impacto
Give your PROFITS a PURPOSE

Certified
B
Corporation
This company meets the
highest standards of social
and environmental impact

THE COOLER EARTH
Sustainability Series

The Cooler Earth Series Masterclass
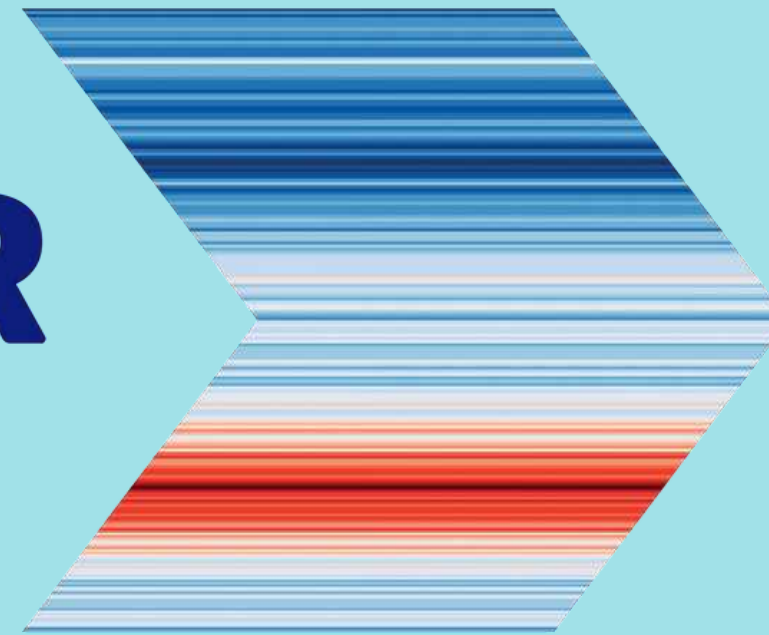
Diversity, Equity and Inclusion in Action:

Essentials in Enhancing the

Corporate Landscape

What We Will Cover

01 What is DEI?

02 Common Misconceptions about DEI

03 The Business Case for DEI

04 Phased and Customised Approach

05 Learning from ASEAN Leaders & Beyond
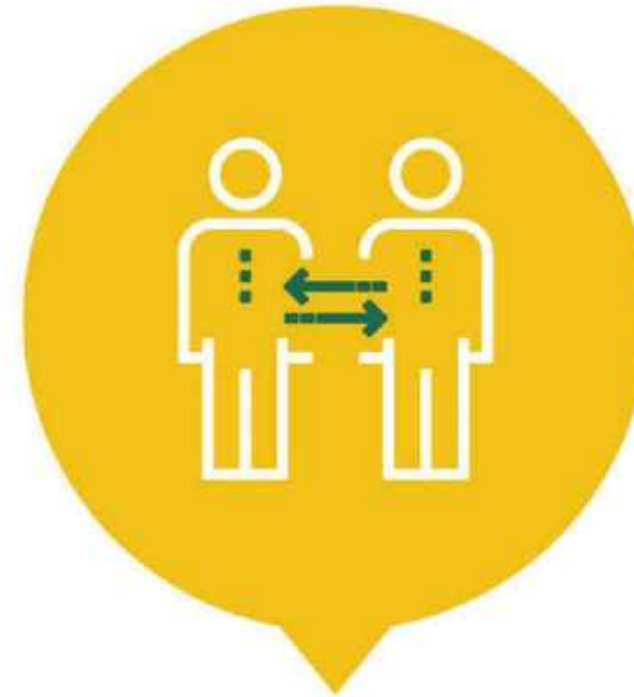
06 Closing and Next Steps

01
· · ·

What is DEI?

What is DEI?: Unpacking the Basics

Diversity

Attributes that **differentiate individuals**, including race, ethnicity, gender, gender identity, sexual orientation, age, social class, abilities, religious beliefs, national origin, and political ideas.
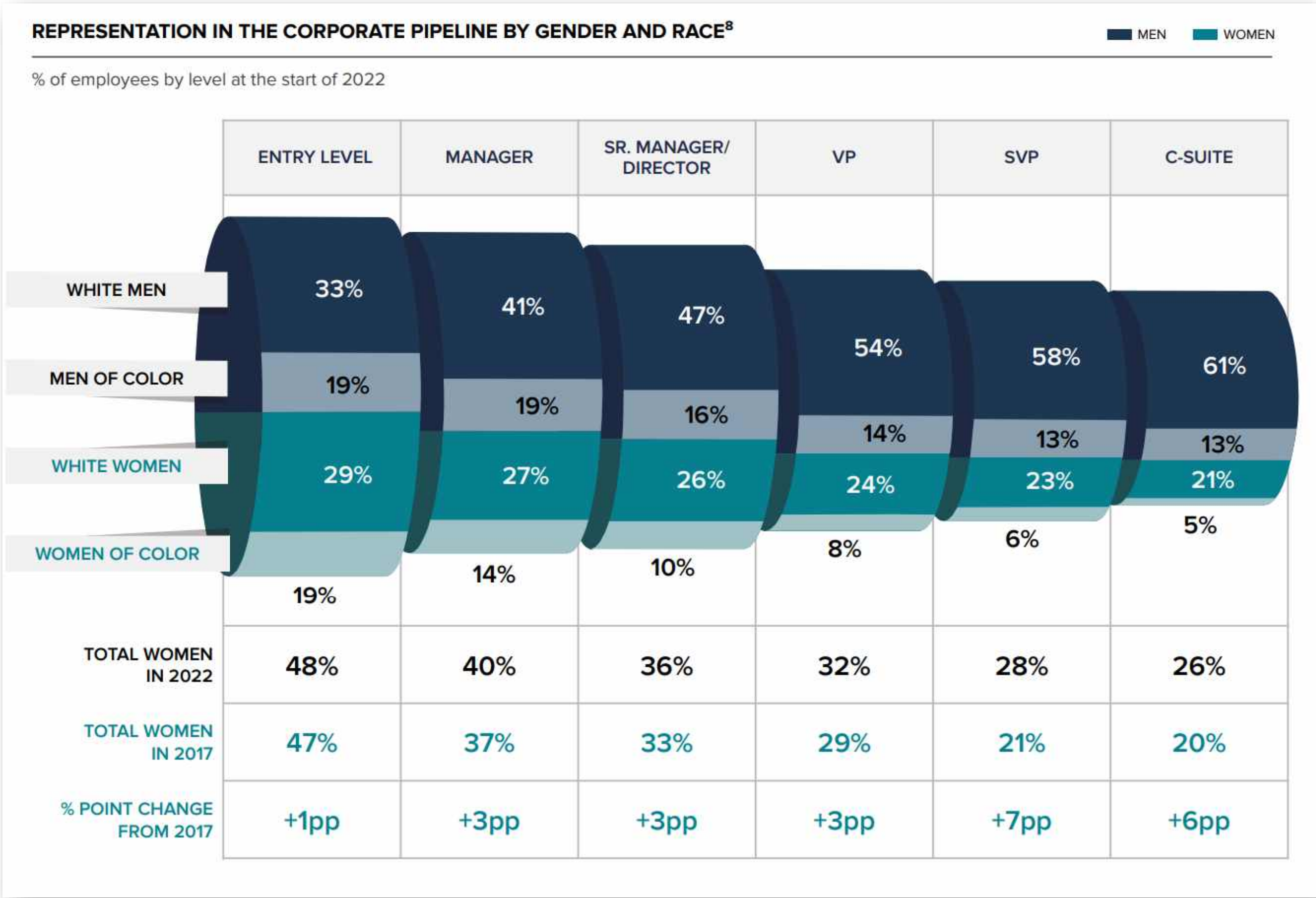
Equity

Ensure **fairness and justice** in the treatment, opportunities, and outcomes for all individuals, and recognise that different individuals may require different levels of support or resources.

Inclusion

Creating **an environment** where all individuals feel valued, respected, and supported, and where they can **fully participate and contribute**.

Why Diversity Is Not Enough

REPRESENTATION IN THE CORPORATE PIPELINE BY GENDER AND RACE[8]

% of employees by level at the start of 2022

MEN   WOMEN

	ENTRY LEVEL	MANAGER	SR. MANAGER/ DIRECTOR	VP	SVP	C-SUITE
WHITE MEN	33%	41%	47%	54%	58%	61%
MEN OF COLOR	19%	19%	16%	14%	13%	13%
WHITE WOMEN	29%	27%	26%	24%	23%	21%
WOMEN OF COLOR	19%	14%	10%	8%	6%	5%
TOTAL WOMEN IN 2022	48%	40%	36%	32%	28%	26%
TOTAL WOMEN IN 2017	47%	37%	33%	29%	21%	20%
% POINT CHANGE FROM 2017	+1pp	+3pp	+3pp	+3pp	+7pp	+6pp

Source: How diversity, equity, and inclusion (DE&I) matter | McKinsey, 2020

People Face Different Hurdles & Barriers

Equity: Levelling the Playing Field

Individuals' unique circumstances must be considered to remove behavioural and structural barriers, **levelling the playing field** and **adjusting treatment** to ensure an equal outcome.

Abandon the "one-size-fits-all" mindset

EQUALITY VS EQUITY

Inclusion: Creating a Sense of Belonging

Inclusion ensures everyone's perspectives and contributions are welcomed, allowing individuals **to fully participate and thrive**. It requires **creating a culture** that actively embraces diversity, encourages collaboration, and values the unique contributions of each person.

Break social and behavioural barriers

Ensure fair and open communication

Zero tolerance to microaggressions

Diversity is being invited to the party. Inclusion is being asked to dance

VERNA MYERS

PHOTO BY ARDIAN LUMI ON UNSPLASH

02

Common Misconceptions about DEI

"I have enough women in the company – we are **DIVERSE**."

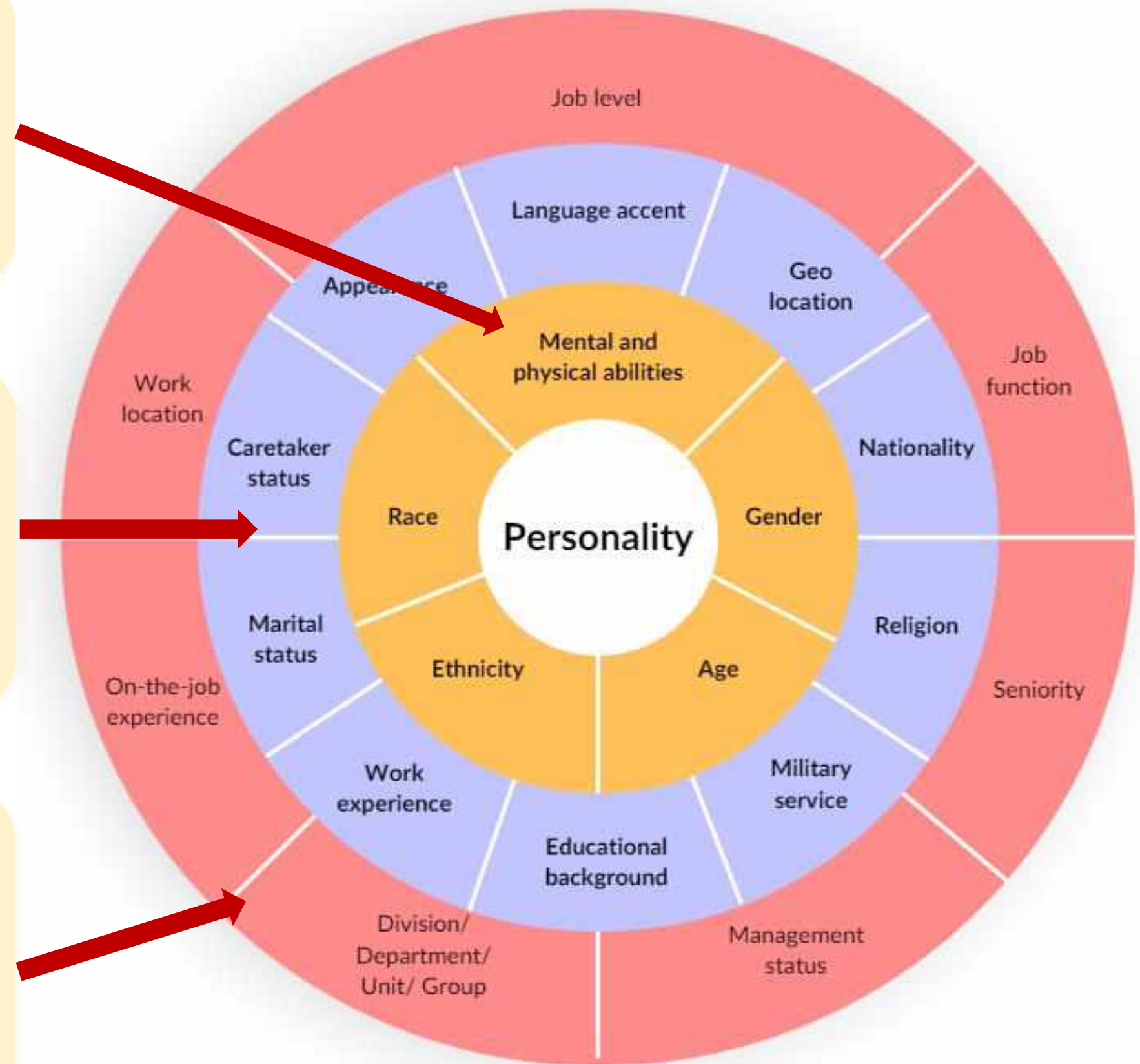# Full Spectrum of DEI

Internal Dimensions

Essential as they shape an individual's identity and influence life experiences and perspectives.

External Dimensions

Shape an individual's worldview and lifestyle. Understanding them helps appreciate employees' diverse paths and choices.

Organisational Dimensions

Influence individuals' interactions within the organisation, affecting their work experiences and opportunities.

The Multistakeholder Approach

Employees

- DEI is widely adopted, yet **power imbalances** between employees persist.

Community & Society

- As corporations significantly influence their communities, adopting a DEI approach **ensures equity and inclusivity**.

Customers

- Customers can collectively influence market trends and brand reputation, but **individuals often feel powerless** against large corporations.

Shareholders & Investors

- Incorporating diverse perspectives, including those of minority shareholders, leads to **more inclusive and well-rounded** corporate governance.

Suppliers & Partners

- Companies should give up their dominant position and **establish fair and equitable** contract terms.

Decoding DEI Misconceptions

Privilege

Unconscious Bias

Intersectionality

Microaggression

Allyship

Decoding DEI Misconceptions
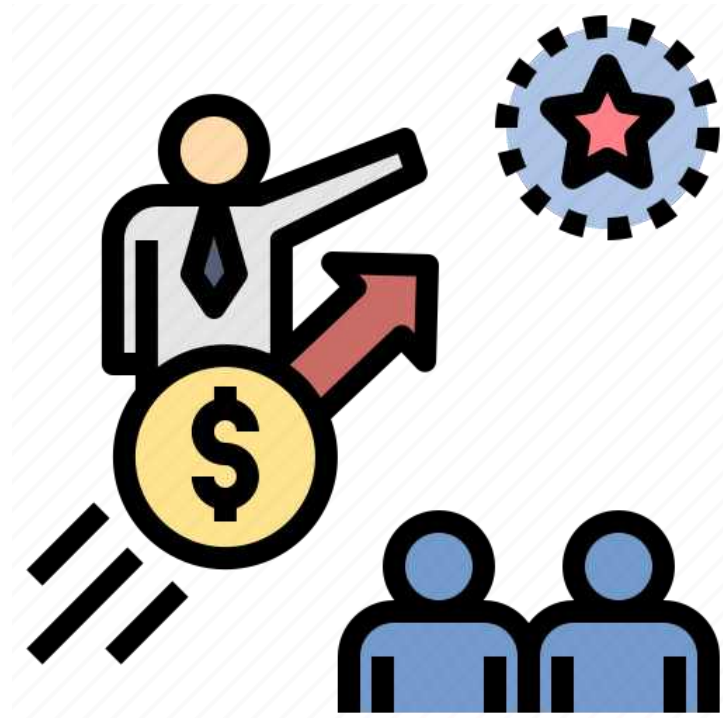
Privilege

Unearned advantages based on identity aspects like race, gender, or socio-economic status.

- **Misconception:** Privilege equates to a complete absence of life's difficulties.
- **Reality:** It's **not context-specific** and situational; a person may have advantages in one area, yet face challenges in another.

Decoding DEI Misconceptions

Unconscious Bias

Implicit attitudes or stereotypes affecting actions and decisions unconsciously.

- **Misconception:** Only overtly prejudiced individuals have biases.
- **Reality:** Unconscious biases are **common** and can be present in anyone.

Decoding DEI Misconceptions

Intersectionality

💡 *Examines how overlapping identities (gender, race, class) create distinct experiences of discrimination and privilege.*

- **Misconception:** Applies equally to everyone.
- **Reality:** Highlights **amplified marginalisation** for those with multiple minority identities.

Decoding DEI Misconceptions

Everyday slights or insults that communicate hostile messages to marginalised groups.

- **Misconception:** They are harmless or too trivial.
- **Reality:** Can **accumulate** and **significantly affect** well-being and productivity.

Microaggression

Decoding DEI Misconceptions
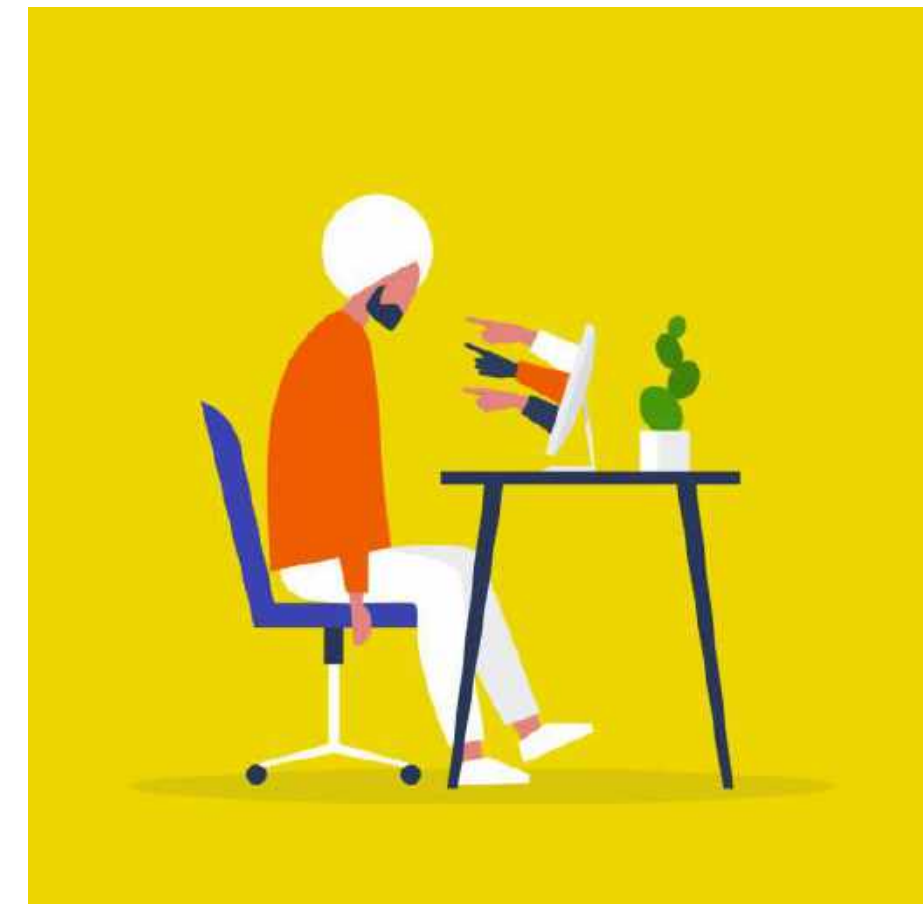
Using one's advantages to support marginalised groups and challenge systemic inequalities.

Allyship

- **Misconception:** Just acknowledging privilege or making declarations of support.
- **Reality:** Requires consistent action and leveraging privilege **for others' benefit.**

" *During a regional team meeting in an ASEAN-based company, Siti, who is from Malaysia, presents a comprehensive analysis of a recent market trend. Her colleague, David, comments, "I didn't expect such detailed insights from someone who grew up in a rural area of Malaysia!" Siti feels uncomfortable and singled out by the comment.* "

What best describes the scenario above?

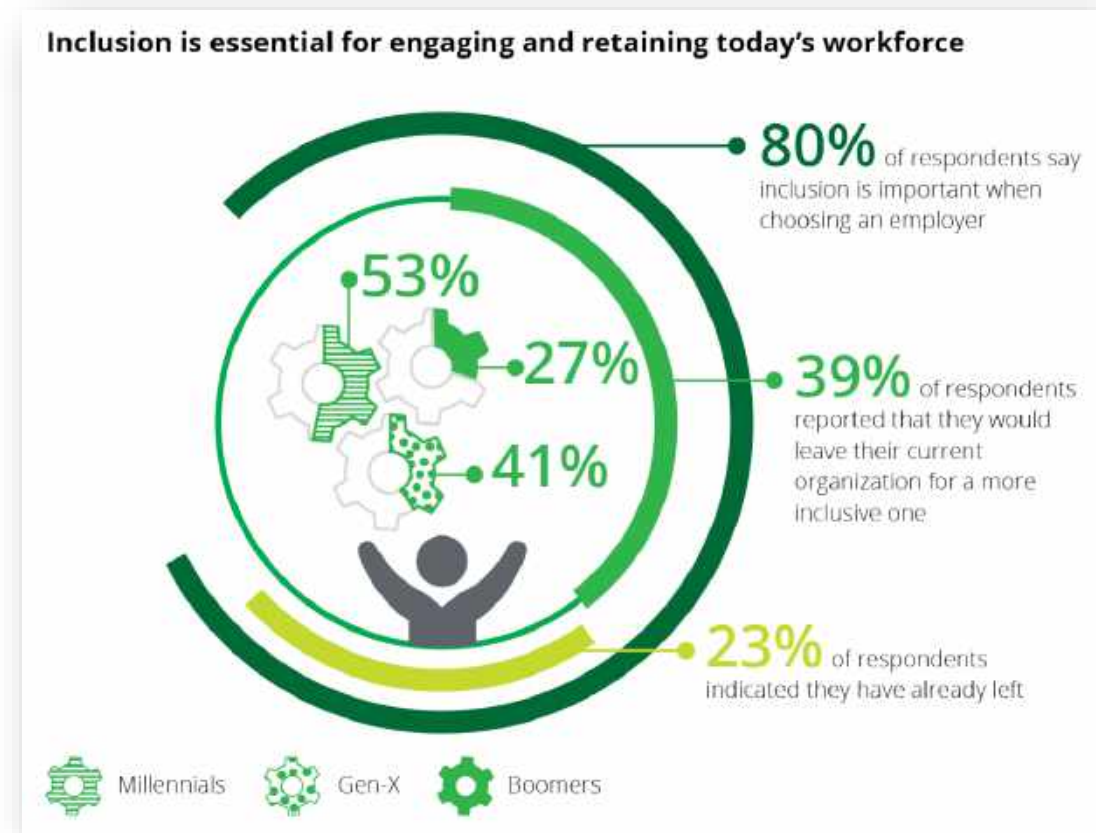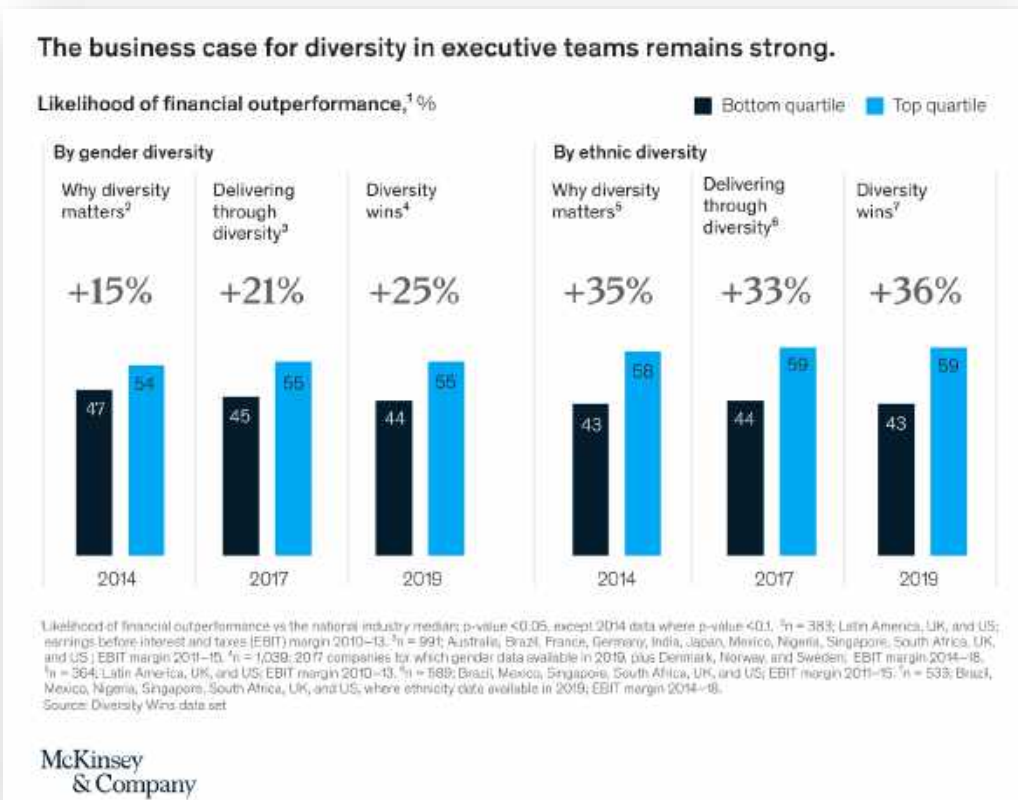A) Power dynamics
B) Microaggression
C) Allyship
D) Privilege

Test Your Understanding

"During a regional team meeting in an ASEAN-based company, Siti, who is from Malaysia, presents a comprehensive analysis of a recent market trend. Her colleague, David, comments, "I didn't expect such detailed insights from someone who grew up in a rural area of Malaysia!" Siti feels uncomfortable and singled out by the comment."

What best describes the scenario above?

A) Power dynamics
B) Microaggression
C) Allyship
D) Privilege

03

The Business Case for DEI

How DEI Improves Your Performance

Business Case 1: Improves Overall Performance

The business case for diversity in executive teams remains strong.

A **48%** performance difference between the most and least gender-diverse companies

Source: How diversity, equity, and inclusion (DE&I) matter | McKinsey, 2020

Business Case 2: Talent Attraction and Retention

Inclusion is essential for engaging and retaining today's workforce

69% of executives rated diversity and inclusion as an important issue in 2017, **up 32% from 2014**.

Source:
- Deloitte's Unleashing the Power of Inclusion Report
- Glassdoor's Recruiting A Diverse Workforce Survey

Business Case 3: Access to New Markets

Employees of firms with 2-D diversity are 45% likelier to report a growth in market share over the previous year and 70% likelier to report that the firm captured a new market.

About **70%** of companies committed to DEI are more adept at entering and capturing new markets

Source: How Diversity Can Drive Innovation|2013

04

Phased and Customised Approach

CAN DEI Guide: A Phased Approach to DEI

What Should You Do?

Abandon the **"one-size-fits-all"** mindset

to…

Customise DEI initiatives
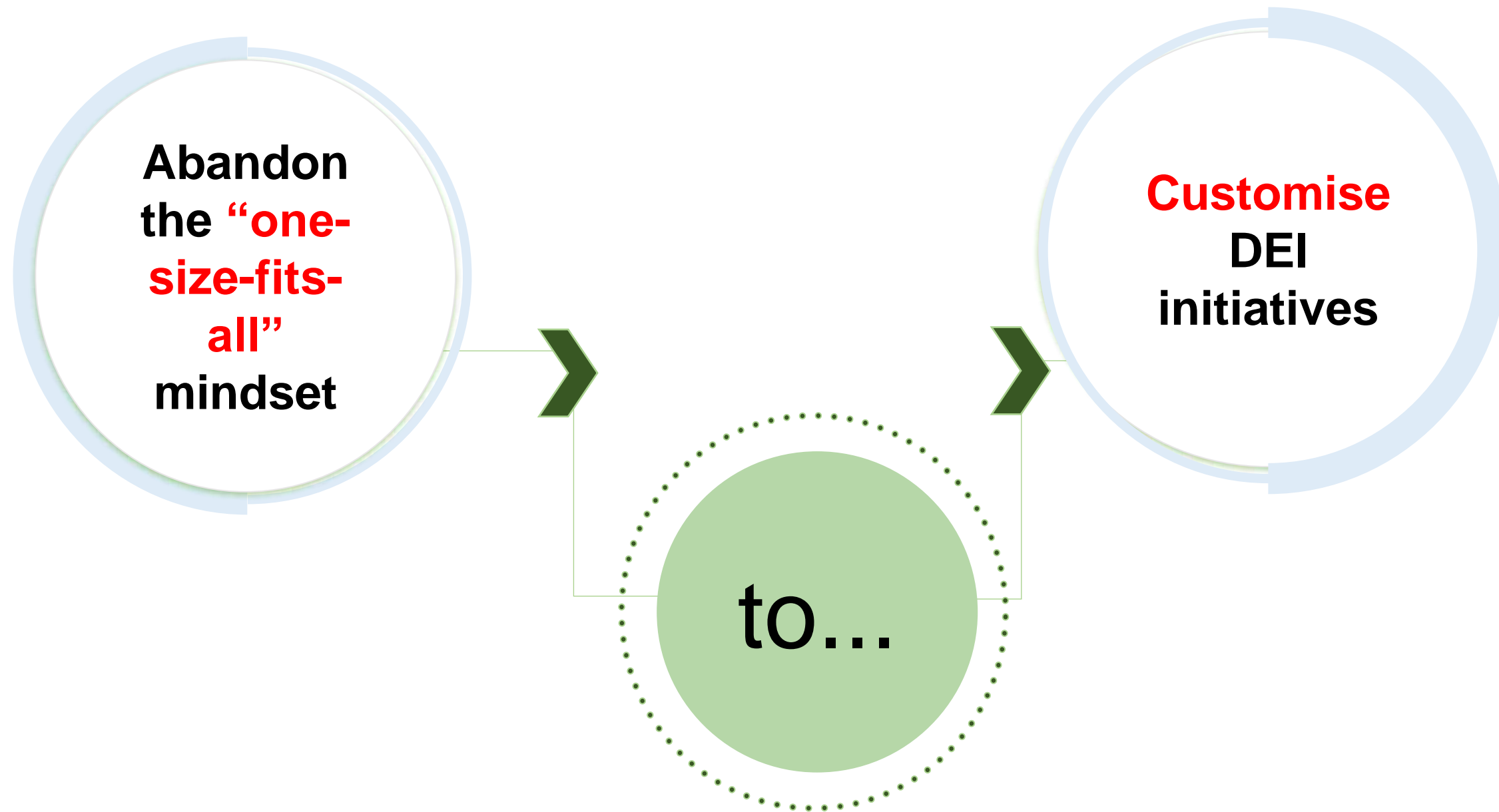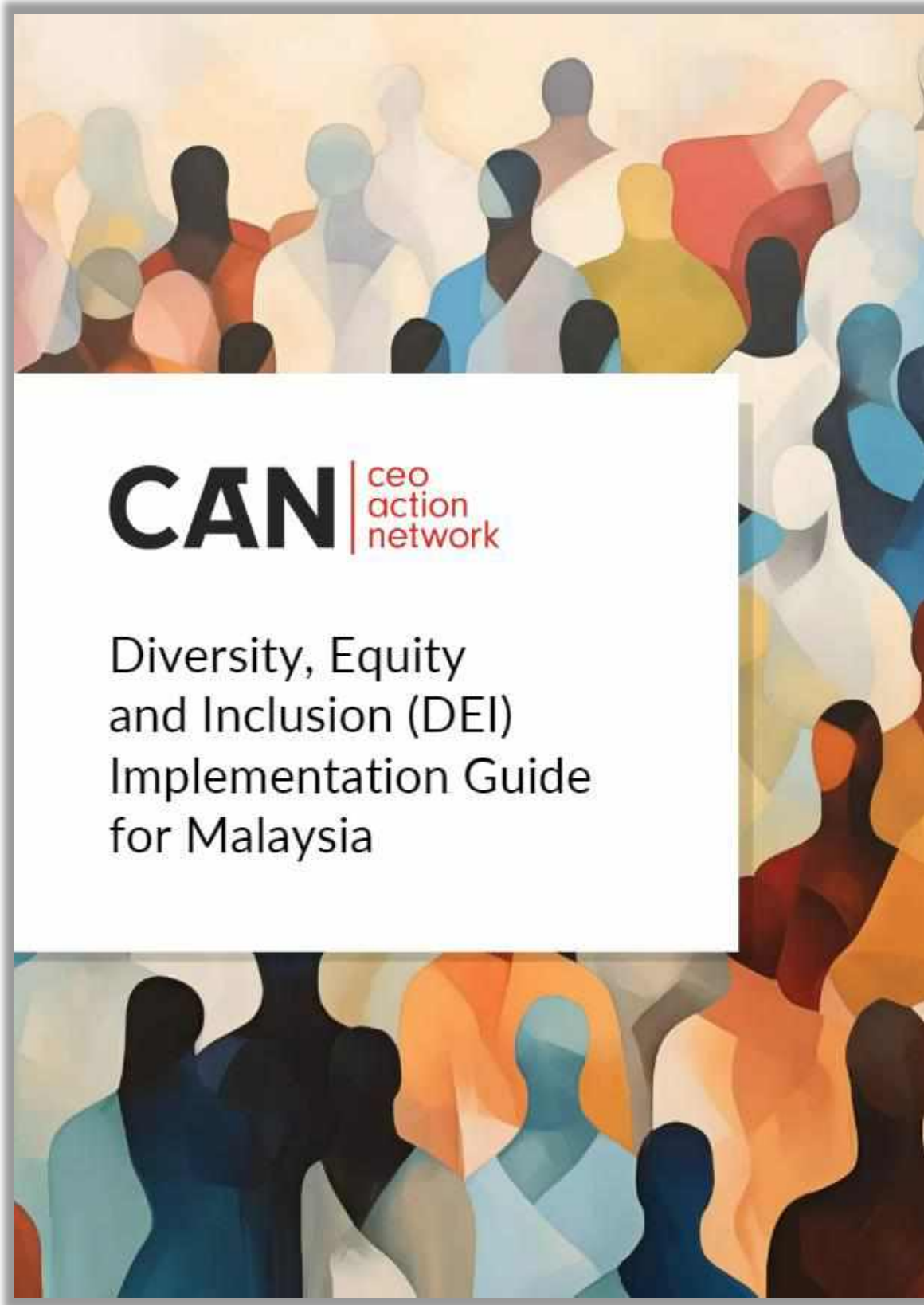
A Phased Approach to DEI

Five Stages of DEI Maturity

Stage 1: Aware
- Why does DEI matter to us personally?
- Where do we want to go?

Stage 2: Compliant
- We do DEI because we have to
- Where can we set goals that are bigger than our compliance targets?
- How can DEI help us to meet our other goals

Stage 3: Tactical
- What is our strategy?
- Where do we need to standardise?
- How can we connect DEI work up and
- down the organisation?
- What is our full sphere of influence?

Stage 4: Integrated
- DEI is part of everything we do.
- What systems and structures do we need to create?
- Why not (challenge the status quo)

Stage 5: Sustainable
- DEI efforts are deeply embedded in their corporate DNA and embedded in a mindset of continuous improvement.

CAN's Tiered Approach to DEI

Stage 1: Foundation
- This stage is about understanding and improving DEI within the organisation.
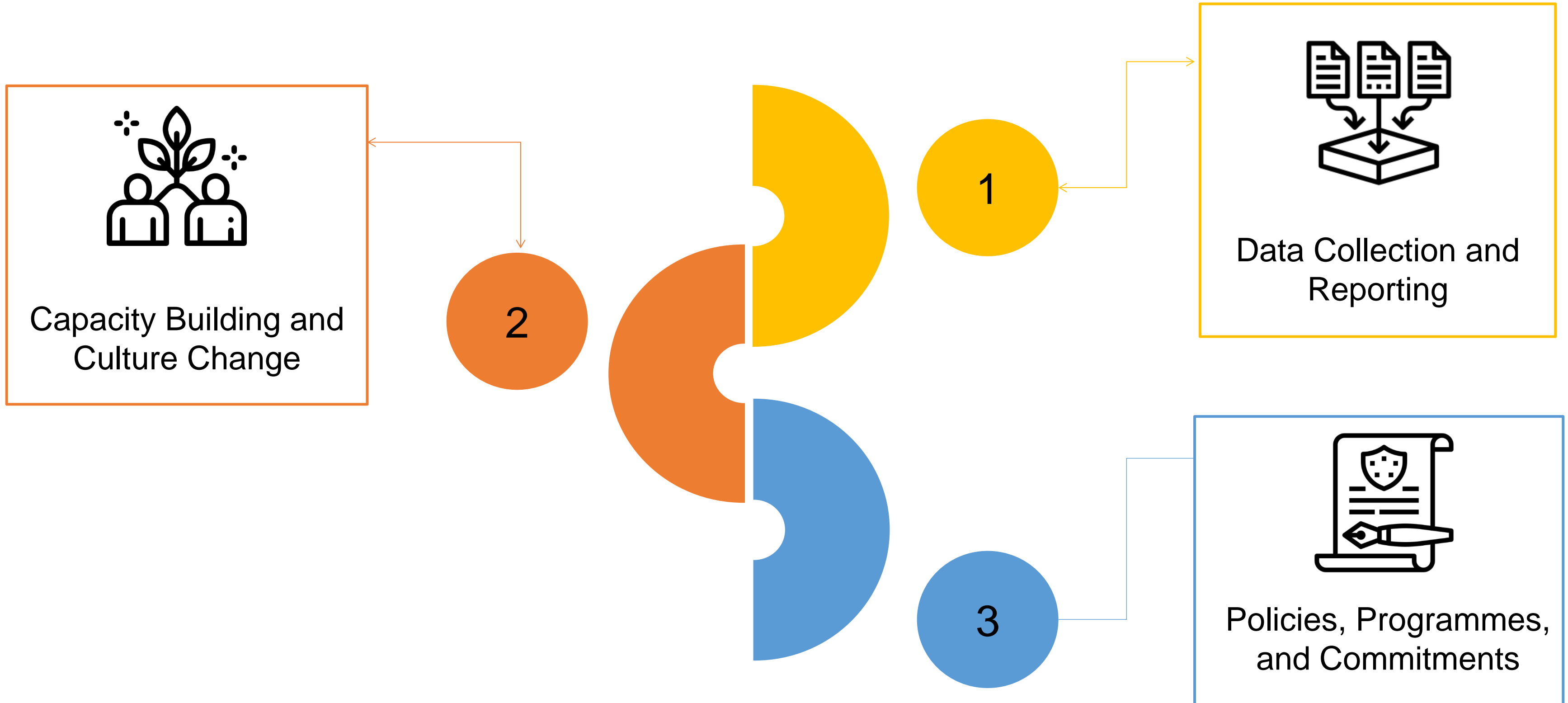
Stage 2: Advanced
- Represents organisations moving beyond foundational compliance to incorporate DEI into their culture

Stage 3: Excellence
- Set the standard for DEI practices in the broader business ecosystem.

A Phased Approach to DEI

3 Critical Levers

Capacity Building and Culture Change

1 Data Collection and Reporting

2

3 Policies, Programmes, and Commitments

Understanding *and improving DEI within the organisation*

1. Data Collection and Reporting

- Gather and report on demographic data for gender, age and ethnicity/race of the workforce.

2. Capacity Building and Culture Change

- Conduct workshops for all employees to understand DEI concepts and terminologies.

3. Policies, Programmes and Commitments

- Establish a brief DEI policy statement that outlines the organisation's commitment.
- Commit to a minimum gender ratio of 30:70* at leadership roles (i.e. Board level).

Tier 1: Foundation

A Phased Approach to DEI

impacto

Certified
B
Corporation

Incorporating DEI more substantially into their culture as well as their supply chain

**Tier 2:
Advanced**

**Tier 1:
Foundation**

1. Data Collection and Reporting

- Gather and report on additional employee demographic data: disabilities, parental status, caregiver status.

- Provide supporting statements on the data disclosures.

- Track and report on supply chain demographic, i.e. geography, size, (SMEs), women-led, minority-led

2. Capacity Building and Culture Change

- Conduct annual DEI Surveys for employees to identify progress.

- Establish a DEI Governance structure (including the formation of Employee Resource Groups (ERGs)* that cater to different identity groups).

3. Policies, Programmes and Commitments

- Conduct a gap analysis to ensure DEI alignment for all employee-relevant policies (recruitment, growth & retention).

- Establish formal mentorship and sponsorship programmes to support career growth for under-represented employees
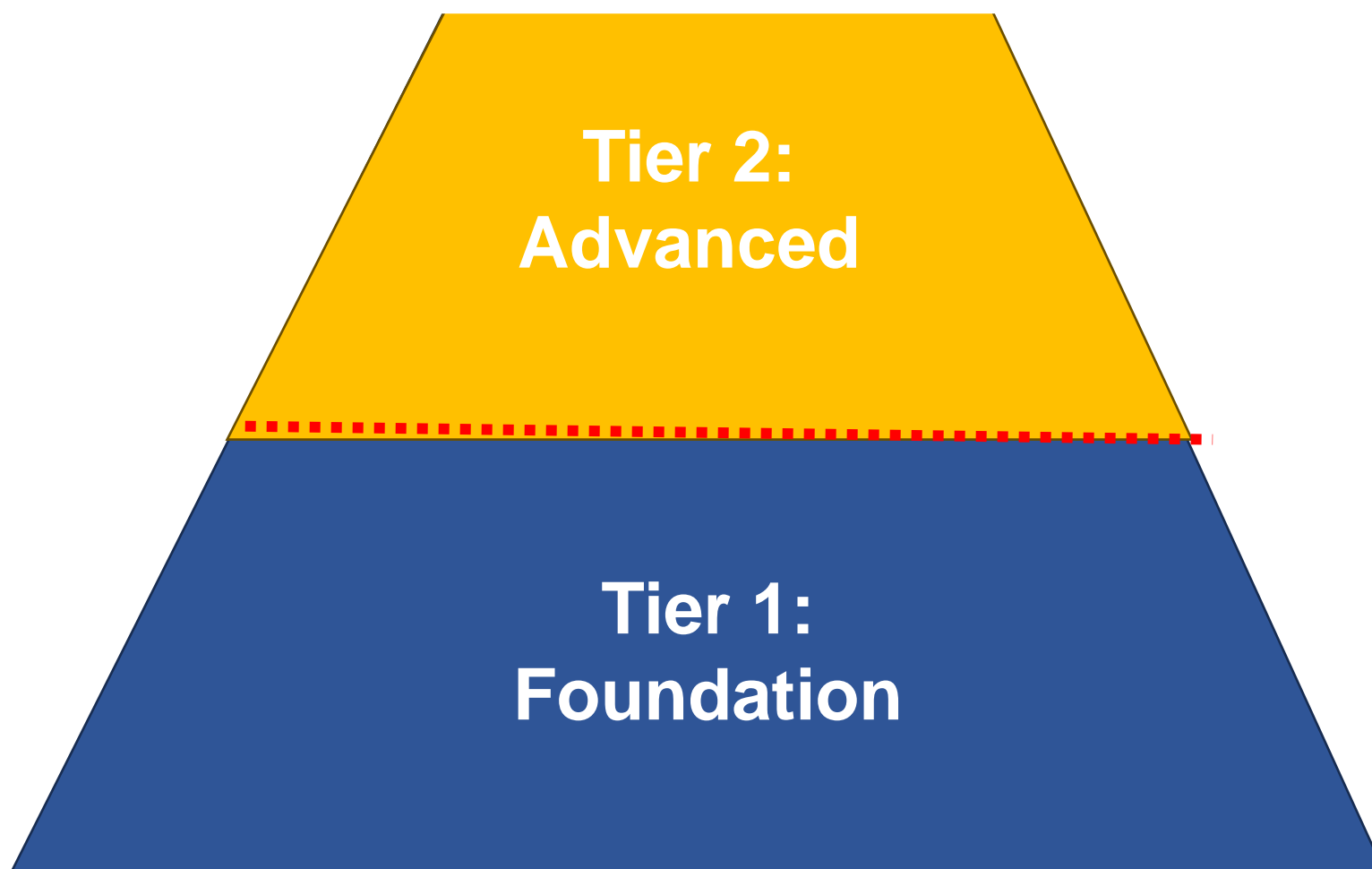
A Phased Approach to DEI

Driving change within their organization and supply chain, while influencing DEI across the industry

Tier 3: Excellence

Tier 2: Advanced

Tier 1: Foundation
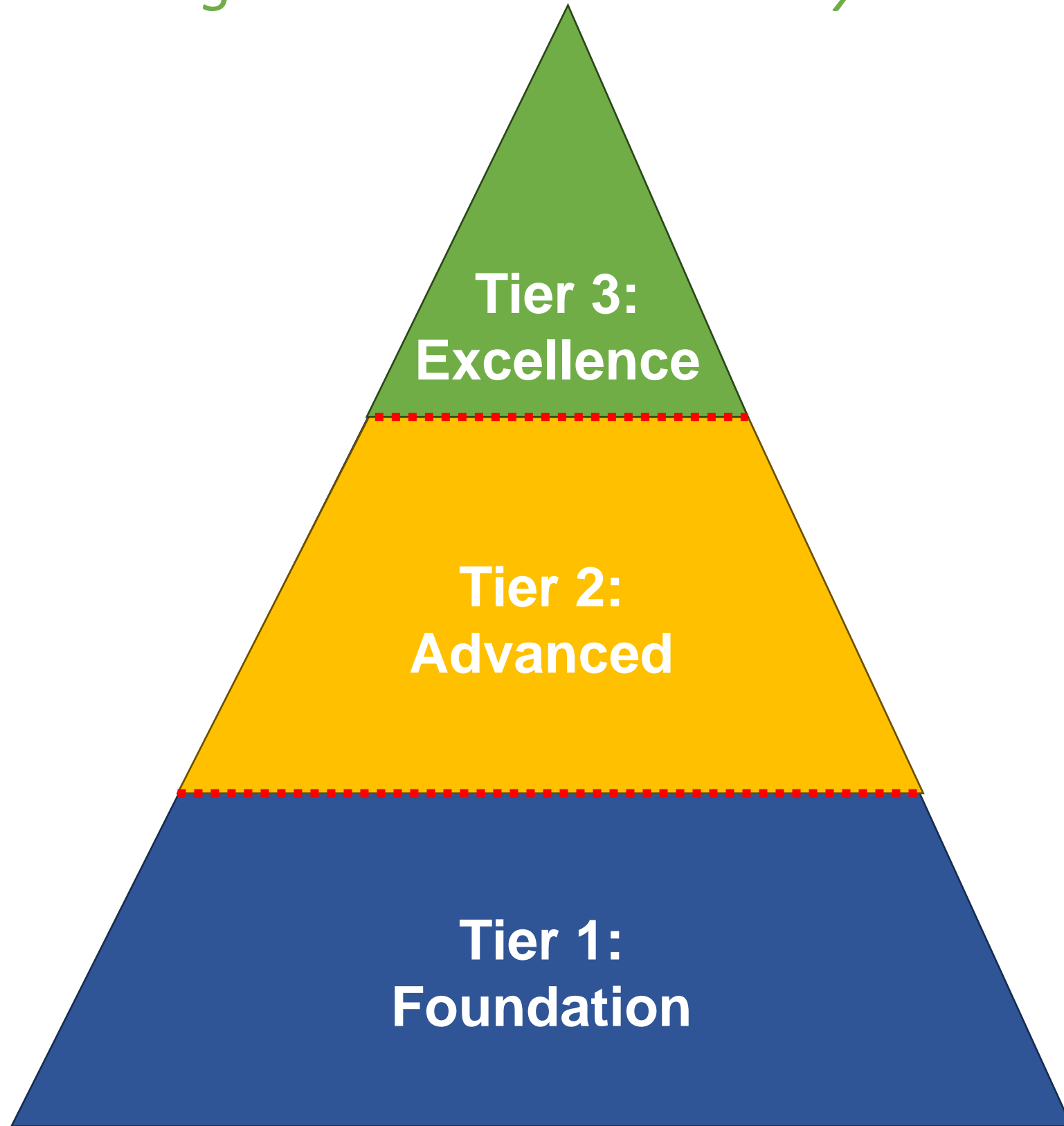
1. Data Collection and Reporting

- Identify, track and report on additional under-represented stakeholders i.e. customer base and communities (if relevant).
- Publish detailed DEI reports, including pay equity across multiple dimensions (gender, work/career levels).

2. Capacity Building and Culture Change

- Conduct workshops for suppliers and community members to understand DEI concepts and terminologies.
- Actively mentor and advocate for DEI to the public (through forums, policy advocacy, community engagements etc) led by organisational leaders or identified DEI champions

3. Policies, Programmes and Commitments

- Set DEI Targets (beyond gender/employees).
- Fully integrate and institutionalise DEI principles across all organisational policies, including procurement, hiring, retention, and promotion.
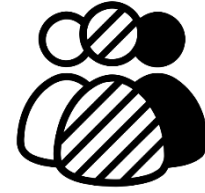
05
· · ·

Learning from ASEAN Leaders & Beyond

DEI in ASEAN Landscape

Race & Ethnicity

- 64% of Malaysians faced discrimination in the past year; 32% due to ethnicity.

- In Singapore, 89% of minorities faced discrimination vs. 44% of the majority race.

Gender

- In Malaysia, women's labour force participation is 55.5% vs. men's 80.9%, despite higher graduation rates among women.

- In Vietnam, women earn less than men with the same or higher education levels and have fewer advancement opportunities.

Disability

- In 2019, only 1.6% of Malaysians with disabilities were registered, though WHO estimates 15% of the global population has some form of disability.

- In Singapore, 78% of persons with disabilities experienced discrimination vs. 50% of those without disabilities

Age

- Malaysia will be an "aged society" by 2044 (14% over 65) and "super-aged" by 2056 (20% over 65).

- In 2022, Indonesia had nearly 19 million seniors, but only a 5% inclusion rate for pension funds.

Sexual Orientation

- In Malaysia, federal laws and state Shariah laws restrict gender identity and sexual orientation rights.

- Thailand's major political parties voted for the Marriage Equality Act on March 27, 2024.

Case Studies #1

Gamuda supports the rights of Indigenous groups in accordance with the United Nations Declaration on the Rights of Indigenous Peoples through:
- ✓ Community Engagement and Supporting Livelihoods
- ✓ Healthcare
- ✓ Education

" 1st in Malaysia to publish an Employment Transition Programme Trainer's Manual "

More than 640 students have excelled through the Gamuda Scholarship
- ✓ Financial Assistance
- ✓ Placement Opportunities
- ✓ Scholars' Engagement and Development Programme (SEDP)

Case Studies #2

Our Inclusion Communities

You'll find support around every corner at Grab, but our inclusion communities bring together employees with shared identities to support each other, celebrate diversity and ensure everyone feels included and valued.
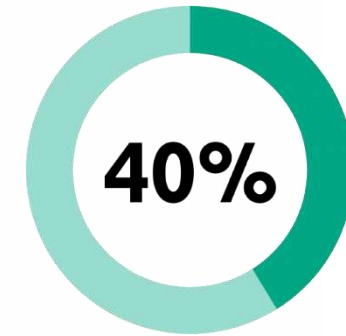
Women at Grab

✓ **Women hold 36% of leadership positions at Grab**, moving towards the goal of 40% by 2030.

✓ **The gender wage parity index at Grab is 0.98**, in 2023, Singapore gender wage parity index was 0.78.

Accessibility at Grab

✓ **Over 3,100 partners with disabilities (PWDs)** actively earned an income through the Grab platform, and Grab aims to have at least 4,200 PWDs who do so by 2025.

Parents at Grab

✓ **Immersion programs for employee's kids** at a GrabKitchen outlet, learning more about where their parents work.

Pride at Grab

Our Pride community advocates for inclusion and diversity, creating a space where our group of talented and diverse employees and their allies can feel supported and valued.

Case Studies #3

✓ **Women represented 29% in technological roles** at various functions like IT and Networks across the Singtel Group.

✓ Diverse workforce with **close to 100 nationalities over four generations** (Baby Boomer, Gen X , Millennials, and Gen Z).

✓ Actively **participates in the Singapore Business Network on DisAbility (SBNoD)** and **SG Enable's RISE mentorship program**.
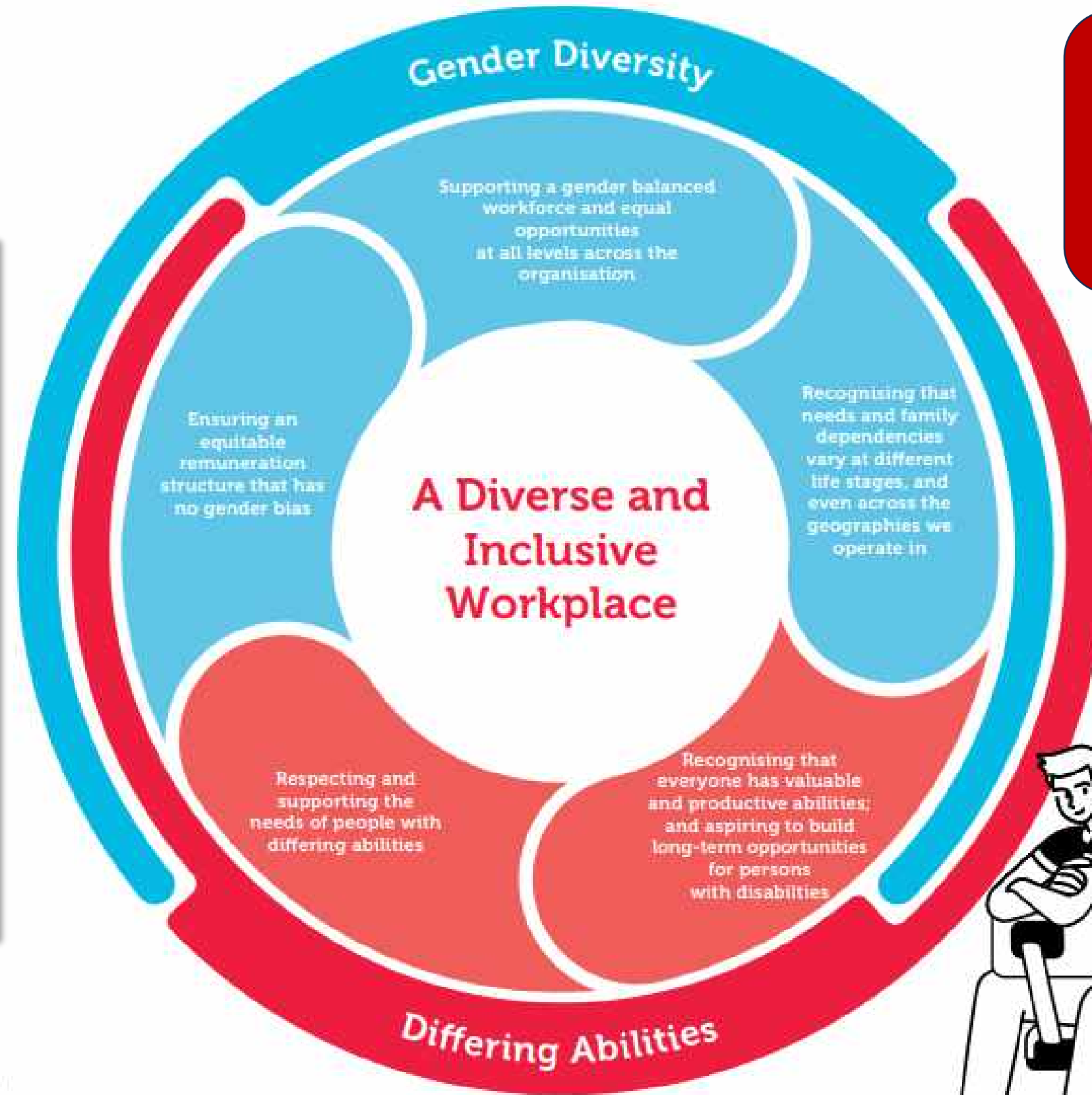
" Recognised in the Bloomberg Gender-Equality Index for four consecutive years. "

40% *of our management committee are women *versus 26% globally*

Gender Diversity

Supporting a gender balanced workforce and equal opportunities at all levels across the organisation

Ensuring an equitable remuneration structure that has no gender bias

Recognising that needs and family dependencies vary at different life stages, and even across the geographies we operate in

A Diverse and Inclusive Workplace

Respecting and supporting the needs of people with differing abilities

Recognising that everyone has valuable and productive abilities; and aspiring to build long-term opportunities for persons with disabilities

Differing Abilities

Figure 3

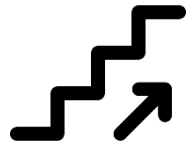**Singtel Group Diversity and Inclusion Framework**

06

Closing and Next Steps

Key Takeaways

1 **Take It Step by Step:** Implement DEI progressively; tackle one element at a time to ensure thorough understanding and integration.

2 **It's Good for Business:** Embrace DEI not just as a moral imperative but as a strategic advantage that drives business success.

3 **Look at the Big Picture:** Consider the entire ecosystem and value chain; extend DEI efforts beyond internal operations to influence and improve your entire sphere of influence.

4 **Just Start:** Begin your DEI journey; initiating action is the first step towards meaningful change.

"A garden's beauty never

lies in one flower."

— Matshona Dhliwayo

impact

"In our every deliberation,
we must consider the **impact** of our
decisions on the next seven generations."

(The Great Law of the Iroquois Confederacy)

As sustainability advocates, we spend half the time helping companies along their sustainability journeys and the other half carrying out impact projects throughout developing Asia

When you partner/work with us on your sustainability agenda, you will not only be contributing to our vision of driving profits with a purpose, but also demonstrate your commitment to responsible supply chain

For any additional information or clarification, please write to us at emeera@impacto.my

Visit our website https://www.impacto.my

Certified

B

Corporation

This company meets the highest standards of social and environmental impact

LEADWOMEN

Leading Inclusivity, Empowering Equality

Equality = = at Work

COMMUNITY AND COLLABORATION

Curating communities for corporates and leaders, creating visibility and a support network through meaningful collaborations

CORPORATE ADVISORY AND ADVOCACY

Providing tailored advisory and consulting services for organisations to break down systemic barriers across their value chain (policies, practices, processes)

CAPACITY BUILDING

Supporting leaders with their inclusive leadership journey through purpose-led and strengths based programmes, coaching and mentoring

CONTENT DEVELOPMENT AND RESEARCH

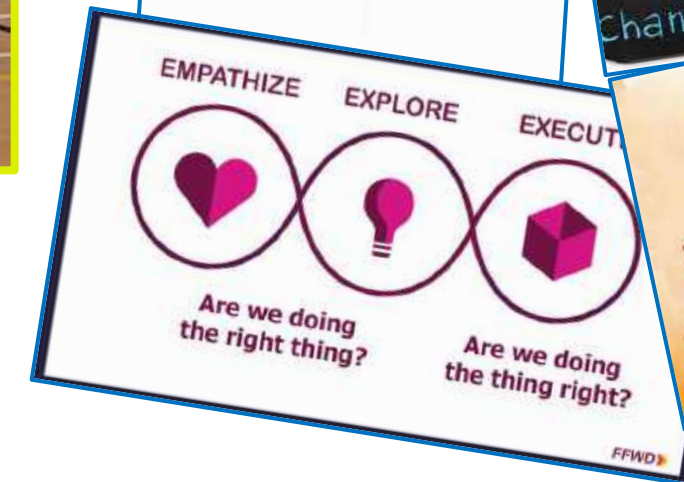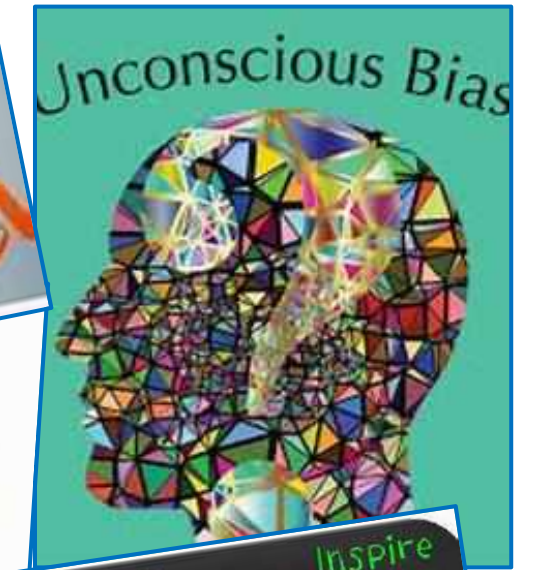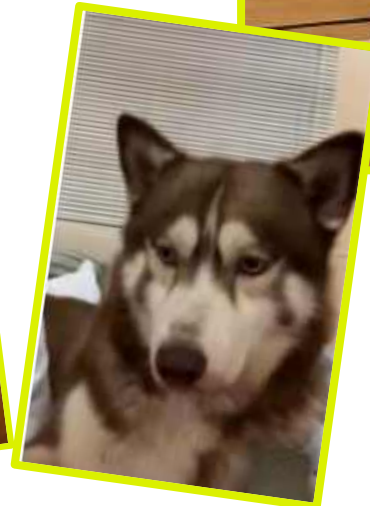Conducting contextualised and localised research to inform content for DEI and leadership
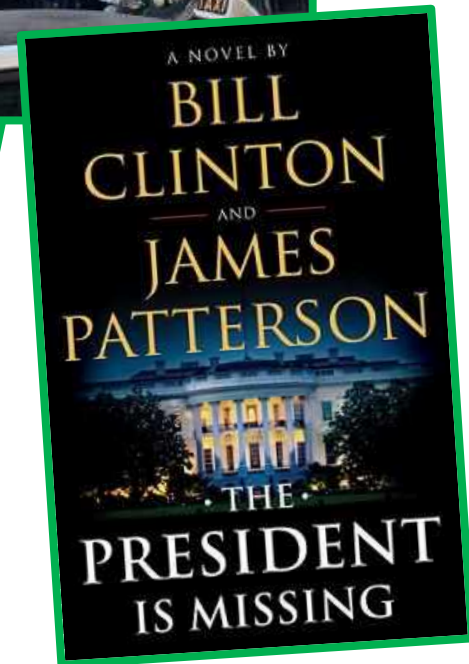
Diversity and Inclusion at CIMB
A workplace that promotes inclusiveness and positive wellbeing

OHI & Culture Pulse Survey 2023 (MY) – Diversity & Inclusion

Providing equal opportunities for employment, development and career progression based on merit

Creating a work environment that promotes inclusiveness and positive wellbeing

Ensuring workforce Diversity
- Increased female representation in Key Management
- Minimal gender pay gap

Supported by the Group's D&I Strategy

EPICC

19,462 (56%)
Female employees

41.1%
Female in leadership

(m)1.00 : 1.01(f)
Gender Pay Ratio
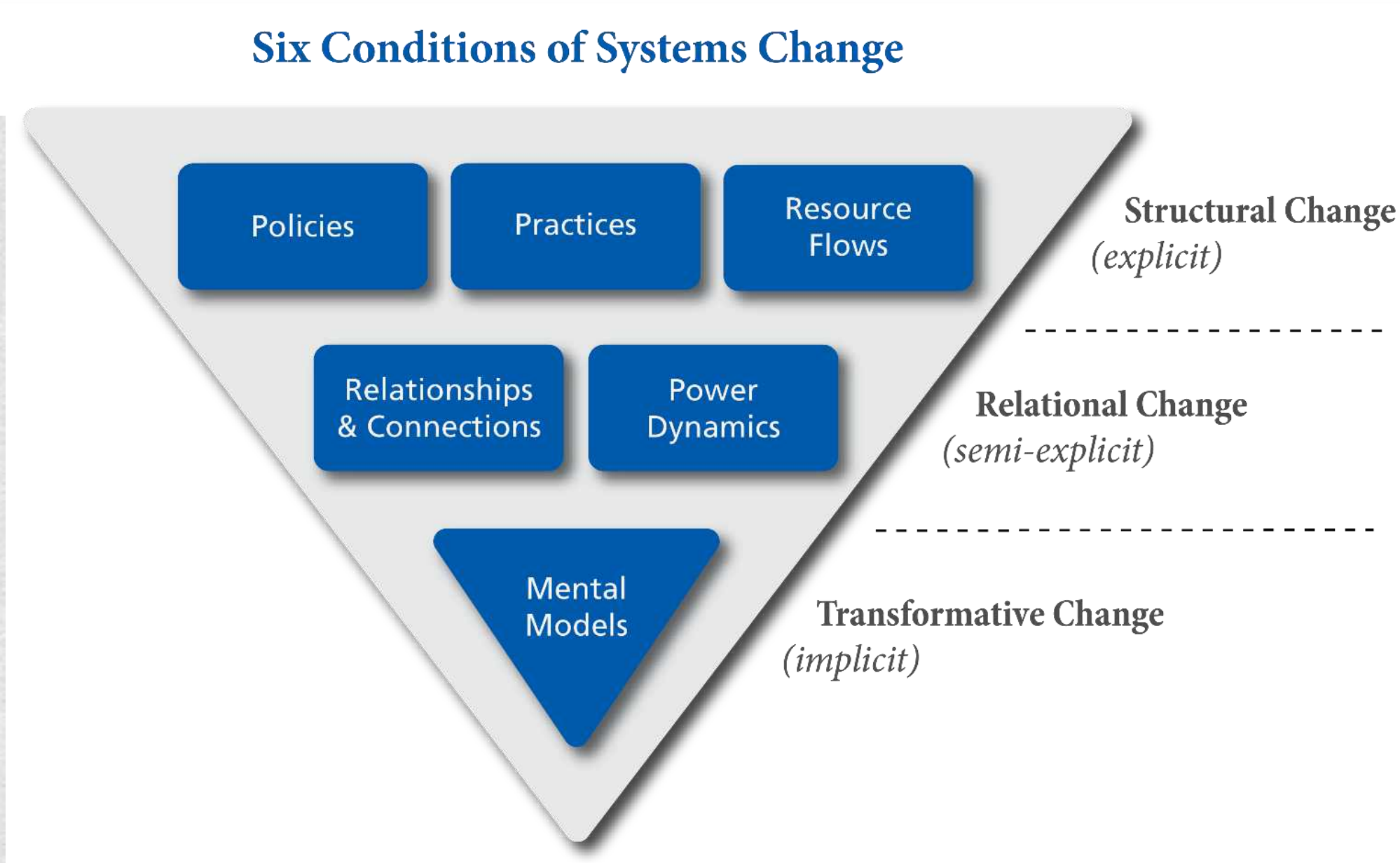
% of employees that agree all **employees are given equal opportunities for development and growth regardless of**…

a) Gender **63%**

b) Age **59%**

c) Ethnicity **56%**

d) Socioeconomic Background **58%**

e) Disabilities **49%**
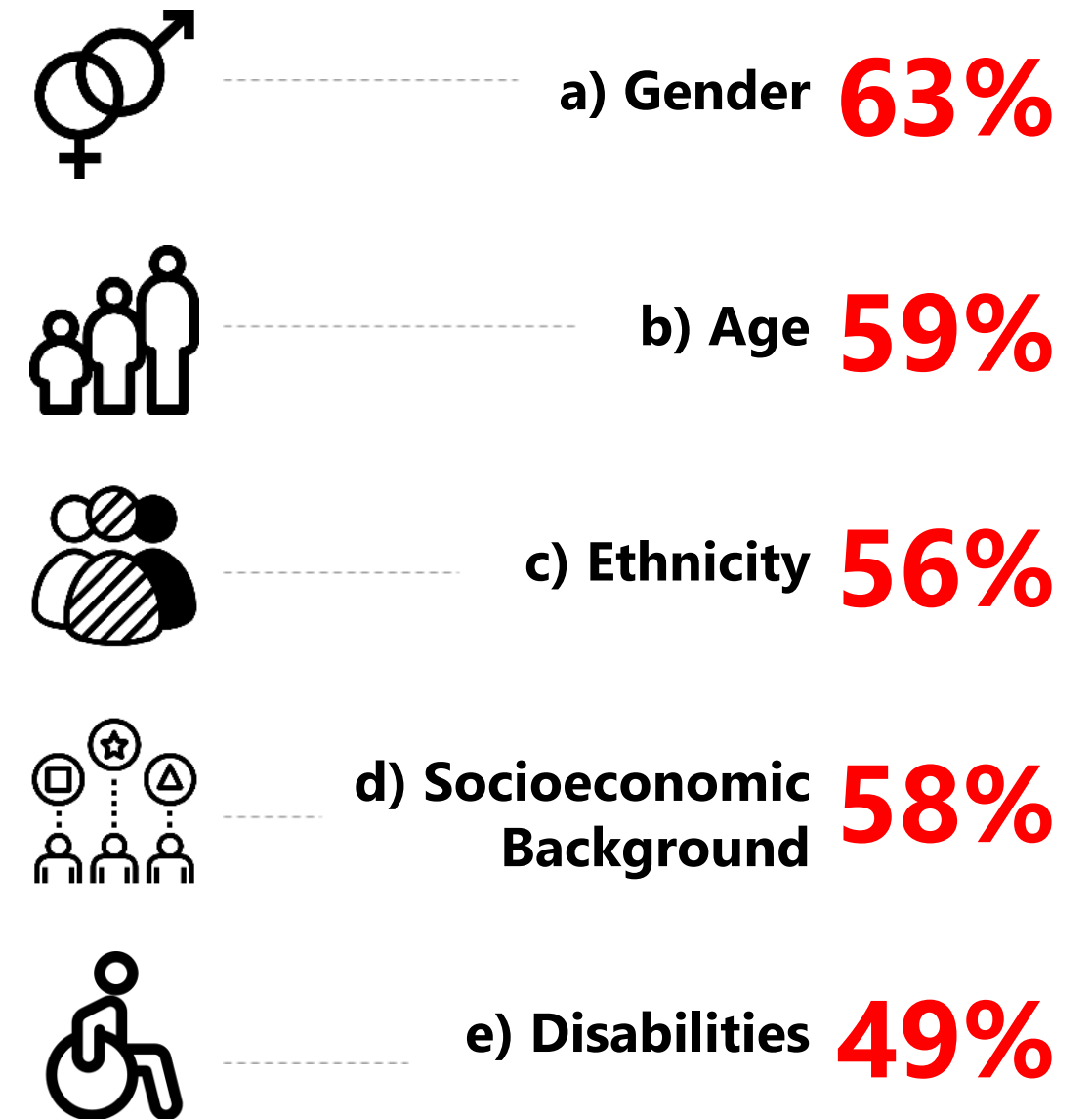
why

how

"Make the world work, for 100% of humanity, in the shortest possible time, through spontaneous cooperation, without ecological offense or the disadvantage of anyone."
- Buckminster Fuller

Six Conditions of Systems Change

Policies

Practices

Resource Flows

Structural Change
(explicit)

Relationships & Connections

Power Dynamics

Relational Change
(semi-explicit)

Mental Models

Transformative Change
(implicit)