



**Diversity, Equity
& Inclusion**
Gender and Beyond

Summary Table

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First Sentier MUFG
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Summary Table:

Potential business benefits of DEI integration	<ul style="list-style-type: none"> • Increased profitability • Talent pool expansion • Improvements in company culture • Improvements in productivity and innovation • Lower employee turnover • Brand reputation • Improved customer access and brand loyalty • Risk management in adapting to new markets as a company diversifies geographically
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DEI category	Challenges	Engagement focus
Disability & Neurodiversity	<p>People with disabilities continue to face employment and wage gaps; they are more likely to work part-time and underrepresented in senior positions</p> <p>Workers with disabilities face workplace discrimination driven by negative assumptions regarding their performance</p> <p>Neurodivergent employees can possess above-average skills in certain areas, however assumptions and stereotypical approaches carry risk</p> <p>Disability and neurodivergence is often under-diagnosed by medical professionals and under-disclosed by employees</p>	<p>Does the company website have accessibility features?</p> <p>What alternative application routes/adjustments are available to neurodivergent candidates?</p> <p>How is disability and neurodiversity inclusion integrated into the career progression pathways?</p> <p>What flexible working arrangements are available for the neurodivergent employees/employees with disabilities and employees with neurodivergent children/children with disabilities?</p> <p>(for the full list of engagement questions, see page 21 of the main report)</p>
LGBTQ+	<p>Evidence provided by employee surveys shows continuing LGBTQ+ inclusion challenges linked to wellbeing and workplace discrimination</p> <p>LGBTQ+ employees face challenges across the employment cycle, including unfair dismissal, lack of promotions, exclusion and verbal abuse</p> <p>Fear of discrimination leads many LGBTQ+ to not disclose their identity to their employer and not report discriminatory behaviour</p>	<p>Does the company offer an inclusive benefits policy to employees in different- and same-sex marriages or partnerships?</p> <p>Does the company offer LGBTQ+ inclusive medical insurance coverage?</p> <p>(for the full list of engagement questions, see page 26 of the main report)</p>

DEI category	Challenges	Engagement focus
Ethnicity & Race	<p>Ethnicity composition disclosure is typically voluntary and based on self-identification, with some jurisdictions prohibiting the collection of ethnicity data (e.g. France)</p> <p>Race and ethnicity are linked to pay disparity as well as increasing gender pay gaps and the rate gender pay gaps close over time</p> <p>However the links between ethnicity and pay can be complex and should be analysed in the local context.</p>	<p>How does the proportion of ethnic minority employees compare against percentages within the local and other relevant contexts?</p> <p>How does board ethnic diversity compare to the industry peer average? Are there any goals/commitments to increase board diversity? How does the % of board members with either significant global experience and % foreign nationals compare against % of non-domestic global revenue?</p> <p>Does the company collect and disclose data on the number of nationalities employed globally? Does this meaningfully track against the geographical footprint of the company? i.e. number of employee nationalities represented globally vs number of countries of operation</p> <p>(for the full list of engagement questions, see page 32 of the main report)</p>
Socioeconomic background	<p>Employee surveys show that many companies are not yet taking active measures to integrate socioeconomic considerations in their recruitment practices</p> <p>Socioeconomic factors can exacerbate challenges facing individuals belonging to other diversity groups – e.g. an ethnic minority person from a disadvantaged socioeconomic background can face more barriers in the workplace compared to a person of a same ethnicity but higher socioeconomic status.</p>	<p>Is impact of intersectionality of socioeconomic background with other diversity characteristics measured over time?</p> <p>Do the company recruitment initiatives take into account socioeconomic considerations – for example, by adopting contextual recruitment or compensating travel expenses?</p> <p>Does the company offer paid internships/work experience schemes (eliminating unpaid schemes)?</p> <p>Are non-graduate career routes given the same potential opportunities for successful performance as graduate intake?</p> <p>(for the full list of engagement questions, see page 37 of the main report)</p>