity increases in an office setting where everyone is valued and inclusive policies are implemented. As a result, equal opportunity and cultural diversity are encouraged. Every employee receives the same treatment in accordance with the policy on diversity and inclusion. In all aspects of human resources, such as hiring, development and training, talent and performance management, career management, and compensation, Mavi does not discriminate on the basis of **gender, race, color of skin, religion, political or spiritual beliefs, ethnicity, economic status, sexual orientation, health, disability, age, or physical appearance**. The average employee age is 26, with 78% under 30. The company has 102 employees with disabilities, which is approximately 2% of total employees.

- **Gender diversity/ discrimination & inclusion**

Mavi extends its gender equality philosophy to every employee's career advancement and compensation, with performance being the only variable influencing pay disparities. Regular reviews of base wages and compensation packages guarantee that there is no gender bias in compensation. Mavi continued to prioritize women's empowerment as part of its sustainability initiatives, and at the beginning of 2021 it signed up to the UN Women's Empowerment Principles (WEPs). Through the Mavi Scholarship Fund of the Turkish Education Foundation (TEV), Mavi also gladly provides help to female university students. Being involved in these global forums demonstrates Mavi's dedication to advancing gender parity at all organizational levels. Approximately 51% of managers and 58% of workers are female (Fig. 21). In the corporate office, women comprise 55% of managers and 60% of the workers. Mavi strives to keep a gender-balanced staff in both the field and the corporate office. To encourage women to enter the workforce and help them achieve work/life balance, all female employees who have children aged 1-6 receive daycare support, shuttle service, and breakfast. In 2021, 68 employees took maternity

leave; 95% of them subsequently returned to their jobs. Women employees have access to private health insurance, which provides comprehensive coverage as well as additional child coverage at reduced prices after birth. An extra advantage available to ladies 40 years of age and older is an annual check-up. Recently refurbished, the nursing rooms provide a quiet, peaceful, and cozy environment for female workers to spend their nursing time during the early stages of parenting when they return to work following maternity leave. In addition, parenting workshops are held to assist men and mothers in becoming better parents.

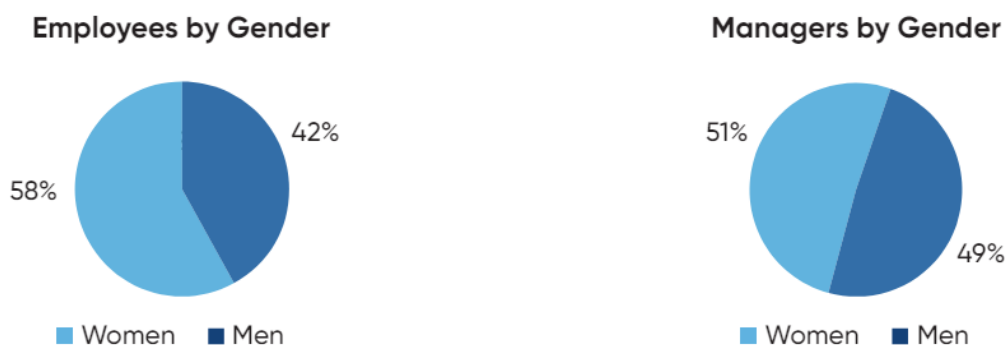


Fig. 21 Employees distribution by gender Mavi

Source: [Annual Report 2021 of Mavi, page 80]

The summarizing results are presented in the table 31.

**Table 31**

### Mavi's Summary

Code	Company's analysis
1. Race	Mention in the report, no specific information.
2. Gender	Gender diversity in the company. Main area of support.
3. Age	Mention in the report, no specific information.
4. Disability	Disability diversity. Mention in the report, no specific information.
6. Ethnicity	Mention in the report, no specific information.
10. Religion	Mention in the report, no specific information.
15. Political orientation	Mention in the report, no specific information.
16. Appearance	Mention in the report, no specific information.
17. Equal pay	Tool of inclusion, equal pay to employees depends on the work performance regardless their personal characteristic.
19. Support to parents	Tool of inclusion, knowledge, financial and career support.
20. Code of Ethics	Tool of inclusion, D&I as foundation.
21. The D&I policy	Tool of inclusion, aims to create equal opportunities for diverse workforce.
24. Leadership programs	Programs that strives to support employees to take leadership position in the company.
28. The cooperation with institutions	The collaboration with various institutions to develop projects focused on gender and other types of diversity and discrimination.

Compiled by: [Annual Report 2021 of Mavi]

### 2.3.3.7. JSC «Aydem Renewable Energy»

- **Race/Age/Disability/ Sexual orientation/Ethnicity/Work experience/Religion/Language/Culture/Nationality diversity/discrimination**

The company strives to provide a discrimination-free workplace with equal opportunities. They think that the harmony brought about by inclusivity and equal opportunity allows people to operate more productively and creatively while also adding long-term rewards. They behave fairly and on the basis of merit, and they forbid discrimination in the workplace on the grounds of “*ethnic origin, religion, language, race, age, gender, sexual orientation, nationality, disability or cultural differences in business life*”. Additionally, they hire the disabled while accounting for legal charges. They operate on the tenet of "the right person for the right job" in all of their hiring procedures. Through the company's policies and processes, they guarantee the preservation of diversity and inclusion. They recognize individual diversity and value each employee's skills and background. Providing employees with a fair working environment free from discrimination and mistreatment is of utmost importance in this regard. The organization has an ethics committee to make sure that any activity that can be considered discriminatory or abusive is reported in compliance with confidentiality guidelines and that appropriate measures are implemented. Employees by age groups are presented in Fig. 21.

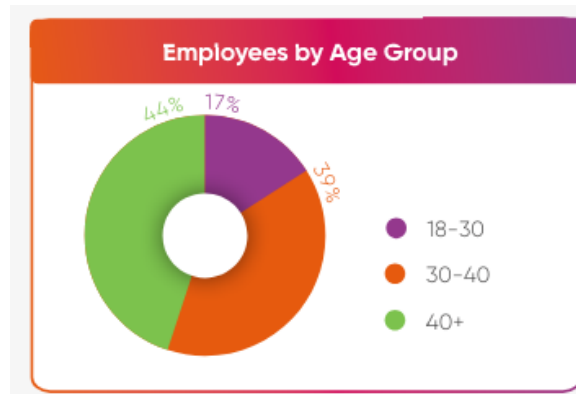


Fig. 21 Employees distribution by age groups Aydem Renewable Energy

Source: [Sustainability report 2021 of Aydem Renewable Energy, pages 68-69]

- **Gender diversity/ discrimination & inclusion**

Due to the industry specifics there is lack of female employees comparing with males ones (only 9.7% of employees are female). By encouraging women to enter the workforce, they ensure that all human resources policies and processes uphold the ideals of equal chances for men and women, which are further guaranteed by the Human Rights Policy. Their goals are to raise the percentage of women in senior management and the company's board of directors, as well as to enhance the gender balance in decision-making processes. As part of "Equal Life," they host

awareness trainings and webinars for staff members. Additionally, they analyze needs in light of evolving working conditions—particularly in light of the pandemic—and make appropriate adjustments. They engage in communication exercises as part of the curriculum "Equality at Home and Work."

The summarizing results are presented in the table 32.

**Table 32**

**Aydem Renewable Energy’s Summary**

<b>Code</b>	<b>Company’s analysis</b>
1. Race	Mention in the report, no specific information.
2. Gender	Lack of gender D&I in the company due to the industry. Key area of support.
3. Age	Mention in the report, no specific information.
4. Disability	Disability diversity. Key area of support, no specific information.
5. Sexual orientation	Mention in the report, no specific information.
6. Ethnicity	Mention in the report, no specific information.
9. Work experience	Mention in the report, no specific information.
10. Religion	Mention in the report, no specific information.
11. Language	Mention in the report, no specific information.
12. Culture	Mention in the report, no specific information.
13. Nationality	Mention in the report, no specific information.
18. Trainings on D&I	Tool of inclusion, aims to create equal opportunities for diverse workforce engaging employees and increasing their education on D&I. Trainings are focused on initiatives to empower women in business. Key area of support.
20. Code of Ethics	Tool of inclusion, D&I as foundation.
21. The D&I policy	Tool of inclusion, aims to create equal opportunities for diverse workforce.
24. Leadership programs	Programs that strives to support employees to take leadership position in the company.
27. Internal analysis	Tool of tracking and improving inclusion, necessity analysis according to the changing working conditions

Compiled by: [Sustainability report 2021 of Aydem Renewable Energy]

**2.3.3.8. JSC «Enerjisa Energy»**

- **Race/Age/Disability/ Sexual orientation/Ethnicity/Family status/Religion/Language Nationality/Political orientation diversity/discrimination**

The organization is dedicated to providing an inclusive and diverse workplace. Decision-making processes are enhanced by diversity, and employee loyalty is improved by inclusion since it makes workers feel important. Equitable and just working conditions inspire workers and boost their engagement and output. They take an equal-opportunity stance in all People and Culture procedures. They welcome age and generational variety since it allows workers to share

knowledge and grow from one another. 21% of individuals joining us are between the ages of 30 and 50, while 79% of newly hired staff are under 30. Of the workforce, 26% is under 30 and 72% is between 30 and 50 years old. In addition, they advocate for the equitable involvement of people with disabilities in society and the economy. They hired more than the legally required 325 workers with disabilities in 2021.

*“In all human resources processes such as recruitment, termination, **wage compensation**, training and reward management and the work environment, we treat all individuals equally and fairly in terms of **language, religion, nationality, race, ethnic origin, age, gender, marital status, health, disability status, political views, union membership and all similar matters.**”*

- **Gender diversity/discrimination & inclusion**

One of our core beliefs is ensuring gender equality at all levels, beginning with the hiring procedures. They also use a non-gender-specific approach to diversity. The percentage of women in managerial positions, white collar and mid, senior level and executive managerial appointments are 26%, 31% and 24% respectively. In total there is 10% of female employees, such a low rate caused by the specifics of the industry. They screened a movie with female workers for external stakeholders on our social media accounts and for students at university events in an effort to showcase female employees across the company's operations as role models to students and prospective recruits.

- **Inclusion tools**

The company strives to support parents: for the purpose of nursing their infants under one year old, female employees are granted a 1.5-hour paid leave known as "milk leave" each day. The timing and frequency of nursing leave are set by the employee. In addition, the office has breastfeeding facilities. Additionally, they provide maternity leave, which lasts for a total of 16 weeks paid leave—eight weeks prior to and eight weeks following childbirth. The company also conducts analysis of employees feedback to develop the inclusion condition in the workforce. They also conduct trainings, which are focused focus on the principle of “Diversity, Equity and Inclusion”. In 2021 they provided 417 hours of equality and inclusion training to 298 employees. The company has a program gives new generation employees the opportunity to mentor senior management. Finally, in order to facilitate the inclusion of impaired people into the workforce, they started the initiative in 2016. As part of the initiative, they annually provide disabled participants training workshops on awareness and personal development.

The summarizing results are presented in the table 33.

*Table 33*

**Enerjisa Energy’s Summary**

<b>Code</b>	<b>Company’s analysis</b>
1. Race	Mention in the report, no specific information.
2. Gender	Lack of gender D&I in the company due to the industry. Key area of support.
3. Age	Age diversity in the workforce. Key area of support.
4. Disability	Disability diversity. Key area of support.
5. Sexual orientation	Mention in the report, no specific information.
6. Ethnicity	Mention in the report, no specific information.
8. Family status	Mention in the report, no specific information.
10. Religion	Mention in the report, no specific information.
11. Language	Mention in the report, no specific information.
13. Nationality	Mention in the report, no specific information.
15. Political orientation	Mention in the report, no specific information.
17. Equal pay	Tool of inclusion, equal pay to employees depends on the work performance regardless their personal characteristic.
18. Trainings on D&I	Tool of inclusion, aims to create equal opportunities for diverse workforce engaging employees and increasing their education on D&I. Trainings are focused on initiatives to empower women in business. Key area of support.
19. Support to parents	Tool of inclusion, knowledge, financial and career support.
21. The D&I policy	Tool of inclusion, aims to create equal opportunities for diverse workforce.
22. Mentoring program	Tool of inclusion, which allows female senior newcomers and to join the team easily.
24. Leadership programs	Programs that strive to support employees to take leadership position in the company. Mainly focused on females employees.
27. Internal analysis	Tool of tracking and improving inclusion, necessity analysis according to the changing working conditions
28. The cooperation with institutions	The collaboration with various institutions to develop projects focused on gender and other types of diversity and discrimination.

Complied by: [Sustainability report 2021 of Enerjisa Energy]

**2.3.3.9. JSC «Arçelik»**

- **Race/Age/Disability/ Sexual orientation/Ethnicity/Family status/Religion/Language Nationality diversity/discrimination**

Arçelik maintains a zero-tolerance policy against any form of background-based discrimination. They think that their uniqueness makes them stronger, more accomplished, and more creative. They work to offer equitable job possibilities according to the performance and quality of each applicant. They started our Diversity, Equity, and Inclusion (DEI) transformation process because they saw that Arçelik could not realize its mission without a diverse workforce and an inclusive culture.

“...we welcome employees from every background regardless of their **ethnic origin, religion, language, race, age, gender, sexual orientation, nationality, disability, or cultural differences...**”

Their operations cover 45 nations, thus it's imperative that the transition process be inclusive. They also place a great priority on employing disabled individuals and assisting them in securing decent and equal housing. The total number of disabled workers in manufacturing facilities and workplaces worldwide in 2021 is 587, or 1.43% of all workers. In order to aid in their further social integration, Arçelik seeks to guarantee the involvement of young individuals with mental disorders in the workforce. Employees by age groups are presented in Fig. 22.

Workforce Breakdown by Age

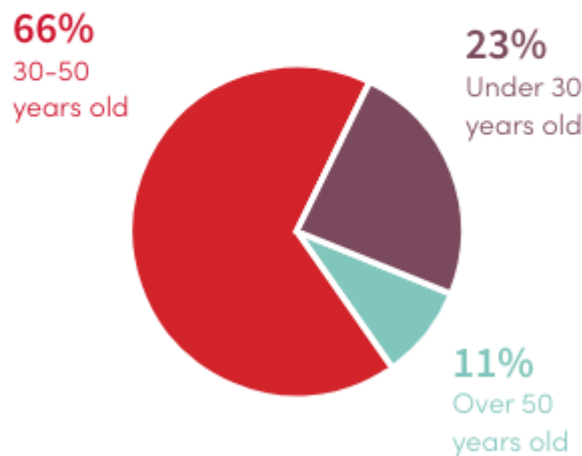


Fig. 22 Employees distribution by age groups Arçelik

Source: [Sustainability report 2021 of Arçelik, page 112]

- **Gender diversity/discrimination & inclusion**

Arçelik works to promote gender parity both within and outside of the workplace. They advocate women's economic emancipation as well as their involvement in the work field. Arçelik promotes women's employment not just at its headquarters and production sites but also among its dealers, suppliers, authorized technical service providers, and retailers. It is important to mention that compensation is determined on the value of work and contributions made while considering experience, competence, and performance. All managerial positions must have a diverse pool of applicants, with a 50% female to male ratio in the candidate pools from both internal and external recruiters. 19% of managerial positions are taken by women. Overall, there is 26% of female employees (Fig. 23).

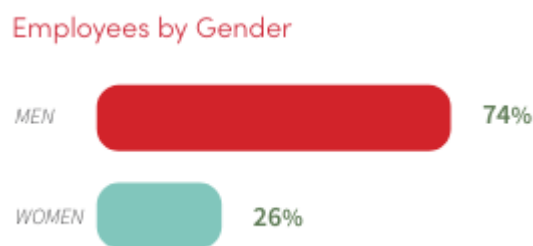


Fig. 23 Employees distribution by age groups Arçelik

Source: [Sustainability report 2021 of Arçelik, page 113]

- **Inclusion tools**

In order to support managers and HR teams during the succession management process, the company regularly assesses employee data on diversity aspects, such as the percentage of gender, age, and nationalities. This helps create succession pools and future-fit talent that are diverse in terms of gender, age, and nationality. Additionally, Arçelik offers paid time off for nursing mothers, access to private rooms for lactation, and childcare allowance to its female employees in Turkey. Their belief is that this policy will support and strengthen their current commitments to being an equal-opportunity employer, and they are dedicated to being a family-friendly workplace.

The company also have some KPI targets for gender equality. They constantly strive to meet goals and evaluate performance on a regular basis. The company created mentoring programs for women who returned from parental leave. In this program, new mothers are matched with experienced working mothers. In addition, they established the Women in Leadership Program to help female managers advance their leadership abilities and create a network that will enable them to achieve self-actualization. The program has been implemented since 2017 and has involved 567 participants in total.

The summarizing results are presented in the table 34.

**Table 34**

**Arçelik’s Summary**

Code	Company’s analysis
1. Race	Mention in the report, no specific information.
2. Gender	Lack of gender D&I. Key area of support.
3. Age	Age diversity in the workforce. Key area of support.
4. Disability	Disability diversity. Key area of support.
5. Sexual orientation	Mention in the report, no specific information.
6. Ethnicity	Mention in the report, no specific information.
8. Family status	Mention in the report, no specific information.
10. Religion	Mention in the report, no specific information.
11. Language	Mention in the report, no specific information.



13. Nationality	Mention in the report, no specific information.
17. Equal pay	Tool of inclusion, equal pay to employees depends on the work performance regardless their personal characteristic.
18. Trainings on D&I	Tool of inclusion, aims to create equal opportunities for diverse workforce engaging employees and increasing their education on D&I. Trainings are focused on initiatives to empower women in business. Key area of support.
19. Support to parents	Tool of inclusion, knowledge, financial and career support.
21. The D&I policy	Tool of inclusion, aims to create equal opportunities for diverse workforce.
22. Mentoring program	Tool of inclusion, which allows female senior newcomers to join the team easily.
23. Diversity KPI	Diversity-related KPIs for gender equality.
24. Leadership programs	Programs that strive to support employees to take leadership position in the company. Mainly focused on females employees.
27. Internal analysis	Tool of tracking and improving inclusion, necessity analysis according to the changing working conditions

Complied by: [Sustainability report 2021 of Arçelik]

#### 2.3.3.10. JSC «Akiş REIT»

- **Gender/Age/Ethnicity/Religion/Language diversity/discrimination**

The main objectives of Akiş REIT are to create a work environment where people can work with confidence and prosperity and to be a "Innovative Company" that is chosen by creative, enterprising, successful, and capable individuals who have embraced the corporate culture for long-term growth. Under no circumstances do they permit discrimination on the basis of **age, gender, language, religion, or ethnicity**. They uphold our employees' basic freedom to form unions and to enter into collective bargaining agreements. Furthermore, they grant our staff vacation days in honor of the festivals and other special days observed by various ethnic and religious groups. Women make up 60% of the executive team and 72% of the workforce. In their pay policy, they take the "Equal Pay for Equal Work" stance. They adhere to the pay market analyses conducted on a yearly basis and incorporate the findings into our policy in order to provide a fair wage policy. Considering age diversity in the company, there are 44% of ages of 18-30, 44% of ages of 31-45 and 12% of ages of 46-65, which reflects the age diversity in the organization.

The summarizing results are presented in the table 35.

**Table 35**

#### Akiş REIT's Summary

Code	Company's analysis
2. Gender	Gender diversity. Key area of support.

3. Age	Age diversity in the workforce.
10. Religion	Mention in the report, no specific information.
11. Language	Mention in the report, no specific information.
17. Equal pay	Tool of inclusion, equal pay to employees depends on the work performance regardless their personal characteristic.
21. The D&I policy	Tool of inclusion, aims to create equal opportunities for diverse workforce.

Complied by: [Sustainability report 2021 of Akiş REIT]

### 2.3.3.11. Summary on 10 Turkish companies

After analyzing of 10 Turkish companies it became clear that they are mostly focused on the gender diversity and inclusion (10 out 10 companies). Companies are paying attention to concerns connected to gender discrimination in the workforce and working on developing of inclusion pools that helps to combat this discrimination, considering that some companies do not have enough female employees in the industry due to the industry specifics. Thus, as for inclusion tools they widely implement **D&I policies** (9 out 10), **equal pay** (8 out 10), **trainings on D&I** (7 out 10), **Code of Ethics** (7 out 10), **Leadership programs** (8 out 10) and **Internal analysis** (6 out of 10). Most of these tools are aimed to deal with gender diversity and support female employees. Religion is also quite important, and every company mentions this topic in their reports (10 out 10), however, there are no specific information on tools or statistics. Considering primary and secondary dimensions of diversity, Turkish companies mention age (9 out of 10), language (9 out 10), disability (8 out 10), ethnicity (8 out 10), sexual orientation (7 out 10) the most. However, they do not disclose information on these types of diversity or discrimination in the workforce. Other types of diversity are mentioned less and do not play a role in the companies' reports. The half (5 out 10) of Turkish companies tend to **support parents**, providing them different types of help. In addition, 3 out 10 companies are using such inclusion tools as mentoring programs (mainly for female newcomers), diversity KPI (related to female top management positions) and the cooperation with institutions to develop projects on gender diversity.

The summarizing results are presented in the table 36.

**Table 36**

### Turkish companies' Summary

Codes	Frequency
1. Race	8
2. Gender	10
3. Age	9
4. Disability	8
5. Sexual orientation	7
6. Ethnicity	8

7. Education	No data available
8. Family status	4
9. Work experience	2
10. Religion	10
11. Language	9
12. Culture	4
13. Nationality	6
14. Lifestyle	0
15. Political orientation	4
16. Appearance	1
17. Equal pay	8
18. Trainings on D&I	7
19. Support to parents	5
20. Code of Ethics	7
21. The D&I policy	9
22. Mentoring program	3
23. Diversity KPI	3
24. Leadership programs	8
25. Female Worker Union	No data available
26. Employee Trade Union	No data available
27. Internal analysis	6
28. The cooperation with institutions	3
29. Internship programs	No data available
30. Recruitment and Selection Guide	No data available
31. D&I in corporate goal	No data available

Source: [Compiled by the author of the final qualifying work]

### 2.3.4 Analysis of Brazilian companies

This section is dedicated to the analysis of Brazilian companies using their non-financial statements. The analysis is similar to ones are made above for Russian, Chinese and Turkish companies – companies are analyzed by the codes. Each company is analyzed individually, and then the general data is analyzed and summarized.

#### 2.3.4.1 JSC «Lojas Renner»

The company highlight that in 2021 they work to spread Plural (program that guides their diversity and inclusion strategy) throughout the Company, releasing a video manifesto, Diversity Guide for staff, communications, and annual theme events. They also train staff and senior management on diversity, discrimination, and racial issues, and we communicated with suppliers about diversity. In recent years, they have added more than 64% of women to their workforce, and they have about the same number of women in senior roles. Women are also represented in fields that have historically been dominated by males, including engineering and logistics. From an external point of view, they recognize that by supporting women's entrepreneurial initiatives

throughout the fashion chain through the Lojas Renner Institute, they have a significant opportunity to positively impact gender equality. The company is also associated with the LGBTI+ Alliance, supporting sexual orientation diversity. They also take part actively in movements for racial equality.

*“All people must perform their functions based on ethical behavior, without prejudice of origin, race/color, gender, sexual orientation, color, age, creed, disability or any other forms of discrimination and prejudice.”*

The company set targets for 2030 according their vision of D&I. They are aimed to have 50% of leadership positions held by black people and 55% of senior leadership positions held by women (Fig. 24). Moreover, they conduct internship and Trainee Program with aspects of diversity in all phases.

Black collaborators (black and brown) self-declared in census	49.5%
White collaborators self-declared in census	48.3%
Asian collaborators self-declared in census	1.1%
Leadership positions held by self-declared black collaborators	33.0%
Leadership positions held by self-declared white collaborators	63.9%
Leadership positions held by self-declared Asian collaborators	1.3%
Self - declared LGBTQIA+ collaborators	17.7%
Transgender or non-binary employees	0.8%
Collaborators up to 29 years old	56.1%
Collaborators between 30 and 49 years old	40.1%
Collaborators aged 50 or over	3.8%

Fig. 24 Employees statistics Lojas Renner

Source: [Annual report 2021 of Lojas Renner, page 90]

The summarizing results are presented in the table 37.

**Table 37**

### Lojas Renner’s Summary

Code	Company’s analysis
1. Race	Key area of support, race diversity.
2. Gender	Gender D&I. Key area of support.
3. Age	Mention in the report, no specific information.
4. Disability	Disability diversity, key area of support.
5. Sexual orientation	Sexual orientation diversity, key area of support.
10. Religion	Mention in the report, no specific information.
18. Trainings on D&I	Tool of inclusion, aims to create equal opportunities for diverse workforce engaging employees and increasing their education on D&I. Key area of support.
21. The D&I policy	Tool of inclusion, aims to create equal opportunities for diverse workforce.

22. Mentoring program	Tool of inclusion, which allows female senior newcomers and to join the team easily.
23. Diversity KPI	Diversity-related KPIs for gender equality.
28. The cooperation with institutions	The collaboration with various institutions to develop projects focused on gender and other types of diversity and discrimination.
29. Internship programs	Tool of inclusion, the creation of internship programs aimed at hiring minority and diverse groups.

Complied by: [Annual report 2021 of Lojas Renner]

#### 2.3.4.2 JSC «Engie Brasil Energy»

ENGIE fights all forms of discrimination against marginalized or minority social groups along with being dedicated to advancing gender equality. 24.4% of employees are female (Fig. 25), which can be explained by the specifics of the industry. ENGIE Brasil Energia is creating a systematic program of activities aimed at both internal and external audiences in an effort to further amplify the beneficial effects of gender equality programs. It includes trainings and mentoring and leadership programs created for female employees. The goal of organizing training programs is closely related to the one of sustainably expanding the number of women working in technical Operations & Maintenance positions, with a particular emphasis on women living in the communities that surround the facilities. The company has a target to expand participation of women in the Group's Management to 50% in 2030. Moreover, they also promote some diversity policies for disabled people, in 2021 they had 35 disabled employees. The company mentions the age statistics (Fig. 25). Engie is also aimed at hiring female workers, so it launched inclusive internship for women. The majority of workers are at the age group between 50 and 50 (Fig. 26).

#### Own employees, by gender and functional category (in 12.31.2021)

Employees, by gender and functional category	Male	% off male	Famale	% off famale	Total	% off total
Executives	7	1%	1	0%	8	1%
Management	217	24%	32	11%	249	21%
Analysts, engineers, and specialists	291	32%	155	53%	446	37%
Operators, technicians	393	43%	105	36%	498	41%
<b>Total</b>	<b>908</b>	<b>76%</b>	<b>293</b>	<b>24%</b>	<b>1,201</b>	

Fig. 25 Employees by gender and functional category Engie Brasil Energy

Source: [Sustainability report 2021 of Engie Brasil Energy, page 70]

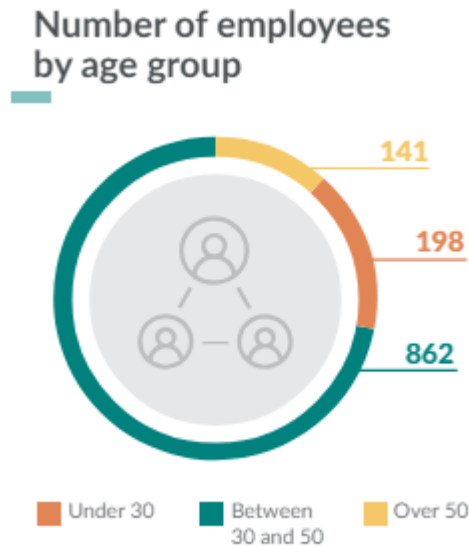


Fig. 26 Employees by age group Engie Brasil Energy

Source: [Sustainability report 2021 of Engie Brasil Energy, page 70]

The summarizing results are presented in the table 38.

**Table 38**

**Engie Brasil Energy’s Summary**

Code	Company’s analysis
2. Gender	Gender D&I. Key area of support.
3. Age	Mention in the report, no specific information.
4. Disability	Disability diversity, key are of support.
18. Trainings on D&I	Tool of inclusion, aims to create equal opportunities for diverse workforce engaging employees and increasing their education on D&I. Key area of support.
21. The D&I policy	Tool of inclusion, aims to create equal opportunities for diverse workforce.
22. Mentoring program	Tool of inclusion, which allows female senior newcomers and to join the team easily.
23. Diversity KPI	Diversity-related KPIs for gender equality.
24. Leadership programs	Programs that strive to support employees to take leadership position in the company. Mainly focused on females employees.
29. Internship programs	Tool of inclusion, the creation of internship programs aimed at hiring minority and diverse groups. In case of this company these internship are aimed at women.

Complied by: [Sustainability report 2021 of Engie Brasil Energy]

**2.3.4.3 JSC «TIM»**

- **Race/Gender/Disability/Sexual orientation /Age diversity**

According to TIM, its Diversity and Inclusion Program combines efforts to improve corporate culture with an annual schedule of events that are relevant to the subject and in line with

the United Nations (UN) agenda. This schedule directs integrated communication and training plans on the subject and the ongoing enhancement of Diversity and Inclusion corporate processes to include standards of “*gender equity, sexual orientation, racial equality, different generations, and people with disabilities.*” The company also mentions age discrimination and practices. 34% of women takes leadership positions, 36% of black people are employees (Fig. 27).

- **Inclusion tools**

Considering inclusion tools used by the company there is a list of them. First, they set targets for 2023: 35% of leadership positions should be female and 40% of workforce should be black people. Secondly, TIM introduced the Respeito Gera Respeito Program in 2021 as part of its goal to fostering a more secure, inclusive, and discrimination-free environment. The program included new guidelines, instructional activities, and internal and external efforts all centered around the subject. Within the program's parameters, the business established a strategy for the management, deterrence, and prevention of harassing practices as well as joined the Business Coalition for the End of Violence Against Women and Girls. To improve the active search for applicants to increase the diversity in the workforce, the company built a talent database for professionals from minority social groups, such as women, Black people, LGBTI+ individuals, persons with disabilities, and those over 45. Additionally, TIM has been promoting youth apprentice and internship programs with the goal of recruiting individuals who identify as women, black, LGBTI+, disabled, or older than 45. Moreover, they claim to have equal amount of salary for equal work. Finally, the company created leadership programs for female employees within the company.

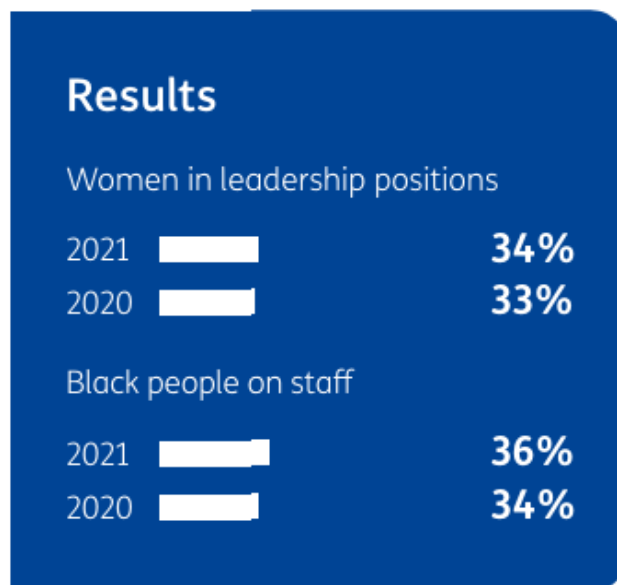


Fig. 27 Female and black employees TIM

Source: [ESG report 2021 of TIM, page 36]

The summarizing results are presented in the table 39.

**Table 39**

**TIM's Summary**

<b>Code</b>	<b>Company's analysis</b>
1. Race	Race D&I. Key area of support.
2. Gender	Gender D&I. Key area of support.
3. Age	Mention in the report, no specific information.
4. Disability	Disability diversity, key are of support.
5. Sexual orientation	Key area of support.
17. Equal pay	Tool of inclusion, equal pay to employees depends on the work performance regardless their personal characteristic.
18. Trainings on D&I	Tool of inclusion, aims to create equal opportunities for diverse workforce engaging employees and increasing their education on D&I. Key area of support.
21. The D&I policy	Tool of inclusion, aims to create equal opportunities for diverse workforce.
23. Diversity KPI	Diversity-related KPIs for gender equality.
24. Leadership programs	Programs that strive to support employees to take leadership position in the company. Mainly focused on females employees.
29. Internship programs	Tool of inclusion, the creation of internship programs aimed at hiring minority and diverse groups.

Complied by: [ESG report 2021 of TIM]

**2.3.4.4. JSC «TOTVS»**

• **Race/Gender/Disability/Sexual orientation/Ethnicity diversity and inclusion**

TOTVS states that their diversity and inclusion practices are divided into 4 parts: **gender, LGBTI+, people with disabilities, race and ethnicity**. The company has Recruitment and Selection Guide, that is meant for the managers and leaders who are participating in the selection process as well as the recruitment and selection team. Its purpose is to lessen "unconscious bias," which is the kind of action that—even when done unintentionally—can lead to judgmental gaps because of preexisting beliefs. Moreover, in the Company's internal policies and its Code of Ethics and Conduct, they included parameters and guidelines for diversity and inclusion. To attract more women to work in their company they created a program, which is focused on some benefits for female employees (extended paternity and maternity leave), trainings (qualification of women and girls in administrative courses and in Tech, from the Institute of Social Opportunity (IOS), in which TOTVS is the main sponsor), leadership programs. Considering disabled employees the company conducted trainings on Google Tools and Office tools, Mathematics. There are 3.4% of workforce are people with disabilities. The company provides statistics on gender within the company, 34% are female (Fig. 28).



**Employees per position and gender** <sup>(1)(2)</sup> [GRI 405-1]

	2019			2020			2021		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Executive Officers and Managers	74%	26%	99	76%	24%	126	76%	24%	155
Managers	68%	32%	232	67%	33%	267	68%	32%	294
Coordinators	67%	33%	436	63%	37%	442	60%	40%	532
Experts	77%	23%	766	77%	23%	939	73%	27%	1,373
Analysts	66%	34%	4,614	66%	34%	5,270	64%	36%	5,102
Technicians and Assistants	55%	45%	824	55%	45%	822	50%	50%	797
Interns	-	-	-	-	-	-	-	-	-
Apprentices	-	-	-	-	-	-	-	-	-
% per gender	66%	34%	100%	66%	34%	100%	64%	36%	100%
<b>Total employees</b>	<b>4,622</b>	<b>2,349</b>	<b>6,971</b>	<b>5,219</b>	<b>2,647</b>	<b>7,866</b>	<b>5,760</b>	<b>3,250</b>	<b>9,010</b>

<sup>1</sup> In 2019, 2020, and 2021, statutory personnel, trainees, apprentices, and directors were not considered.  
<sup>2</sup> In 2021, the positions of employees in the USA and Europe were not considered either.

**Total women per position** [GRI 405-1]

Total women per position <sup>(1)(2)</sup>	2019	2020	2021
Executive Officers and Managers	26	30	41
Managers	74	88	109
Coordinators	145	162	250
Experts	174	218	396
Analysts	1,558	1,778	2,054
Technicians and Assistants	372	371	400
Interns	-	-	-
Apprentices	-	-	-
<b>Total</b>	<b>2,349</b>	<b>2,647</b>	<b>3,250</b>

<sup>1</sup> In 2019, 2020, and 2021, statutory personnel, trainees, apprentices, and directors were not considered.  
<sup>2</sup> In 2021, the positions of employees in the USA and Europe were not considered either. Europa.

**Total men per position** [GRI 405-1]

Total men per position <sup>(1)(2)</sup>	2019	2020	2021
Executive Officers and Managers	73	96	130
Managers	158	179	235
Coordinators	291	280	375
Experts	592	721	1,044
Analysts	3,056	3,492	3,575
Technicians and Assistants	452	451	399
Interns	-	-	-
Apprentices	-	-	-
<b>Total</b>	<b>4,622</b>	<b>5,219</b>	<b>5,760</b>

<sup>1</sup> In 2019, 2020, and 2021, statutory personnel, trainees, apprentices, and directors were not considered.  
<sup>2</sup> In 2021, the positions of employees in the USA and Europe were not considered either. Europa.

Fig. 28 Employees statistics TOTVS

Source: [Integrated report 2021 of TOTVS, page 62]

The summarizing results are presented in the table 40.

Table 40

**TOTVS's Summary**

Code	Company's analysis
1. Race	Race D&I. Key area of support.
2. Gender	Gender D&I. Key area of support.
4. Disability	Disability diversity. Key are of support.
5. Sexual orientation	Key area of support.
6. Ethnicity	Ethnicity D&I. Key area of support.
18. Trainings on D&I	Tool of inclusion, aims to create equal opportunities for diverse workforce engaging employees and increasing their education on D&I. Key area of support.
19. Support to parents	Tool of inclusion, knowledge, financial and career support.
20. Code of Ethics	Tool of inclusion, D&I as foundation.
21. The D&I policy	Tool of inclusion, aims to create equal opportunities for diverse workforce.
24. Leadership programs	Programs that strive to support employees to take leadership position in the company. Mainly focused on females employees.
28. The cooperation with institutions	The collaboration with various institutions to develop projects focused on gender and other types of diversity and discrimination.

30. Recruitment and Selection Guide	Tool of inclusion, which is intended for the Recruitment & Selection team and also for the leading people and managers involved in selection processes.
-------------------------------------	---

Complied by: [Integrated report 2021 of TOTVS]

#### 2.3.4.5. JSC «Banco do Brasil»

- **Race/Gender/Age/Disability/Sexual orientation/Work experience diversity**

Banco do Brasil claims that their D&I practices are mainly focused on **gender and race equity, LGBTQIA+ (lesbians, gays, bisexual, transgender and intersex people) and people with disabilities**. The company states that a higher percentage of women and people of color on staff encourages professionals with a range of backgrounds, experiences, and viewpoints to collaborate on projects in order to achieve a common objective. Collaborating with individuals who possess diverse life experiences broadens perspectives, enhances efficiency, and promotes deliberate commercial decision-making. Teams become stronger and more equipped to adjust and advance in a world that is changing faster as a result. According to the Bank's internal regulations, no criteria based on discrimination or prejudice, such as: age, gender, race, length of service at the bank, among others, are to be adopted. 3% of workforce are black and 20% are brown (Fig. 29).

Diversity (number of employees) |405-1|

Groups	2019	2020	2021		Change 2020-2021
	Number	Number	Number	% of total	
Black people	2,745	2,732	2,600	3.07	-4.83%
Brown people	18,840	18,606	17,444	20.62	-6.25%
Indigenous people	172	166	144	0.17	-13.25%
People with disabilities <sup>(1)</sup>	1,601	1,640	1,567	1.85	-4.45%
Total	23,358	23,137	21,755	25.71	-5.97%

Fig. 29 Employees statistics Banco do Brasil

Source: [Annual report 2021 of Banco do Brasil, page 58]

- **Inclusion tools**

Actions to promote staff diversity are backed by general policies and the Code of Ethics. The company also launched the (Women's Leadership Training) program strives to spread this gender equity culture throughout the Bank and encourage more women to sign up for the company's professional growth prospects. Moreover, they provide equal compensation for equal work. With this updated version of the program, all staff members have access to the educational opportunities at Banco do Brasil Corporate University's Women's Leadership Space. The company also pays attention to support of black workforce, taking part in numerous activities. Moreover,

the company has targets and indicators for future years, such as reach 22% of women in leadership positions by the end of 2022.

The summarizing results are presented in the table 41.

**Table 41**

**Banco do Brasil's Summary**

<b>Code</b>	<b>Company's analysis</b>
1. Race	Race D&I. Key area of support.
2. Gender	Gender D&I. Key area of support.
3. Age	Mention in the report, no special information.
4. Disability	Disability diversity, key are of support.
5. Sexual orientation	Key area of support.
9. Work experience	Mention in the report, no special information.
17. Equal pay	Tool of inclusion, equal pay to employees depends on the work performance regardless their personal characteristic.
18. Trainings on D&I	Tool of inclusion, aims to create equal opportunities for diverse workforce engaging employees and increasing their education on D&I. Key area of support.
20. Code of Ethics	Tool of inclusion, D&I as foundation.
21. The D&I policy	Tool of inclusion, aims to create equal opportunities for diverse workforce.
23. Diversity KPI	Diversity-related KPIs for gender equality.
24. Leadership programs	Programs that strive to support employees to take leadership position in the company. Mainly focused on females employees.
28. The cooperation with institutions	The collaboration with various institutions to develop projects focused on gender and other types of diversity and discrimination.

Complied by: [Annual report 2021 of Banco do Brasil]

**2.3.4.6. JSC «Suzano Paper and Pulp»**

**• Race/Gender/Age/Disability/Sexual orientation diversity**

The company is focused on 5 dimensions of diversity, which are age, sexual orientation, race, gender and disability diversity.

*“Plural seeks to ensure that employees are respected and can express their uniqueness, to increase representation and to encourage universal participation in five areas: generations, LGBTQIAP+, Black people, women, and people with disabilities.”*

According to the organization, an atmosphere at work where everyone has equal opportunities and feels valued, protected, and welcomed fosters potential development, behavior transformation, and value generation for all. The primary components of diversity, equity, and inclusion are articulated in long-term commitments that are converted into short-term objectives that are connected to their leaders' remuneration in order to emphasize the significance of this subject to their business strategy. Furthermore, two bonds tied to sustainability use the aim of having a higher percentage of women in managerial roles as an indicator. Women held 22.5% (Fig.

30) of the top roles in our organization. The creation of a more varied shortlist for selection procedures, career acceleration programs, and mentoring initiatives for women are the main factors behind this outcome, which increased the proportion of employed women. Half of the individuals on the shortlist must be female or Black.

<b>Number of third party employees, by gender<sup>1</sup></b> GRI 102-8	<b>2019</b>	<b>2020</b>	<b>2021</b>
<b>Men</b>	21,016	20,152	18,902
<b>Women</b>	1,641	1,356	1,473
<b>Total</b>	<b>22,657</b>	<b>21,508</b>	<b>20,375</b>

1. The data refers to third party employees of companies that provide services on a permanent basis within Suzano S.A.'s areas.

<b>Employees, by diversity<sup>1</sup></b> GRI 405-1	<b>2019</b>			<b>2020</b>			<b>2021</b>		
	<b>Male</b>	<b>Female</b>	<b>Total</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>
<b>Blacks</b>	45%	8%	53%	46%	8%	54%	45%	9%	54%
<b>People with disabilities (PwD)<sup>2</sup></b>	1.7%	0.3%	2%	1.7%	0.3%	2%	2.3%	2.8%	2.4%

1. The data include the collaborators of Suzano (which covers Facepa and Futuragene) and of Ecofuturo.

2. PwD is the acronym used to refer to people with disabilities.

<b>Percentage of Suzano's LGBTQIAP+ employees<sup>1</sup></b> GRI 405-1	<b>2019</b>	<b>2020</b>	<b>2021</b>
	n/a	2%	4.5%

1. As of 2020, Suzano began mapping the company's LGBTQIAP+ public, after an initiative to voluntarily indicate sexual orientation, identities and gender expression. The acronym LGBTQIAP+ stands for lesbian, gay, bisexual, transgender, queer, intersex, asexual, pansexual and other non-heterosexual people not covered by the previous letters "+". The data include the collaborators of Suzano (which covers Facepa and Futuragene) and of Ecofuturo.

Fig. 30 Employees statistics Suzano Paper and Pulp

Source: [Annual report 2021 of Suzano Paper and Pulp, page 63]

- **Inclusion tools**

All inclusion tools of the company are connected to the five diversity dimensions mentioned above. Thus, for age group they offer reviving the affinity group; employing a specialist consultant to draft the annual strategy plan; a rise in conversation on happiness across generations; debut of the online series Hiring 40+, in collaboration with Hub40+ and Infojobs; as well as gatherings and activities to advance ageism education. The company also has KPI for 2025, which are 100% accessibility for people with disabilities, ensuring a 100% inclusive environment for people with disabilities and having 30% of leadership positions (functional managers and above) occupied by women. Moreover, they have internship programs for minority groups, in 2021 55% of the people hired for our Internship program are women, 50% are Black and 13% are LGBTQIAP+. For their Trainee program, 60% of the people hired are women, 37% are Black, 30% are LGBTQIAP+ and 3% are people with disabilities. Through the Afrodev program, they taught women and individuals with impairments for work in forestry and industry, as well as Black personnel in technology. Apart from the previous initiatives that are a component of Suzano's DE&I plan, a survey is conducted to evaluate the degree of inclusivity inside our firm. Measuring

employee perceptions of inclusiveness in relation to three pillars—governance, culture, and experience—is the goal.

The summarizing results are presented in the table 42.

**Table 42**

**Suzano Paper and Pulp’s Summary**

<b>Code</b>	<b>Company’s analysis</b>
1. Race	Race D&I. Key area of support.
2. Gender	Gender D&I. Key area of support.
3. Age	Mention in the report, no special information. Key area of support.
4. Disability	Disability diversity, key are of support.
5. Sexual orientation	Sexual orientation diversity. Key area of support.
18. Trainings on D&I	Tool of inclusion, aims to create equal opportunities for diverse workforce engaging employees and increasing their education on D&I. Key area of support.
23. Diversity KPI	Diversity-related KPIs for gender equality.
24. Leadership programs	Programs that strive to support employees to take leadership position in the company. Mainly focused on females and black employees.
27. Internal analysis	Tool of tracking and improving inclusion, the analysis of the internal state of gender diversity within the company for further implication (mainly aims on female and race inclusion and labor conditions and opportunities)

Compiled by: [Annual report 2021 of Suzano Paper and Pulp]

**2.3.4.7. JSC «Hypera Pharma»**

**• Race/Age/Ethnicity/Gender/Disability diversity and inclusion**

The company have not disclosed enough information on the topic diversity and inclusion in the workforce. However, company states they have programs like consulting companies helping them recruit people with disabilities (PwDs) and collaborations with "Indique uma Preta" and TransEmpregos in the internship program that are meant to increase diversity. 37.85% of all management positions are taken by female employees (Fig. 31). They guarantee compensation that is fair, compatible with the market, and egalitarian among gender and functional categories. They also pay attention to the ethnicity issues, providing statistics. 45% of workforce are brown people (Fig. 32).

*“The directors are elected through a slate vote every two years at the General Shareholders’ Meeting, considering different profiles, such as diversity, age group, ethnicity, country of origin...”*

DIVERSITY BY FUNCTIONAL CATEGORY (%)					
	Men	Women	Less than 30 years	Between 30 and 50 years	more than 50 years
Director	67.3%	32.7%	0.0%	80.8%	19.2%
Executive manager	82.6%	17.4%	0.0%	82.6%	17.4%
Senior Manager	55.7%	44.3%	0.0%	89.8%	10.2%
Manager	63.0%	37.0%	2.4%	88.6%	9.0%
Specialist	70.6%	29.4%	7.1%	87.1%	5.9%
Coordinator	58.0%	42.0%	10.3%	89.0%	0.7%
Supervisor	53.8%	46.2%	9.4%	87.7%	2.8%
Leader	70.6%	29.4%	32.5%	66.5%	10%
Other	46.7%	53.3%	39.0%	56.2%	4.8%

Fig. 31 Employees statistics Hypera Pharma

Source: [Annual report 2021 of Hypera Pharma, page 41]

ETHNIC/RACIAL DIVERSITY (%)		
	Employees	Management positions
White	46.37%	62.56%
Brown	45.38%	33.09%
Black	5.68%	1.68%
Asian	1.51%	1.50%
Indigenous / traditional	0.28%	0%
Other <sup>2</sup>	0.77%	1.17%

OTHER DIVERSITY INDICATORS (%)	
PwD	2.3%

Fig. 32 Employees statistics Hypera Pharma

Source: [Annual report 2021 of Hypera Pharma, page 41]

The summarizing results are presented in the table 43.

**Table 43**

### Hypera Pharma's Summary

Code	Company's analysis
1. Race	Race D&I. Key area of support.
2. Gender	Gender D&I. Key area of support.
3. Age	Mention in the report, no special information.
4. Disability	Disability diversity, key are of support.
6. Ethnicity	Mention in the report. Key area of support.
17. Equal pay	Tool of inclusion, equal pay to employees depends on the work performance regardless their personal characteristic.
29. Internship programs	Tool of inclusion, the creation of internship programs aimed at hiring minority and diverse groups.

Compiled by: [Annual report 2021 of Hypera Pharma]

### 2.3.4.8. JSC «B3 SA - Brasil Bolsa Balcao»

- **Race/Age/Ethnicity/Gender/Disability/Sexual orientation diversity**

The company states that, in addition to the involvement of other experts, they tackle the problem of diversity, equity, and inclusion with a strategy and positioning of their own that have been meticulously created with data and market research. They are focused on five priority areas of action: **gender; race and ethnicity; LGBTQIA+; people with disabilities; and generations.** The establishment of five Diversity Nucleuses is one of the strategies they have used to include and empower their staff. These groups, which reflect our five key areas of work, are composed of individuals from various backgrounds and positions. Over three hundred individuals are participating by the end of December. Most of workforce are between 30 and 50 years, there are 502 black, 109 yellow employees (Fig. 33).

*“We approach the topic of Diversity, Equity and Inclusion through a strategy and a positioning of its own, after being carefully constructed with data and market studies, in addition to the participation of external experts.”*

#### NUMBER OF EMPLOYEES BY AGE GROUP [405-1]

Age group	2019	2020	2021	YoY
Under 30 years	672	683	827	21.1%
Between 30 and 50 years	1,362	1,446	1,703	17.8%
Above 50 years	125	118	139	17.8%
<b>Total</b>	<b>2,159</b>	<b>2,247</b>	<b>2,669</b>	<b>18.8%</b>

#### NUMBER OF EMPLOYEES BY RACE [405-1]

Ethnicity	2019	2020	2021	YoY
Yellow	83	84	109	29.8%
White	1,828	1,823	1,998	9.6%
Indigenous	1	1	1	0.0%
Black	247	319	502	57.4%
<b>Total*</b>	<b>2,159</b>	<b>2,227</b>	<b>2,610</b>	<b>17.2%</b>

Fig. 33 Employees statistics B3 SA - Brasil Bolsa Balcao

Source: [Annual report 2021 of B3 SA - Brasil Bolsa Balcao, page 128]

- **Inclusion tools**

The company has a few inclusion tools, which are mainly focused on 5 dimensions mentioned above. Firstly, they set targets – to reinforce positioning on diversity, they aimed increase the percentage of women in leadership positions to 35% by 2026. They established the first Mentoring Program for Women in 2021 with the goal of fostering the growth of the organization's future female leaders in order to maintain this approach and keep reaching this audience. One more inclusion tool is including diversity and inclusion into corporate goal by the Board of Directors. The objective is to improve the internal representation of certain audiences while also making progress on other fronts pertaining to the subject. Senior leadership and our People and Compensation Committee discuss the matter, and reporting and action monitoring deadlines are assured. The 2021 representativeness goal—which included increasing the representation of black people, women in leadership roles, and those with disabilities— is accomplished. In addition, the company conducts mandatory DEI training covering 100% of the organization. Moreover, B3 cooperates with universities, such as e Brazilian Institute of Corporate Governance (IBGC), International Finance Corporation (IFC) and Spencer Stuart and Women Corporate Directors (WCD), to exchange of experience, learn and strength of the network with support of experienced professionals working on boards, who act as mentors. In addition, company had internship programs especially aimed at young black people, where after being hired, the young people take part in a specific development track built with the Race and Ethnicity Diversity Nucleus, which includes a mentoring program with leaders. Through this program, the percentage of Black individuals in internship roles has increased threefold (from 10% in 2018 to 35% in 2021), and the growth of these young professionals has accelerated (46% of the mentees have already been employed). They also have a program aimed at hiring and training professionals with disabilities, beginning with a three-month immersive experience.

The summarizing results are presented in the table 44.

*Table 44*

**B3 SA - Brasil Bolsa Balcao's Summary**

<b>Code</b>	<b>Company's analysis</b>
1. Race	Race D&I. Key area of support.
2. Gender	Key area of support.
3. Age	Key area of support.
4. Disability	Disability diversity, key are of support.
5. Sexual orientation	Key area of support, no specific information.
6. Ethnicity	Mention in the report. Key area of support.
17. Equal pay	Tool of inclusion, equal pay to employees depends on the work performance regardless their personal characteristic.
18. Trainings on D&I	Tool of inclusion, aims to create equal opportunities for diverse workforce engaging employees and increasing their education on



	D&I. Trainings are focused on initiatives to empower women in business. Key area of support. Mostly focused on disabled and black people.
22. Mentoring program	Tool of inclusion, which allows female senior newcomers, young black people and disabled to join the team easily.
23. Diversity KPI	Diversity-related KPIs for gender equality.
24. Leadership programs	Programs that strive to support employees to take leadership position in the company.
28. The cooperation with institutions	The collaboration with various institutions to develop projects focused on gender and other types of diversity and discrimination.
29. Internship programs	Tool of inclusion, the creation of internship programs aimed at hiring minority and diverse groups. Mostly focused on women and black young people.
31. D&I in corporate goal	Including diversity and inclusion track into the corporate goal of the company to highlight the importance of this topic and demonstrate the direction of development

Compiled by: [Annual report 2021 of B3 SA - Brasil Bolsa Balcao]

#### 2.3.4.9. JSC «Dexco»

##### • Gender/Disability diversity and inclusion

According to the company, varied teams provide a more positive work environment and enable thoughts and experiences to be valuable additions to commercial solutions that bridge several social circumstances and lead to a more equal society. They defined 3 dimensions of diversity that they prioritize, which are gender and disability diversity. 25% of leadership positions in the company are taken by female employees, 12% are taken by black people (Fig. 34). They set target to reach 30% of women in leadership positions by the end of 2022. Considering inclusion tools for gender diversity, they provide trainings on this topic and special trainings for women to help their career, as well as provide fair compensation. The company also provide internships for female and black people. However, the company does not have required minimum of disabled employee in the company, but strives to achieve it. In addition, the company mentions age and sexual orientation diversity, but did not disclose any specific information.

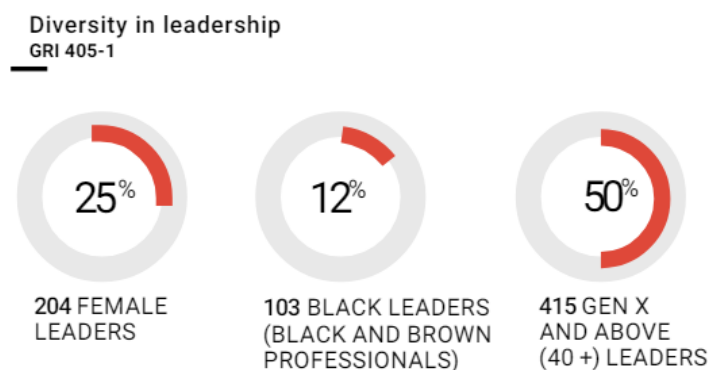


Fig. 34 Diversity in leadership Dexco

Source: [Report 2021 of Dexco, page 59]

The summarizing results are presented in the table 45.

*Table 45*

**Dexco's Summary**

<b>Code</b>	<b>Company's analysis</b>
1. Race	Key area of support, no specific information.
2. Gender	Lack of gender diversity. Key area of support.
3. Age	Mentioned in the report, no specific information.
4. Disability	Lack of disability diversity, key are of support.
5. Sexual orientation	Mentioned in the report, no specific information.
17. Equal pay	Tool of inclusion, equal pay to employees depends on the work performance regardless their personal characteristic.
18. Trainings on D&I	Tool of inclusion, aims to create equal opportunities for diverse workforce engaging employees and increasing their education on D&I. Trainings are focused on initiatives to empower women in business. Key area of support. Mostly focused on women.
23. Diversity KPI	Diversity-related KPIs for gender equality.
29. Internship programs	Tool of inclusion, the creation of internship programs aimed at hiring minority and diverse groups. Mostly focused on women and black people.

Complied by: [Report 2021 of Dexco]

**2.3.4.10. JSC «CEMIG»**

Under the direction of the Diversity Group, which is legally formed at Cemig with representation from all Boards, the Diversity Program is introduced at Cemig in 2021 with a lecture on diversity and inclusion for all workers. With a strong commitment to enhancing the diversity of its workforce at all hierarchical levels in terms of **gender, ethnicity, and age**, Cemig backs a number of projects that are being examined to raise internal indices. In tandem with these initiatives is the external recruiting strategy, which seeks to improve gender parity, draw in more applicants in a newly created role, and hire and develop young talent through initiatives like young apprentices, interns, and electricians. The company has 694 (13.81%) female workers and 4,331 male ones (86.19%), which is due the characteristics of the job market and the Company's core activities. The income and compensation variations in the chart are a result of promotions as well as other backgrounds like dangerousness (technical level), for instance. Promoting fairness and equal chances is one of the goals of the Diversity Program. It does this by keeping an eye on metrics and suggesting initiatives that value diversity and encourage inclusion. In terms of the composition of the People with Disabilities, Cemig employed 170 people in 2021, or 3.4% of the total workforce.

<b>CEMIG - OWN EMPLOYEES (%)</b>	<b>2021</b>	<b>Topic</b>
Women at Cemig	13.80%	Gender
Women in university-level positions	21.30%	Gender
Women in leadership positions	13.20%	Gender
Women on the Executive Board, Board of Directors, and Fiscal Council	2*	Gender
Average compensation of women / Average compensation of men - Technical positions	85%	Gender
Average compensation of women / Average compensation of men - University level	81%	Gender
Average compensation of women / Average compensation of men - Leadership positions	84%	Gender
Blacks at Cemig	5.50%	Race / Ethnicity
Blacks in leadership positions	1.60%	Race / Ethnicity
Blacks + Browns at Cemig	36.97%	Race / Ethnicity
Blacks + Browns - Leadership positions	16.20%	Race / Ethnicity
Blacks + Browns - University level positions	17.30%	Race / Ethnicity
Persons With Disability	3.40%	PWDs
Persons With Disability in university-level positions	4.70%	PWDs
Persons With Disability in leadership positions	0.50%	PWDs

Fig. 35 Employee statistics CEMIG

Source: [Annual Sustainability Report 2021 of CEMIG, page 106]

The summarizing results are presented in the table 46.

**Table 46**

### CEMIG's Summary

<b>Code</b>	<b>Company's analysis</b>
1. Race	Mentioned in the report, no specific information.
2. Gender	Lack of gender diversity. Key area of support.
3. Age	Mentioned in the report, no specific information.
4. Disability	Disability diversity, key are of support.
5. Sexual orientation	Mentioned in the report, no specific information.
6. Ethnicity	Mentioned in the report, no specific information.
17. Equal pay	Tool of inclusion, equal pay to employees depends on the work performance regardless their personal characteristic.
18. Trainings on D&I	Tool of inclusion, aims to create equal opportunities for diverse workforce engaging employees and increasing their education on D&I. Trainings are focused on initiatives to empower women in business. Key area of support. Mostly focused on women.
20. Code of Ethics	Tool of inclusion, D&I as foundation.
21. The D&I policy	Tool of inclusion, aims to create equal opportunities for diverse workforce.

Complied by: [Annual Sustainability Report 2021 of CEMIG]

#### 2.3.4.11. Summary on 10 Brazilian companies

After analyzing of 10 Brazilian companies it became clear that they are mostly focused on the gender (10 out 10), disability (10 out 10), race (9 out 9), age (9 out 9) and sexual orientation

(8 out of 10) diversity and inclusion. Companies are aimed to achieve diversity and inclusion in **gender, disability, race and sexual orientation**, the majority of inclusion tools are deducted to these primary dimensions. Other primary and secondary dimensions of diversity have not disclosed enough – it may be concluded as less interest to these dimensions or not providing information in the reports of organizations. Considering inclusion tools, **trainings on D&I** (9 out of 10), **diversity KPI** (7 out of 10), **the D&I policies** (6 out of 10), **leadership programs** (6 out of 10), **internship programs** (6 out of 10), **equal pay** (4 out of 10) and **the cooperation with institutions** (4 out of 10) are used the most. Mostly inclusion tools are focused on 4 dimensions of diversity mentioned above. In their reports Brazilian companies disclose information mostly on **trainings, KPI, policies, internship programs and the cooperation with universities**. Other inclusion tools are mentioned, but are not provided with specific information or statistics. The summarizing results are presented in the table 47.

*Table 47*

**Brazilian companies' Summary**

Codes	Frequency
1. Race	9
2. Gender	10
3. Age	9
4. Disability	10
5. Sexual orientation	8
6. Ethnicity	4
7. Education	0
8. Family status	0
9. Work experience	1
10. Religion	1
11. Language	No data available
12. Culture	No data available
13. Nationality	No data available
14. Lifestyle	No data available
15. Political orientation	No data available
16. Appearance	No data available
17. Equal pay	6
18. Trainings on D&I	9
19. Support to parents	1
20. Code of Ethics	3
21. The D&I policy	6
22. Mentoring program	3
23. Diversity KPI	7
24. Leadership programs	6
25. Female Worker Union	No data available
26. Employee Trade Union	No data available
27. Internal analysis	1
28. The cooperation with institutions	4

29. Internship programs	6
30. Recruitment and Selection Guide	1
31. D&I in corporate goal	1

Source: [Compiled by the author of the final qualifying work]

### **2.3.5 Comparative analysis of companies on diversity and inclusion in the workforce**

This section provides the comparative analysis of Russian, Chinese, Turkish and Brazilian companies on diversity and inclusion in the workforce, which is based on the thematic and content analysis provided in previous sections and the frequency of mentioning codes. Thanks to the thematic analysis, it is possible to understand how deeply a particular code is disclosed in reports.

To make the analysis accurate and logical, each code that has significant impact is analyzed separately for every country. At the end the summary is provided. In addition, possible reasons for the magnitude of the impact of some codes are provided.

#### **2.3.5.1 Primary dimensions of Diversity**

In this section information on codes in Russian, Chinese, Turkish and Brazilian companies from the theme “Primary dimensions” are analyzed.

- **Codes 1 and 6 – Race and Ethnicity**

Russia: Mentioned in reports, but specific tools or detailed policies are often lacking. The relatively homogenous ethnic composition and lower racial diversity in the workforce contribute to the lesser focus on race and ethnicity diversity.

China: Race and ethnicity are generally mentioned in broad terms without specific policies or tools. The focus on national unity and the discrimination based on the place of birth and dialect (described in the literature review) can drive attention to this dimension.

Turkey: These dimensions are commonly mentioned, however, are not prioritized.

Brazil: One of four prioritized dimensions, prominently addressed, with companies setting specific targets and implementing various support programs, such as KPIs, trainings, policies and internship and leadership programs.

- **Code 2. Gender diversity**

Russia: All companies that are examined placed a strong emphasis on gender diversity, and most of them are using initiatives like equal pay and programs for women in leadership. Attempts to attain gender parity are visible, despite the difficulties in industries where men predominate, such as mining and manufacturing. The focus on gender diversity in Russia can be attributed to the country's legislative framework promoting gender equality and the increasing recognition of women's contributions to economic growth and corporate performance.

China: Gender diversity is the most disclosed and prioritized dimension of diversity in analyzed Chinese companies. Such inclusion tools as equal pay, trainings on D&I and Female Worker Union are used. Possible reason is that China's emphasis on gender diversity is driven by government policies promoting gender equality and the need to enhance global competitiveness by leveraging a diverse workforce.

Turkey: Gender diversity is a critical focus area, with all companies addressing it through policies like equal pay, D&I training, leadership programs for women and internal analysis of condition of female employees. Turkey's attention to gender diversity may stem from societal pressures to improve women's status in the workforce and compliance with international standards and conventions on gender equality.

Brazil: Gender is one of four main dimensions of diversity in analyzed Brazilian companies. Organizations provide trainings, KPIs, policies, cooperation with institutions, leadership and internship programs to address the gender discrimination. The focus on gender diversity in Brazil possible may be influenced by social western movements advocating for women's rights and corporate recognition of the business benefits of a diverse workforce.

- **Code 3. Age diversity**

Russia: Age diversity is well-addressed, with detailed statistics and policies aimed at accommodating various age groups. One of possible reasons is Russia's aging population and the need to retain experienced workers drive the focus on age diversity, ensuring knowledge transfer and addressing skill shortages.

China: Age diversity is mentioned, but specific policies or tools are less detailed compared to Russia and Brazil. It might be influenced by the rapid economic development and the presence of a young workforce in China result in less emphasis on age diversity compared to other dimensions.

Turkey: Frequently mentioned, with a focus on maintaining a balanced age demographic within the workforce. However, no specific tools are disclosed. Turkey has the similar level of prioritization this dimension as China. The possible reason is the need to integrate younger workers while retaining experienced employees to ensure business continuity and innovation drives the attention to age diversity in Turkey.

Brazil: Age diversity is addressed through comprehensive statistics and initiatives targeting different age groups. Although this dimension is not major one, Brazilian companies have such inclusion tools are internship and leadership programs for young employees. It might be caused by Brazil's diverse demographic profile and the importance of intergenerational knowledge sharing in a dynamic economy contribute to the focus on age diversity.

- **Code 4. Disability diversity**

Russia: Significant attention is given to disability diversity, with many companies implementing specific policies and support programs for employees with disabilities, such as D&I policies and trainings. One of possible reasons of importance of this dimension might be legislative requirements, that drive Russian companies to focus on disability inclusion, promoting equal opportunities for disabled people.

China: Disability diversity is mentioned but often lacks detailed policies or tools.

Turkey: Disability is commonly mentioned, however, Turkish companies do not disclose specific information and used inclusion tools and do not pay a lot of attention to this topic.

Brazil: Disability diversity is a major focus, with detailed policies and initiatives supporting employees with disabilities, such as trainings, policies, internships. Strong advocacy from disability rights organizations and compliance with legal standards may promote disability inclusion in Brazilian companies.

- **Code 6. Sexual orientation diversity**

Russia: Rarely mentioned, with limited specific policies or tools. Societal attitudes and legal restrictions on LGBTQ+ rights contribute to the limited focus on sexual orientation diversity.

China: Occasionally mentioned but often lacks specific details or initiatives. The reason is possible close to Russian one – cultural norms and lack of legal protections for LGBTQ+ individuals result in less emphasis on sexual orientation diversity.

Turkey: Regularly mentioned, however, no specific information and tools are used. Reasons may be similar to Russian and Chinese ones.

Brazil: One of four prioritized dimensions, frequently mentioned, with detailed policies, statistics and comprehensive support programs. It might be caused by strong LGBTQ+ advocacy movements, which are common in European Union countries, and progressive legal frameworks drive the focus on sexual orientation diversity in Brazilian companies.

### **2.3.5.2 Secondary dimensions of Diversity**

In this section comparative analysis of secondary dimension of diversity and inclusion in analyzed companies is made. It is clear that all companies do not disclose enough information on these dimensions and do not prioritize them. However, it is worth mentioning that 100% of Turkish companies mention that they do not tolerate discrimination based on religion and 90% of companies mention about the language discrimination, which may be caused by the fact that Turkey is a religious country, while other countries have not paid that much attention to these dimensions. For instance, companies like Migros provide vacation days for various religious holidays, reflecting the cultural importance of religion. Moreover, “Family status” is more

disclosed by Turkish companies with various inclusion tools on parent's support, while other countries did not have much information on this topic in their reports. It might be significant role of family and religion in Turkish society. Considering other dimensions, Chinese companies mentioned "Education" and "Work experience" way more often than other countries, however, have not disclosed any specific information. Finally, "Political orientation" is mentioned by Russian and Chinese companies more often than by Turkish and Brazilian ones, what could be caused by a stricter political regime in Russia and China.

#### **2.3.5.3 Tools of inclusion**

- **Code 17. Equal pay**

Widely implemented across all countries, with policies ensuring pay equity regardless of gender or other personal characteristics. Equal pay is a fundamental aspect of fairness and legal compliance, promoting a more equitable and motivating work environment.

- **Code 18. Trainings on D&I**

Russia and Brazil: Extensive training programs aimed at educating employees about D&I are common. Trainings are described in detail with statistics.

Turkey: Trainings are mentioned but are not sufficiently described.

China: Trainings are rarely used as inclusion tool.

- **Code 19. Support to parents.**

Turkey: Commonly implemented programs supporting parents, including maternity leave and childcare support. Strong cultural emphasis on family values may parents drive these initiatives.

Russia, China, Brazil: Rarely and briefly mentioned, this tool is much less disclosed than in Turkish companies.

- **Code 21. The D&I policy**

Widely implemented across all countries for all primary dimensions of diversity.

- **Code 23. Diversity KPI**

This tool of inclusion is one of the most common tools in analyzed Brazilian companies, while other countries rarely use this tool. Brazilian companies set targets on amount of female, black and disabled employees in the workforce for upcoming years.



- **Code 24. Leadership programs**

Leadership programs are used by Russian, Turkish and Brazilian companies, while none of Chinese companies mentioned it. However, there are some differences in who these programs are designed for. In case of Russian and Turkish companies, they are mostly designed for female employees, while Brazilian companies design them for female, black and disabled employees.

- **Code 27. Internal analysis**

This tool is mainly used by Turkish companies and includes the internal analysis of workforce (mostly focused on working conditions and rights of female employees). Other countries do not disclose information on this tool.

- **Code 28. The cooperation with institutions**

Turkish and Brazilian companies cooperate with international and national universities to develop projects studying different types of discrimination (however, main focus is on gender diversity and discrimination in the workforce), while Russian and Chinese companies do not disclose information on this tool.

- **Code 29. Internship programs**

Brazilian companies are the only companies who disclose information in reports on implementing internship programs aimed at hiring of female, young, black and disabled employees.

All other codes have not been sufficiently disclosed in non-financial reports of national companies, in majority cases they are briefly mentioned. All frequencies of codes can be seen in the Table 48. To visually estimate the frequency of codes in national companies Figs 36-39 are provided in Appendix.

*Table 48*

**Russian, Chinese, Turkish and Brazilian companies' Summary**

Themes	Codes	Frequency Russia	Frequency China	Frequency Turkey	Frequency Brazil
Primary dimensions	1. Race	7	5	8	9
	2. Gender	10	10	10	10
	3. Age	10	8	9	9
	4. Disability	7	5	8	10
	5. Sexual orientation	2	3	7	8
	6. Ethnicity	5	7	8	4
	7. Education	2	6	No data available	No data available
	8. Family status	2	3	4	No data available

Secondary dimensions	9. Work experience	1	5	2	1
	10. Religion	7	6	10	1
	11. Language	2	No data available	9	No data available
	12. Culture	4	6	4	No data available
	13. Nationality	8	7	6	No data available
	14. Lifestyle	1	No data available	0	No data available
	15. Political orientation	3	1	4	No data available
	16. Appearance	1	No data available	1	No data available
Tools of inclusion	17. Equal pay	10	9	7	6
	18. Trainings on D&I	4	1	7	9
	19. Support to parents	1	No data available	5	1
	20. Code of Ethics	1	1	7	3
	21. The D&I policy	6	6	9	6
	22. Mentoring program	2	No data available	3	3
	23. Diversity KPI	1	No data available	3	7
	24. Leadership programs	2	No data available	8	6
	25. Female Worker Union	No data available	2	No data available	No data available
	26. Employee Trade Union	No data available	3	No data available	No data available
	27. Internal analysis	No data available	No data available	6	1
	28. The cooperation with institutions	No data available	No data available	3	4
	29. Internship programs	No data available	No data available	No data available	6
	30. Recruitment and Selection Guide	No data available	No data available	No data available	1
	31. D&I in corporate goal	No data available	No data available	No data available	1

Source: [Compiled by the author of the final qualifying work]

### 2.3.5.4 Summary

After analyzing Russian, Chinese, Turkish and Brazilian companies it is clear that all companies are concentrated on primary dimensions of diversity rather than the secondary ones. Considering similarities in primary dimensions, all countries prioritize gender diversity. However, there are some differences. Thus, Russia also prioritizes age and disability diversity, while Brazil also considers age, race, disability and sexual orientation diversity as major ones. Secondary dimensions are briefly mentioned in reports without any specific information. However, Turkish companies emphasize religion and family status.

Considering inclusion tools, D&I policy and equal pay are the only common tools among all 4 countries. Taking differences into account, Russia mostly disclosed information on trainings on D&I, China use mainly use Employee Trade Union, Turkey is focused on trainings on D&I, Code of Ethics, leadership programs, support to parents and internal analysis. Finally, Brazilian companies implement trainings on D&I, diversity KPI, leadership programs, internship programs, the cooperation with institutions. Moreover, some countries have unique inclusion tools that are not covered by another national companies. Thus, Chinese companies have Female Worker and Employee Trade Unions, while Brazilian companies have internship programs, recruitment and selection guide, D&I in corporate goal. However, it is important to note that an absence of specific information in a company's non-financial reports does not necessarily mean an absence of diversity and inclusion practices in the company's operations. Prioritized dimensions and inclusion tool in analyzed national companies of Russia, China, Turkey and Brazil are provided in the table 49 below.

**Table 49**

**Prioritized dimensions and inclusion tools in Russian, Chinese, Turkish and Brazilian companies**

	<b>Primary dimensions</b>	<b>Secondary dimensions</b>	<b>Tools of inclusion</b>
<b>Russian companies</b>	Gender, age, disability	-	Equal pay, trainings on D&I, D&I policies
<b>Chinese companies</b>	Gender	-	Equal pay, D&I policies, Employee Trade Union
<b>Turkish companies</b>	Gender	Religion, language, family status	D&I policies, equal pay, trainings on D&I, Code of Ethics, leadership program, support to parents, internal analysis

<b>Brazil companies</b>	Race, gender, age, disability, sexual orientation	-	Trainings on D&I, diversity KPI, D&I policies, internship programs, the cooperation with institutions, equal pay, leadership programs
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Source: [Compiled by the author of the final qualifying work]

The identified dimensions of diversity and inclusion practices in national companies of Russia, China, Turkey, and Brazil may be possibly attributed to various socio-cultural, legal and economic factors. In general, these countries prioritize primary dimensions of diversity such as gender, age, and disability due global standards, local legislative requirements, and cultural values. For instance, *Russia's* focus on age and disability diversity is driven by its demographic challenges (such as aging population) and legal frameworks. Similarly, *Brazil's* comprehensive approach to diversity, including race and sexual orientation, is influenced by strong European social movements and comprehensive legal protections. In *China*, while there is an emphasis on gender diversity in alignment with government policies promoting equality, the overall attention to D&I might be limited due to the country's focus on rapid economic growth and industrial development, which can overshadow social issues like diversity. Additionally, cultural norms that emphasize collectivism over individual differences may also play a role. *Turkey's* attention to family status and religion reflects its cultural and societal values. Moreover, the variation in the volume of detailed disclosures in non-financial reports across these countries can also be a result of different levels of regulatory enforcement and corporate transparency practices. While Brazilian and Russian companies tend to provide extensive sections dedicated to D&I, highlighting their commitment and specific practices, Turkish and Chinese companies often offer less detailed information, possibly due to different regulatory pressures or cultural attitudes towards reporting transparency.

Overall, it should be noted that in terms of volume, Brazilian and Russian companies pay more attention to D&I, allocate entire sections and describe in more detail the dimensions and practices than Turkey and China. Chinese companies pay the least attention to the topic of diversity and inclusion in their non-financial reports. This study creates opportunities for future research, which are discussed in more detail in the next part.

## **CONCLUSION**

This study provides a comprehensive comparative analysis of diversity and inclusion practices in the workforce of national companies from Russia, China, Turkey, and Brazil. The research goal is to identify and compare the dimensions and practices of diversity and inclusion in the workforce of national companies from different national contexts – Russia, China, Turkey, and Brazil. By performing a cross-country comparative analysis, this study aims to uncover common patterns and differences in D&I practices among these countries. Through a detailed examination of non-financial reports from 40 companies, several key findings emerged. All countries pay more attention to the primary dimensions of diversity rather than to secondary ones. All countries prioritize gender diversity, while Russia and Brazil also focus significantly on age and disability, with Brazil additionally emphasizing race and sexual orientation. Turkish companies pay special attention to religious and family status diversity due to cultural factors. All other dimensions and practices are not sufficiently disclosed.

Common inclusion tools across all countries include D&I policies and equal pay initiatives. However, there are notable differences: Russian companies frequently employ trainings on D&I, Chinese companies focus on Employee Trade Unions, Turkish companies emphasize a combination of trainings on D&I, Code of Ethics, leadership programs, support to parents and internal analysis, while Brazilian companies implement diverse tools including trainings on D&I, diversity KPIs, leadership programs, internship programs, and cooperation with institutions. The identified dimensions of diversity and inclusion practices in national companies of Russia, China, Turkey, and Brazil may be possibly attributed to various socio-cultural, legal, and economic factors. Overall, Brazilian and Russian companies provide more detailed and comprehensive D&I practices in their reports compared to Turkish and Chinese companies, with Chinese companies disclosing the least amount of information on D&I topics. It seems that diversity and inclusion in the workforce in China have just begun to develop.

It is clear that diversity and inclusion present in any organization regardless how much attention is paid to them. These concepts are supposed to gain a greater importance every year.

### **Limitations**

This research has several limitations that should be addressed in future studies. The analysis is based solely on secondary data from non-financial reports, which may differ from actual implementation and effectiveness within organizations. The availability and depth of information varied significantly between companies and countries, potentially affecting the comprehensiveness of the findings. The study focused on companies from only four countries, which may limit the generalizability of the findings. Future research could include more countries

to provide a broader understanding of global D&I practices. Additionally, the data is collected from reports published in a single year (2021). Longitudinal studies could offer insights into how D&I practices evolve over time. Additionally, since companies from ESG-rating are taken into account, they all are large companies. Most of them are international and exporters, which greatly expands their opportunities in D&I concerts. Accordingly, the analysis is limited to large national companies, potentially overlooking the practices of smaller firms or those in different sectors, therefore, the data obtained can only be applied to large companies.

### **Theoretical implications & Further research**

This research contributes to the theoretical understanding of diversity and inclusion in a global context by highlighting the variations in D&I practices across different cultural and national settings. The findings support the notion that while certain dimensions of diversity are universally recognized, the prioritization and implementation of D&I initiatives are deeply influenced by local cultural and societal norms. Moreover, the unique methodology is designed that can be used for further research. There are some possible concepts for the further research on the topic of this paper, as it did not cover all possible directions. First of all, it is possible to evaluate the depth of the dimensions disclosed, using such tool as A 5-point Likert scale. This will help to more accurately assess how much the company pays attention in its reports to one or another dimension or practices. Secondly, it is possible to analyze companies by industries as they may affect the diversity dimensions and practices. Additionally, the research suggests that the structure and size of an organization can influence its D&I practices, with larger companies more likely to have comprehensive D&I policies and practices compared to smaller firms. Based on these findings, further research is suggested to expand the geographic scope to include more countries, conduct longitudinal studies to observe the evolution of D&I practices, focus on sector-specific analyses to understand industry influences, investigate D&I in small and medium enterprises, employ quantitative methods to assess the impact of D&I practices on performance metrics, and conduct in-depth case studies of organizations with exemplary D&I practices. Moreover, the reliance on secondary data from non-financial reports may not fully capture the actual implementation and effectiveness of D&I practices. Future research could involve qualitative interviews with employees to gain deeper insights into the lived experiences of diversity and inclusion within these companies. Finally, further research can explore the various factors proposed in this paper that may influence countries' contributions to diversity and inclusion practices. This includes examining how diversity and inclusion are interconnected with socio-cultural, legal, and economic elements. By conducting such studies, researchers can provide a deeper understanding of the

underlying reasons behind the adoption and effectiveness of D&I initiatives across different national contexts.

### **Managerial implications**

This study offers valuable insights into how leading companies in diverse cultural contexts approach D&I. Organizations can learn from the practices identified in different countries to enhance their own D&I strategies. Practically, companies can adopt several strategies based on the findings of this study to improve their D&I initiatives. For instance, the detailed focus on gender diversity and specific inclusion tools such as mentorship programs and diversity KPIs in Brazilian companies can serve as models for others. Additionally, understanding the cultural nuances that affect D&I practices can help multinational companies tailor their strategies to different regions more effectively, ensuring better integration and acceptance within local workforces in case of entering the global market.

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Definitions and their abbreviations

Definition	Abbreviation
Corporate social responsibility	CSR
Environmental, Social and Governance framework	ESG
Sustainable Development Goals	SDGs
Diversity and inclusion	D&I

Source: [Compiled by the author of the final qualifying work]

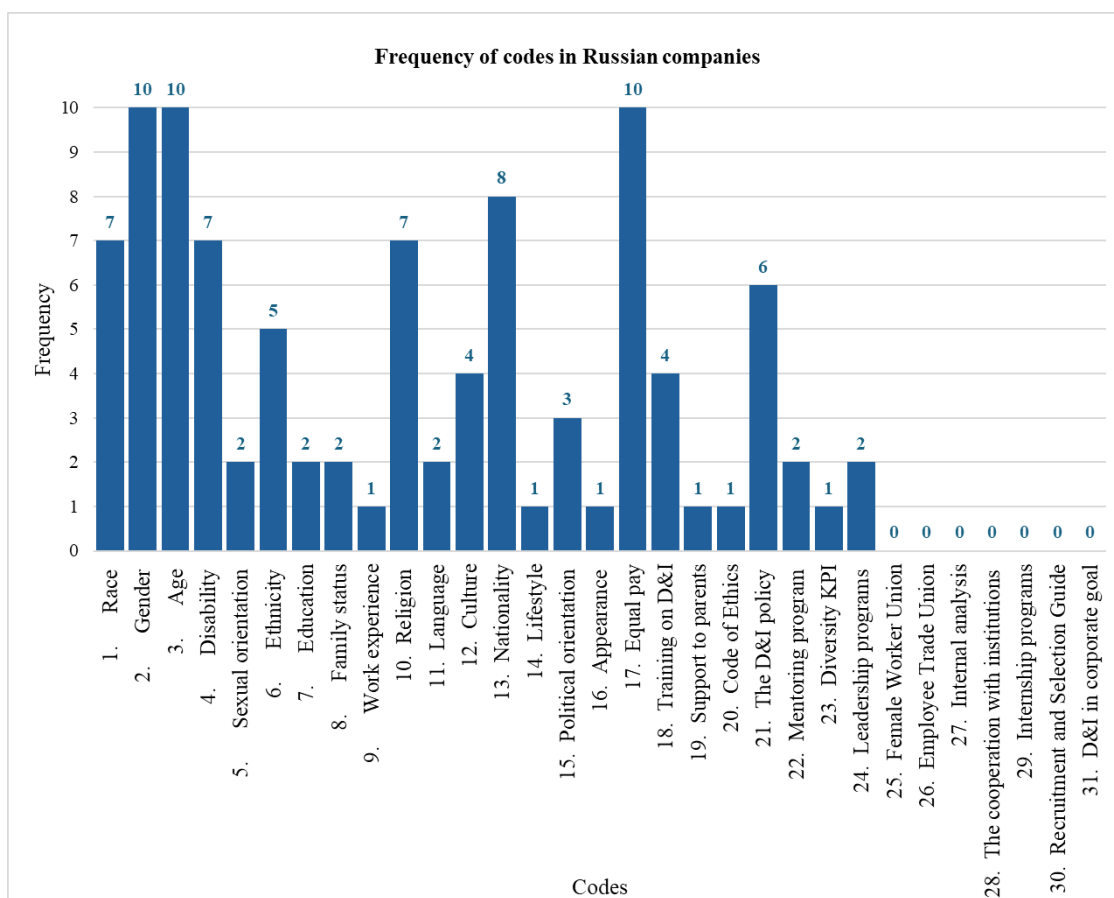


Fig. 36 Frequency of codes in Russian companies

Source: [Compiled by the author of the final qualifying work]

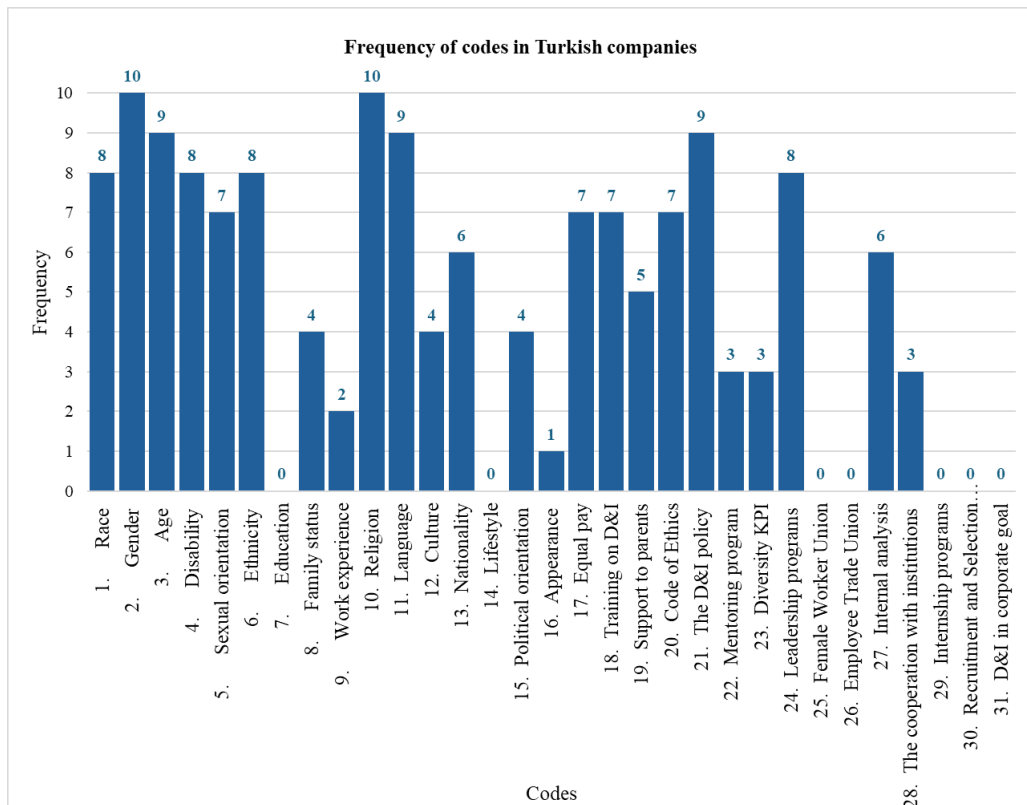


Fig. 37 Frequency of codes in Turkish companies

Source: [Compiled by the author of the final qualifying work]

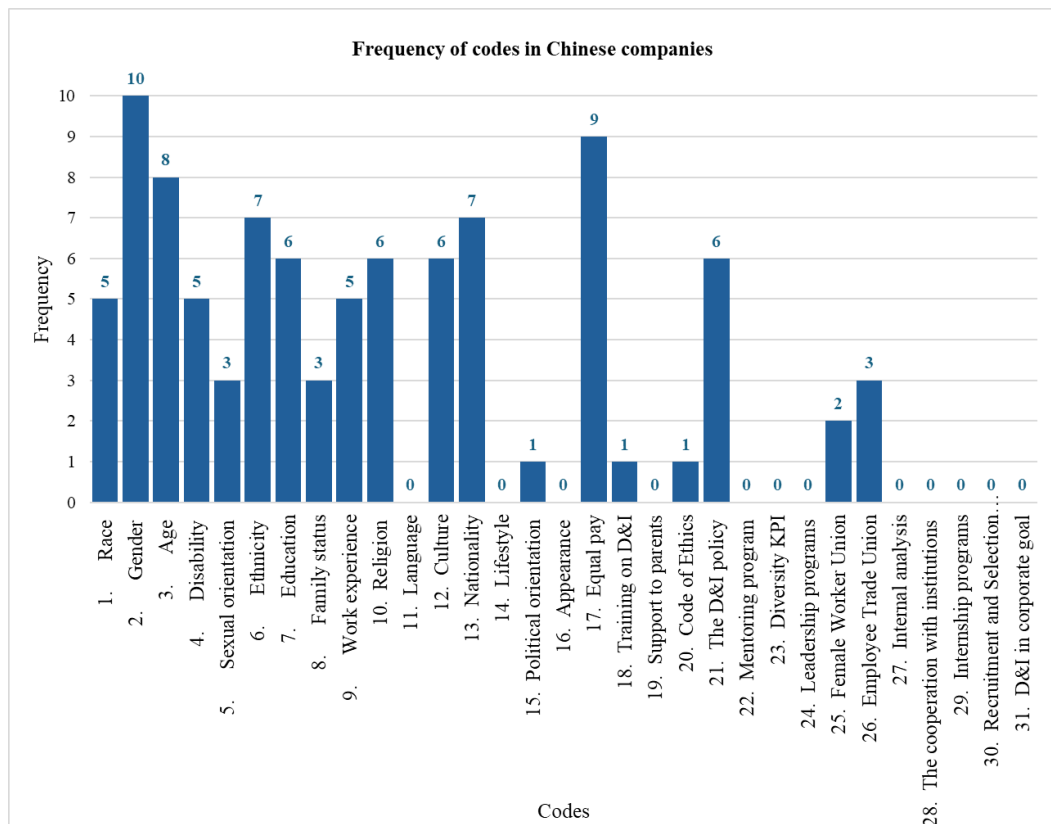


Fig. 38 Frequency of codes in Chinese companies

Source: [Compiled by the author of the final qualifying work]

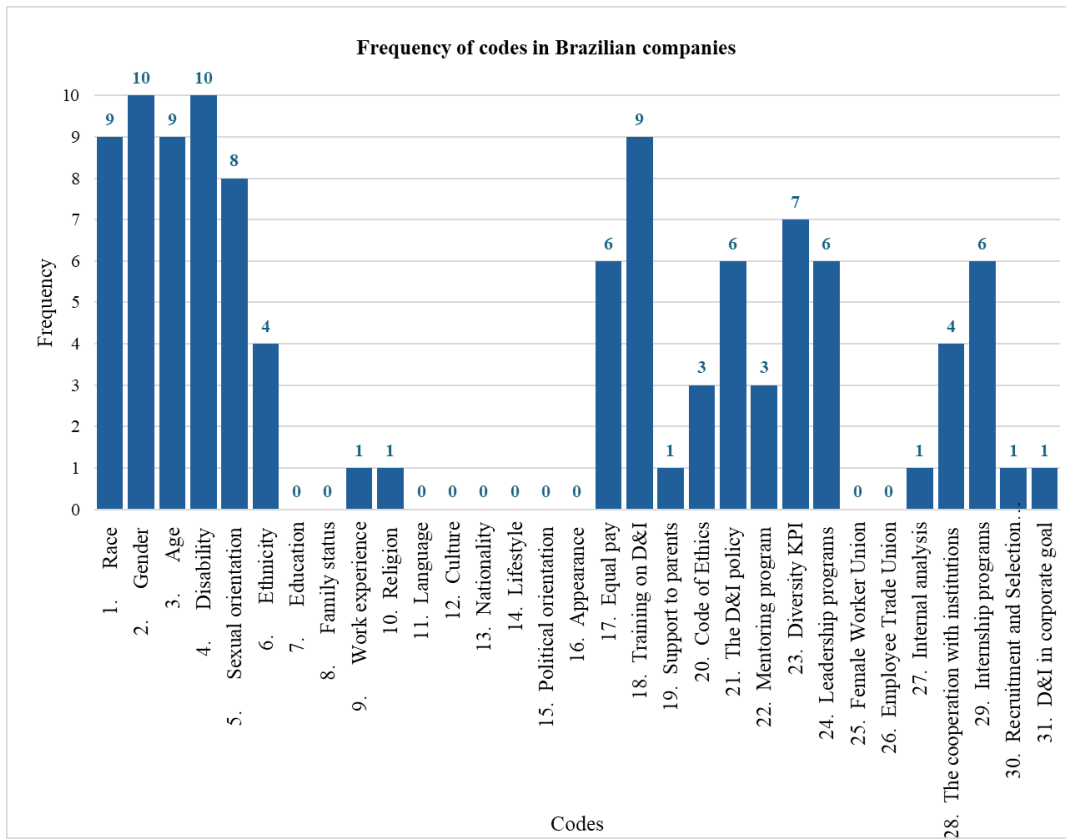


Fig. 39 Frequency of codes in Brazilian companies

Source: [Compiled by the author of the final qualifying work]