



平等機會委員會
EQUAL OPPORTUNITIES COMMISSION



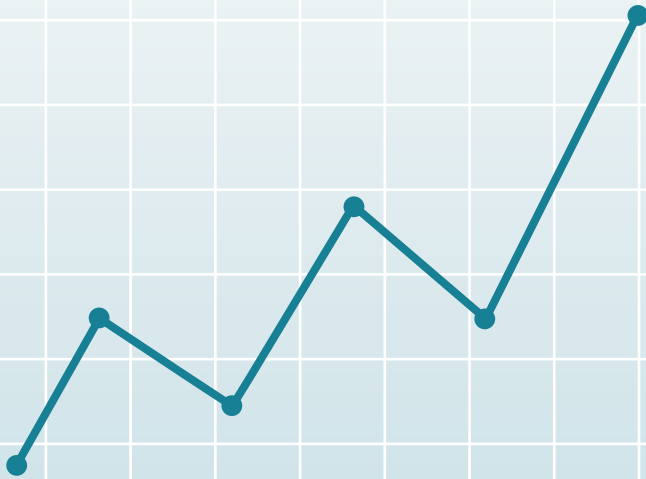
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Racial Diversity & Inclusion in the Workplace



Racial Diversity &
Inclusion Charter for Employers:

Advanced Annual Reviews

2024
SUMMARY REPORT



Message from the Chairperson



The Racial Diversity & Inclusion Charter for Employers (“Charter”) is going from strength to strength. It is now six years old. The signatory network has crossed a milestone by growing to over 500 with a healthy mix of industry sectors, organisation size, organisation type, whether international, local, corporate or non-profit making bodies, making it fairly representative. Another proud achievement has been the participation of Charter signatories in the first-ever recruitment fair organised by the Equal Opportunities Commission (with the Federation of Hong Kong Ethnic Communities) thereby creating a direct impact on employment opportunities for racially under-represented job seekers. These achievements are indicators of the wider trends in the racial equality and inclusion landscape in the workplaces.

The Advanced Annual Review Form, launched in November 2022 as a step-up from the First Edition Annual Review Form, is in its second year. The number of submissions has gone up from 29 in 2023 to 42 in 2024 with some organisations participating for the second time. The submissions summarised in this report reflect organisational policies and initiatives for the year 2024.

While 42 is still a small number and two years are not enough to map a trend, the information has its unique value. The detailed information on policies, practices and actions as well as outcomes helps us build on the starting point of last year. Perhaps most important is the collection of good practices from all these organisations which can serve as ideas and inspiration for other Charter signatories. We are excited to see the trends developing over the next few years as we continue with this exercise. Our aim of creating Hong Kong’s first Racial Diversity and Inclusion Employer Index serving as a benchmark for all employers remains steadfast.

We are extremely grateful to our partners, the Charter signatories, without whom this exercise would not be possible. We thank them for their support as we work together to create a truly inclusive, welcoming and fair workplace for everyone.

Linda LAM Mei-sau, SBS
Chairperson, Equal Opportunities Commission

Background

The Racial Diversity & Inclusion Charter for Employers

The Racial Diversity & Inclusion Charter for Employers was launched in 2018 to build a network of organisations that are committed to promoting racially diverse and inclusive workplaces. The set of nine guidelines listed in the Charter are goals that employers can aspire to and measure themselves against to track their progress in this area.

The Advanced Annual Review Form

All Charter signatories are required to submit an annual review of progress against the nine goals. The First Edition Annual Review Form ("First Edition") has been in use since the launch of the Charter. However, in November 2022, a second edition, i.e. the Advanced Annual Review Form was introduced, which was a step-up from the earlier form. It is more detailed and requires more targeted responses. While keeping the option open for organisations to choose between the Advanced and the First Edition, we do encourage organisations to use the former as it allows a more in-depth look at workplace policies and practices while also giving them ideas to progress on their racial diversity & inclusion (D&I) goals. At the same time, it gives us more granular information so as to infer trends and best practices. The longer term objective is to be able to create a Racial D&I Employer Index that serves as a benchmark for all organisations in Hong Kong.

Review Report

The purpose of this report is to provide insights into current best practices on racial D&I efforts within organisations submitting the Advanced Annual Review Forms, highlighting key observations, best practices, and areas for improvement. Due to the small number of reporting organisations, this report is not a critical analysis but rather a summary of policies, practices and processes as gleaned from the reviews. Of the 42 organisations that used the Advanced Annual Review Form, four are non-governmental organisations (NGOs) and nine are small-medium sized enterprises (SMEs)¹. Even though the form clearly mentions that some of the questions may not be applicable or difficult to answer for SMEs, NGOs and Social Enterprises, we appreciate that these 13 organisations contributed to this exercise and showed their willingness to use the new Advanced Annual Review Form.

Limitations of the Report

With returns of just 42 organisations to work with, we caution against any generalisations and extrapolations based on the data reported here. Further, the profile of reporting organisations is heavily skewed towards large multinational and local companies (29 out of 42) which is neither representative of the Charter network nor businesses in Hong Kong. Further, it must be borne in mind that there are differences in representation of businesses by sizes and operations over the two reporting years. This year, we see many more SMEs participating in this exercise, which is reflected in the aggregation of responses.

There is still merit in the report as it allows us to see best practices of the frontrunners and areas for improvement. Other organisations that are committed to furthering their racial D&I progress can learn much from the experience of these reporting organisations.

¹ Manufacturing enterprises which employ fewer than 100 persons, and non-manufacturing enterprises which employ fewer than 50 persons. For this report, branch and local subsidiaries of global organisations which have less than 50 employees have also been included in the SME category as they have very small staff to implement many of the initiatives included in the Advanced Annual Review Form.

Category-wise Trends

While it is not easy to spot trends with just two years of reporting and the small numbers, some broad comparisons are still possible. It is worth noting that this year the proportion of multinational companies in the total **number of submissions** has dropped to 38% in 2024 as compared to 55% in 2023 (though the absolute number remains the same at 16) with the number of local large companies growing from 8 (28%) in 2023 to 13 (31%) in 2024. The biggest difference comes from the increased participation of SMEs going from 2 (7%) in 2023 to 9 (21%) in 2024. These differences must be borne in mind when making comparisons and identifying trends using the two sets of data.

1. Racial D&I Strategy

Nearly 90% of reporting organisations have a clearly stated Racial Diversity and Inclusion (D&I) strategy, consistent with last year's findings. However, this year's data is significant as the proportion of SMEs and NGOs has gone up to 31% (13) as compared to last year's 17% (5). It shows increasing racial D&I awareness reaching smaller organisations beyond large enterprises. Further, the promotion of these strategies internally and publicly has increased, indicating a growing commitment to racial D&I over the past year.

2. Inclusive Policy

Over 85% of reporting organisations maintain an Equal Opportunity (EO) policy and an Anti-Discrimination (AD) policy referencing racial equality, like last year. However, this year's responses show a stronger emphasis on Hong Kong-specific policies, reflecting a deeper integration of local context in organisational frameworks, which could also be attributed to the larger participation of local companies, SMEs and NGOs.

3. Responsibility for Addressing D&I

Approximately one-third of participating organisations have a dedicated D&I role reporting to senior leadership, a slight increase from last year. The majority of organisations continue to have D&I embedded within HR or other functions. It is noteworthy that D&I as a dedicated role/function or voluntary capacity or part of HR exists in 92% of reporting organisations, an indication of its importance even in SMEs and NGOs.

4. Recruitment & Employment Policies

About 60% of reporting organisations have practices to mitigate racial discrimination in hiring, which marks a 14% increase from last year. Common methods such as diverse **platforms for job postings** and partnerships with NGOs remain prevalent, indicating a continuing trend toward inclusive hiring practices. Again, the increase in awareness and practice is significant given the higher participation of SMEs and NGOs, who might usually face more difficulties in implementing such policies.

5. Goals for Racial Diversity

A third of reporting organisations still lack specific targets for racial diversity, consistent with last year's data. However, there is a slight increase in the number of organisations focusing on bias-free hiring processes rather than numerical goals. Nine organisations reported having targets for hiring local racial minorities, an increase from four last year.

6. Policy Review & Monitoring

Approximately 40% of reporting organisations conduct periodic reviews of their employment policies, unchanged from last year. While more than 80% encourage self-identification of ethnicity, which is significantly higher than last year, only a few utilise this data effectively for monitoring racial inclusion. Regardless, these numbers are an increase over last year. Nine organisations reported using the data to monitor KPIs.

Category-wise Trends

7. Employee Training & Activities

Around 80% of reporting organisations offer training on racial equality and inclusion, maintaining last year's level. Notably, there has been an increase in targeted training for HR and middle management, although fewer organisations are incorporating training participation into performance metrics.

8. Community Engagement

Around 68% of reporting organisations engage with racial minorities through community initiatives, reflecting a steady commitment. The proportion of organisations offering internships and mentorship programmes has increased by 5% to 48% this year, including SMEs, indicating a positive trend in supporting underrepresented groups.

9. Inclusive Work Environment

Only a small number of reporting organisations (9) have structured support for racial minority employees, such as resource groups, which remains unchanged from last year. However, many organisations are promoting flexibility in practices mostly with respect to language and attire. Over 80% (34) of reporting organisations provide flexibility for cultural differences. There is also a significant increase in senior leadership communication and participation on racial D&I from 48% (14) to 57% (24) this year.

10. Grievance Handling

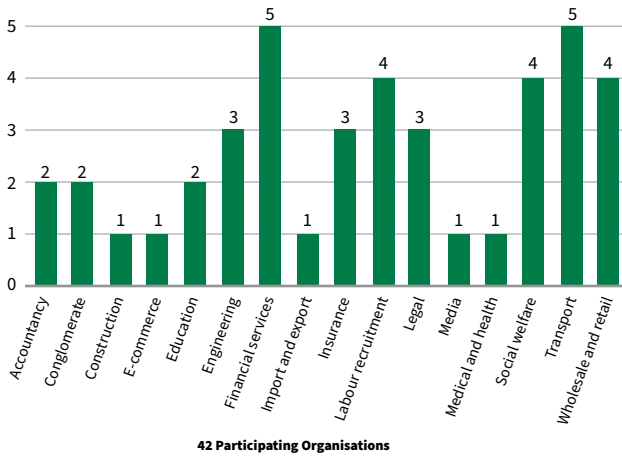
Almost all the large enterprises (28 out of 29) have a formal grievance policy, either a global policy, Hong Kong policy or both, though only 17 have one specific to race. A majority of SME and NGO respondents (8 out of 13) do not have formal grievance procedures or policies.

In conclusion, the report shows progress in racial D&I practices among participating organisations, with notable improvements in certain areas since last year. However, challenges persist, particularly in setting specific diversity targets and effectively monitoring policies. Continued efforts are essential to foster a more inclusive workplace culture across all levels and to build on the momentum gained over the past year.

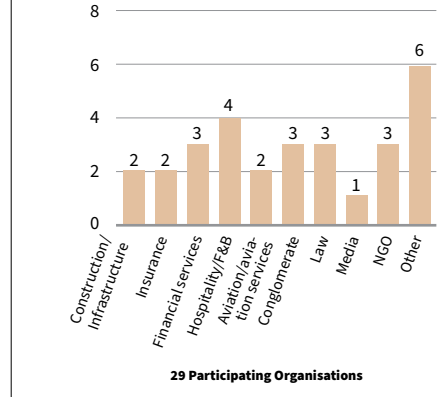
As compared to the previous report with 29 organisations, this edition with 42 organisations has seen increased participation from SMEs, a welcome inclusion providing a more holistic picture. Perhaps the greatest value of the report lies in the best practices, examples and experiences shared by reporting organisations which have been selectively listed here. These can serve as important references for those looking for ideas and motivation to move forward on their racial D&I journeys.

Participating Organisations

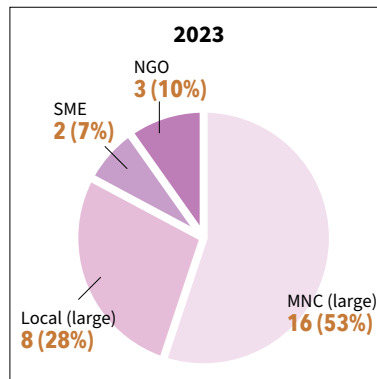
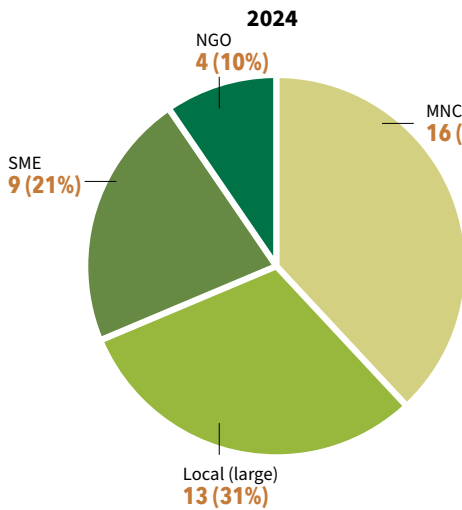
Profile by Industry (2024)



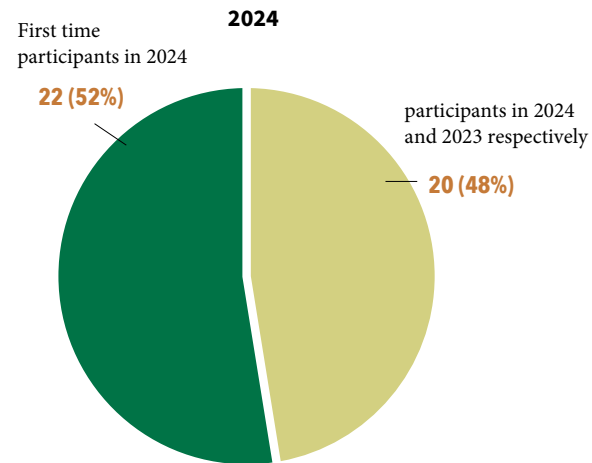
Profile by Industry (2023)



Company Size & Business Operations



Nearly half are second-time participants



OVERALL BEST PRACTICES

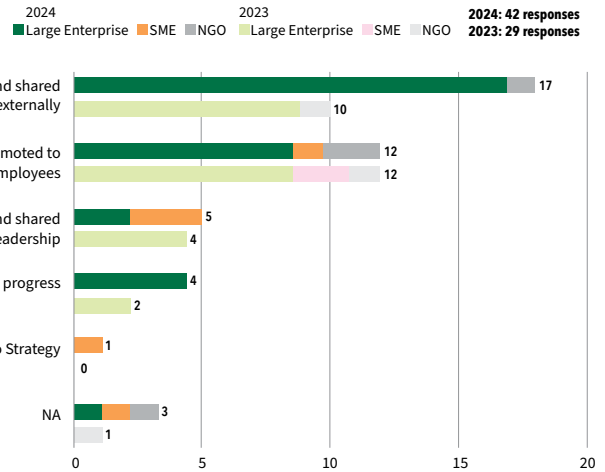
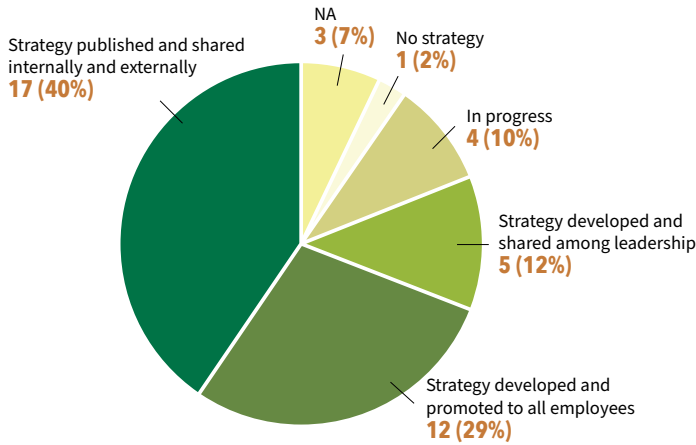
- Inclusion and unconscious bias training for interviewers and hiring managers
- Standardised and consistent interview content
- Expanded recruitment platforms and partners for attracting diverse candidates
- Collecting ethnicity data to track representation across levels
- Targets set for leaders on experience of culturally diverse staff
- Featuring racially diverse staff on recruitment posters
- Employee surveys that include questions on racial diversity and inclusion
- Publication of internal inclusive language guidelines
- Sponsorship of ERGs by senior leaders
- DEI contributions considered for performance bonus purposes
- “Celebration day” holidays

I. Racial D&I Strategy

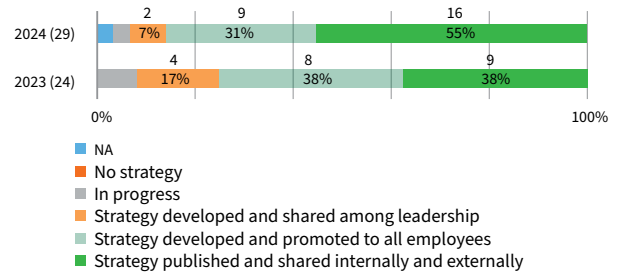
Q1 Does your organisation have a clearly stated racial D&I strategy or a wider D&I strategy that specifically includes race? (Pick one)

Observations

- Nearly 81% (32) of the reporting organisations have a Racial D&I Strategy
- While 12 have promoted their strategies internally to their employees, 17 have made their strategies known internally and publicly, the latter seeing a 5% increase over last year



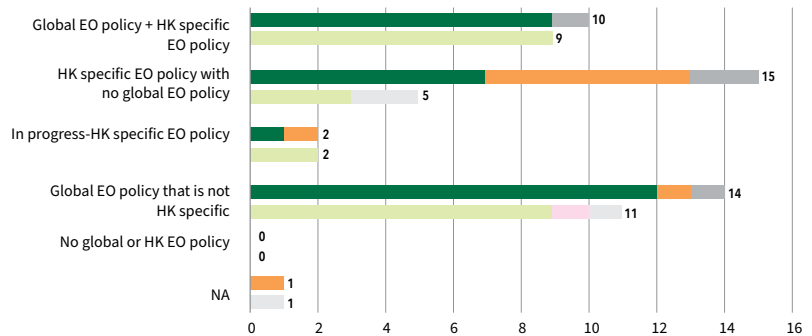
Comparison on strategy (Large Enterprises only)



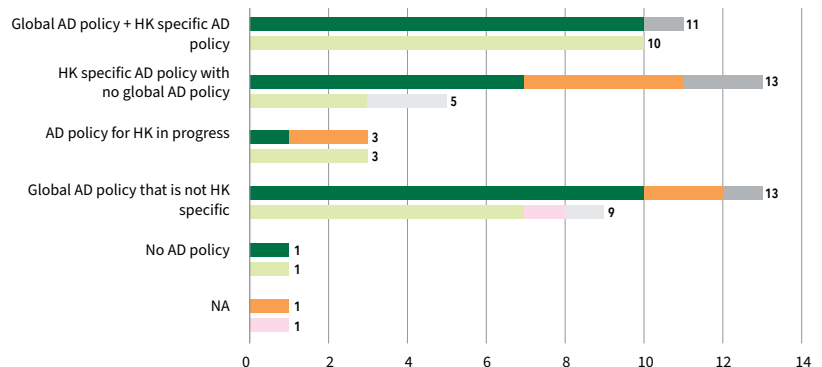
II. Inclusive Policy

II.1. Policy

Q2 Do you have an Equal Opportunity (EO) policy, separate or together with an Anti-Discrimination policy (AD), with specific reference to racial equality? (Pick one)

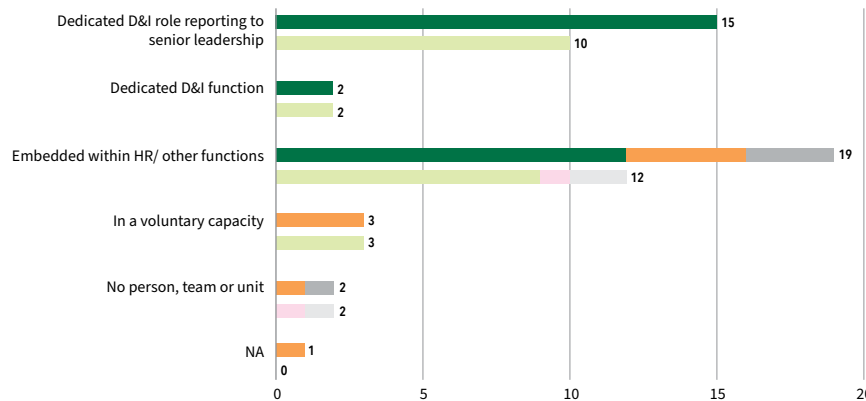


Q3 Do you have an Anti-Discrimination (AD) policy, separate or together with an EO policy, with specific reference to racial equality and inclusion? (Pick one)



2024 Large Enterprise SME NGO 2023 Large Enterprise SME NGO 2024: 42 responses 2023: 29 responses

Q4 In your organisation, is there a person, team or unit responsible for addressing D&I, including racial D&I? (Pick one)

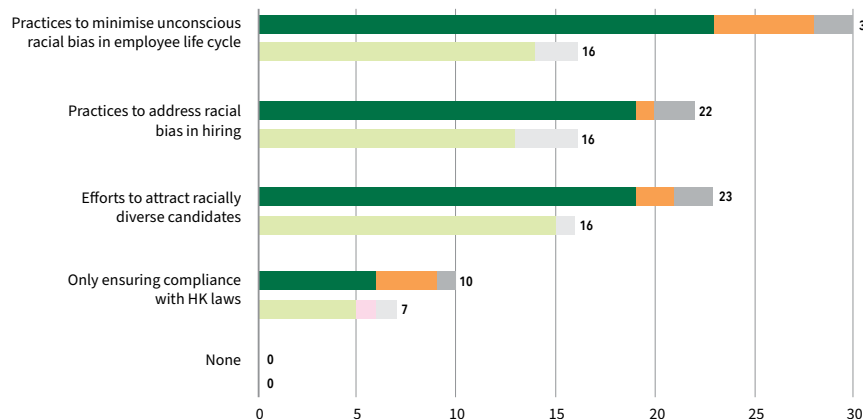


Observations for II.1 (Q2, Q3 & Q4)

- Almost all (41 out of 42) the reporting organisations have an EO policy with specific reference to race. All except one of these organisations (40 out of 42) also have an AD policy with specific reference to race. This is particularly encouraging as the list includes SMEs and NGOs
- While 14 reporting organisations have global EO policies on race without Hong Kong specifics, 25 have Hong Kong specific policies on race with or without global policies and two are in the process of developing policies
- Thirteen have global AD policies without Hong Kong specifics and 24 have Hong Kong specific anti-discrimination policies that includes race either with or without global policy
- While all SMEs and NGOs have D&I functions embedded within HR or other functions, 17 of the 29 (59%) corporates have a dedicated D&I role reporting to senior leadership or a dedicated D&I function. Eight of the dedicated D&I roles are Hong Kong based

II.2. Recruitment & Employment Policies

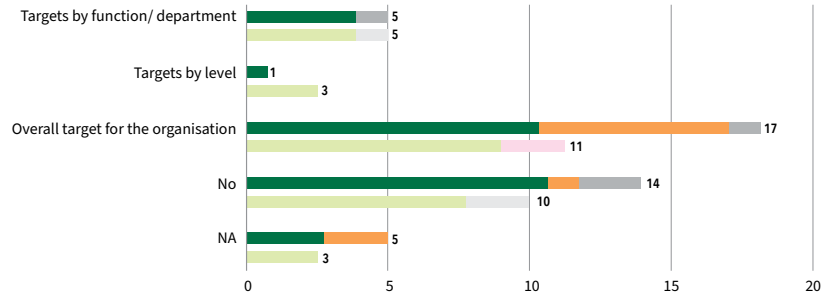
Q5 What are the practices you have in place for fair recruitment, appointment, promotion, staff development and dismissal applicable to Hong Kong that aim to remove racial discrimination from these processes? (Multiple responses)



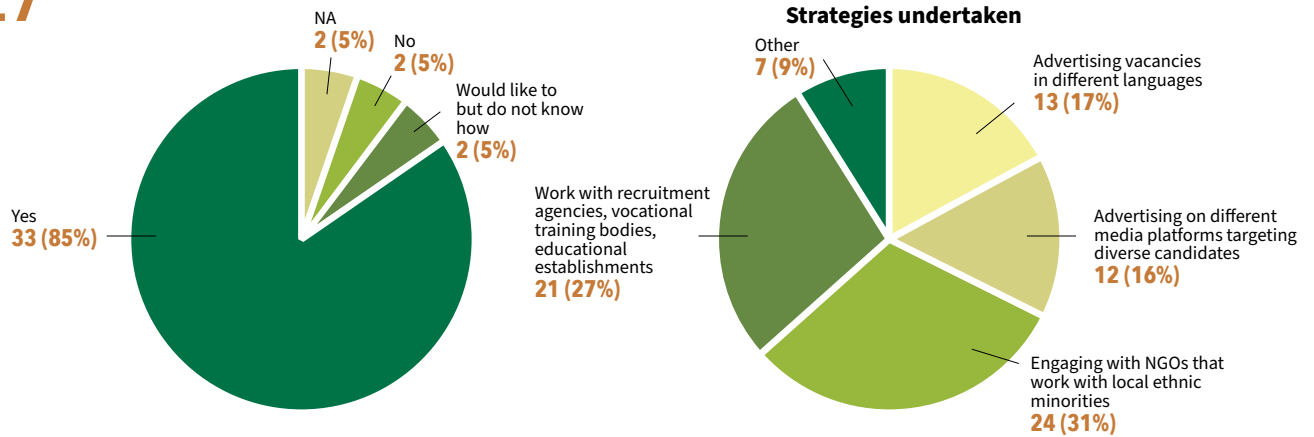
Observation

- Almost 74% (31) of the reporting organisations have multiple processes in place to reduce racial discrimination and bias in hiring and employee life-cycle, an increase of 14% since last year’s reporting
- Twenty-three made efforts to attract a pool of racially diverse candidates, mostly in addition to the above, with the majority being large enterprises
- Common good practices are:
 - Expanding search platforms to include job fairs, NGO partnerships, specialist recruitment firms to target racially diverse candidates
 - Developing and running annual internship programmes for university students targeting under-represented groups

Q6 Does your organisation have targets to achieve racial diversity? (Multiple responses)

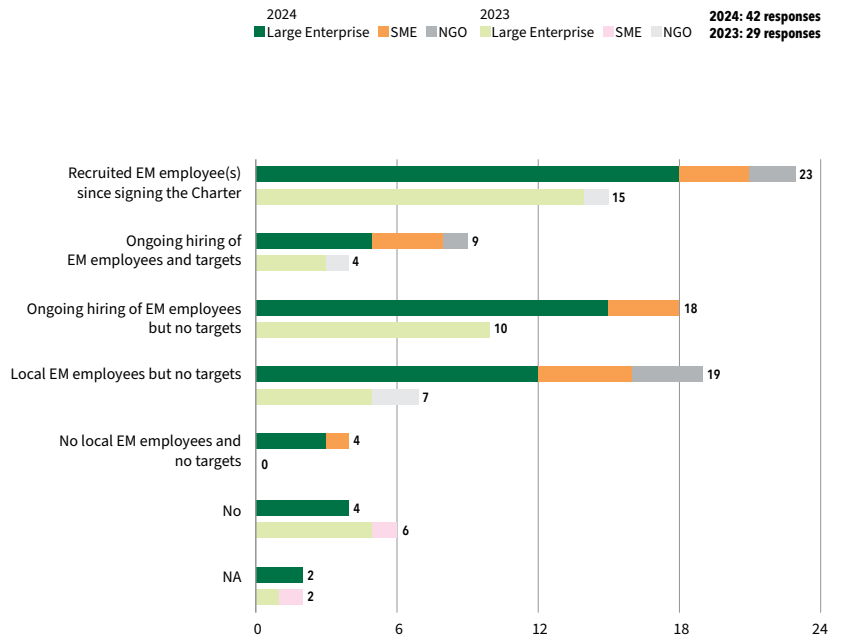


Q7 Does your organisation make efforts to improve its recruitment of local racial minorities? (Multiple responses)



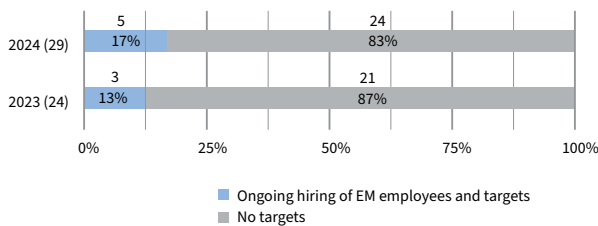
Q8

Does your organisation have targets for hiring local racial minorities (excluding student interns)?
(Multiple responses)

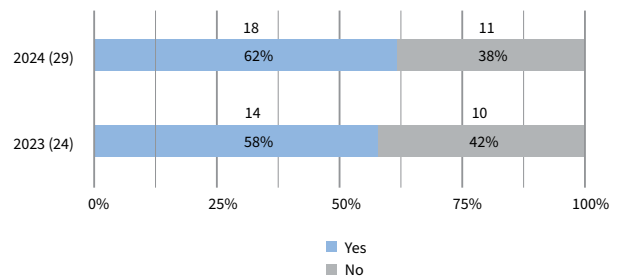


2023 vs. 2024

Targets for hiring local EM (Excluding SMEs, NGOs)



Recruited EM employee(s) since signing the Charter (Excluding SMEs, NGOs)



Observations for II.2 (Q6, Q7 & Q8)

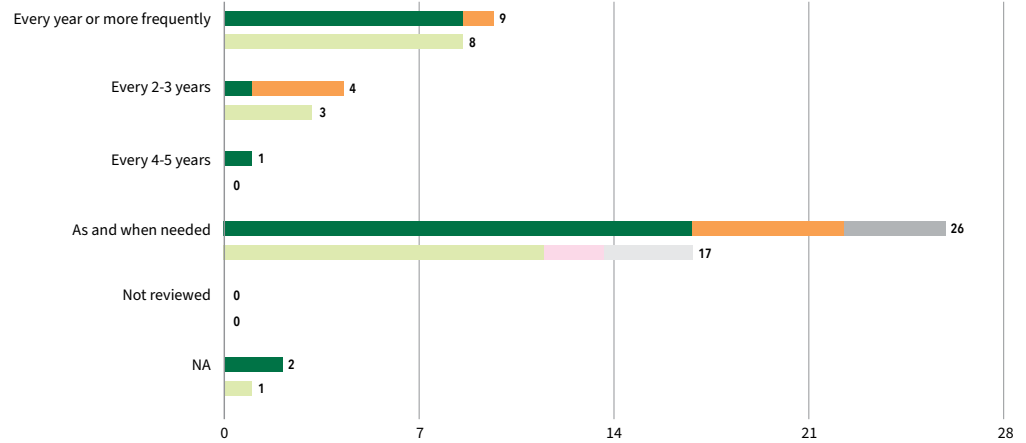
- A third (14) of the reporting organisations do not have any racial diversity targets, which includes 11 large enterprises
- Seventeen have overall (or global) targets for the organisation, and/or specific targets for the US or the UK but not for Asia or Hong Kong
- Only one organisation has targets by level; and five, including an NGO, have targets by function and department, an overall total of six that is lower than last year’s eight
- Most reporting organisations (85%) have some initiatives to attract more racial minority candidates, the most common approaches being partnerships with NGO and collaborations with different recruitment agencies and educational institutions
- Over 80% of the reporting organisations do not have targets for hiring local racial minorities though 88% (37) of them employ and/or have ongoing hiring of racial minorities
- Nine organisations reported having targets for hiring racial minorities, including an NGO and three SMEs belonging to the same group, which is more than double the number from last year

2024: 42 responses
2023: 29 responses

II.3. Policy Review & Monitoring

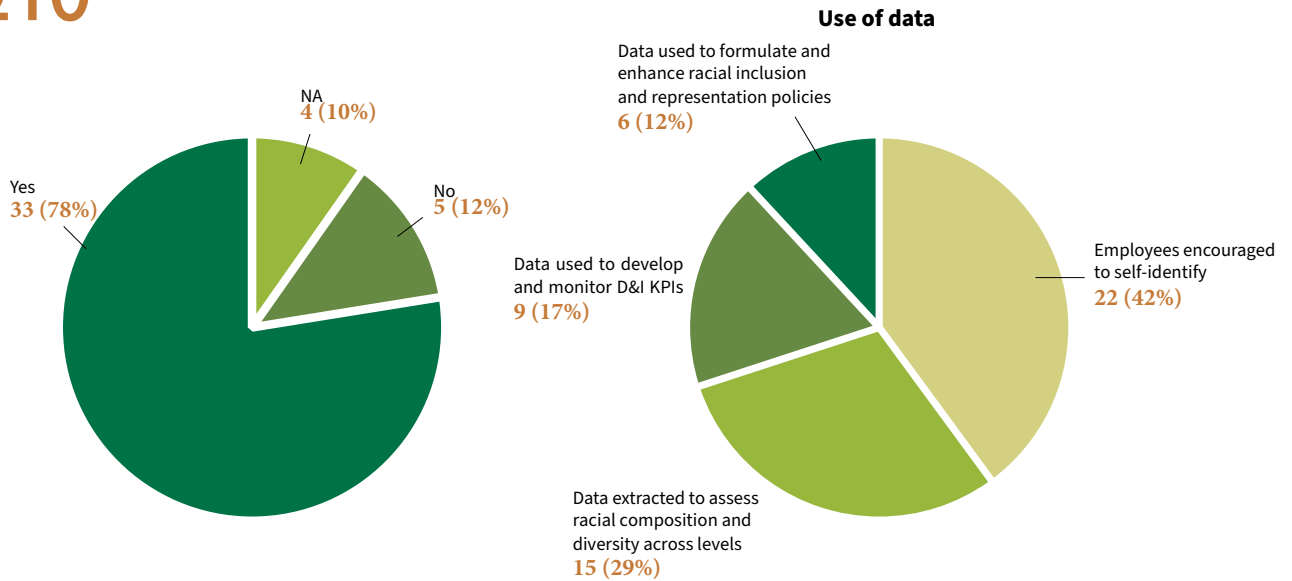
Q9

How often are your employment processes and policies reviewed in light of external and internal developments in the area of racial equality and inclusion? (Multiple responses)

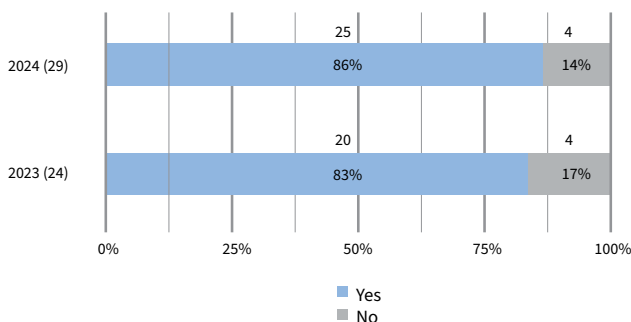


Q10

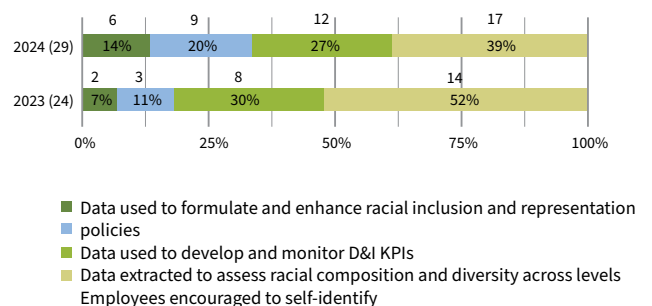
Does your organisation monitor for racial diversity in the workplace? (Multiple responses)



Monitor for racial diversity in the workplace (Excluding SMEs, NGOs)



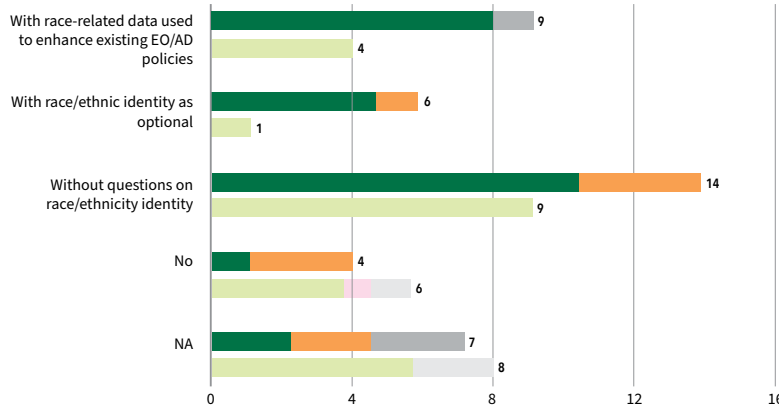
Actions taken to monitor for racial diversity (Excluding SMEs, NGOs) (Multiple responses)



2024: 42 responses
2023: 29 responses

Q11

Do your employee engagement/satisfaction surveys capture data on D&I? (Pick one)



Observations for II.3 (Q9, Q10 & Q11)

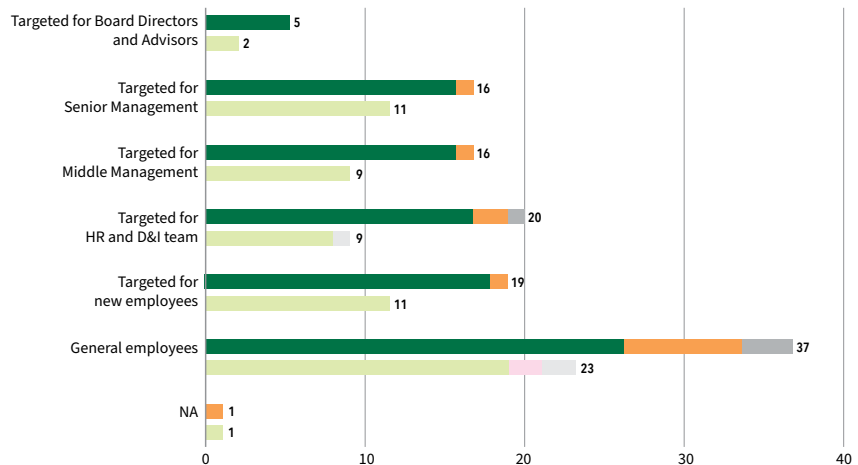
- More than 60% (26) of reporting organisations conduct reviews of their employment policies and practices only as and when needed, around 22% (9) have them every year or more frequently
- Nearly 80%, a significant majority (33) of reporting organisations encourage voluntary self-identification of ethnicity with 36% (15) extracting the data to assess racial composition and diversity across levels, a 6% jump in both parameters over last year
- Nine organisations reported using that data for monitoring KPIs and six use it to formulate/enhance policies on racial inclusion and representation, an increase since last year
- Over 70% (31) capture D&I data in their employee engagement surveys with 15 organisations including questions related to race/ethnicity in them and/or using the data to enhance EO and AD policies. This is significantly higher than last year

III. Inclusive Culture

III.1. Employee Training & Activities

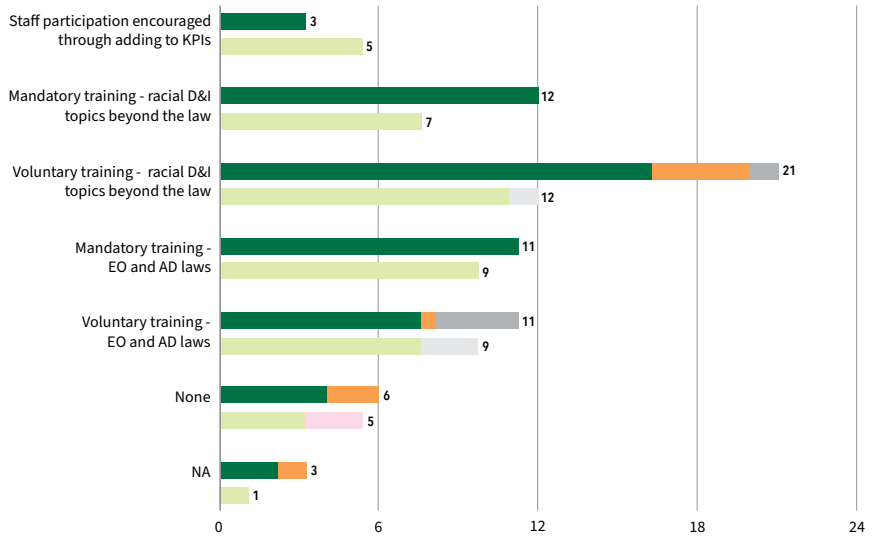
Q12

To which employee groups in Hong Kong do you offer training to raise awareness on racial equality and inclusion? (Multiple responses)



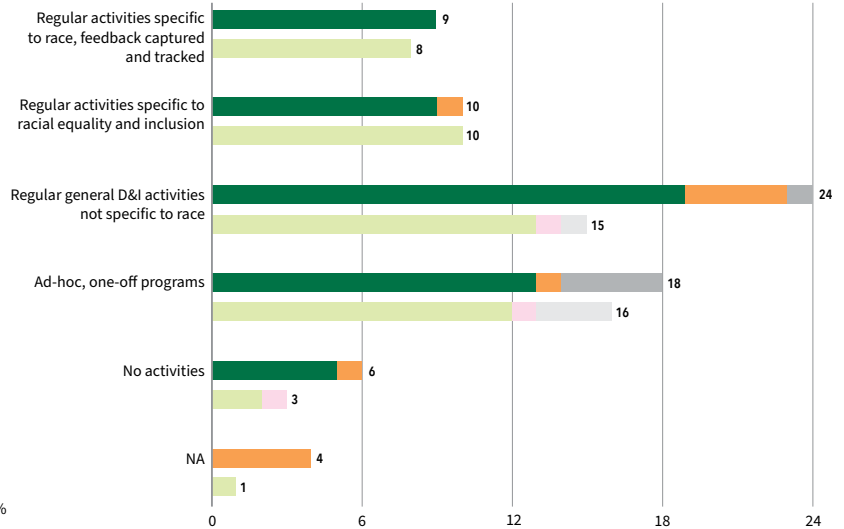
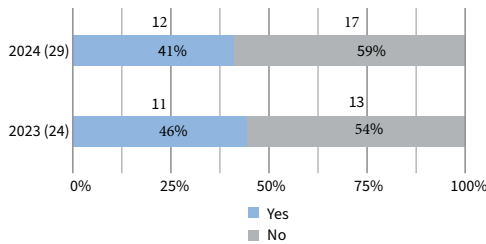
2024: 42 responses
2023: 29 responses

Q13 What training do you provide to raise awareness of employees on local EO and AD laws? (Multiple responses)



Q14 What kind of activities and events do you organise for staff to raise awareness of racial equality and inclusion? (Multiple responses)

Regular activities/events specific to race (Excluding SMEs, NGOs)



Observations for III.1 (Q12, Q13 & Q14)

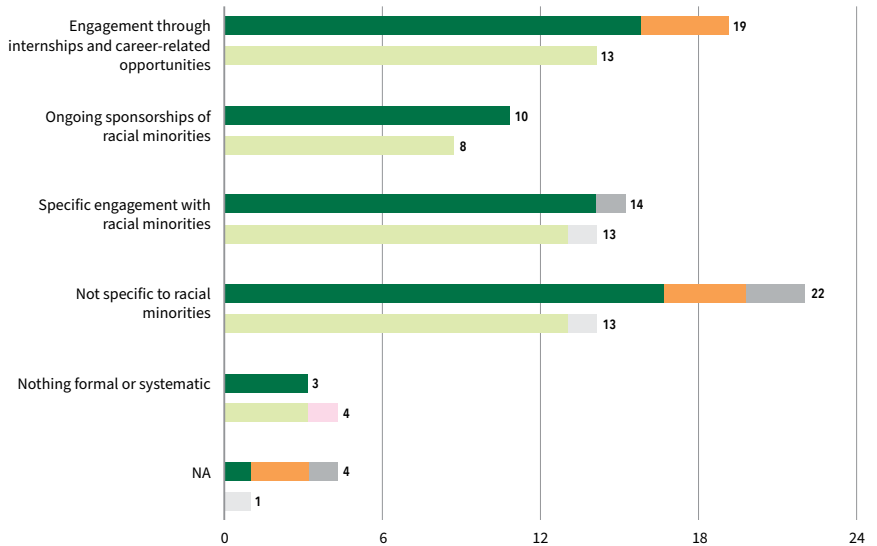
- The proportion of reporting organisations undertaking some training on racial equality and inclusion has remained almost the same as last year at nearly 80%
- While most training on racial equality and inclusion is general and for all employees, there is a fairly even spread of targeted training for other employee levels and functions
- There is a significant increase in absolute numbers and proportion of racial D&I training targeted at HR and D&I personnel from 31%(9) to 48%(20); as well as for middle management from 31%(9) to 38%(16)
- Five organisations reported conducting training targeted at Board Directors and Advisors, which is more than double of last year (2)
- More than 60% (26) of reporting organisations undertake training on topics beyond the law, both voluntary and mandatory, a notable increase since last year, with most providing this in addition to voluntary and/or mandatory training on local EO and AD laws
- Only three organisations have training participation added to the KPIs of the department head or individual employee, a drop from five last year
- Reporting organisations have a mix of events, with regular non-race related D&I activities and one-off programmes the most common
- Ten have regular activities/events specific to race and nine track feedback from attendees, which are lower than last year as a proportion of reporting organisations

2024: 42 responses
2023: 29 responses

III. 2. Community Engagement

Q15

Do you actively encourage engagement of your employees with the community, particularly underprivileged and under-represented members of racial minorities?
(Multiple responses)



Observations

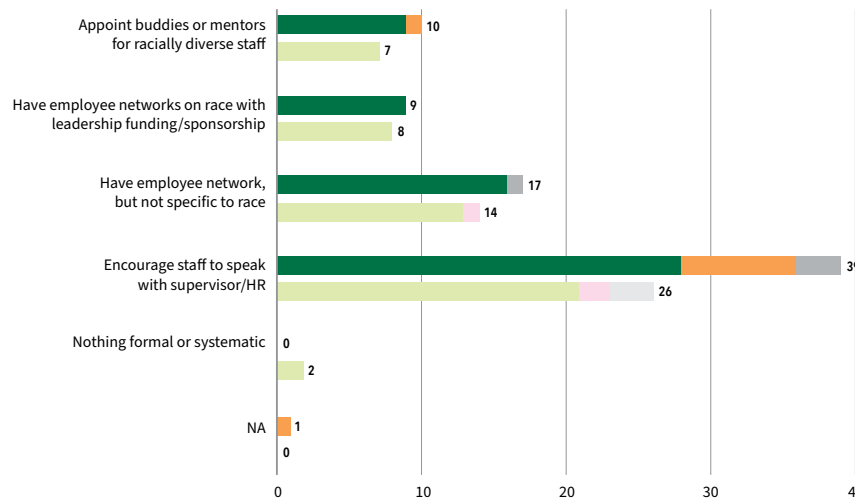
- Nearly 68% (23) of reporting organisations engage with racial minorities through their D&I initiatives, which is a higher proportion than last year’s reporting
- Around 45% (19) of the organisations have initiatives that are career-related and may lead to employment of racial minorities, which is 5% higher than the proportion last year
- Common good practices are:
 - Internships, work experience opportunities
 - Partnerships with NGOs through funding, volunteering, venue sponsorship, internship programmes, pro-bono work
 - Tutoring, mentoring of racial minority students
 - Sponsorship of racial minority related events
 - Scholarships for racial minority students
 - Staff volunteering opportunities
 - Participation in multi-racial job fairs

2024: 42 responses
 2023: 29 responses

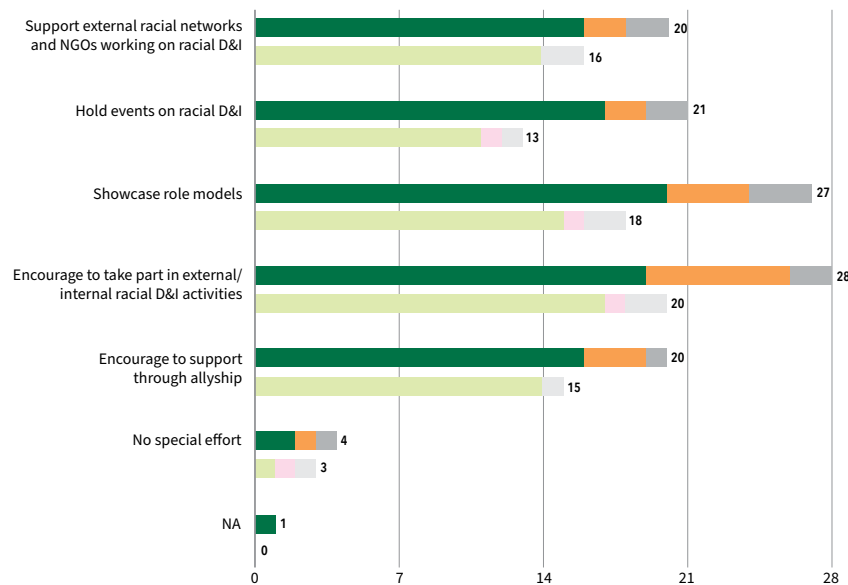
IV. Inclusive Work Environment

IV.1. Racial Inclusion

Q16 How does your organisation help its racial minority employees feel they are in a safe, inclusive and collaborative work environment? (Multiple responses)



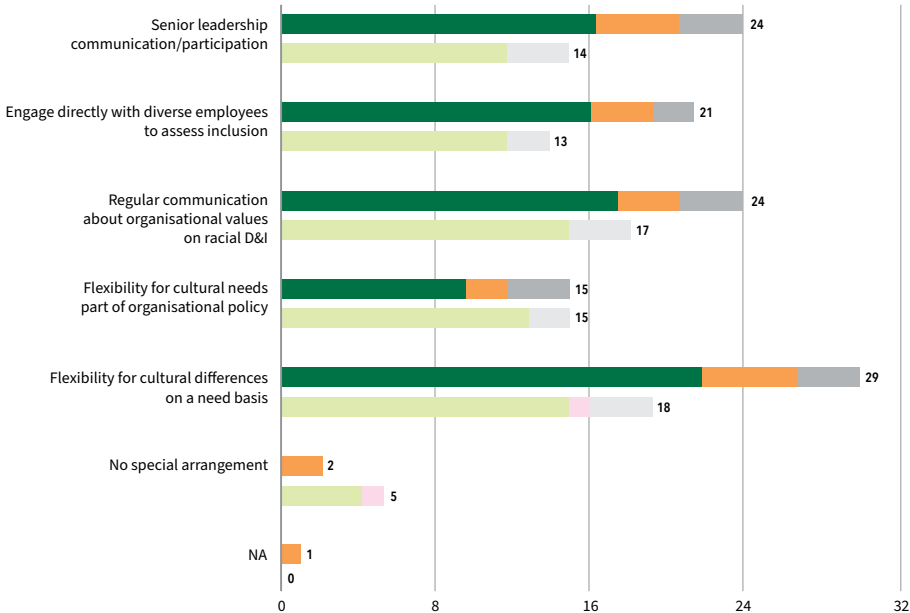
Q17 How does your organisation encourage all its employees to support racial D&I? (Multiple responses)



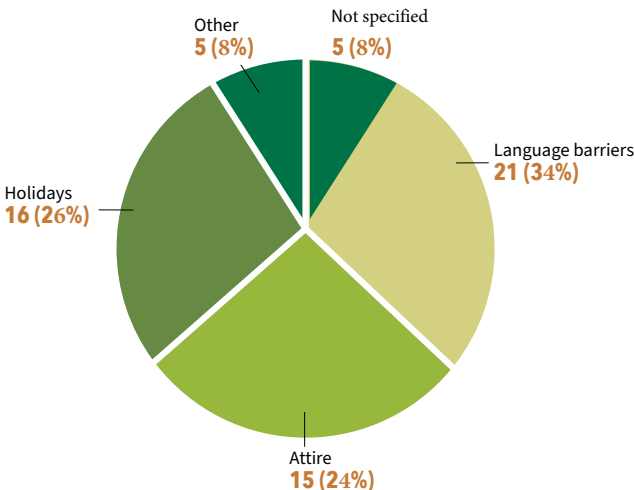
2024: 42 responses
2023: 29 responses

Q18

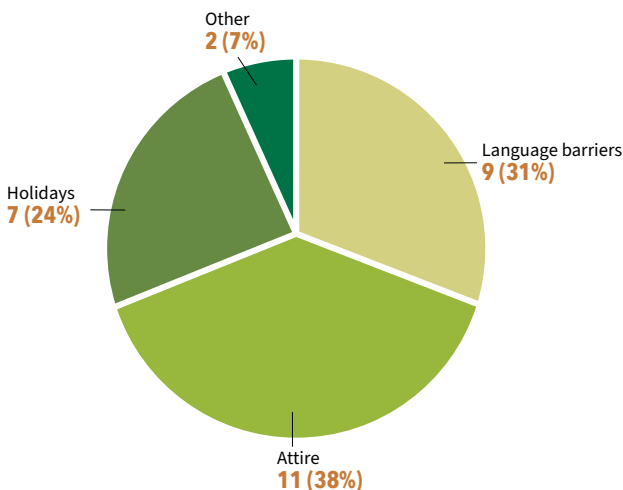
How does your organisation foster the inclusion of employees from different cultural and racial backgrounds? (Multiple responses)



Flexibility for cultural differences on a need basis

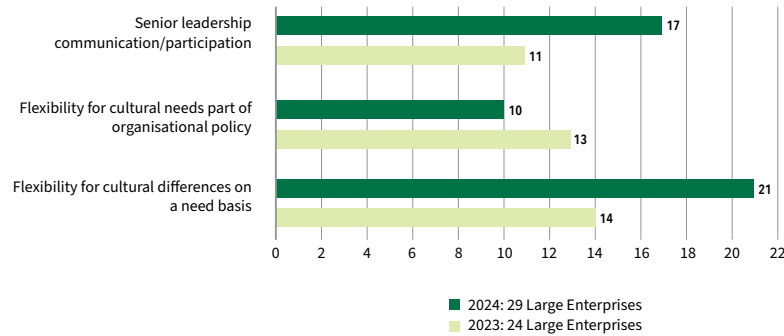


Flexibility for cultural differences as part of organisational policy



2024
 ■ Large Enterprise ■ SME ■ NGO
 2023
 ■ Large Enterprise ■ SME ■ NGO
 2024: 42 responses
 2023: 29 responses

2023 vs. 2024

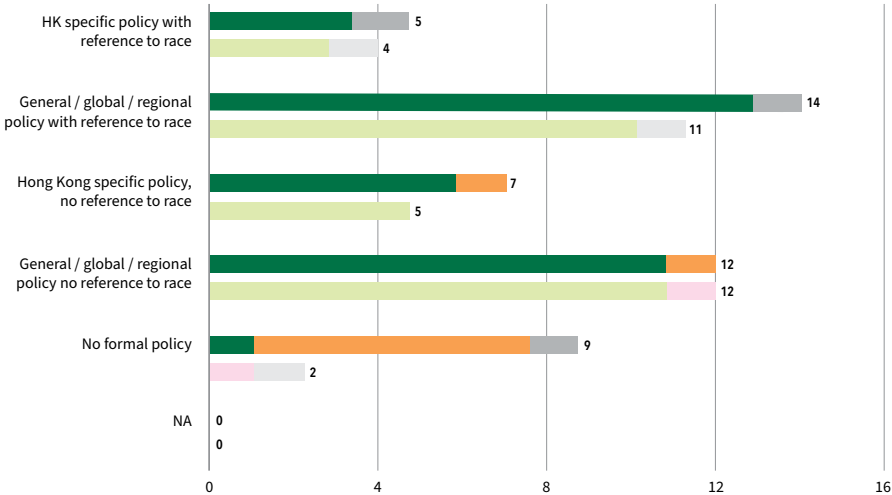
**Large Enterprises only
 (Excluding SMEs, NGOs)**

Observations for IV.1 (Q16, Q17 & Q18)

- Just nine of the reporting organisations have race networks/resource groups and all of them are large companies
- Only 10 have measures such as appointing buddies or mentors
- There is an increase in the number of reporting organisations employing various means to encourage their employees to support racial D&I; more than two-thirds (27) showcase role models
- Half of the organisations (21) hold events on racial D&I, another increase since last year
- Over 80% (34) of the reporting organisations have flexibility for cultural differences as part of organisational policy and/or provide them on a need basis though the proportion of those including it in company policy has fallen since last year's reporting
- While flexibility for attire is the most common in company policy, flexibility for language barriers comes out the highest as something provided on a need basis, followed by flexibility for holidays
- Senior leadership promotion of racial D&I through communication and participation in events has seen a big jump from 48% (14) last year to 57% (24) this year
- Common good practices are:
 - Prayer rooms
 - Language classes
 - Bilingual communication
 - Office-wide celebrations of diverse festivals
 - Sending festival greetings to staff from different ethnic backgrounds
 - Flexible working during religious holidays
 - Multiple food choices in canteen to cater to various dietary restrictions
 - Senior leadership presence, endorsement of D&I activities and initiatives

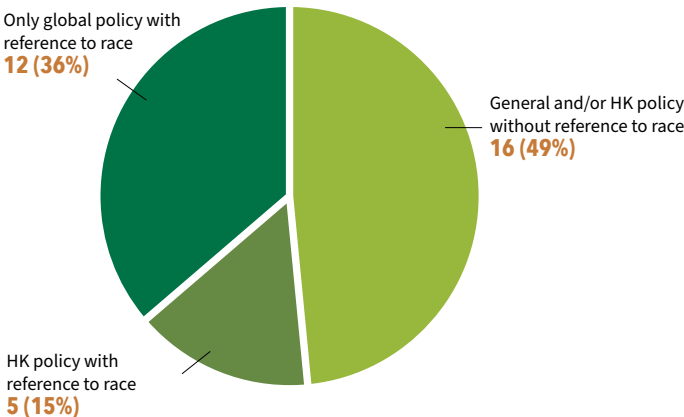
2024 Large Enterprise SME NGO 2023 Large Enterprise SME NGO 2024: 42 responses 2023: 29 responses

IV. 2. Racial Inclusion

Q19 Do you have in place a formal grievance policy for racial discrimination, harassment, bullying and unfair treatment? (Multiple responses)

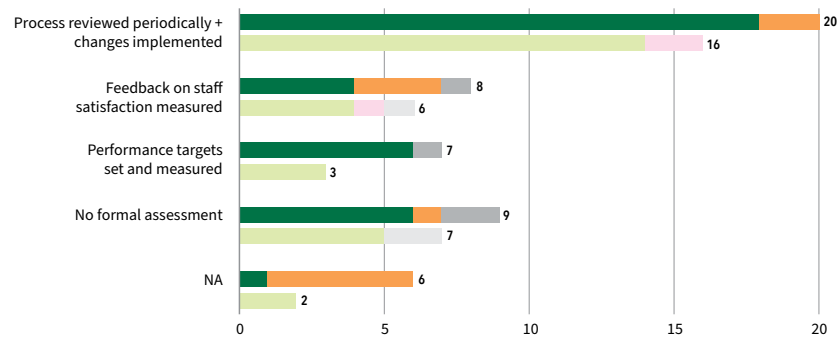


Grievance policy with/without reference to race



Q20

Does your organisation assess the effectiveness of grievance procedures in dealing with complaints swiftly and effectively? (Multiple responses)



Observations for IV.2 (Q19 & Q20)

- Almost all the large organisations (28 out of 29) have a formal grievance policy, either a global policy, Hong Kong policy, or both, though only 17 have one specific to race
- A majority of SME and NGO respondents (8 out of 13) do not have formal grievance procedures or policies
- Of the 33 organisations having formal grievance procedures, 26 review the procedures periodically and bring in amendments based on data and feedback
- Only seven reporting organisations set and measure performance targets for their grievance procedures while eight collect and report staff satisfaction with the process