

*Be*<sup>TM</sup>



COURTYARD BY MARRIOTT PHNOM PENH

MARRIOTT  
BONVOY®

EDITION



THE  
LUXURY  
COLLECTION



W  
HOTELS



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HOTELS & RESORTS



THE  
MARRIOTT  
VACATION  
CLUBS™

D  
DELTA  
HOTELS

WESTIN

L MERIDIEN

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COLLECTION®  
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aloft



CITY EXPRESS  
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Residence IN.

TOWNEPLACE  
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Marriott  
EXECUTIVE APARTMENTS

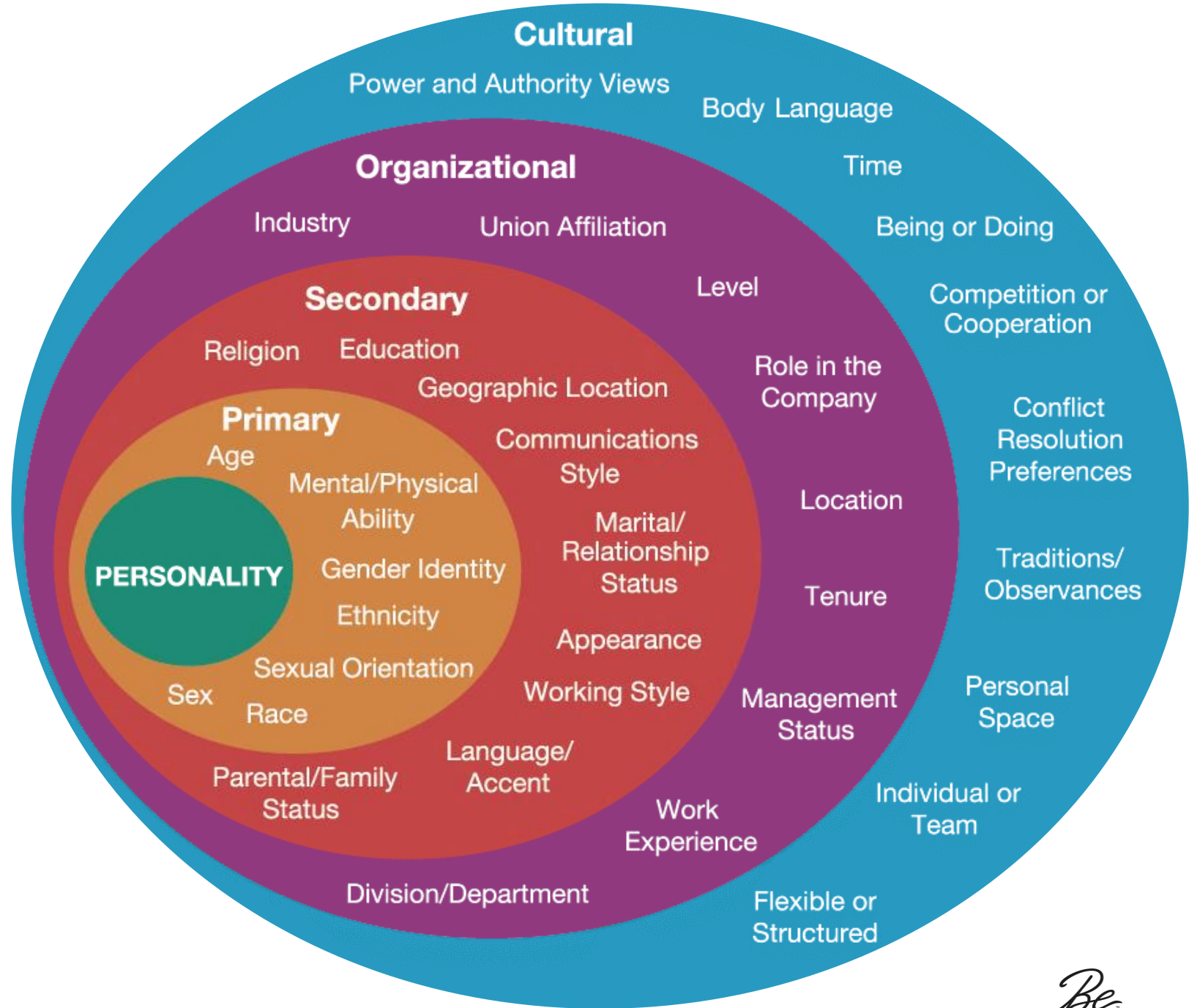
2,096 company-operated properties (589,078 rooms)



# DIVERSITY

# Many Differences

- Diversity embodies much more than just gender, race, and ethnicity.



RESPECT is essential in building organizations.

- Value Differences
- Respect Boundaries
- Listen Actively
- Communicate Courteously
- Recognize and celebrate achievements

Ensure there is a systemic tool that will address issues such as

- Harassment
- Bullying  
Cyberbullying
- Disrespectful or Unprofessional Behavior

## Sustainment Toolkit

- Build on the momentum of LOCV
- Help your team build connections
- Drive Engagement
- Work more effectively and efficiently together

**Department Meetings | Daily Standups | Schedule Time**



.....  
**5th Years of Service Award**  
.....

**08/01/2024**



## Associate Recognition

- 26 awardees 2024

- 
- Incoming 20 in 2025

- 
- This is about celebrating people- a tribute to their loyalty, commitment, hard work, dedication



# Women's Day



# Housekeeping Appreciation



# Road To Give



# House Painting with Habitat for Humanity (Team Building)



# PSE School



# Green Day



# Staff Trips



## Campaigning for Outstanding Employee Awardees from Cambodia





Thank you.



# DEI

*DEI*

## **WOMEN'S INCLUSION IN CAMBODIA**

*The Power of DEI:*

*"Empowering Cambodian women through dedicated DEI initiatives in the corporate sector"*

## Executive Summary

*Diversity, Equity, and Inclusion (DEI) are significantly important for sustainable corporate success. The corporate landscape of Cambodia reflects a diverse environment in which gender roles have evolved over a period of time, but they continuously suffer many disparities in workplace representation and leadership opportunities. Women form a substantial proportion of the workforce but they remain underrepresented in the senior management and board positions. Although there are many advantages to promoting gender diversity and inclusion in the workplace, many organizations are careful in pushing this agenda. This whitepaper aims to examine the current status of women-centric DEI in the corporate sector of Cambodia. It questions reasons for the slow adoption of DEI and proposes suggestions on how to start and build on existing policies relevant to Cambodia's people and culture. It also proposes a series of recommendations and practical strategies that will help in developing gender-neutral corporations in Cambodia. Research shows that companies that focus on prioritizing DEI benefit from an increase in innovation, improvement in financial performance, and strengthening of corporate governance. Promoting an inclusive environment not only aligns with global best practices but also contributes to broader societal progress and economic development.*

*"A garden's beauty never lies in one flower." —  
Matshona Dhliwayo*

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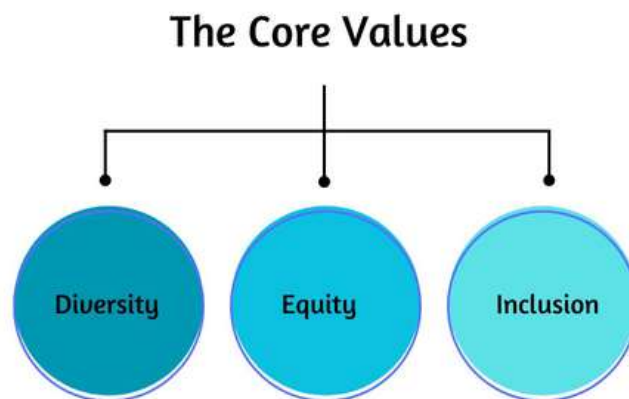
# 1. Introduction

Diversity, Equity, and Inclusion value the differences among people, ensuring fairness and creating an environment in which everyone is respected and accepted. This whitepaper seeks to explore the current status of DEI in Cambodian corporations from the gender perspective of representation and participation of women. Women make up around 49% of the current population of the country, but their representation in businesses is low as compared to their male counterparts. This difference is seen across different sectors of the country for example finance, IT, logistics, construction, tourism. Women also face many challenges such as limited opportunities for advancement, work-life balance issues and gender pay gap. DEI principles are more relevant for big cities like Phnom Penh, Siem Reap, and Sihanoukville. These are the places where diverse populations and dynamic economic activities require inclusive practices for sustained growth and development. We believe in developing an equitable and healthy corporate environment for the progress of this nation toward sustainable economic development.

*Real diversity and inclusion doesn't mean that we will always agree. It means that even when we disagree, we can still respect each other." — Justice Jones-Fosu*

## 2. The Core Values of Diversity, Equity, and Inclusion

Diversity, Equity, and Inclusion are key elements in building strong, innovative, and successful organizations. We will present a brief discussion about all 3 concepts:



### Diversity

The presence of differences within an organization is termed Diversity. It includes the differences of race, gender, ethnicity, religion, and disability. This looks like the human resource having people from different backgrounds, experiences, and hold various beliefs and values. It aims to improve collaboration and encourage innovation within an organization. Achieving diversity also means ensuring women are well-represented across different levels of the organization and not just in entry-level positions.

### Equity

Equity is about fairness and making sure that everyone has access to the same opportunities by keeping in mind the differences in their needs and backgrounds. Equity promotes justice and impartiality within the procedures, processes and distribution of resources. It recognizes that women do not all start from the same place and hence adjustments must be continually made to the imbalances.

### Inclusion

Inclusion means creating an environment in which every person is accepted, respected, and valued, and given room and opportunity to flourish and succeed. It is holding space for people to voice their opinions without judgement and without feeling the constant need to correct assumptions about themselves. The company believes strongly in allowing them to make a meaningful contribution.

# Current Overview & Statistical Analysis



# 3. Current Overview of DEI in Corporation of Cambodia

Throughout the preparation of this paper, our focus has been on presenting information supported by evidence collected through a survey with local respondents - Cambodian nationals, and expats working in Cambodia. It paints a general overview of the current situation in the country. The survey respondents belong to different industries such as Hospitality, Education, Insurance, Human Resources, Media, Advertising, and Legal Services.

## 3.1 Survey Details

**Title:** DEI Research Cambodia **Purpose:** This survey aims to find out the current status of Diversity, Equity, and Inclusion (DEI) in Cambodia's corporate sector. Its objective is to understand how companies are addressing DEI in their day to day operations, the challenges they are facing and the impact of their efforts on employees, business outcomes and Cambodia as a whole. Respondents are anonymous. **Method:** Online Survey

Quantitative research where results are a percentage of

**Exclusions:** apart from the sector of economy, no information on demographics was collected. Questionnaire was only available in English, not Khmer.

## 3.2 Key Findings

### State of Diversity

**Gender Diversity:** As per our survey, 36% of the employees believe that gender diversity is not a primary focus in their company.

**Equal Opportunity:** On average, 4 out of 5 companies perform well on this parameter.

**Cultural Diversity:** 20% of the companies do not value the various cultural traditions and diversity in their organization.

**Leadership Commitment:** Almost 45.5% of the employees feel that the leadership in their organization is undecided about diversity.

**Diversity Metrics:** 54% of the companies do not focus on diversity measurement.

### State of Equity

**Performance Evaluation:** Nearly 70% of employees in Multinational Companies (MNCs) and Small and Medium Enterprises (SMEs) express doubts about the fairness of performance evaluations.

**Leadership Commitment:** Almost 30% of employees opt for neutrality when asked about leadership's commitment to equity in their organizations.

**Disciplinary Actions:** A notable 28% of employees feel that more transparent communication is necessary in disciplinary actions.

**Effects of Equity Initiatives:** 81.8% of employees have a strong belief that their company's equity-related initiatives positively affect the workplace.



## State of Inclusion

**Decision Making:** 31% of employees believe that their input plays a substantial role in organizational decision-making.

**Training & Developments:** Approximately 55% of companies offer training programs on promoting inclusive practices within the organization while the remaining 45% lack structured programs.

**Cultural Inclusion:** 36.4% of employees believe that individuals from different cultural backgrounds are respected within their company.

# 4. Statistical Analysis of Women's Representation in Corporate Cambodia

## 4.1 Overall Workforce Participation

According to the International Labour Organization (ILO) report of 2021, women make up around 49% of Cambodia's total workforce. However, their representation in leadership roles remains low.

## 4.2 Management Positions

According to 2016 World Bank Gender data, 57.3% of the firms have female top managers in Cambodian corporations.

## 4.3 Important Data Points

- Employed women in 2019 represented 41% of the female workforce, as compared to men who accounted for 54% of the male workforce.
- The percentage of self-employed persons is slightly higher for women than men, at 38.8% and 36.8% respectively.
- Marital status is the most important determinant of women's wage employment. Women who are married are 38% less likely to be in paid employment
- The wage gap between women and men for equivalent work, attributable to gender discrimination, is 19%.

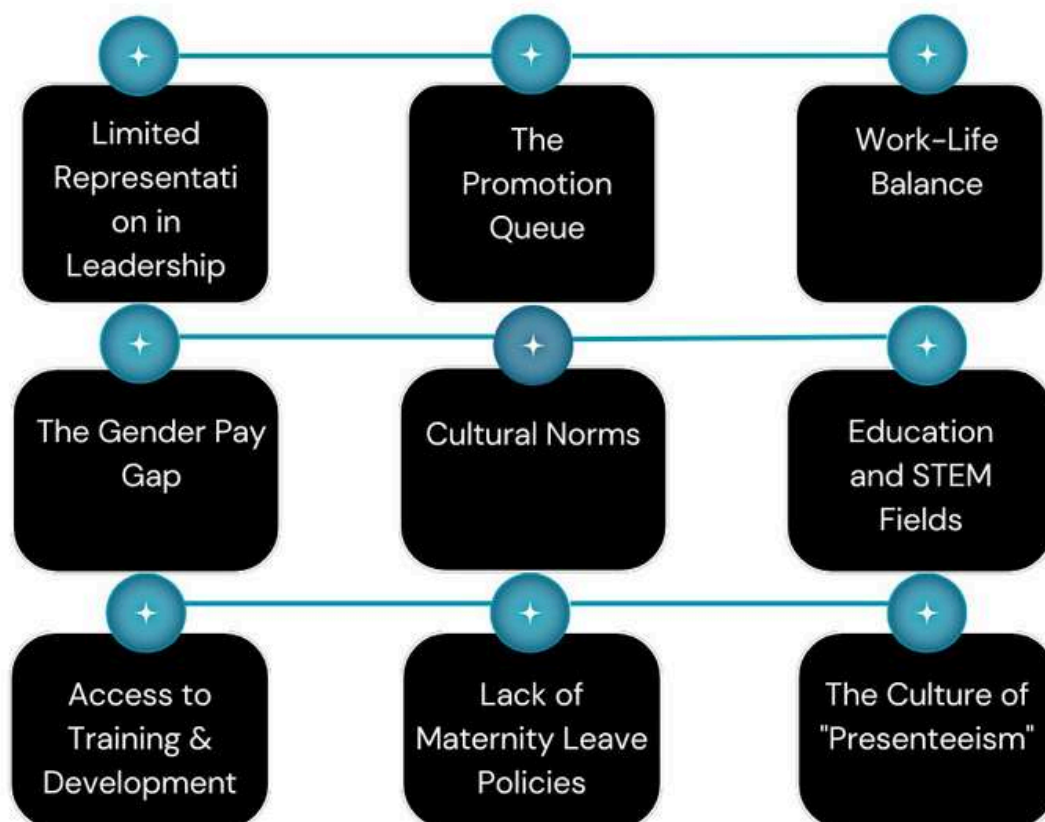


# DEI Factors for Low Representation of Women



## 6. DEI Factors Contributing to Low Representation of Women

Though Cambodia is experiencing economic growth and women make up nearly half the workforce, they are often left behind when it comes to leadership positions and career advancement. This lack of DEI for women in Cambodian corporations hinders not only their personal growth but also the overall success of the companies. Below are some factors contributing to low representation of women:



### 6.1 Limited Representation in Leadership

As discussed above, according to the World Bank gender data, only 57.3% of board seats in Cambodian companies are held by women. This lack of female role models discourages younger women from pursuing leadership aspirations and reinforces the perception that leadership is a domain for males only.

### 6.2 The Promotion Queue

Women often face hurdles when seeking promotions. This happens because of bias in performance evaluations, a lack of mentorship from senior women leaders, and the perception that women are less committed due to their family responsibilities.

### 6.3 Work-Life Balance

Balancing childcare and household duties with demanding work schedules in the corporation is a significant challenge for women. A lack of affordable childcare options and inflexible work arrangements often push talented women out of the workforce or limit their career progression.

### 6.4 The Gender Pay Gap

Despite possessing equal educational qualifications, Cambodian women earn less than men for doing the same work. This pay gap is demotivating and creates a financial strain that hampers their economic independence and career advancement.

### 6.5 Cultural Norms

Deep-rooted societal norms sometimes view men as natural leaders. Recruiters and managers may unconsciously favor male candidates, even if a woman possesses stronger qualifications. This unconscious bias can also impact performance evaluations and promotion decisions.

### 6.6 Education and STEM Fields

Women in Cambodia face challenges pursuing higher education, particularly in Science, Technology, Engineering, and Math (STEM) fields. Cultural norms prefer women to stay at home and manage the household. If a family has limited budget, the males will get the opportunity to continue education, women will enter the workforce at a young age to bring home a salary. This restricts the talent pool for MNCs and SMEs operating in these sectors.

### 6.7 Access to Training & Development

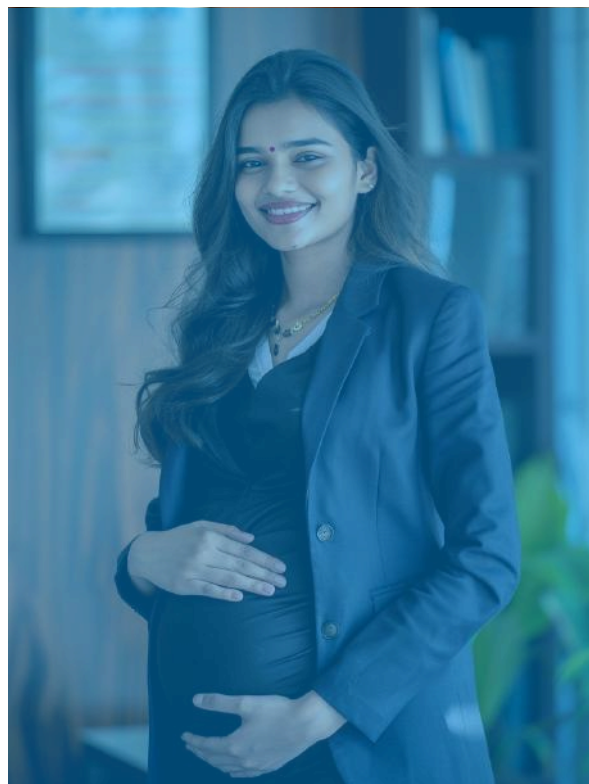
As an extension to lesser access to education opportunities, women may have less access to training programs and development opportunities crucial for career advancement. This can be due to factors like inflexible work schedules or a lack of awareness about available programs.

### 6.8 Lack of Maternity Leave Policies

Inadequate maternity leave policies can force women out of the workforce or discourage them from pursuing leadership roles in MNCs and SMEs.

### 6.9 The Culture of "Presenteeism"

A culture that values long working hours and physical presence in the office is unfavorable to women.



# Women centric DEI Initiatives & Framework

## 7. Benefits of Taking Women centric DEI Initiatives

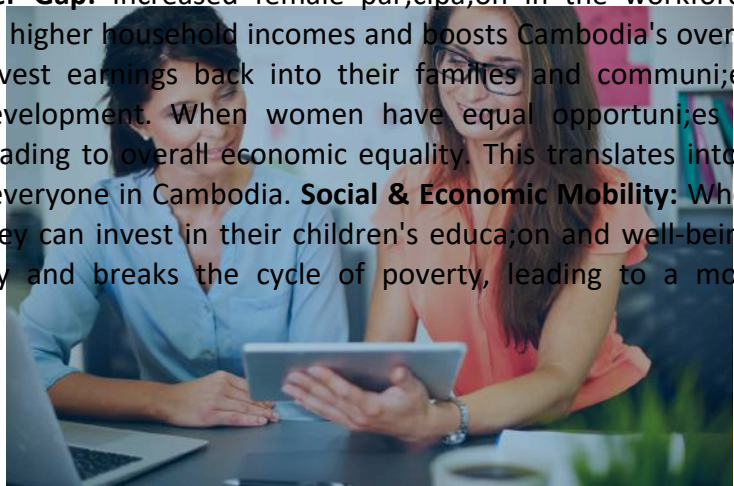
Women-centric DEI measures have the potential to advance Cambodia as a nation, both socially and economically.

### Benefits for Corporation

**Fresh Perspectives:** Women bring unique viewpoints and experiences to the table, encouraging a wider range of ideas and problem-solving approaches. This fosters innovation in product development, marketing, and organizational strategies and boosts team dynamics. It helps companies tap into new customer segments, develop health and wellbeing policies for staff, and encourage everyone to work at their maximum potential. **Untapped Market Potential:** Women understand women's needs better. Increased female leadership can lead to products and services designed specifically for women, expanding the market and boosting sales. In the textile industry, it may be beneficial for female designers to contribute to creation of women clothes, or a tourism sector where women shape experiences that serve all genders. **Enhanced Brand Reputation:** Our world is experiencing a change in consumer behaviour where consumers appreciate and support ESG policies. Companies with a strong DEI track record attract positive attention from consumers, especially female consumers who identify with leadership that reflects their needs. This translates to brand loyalty and increased market share. **Talent Magnet:** Companies with good reputations for DEI attract top talent, regardless of gender. A competent workforce will naturally improve innovation, productivity, and team morale and challenge each person to give their best.

### Benefits Beyond the Corporate Sphere

**Economic Growth & Closing the Gender Gap:** Increased female participation in the workforce, particularly in leadership positions, leads to higher household incomes and boosts Cambodia's overall economic growth. Women tend to reinvest earnings back into their families and communities, further contributing to the country's development. When women have equal opportunities to advance, the gender pay gap narrows, leading to overall economic equality. This translates into a more robust and equitable economy for everyone in Cambodia. **Social & Economic Mobility:** When women are economically empowered, they can invest in their children's education and well-being. This creates a cycle of upward mobility and breaks the cycle of poverty, leading to a more prosperous and stable society.



## 8. DEI Framework For Promoting Women Participation

### 8.1 Assessment & Planning

**Conducting Gender Audit:** Gender audit helps in measuring the current state of women's representation across all levels of the organization. This includes analyzing recruitment practices, promotion rates, and salary structures to identify any existing gender gaps. **Developing a DEI Strategic Plan:** Based on the findings of the gender audit, establish clear goals and objectives in line with company's overall direction, for increasing women's representation in leadership positions and throughout the company. Set measurable targets with timelines for achieving them. **Secure Leadership Support:** Obtain commitment from senior management, including the CEO and board of directors. Their view points and active support is crucial for the success of any DEI initiative. They set the tone and pace for all departments to work together.

### 8.2 Building the Culture

**Unconscious Bias Training:** Create awareness to all employees, including managers and recruiters, that an unconscious bias is not uncommon. Do not deny its presence but rather recognize its impact on decision-making and find solutions to mitigate this. Identify some bias and create a checks and balance system where the final decision does not rest on one person or one department. **Technology:** Use of technology such as artificial intelligence (AI), not only simplifies processes but removes a large part of human bias. It helps with volume screening, is dependent on applicants' merit or markers that are important to the company and enables a closer match of skill sets and job descriptions. **Mentorship & Sponsorship Programs:** Create formal mentorship and sponsorship programs connecting experienced women leaders with aspiring female professionals. Mentorship provides guidance and support, while sponsors actively advocate for women's professional advancement. **Flexible Work Arrangements:** Offer flexible work options like remote work, compressed workweeks, or part-time schedules to help women manage work-life balance, a significant challenge for many. **Inclusive Work Environment:** Promote a culture of respect and inclusion where everyone feels valued and has a voice. This includes celebrating female achievements and creating employee resource groups (ERGs) for women to connect and support each other.

### 8.3 Enhancing the Recruitment & Promotion Pipeline

**Diversity on Interview Panels:** If interview process does not include AI in any aspects, then panel should include women and people from a range of backgrounds and lifestyles. This reduces biases and creates a more welcoming environment for female candidates. **Standardized Promotion Criteria:** Establish clear criteria for promotions based on merit and performance. This ensures women have a fair chance of advancement based on their skills and accomplishments. **Leadership Development Programs:** Provide leadership development programs specifically designed for women. These programs can equip women with the skills and confidence needed to advance into leadership roles.

## 8.4 Supporting Working Mothers

**Affordable & Accessible Childcare:** Companies may consider partnering childcare providers to offer affordable and accessible childcare options for employees. This can significantly help working mothers balance their professional and personal responsibilities. **Parental Leave Policies:** Consider other children care policies such as childcare leave for both mothers and fathers should their family require a caregiver during critical situations. **Lactation Rooms:** Provide designated lactation rooms for nursing mothers to express and store breast milk during the workday. This demonstrates a commitment to supporting working mothers and their needs. **Supervisor Support:** Encourage team leaders and supervisors to be flexible and adapt to the changing needs of team members especially with working from home and movement during the work week. Periodically adjust deliverables and discuss responsibilities at different stages of the child's development. The goal is staff retention and loyalty. **Open Door policy:** Communicate to the females that they can speak with their direct supervisor, HR personnel or provide channels within the company for feedback and honest conversations. Each person is entitled to their thoughts and feelings. Be open to finding solutions and adapting structures and systems that are not in conflict with company's goals and direction.

## 8.5 Engaging with External Stakeholders

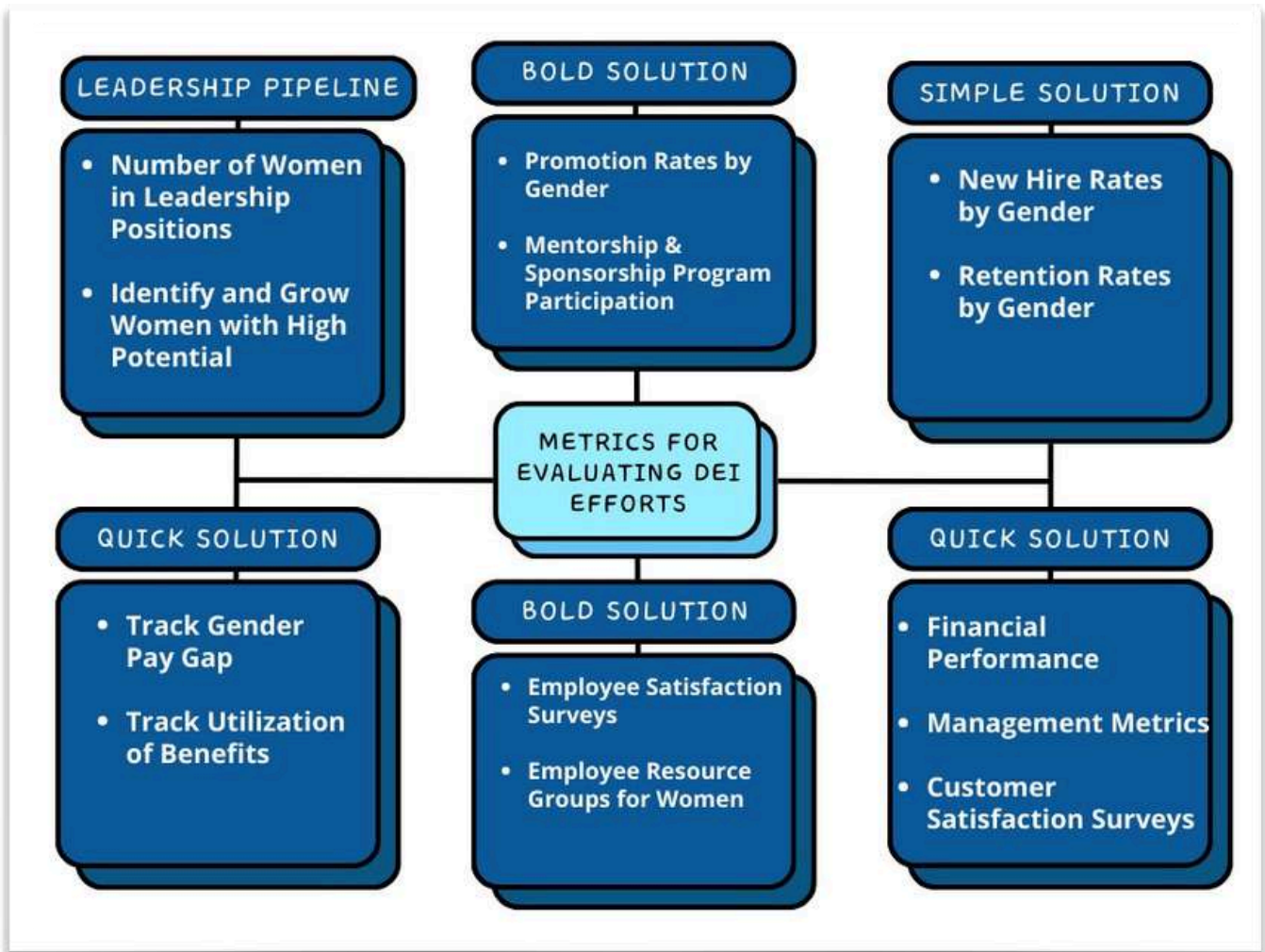
**Partnerships with NGOs & Educational Institutions:** Companies can partner with non-governmental organizations (NGOs) and educational institutions that focus on women's empowerment and up-skilling them. Collaborate on training programs, mentorship initiatives, and outreach activities to attract more women to the workforce. **Industry Collaboration:** Work with other Cambodian companies to share best practices and learnings regarding DEI initiatives. Collective action and raising awareness together can create a more systemic shift towards gender equality. **Advocacy for Gender-Inclusive Policies:** Advocate for government policies or create a supportive legal framework that promote gender equality in the workplace, which will benefit the entire workforce and Cambodian economy.





# 9. Metrics for Evaluating DEI Efforts

Implementing DEI initiatives in Cambodian corporations requires ongoing monitoring to ensure effectiveness. Here's a breakdown of key performance indicators that can help to track progress



## 9.1 Leadership Pipeline

**Number of Women in Leadership Positions:** Track the percentage of women holding leadership positions at all levels, including board positions, senior management, and department heads. Aim for year-over-year balance in female leadership. **Identify and Grow Women with High Potential:** Talent retention policies may differ for women and each company should be aware of the different career pathways needed for females. Investing in talent development builds a strong pipeline for future female leaders.

## 9.2 Workforce Composition

**New Hire Rates by Gender:** Track the percentage of women hired across all levels to assess if recruitment efforts are effectively attracting female talent.

**Retention Rates by Gender:** Monitor employee turnover rates disaggregated by gender. A higher turnover rate among women might indicate a lack of inclusion or support within the work environment.

### 9.3 Compensation & Benefits

**Track Gender Pay Gap:** Track the pay gap between men and women in equivalent positions. A significant pay gap may suggest inequity in compensation should be given attention.

**Track Utilization of Benefits:** Analyze the utilization rate of benefits like parental leave by both parents. Disparities can indicate biased policies affecting women.

### 9.4 Career Advancement

**Promotion Rates by Gender:** Compare promotion rates for men and women at all levels. Disparities suggest potential bias in promotion decisions and should be looked deeper into. **Mentorship & Sponsorship Program Participation:**

Track the number of women participating in mentorship and sponsorship programs. Allow feedback and open communication from participants to understand if programs encourage their career development and bring them closer to their professional goals.

### 9.5 Employee Experience

**Employee Satisfaction Surveys:** Include questions about DEI in employee satisfaction surveys. Analyze perceptions of fairness, inclusion, and respect within the workplace, with a focus on women's experiences. **Employee Resource Groups for Women:** Start Support Groups for women to encourage a sense of community and support. This also allows a safe space for peer and superior feedback so that the company can continuously do better.

### 9.6 Business Performance

**Financial Performance:** Track the company's profitability and financial performance over time. Research suggests companies with strong DEI practices often outperform those with less diverse Workforces. **Management Metrics:** Determine qualitative metrics according to the nature and make-up of each company such as success of project management in the areas of new product development, successful implementation of new policies or procedures, and general teamwork. Increased diversity can lead to more innovative solutions. **Customer Satisfaction Surveys:** Include questions related to gender representation or diversity in customer satisfaction surveys. Positive feedback can indicate that customers appreciate the company's commitment to DEI.

## 10. Trends Shaping the Future of DEI in Cambodia

The Cambodian corporate landscape is transforming, with DEI becoming increasingly important. Here's a glimpse into the future of women-centric DEI, exploring both trends and vision for a more inclusive corporate sector:

**Technological Advancements:** Technology like AI-powered tools instead reduce unconscious bias, streamlines processes and ensures a fairer process, from hiring to promotion to performance evaluation. Skills, and not connections are motivations for staying competitive in the job market.

**The Rise of Gen Z:** Generation Z, known for valuing social responsibility, is entering the workforce. Companies that champion DEI will be more attractive to this talent pool, including young women seeking purpose-driven careers.

**Globalized Marketplace:** As Cambodia integrates further into the global market, companies will recognize the value of diverse perspectives and experiences, making strong DEI practices a competitive advantage.

**Focus on Mental Wellbeing:** Companies are acknowledging the importance of employee wellbeing. Flexible work arrangements and support systems like stress management workshops can help retain talented women who might otherwise leave due to work-life balance challenges.

**Increased Scrutiny from Consumers:** Consumers are increasingly conscious of a company's social impact. A commitment to DEI, particularly regarding women's representation, will resonate with consumers who value gender equality.

## 11. Conclusion

Having Diversity, Equity, and Inclusion incorporated into company policies is no longer a nice addition to human resources tactics. DEI should be a driving force behind every company's success. If one is ready to invest time, effort, and creativity in an inclusive and diverse workspace, one can definitely expect a return on investment, both financially and socially.

With the right approach to creating, managing, and maintaining a diverse and inclusive environment, it is possible to increase revenue, reduce turnover, boost engagement, and much more. Together these benefits can easily increase profits, prevent unnecessary expenses, and improve the company's bottom line. Addressing these issues requires a comprehensive approach that includes policy reforms, active leadership engagement, and continuous education and awareness.

Journeying toward a fair and equitable workplace will not happen overnight, but it is a meaningful and worthwhile path companies are encouraged to take. This vision hinges on a collective effort from corporations, the government, educational institutions, and members of society as a whole. By embracing these trends and working towards a more inclusive future, Cambodia can unlock the full potential of its workforce, develop into a prosperous and equitable society, and make this nation globally competitive, worthwhile of foreign investment.

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<https://www.ilo.org/publica/ons/cambodia-employment-environment-climate-nexus-employment-and-environmental>



**“Deepen your understanding on DEI and what it means  
for your company”**

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**HAZAN ILLYASAK**

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Head of Sustainability, Diversity, and Inclusion

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FUSAAC, Smart Axiata, London Metropolitan University, UNDP, Prudential Cambodia



# Our intentions today

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- 1 Create a shared language around DEI (15 minutes)
- 2 Connect your social identities to DEI efforts and needs (5 minutes)
- 3 Understand your organization efforts and wills to adopt DEI (5 minutes)



# Our learning – “Diversity”

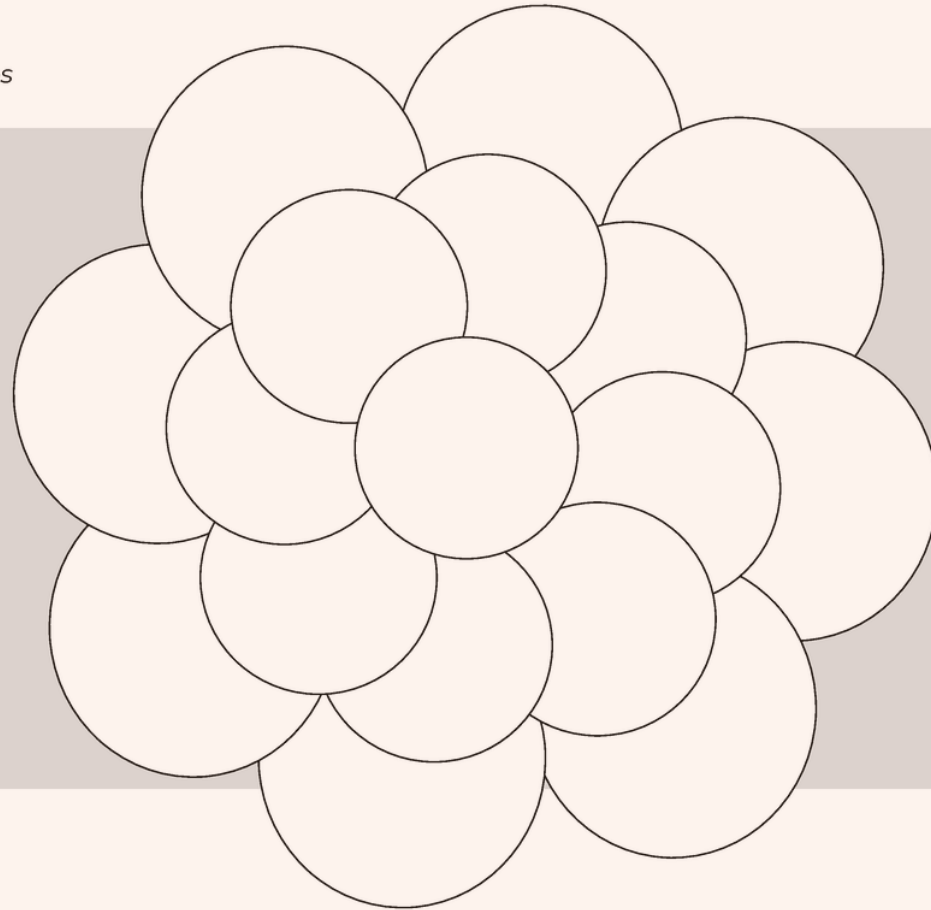
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## Power Flower

*Center Petal = Your Name*  
*Inner Ring = Your identities*  
*Outer Ring = Dominant identities*

### **“Big 8” Identities**

- Race
- Ethnicity
- Gender Identity
- Sexual Orientation
- Ability
- Religion
- Nationality
- Socioeconomic Status



# Our learning – “Diversity”

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1. Which lens of your identity show up most at work and in what ways?
2. Which lens of your identity do you wish you could bring out more?





# Our learning – “Diversity”

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Diversity refers to who is represented in the workforce. Some examples of diversity in workplaces include gender diversity, age diversity, ethnic diversity, physical ability –etc.



# Our learning – “Inclusion”

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What are the inclusive trait you observe during the activity?

# Our learning – “Inclusion”

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1. “Leaving no one behind”

2. “What does it mean for your company?”

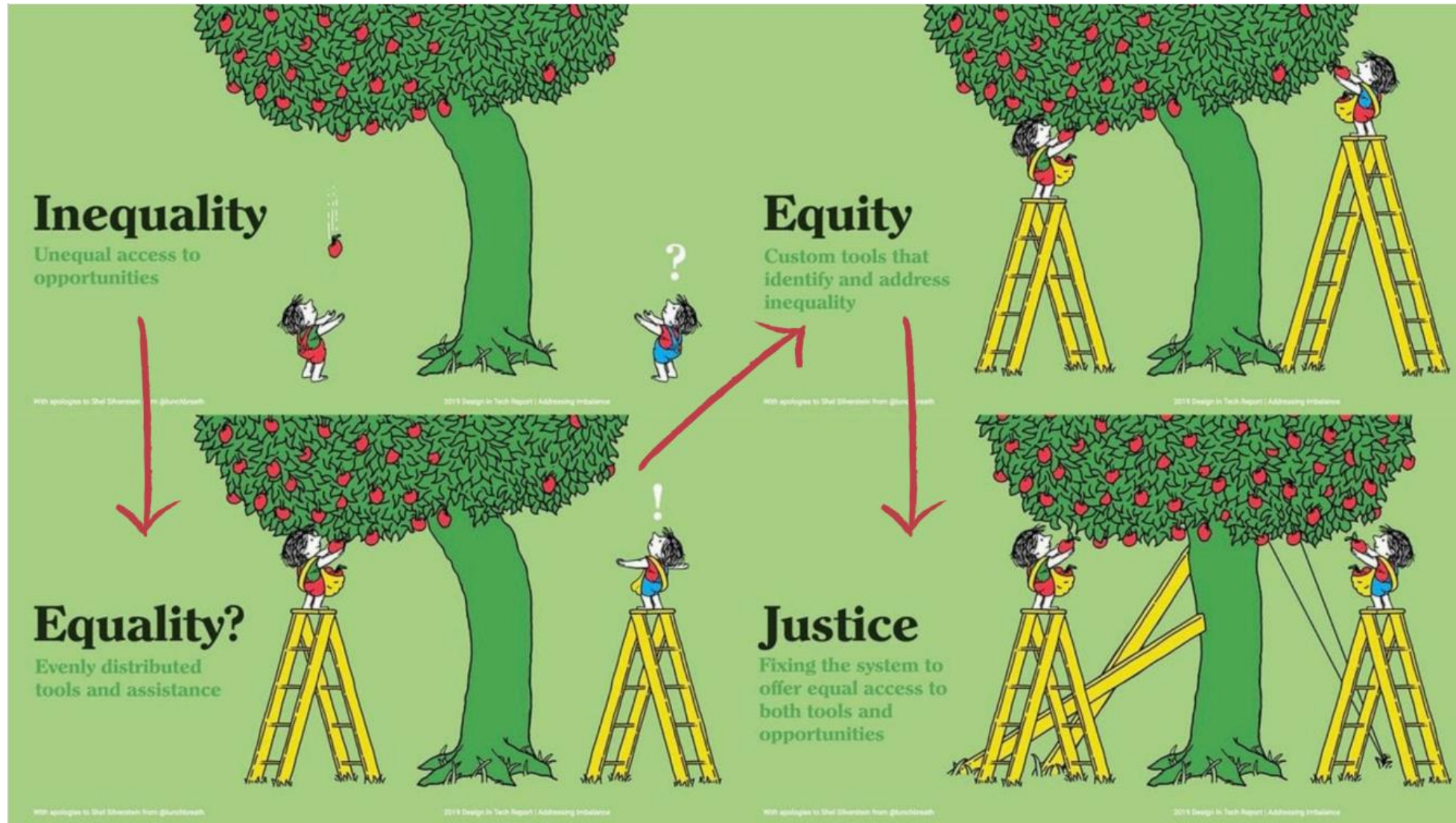
# Our learning – “Inclusion”

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Inclusion refers to how the workforce experiences the workplace and the degree to which organizations embrace all employees and enable them to make meaningful contributions.



# Our learning – “Equity”



# Our learning – “Inclusive Leadership” Quality

<p><b>Nurture Inclusion</b></p> <p>Seeks out and embrace diverse perspectives.</p>	<p><b>WHAT IT IS:</b> Acknowledge, invite and welcome diverse opinions; even when it may contradict their own. Proactively seek for feedback, listen and act upon it regardless of career hierarchy</p> <p><b>WHAT IT ISN'T:</b> Allow biases (conscious or unconscious) through language or action to devalue and exclude any individual</p>	<p><b>Positive example</b> - When leaders speak last instead of first, invite more junior members to share their perspectives first to ensure their unique point of view is heard</p> <p><b>Negative example</b> - When a critical, strategic business decision needs to be made, leaders are not eager to hear or acknowledge different or contrary opinions and only hear what they want to hear</p>	<p>IF we invite differences THEN we will foster innovation and be more risk savvy as we will have anticipated all possible scenarios</p> <p>IF we include diverse perspectives THEN we will better understand our customers / communities and anticipate their needs</p>
<p><b>Cultivate Transparency</b></p> <p>Provides visibility and displays authenticity and vulnerability.</p>	<p><b>WHAT IT IS:</b> Proactively shares knowledge, information as a default and communicate openly and frequently to enable visibility. Demonstrate authenticity, vulnerability. Seeks help and encourage others to do so too</p> <p><b>WHAT IT ISN'T:</b> Keep information that may be of use to others to yourself as a default. Do not provide psychological safety where people can share about their needs and challenges</p>	<p><b>Positive example</b> - When leaders speak authentically and show that they are not invincible. A personal and vulnerable tone of voice, recognising it's not about the captain but about the ship itself while taking cultural nuances into consideration</p> <p><b>Negative example</b> - When there are strong silos with a lot of control over what kind of information is shared &amp; how people would interact with each other</p>	<p>IF we share knowledge THEN we will respond with high speed and alignment to internal and external requests</p> <p>IF we make goals and progressions visible THEN we can mobilise everyone in the same direction and empower them to do so</p>
<p><b>Actively Sponsor</b></p> <p>Recognise, develop and support talent.</p>	<p><b>WHAT IT IS:</b> Develop the diverse talent pool, identify and address any succession and diversity gaps that present significant risks to the organization with a sense of urgency</p> <p><b>WHAT IT ISN'T:</b> Block or de-prioritize mobility and development opportunities. Invest little to no time and resources in the mentoring and sponsoring of junior/ diverse individuals</p>	<p><b>Positive example</b> - Transparent with the talent we have nurtured, coaching them on what their differentiator and strengths are and provide opportunities to display talent</p> <p><b>Negative example</b> - We don't go deep enough or take a long-term approach to create opportunities to display talent</p>	<p>IF we intentionally sponsor talent THEN we develop stronger leaders as an organisation</p> <p>IF we champion mobility THEN we develop more inclusive and well-rounded leaders who develop an international mindset and act with local pragmatism</p>
<p><b>Drive Accountability</b></p> <p>Take personal responsibility for behaviours and outcomes.</p>	<p><b>WHAT IT IS:</b> Intervene and have a zero-tolerance policy for discrimination and non-inclusive behaviour. Be a visible champion for under-represented groups or those who don't naturally speak up</p> <p><b>WHAT IT ISN'T:</b> Remains silent when faced with behaviour that discriminates or excludes people, continue to display microaggression after it's been flagged</p>	<p><b>Positive example</b> - Give airtime to junior and softly-spoken individuals in meetings, address that Western and Senior people tend to speak up and speak more and take accountability for how the meetings is conducted</p> <p><b>Negative example</b> - When we do not empower leaders with accountability, little repetition of what's important and ignore what the community is asking for. Resort to blaming when things don't go well and remove empowerment.</p>	<p>IF we have a zero tolerance THEN everyone will take D&amp;I seriously and create a consistent standard of behaviour</p> <p>IF we hold ourselves and others accountable THEN we improve everyone's ownership to outcomes and avoid blaming &amp; shifting responsibilities</p>
<p><b>Demonstrate Care</b></p> <p>Demonstrate genuine care and interest in others.</p>	<p><b>WHAT IT IS:</b> Develop care, compassion and empathy for self and others. Has the desire to better know the people working around you, understand and encourages individuals to “bring their true selves to work”</p> <p><b>WHAT IT ISN'T:</b> Lack respect during interactions and ignores signals of disengagement or dissatisfaction. Execute plans at the expense of people's wellbeing</p>	<p><b>Positive example</b> - Take time to understand who our stakeholders are, observe and bring people into the fold</p> <p><b>Negative example</b> - Lack of empathy and understanding. Not seeing care demonstrated visibly and frequently enough across the organisation</p>	<p>IF we demonstrate care for one another THEN we will have a more engaged and collaborative workforce</p> <p>IF we can consider the unique needs of individuals THEN we can retain top and diverse talent</p>

# Our learning – “Self-Care”

## SELF-CARE WHEEL

**Physical**

- Safe housing
- Regular medical care
- Regularly exercise
- Eat Healthy
- Get enough sleep
- Take vacations
- Acupuncture
- Be sexual
- Massage
- Bubblebaths
- Take a walk
- Ask for nurture
- Kiss
- Turn off cell phone
- Get "me" time

**Psychological**

- Self-reflection
- Journal
- Sensory engagement
- Go to symphony or ballet
- Paint
- Garden
- Relax in the sun
- Read a self-help book
- Join a support group
- Practice positive qualities
- Think about your past
- Practice asking and receiving help

**Emotional**

- Cry
- Self-love
- Social justice engagement
- Laugh
- Say "I Love You"
- Watch a funny movie
- Fill
- Buy yourself a present
- Cuddle with your pet
- Practice Forgiveness
- Tell yourself: "You are generous"
- Find a hobby

**Spiritual**

- Self-reflection
- Go into nature
- Find spiritual community
- Self-cherish
- Meditate
- Sing
- Dance
- Play with children
- Take yoga
- Play with children
- Bathe in the ocean
- Watch sunsets
- Pray
- Find spiritual mentor
- Volunteer for a cause
- Foster self-forgiveness

**Personal**

- Learn who you are
- Figure out what you want in life
- Plan Short and Long-term Goals
- Make a Vision Board
- Foster friendships
- Go on dates
- Write a poem or a book
- Get coffee with a friend
- Just relax with your family
- Cook out
- Learn to play guitar

**Professional**

- Take time for lunch
- Set boundaries
- Do not work overtime during your time off
- Get regular supervision
- Get support of colleagues
- Take mental health days
- Learn to say NO
- Plan your next career move
- Take a class
- Take all vacation and sick days

**LIFE SELF-CARE WHEEL BALANCE**

This Self-Care Wheel was inspired by and adapted from "Self-Care Assessment Worksheet" from Transforming the Pain: A Workbook on Vicarious Traumatization by Saakvitne, Pearlman & Staff of TSI/CAAP (Norton, 1996). Created by Olga Phoenix Project: Healing for Social Change (2013). Dedicated to all trauma professionals worldwide. Copyright ©2013 Olga Phoenix, All Rights Reserved. Unlicensed reproduction and distribution is prohibited. Copyright licenses are available for purchase at [www.olgaphoenix.com](http://www.olgaphoenix.com)

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## SELF-CARE WHEEL

**Physical**

**Psychological**

**Emotional**

**Spiritual**

**Personal**

**Professional**

**LIFE SELF-CARE WHEEL BALANCE**

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