



# DIVERSITY

# EQUITY

# INCLUSION

*Belonging and Thriving, a global report on DE&I Practices*  
*Luxembourg, December 2024*

# Mission

---



Eulalia Codipietro  
MoveToJoy, Founder  
ICF Member | WEPS Member

*Helping women and organisations to turn adversity into opportunities, and to foster a climate of innovation and productivity through DE&I and well-being.*

MoveToJoy empowers women in the workplace. We believe **gender equality** is not just ethical, but a **strategic imperative**. Research shows that organizations with diverse leadership teams **outperform** their peers, and proves that it boosts **performance and resilience**.

By integrating the Women's Empowerment Principles into our clients' DE&I strategies, we help create **thriving professional environments**. Our **consulting** focus is on **actionable strategies** that empower **empower women, and create a mentally safe and inclusive workplace**.

Furthermore, our **coaching for mindset and mental well-being** strengthen women's mindsets, enabling them to overcome barriers and reach their full potential. We collaborate with partners to drive sustainable change, benefiting the entire workforce and **creating a thriving future**.

*Women leaders and organisations benefit from the 5 E's Framework:  
"Enjoy. Empower. Express. Engage. Expand." to organically foster:  
"Joy. Creativity. Connection. Flow. Success."*





# Why me?



Woman  
Neurodiverse  
Mother  
Visually impaired  
Italian-Luxembourger  
Multilingual  
Creative

As a **woman**, **neurodiverse** individual, **mother**, visually **impaired**, and **Italian-Luxembourger**, I bring a **unique** and **multifaceted** perspective to the conversation on **Diversity, Equity, and Inclusion (DE&I)**, **Mental Health**, and **Women Empowerment**. My lived experiences have instilled in me a deep understanding of the **challenges** and **opportunities** that arise from **intersectionality** and the importance of creating **inclusive** and supportive environments for all.

My professional journey, spanning over two decades, has encompassed **diverse roles**, from strategic marketing at Ferrero International to **consulting** for leading players in the Fund Industry. This experience, coupled with my **coaching** expertise and certifications in Enneagram and Motivation Drivers, provides me with a strong foundation in **understanding human behavior**, **navigating complex organizational dynamics**, and driving **positive change**.

Committed **to personal and professional growth** I deepen my knowledge in fields of interest, especially with regards to neurosciences, and emotions. This passion, combined with my creative outlets – fiction writing, tango dancing, and watercolor painting – demonstrates my ability to **think outside the box**, **embrace diverse perspectives**, and **foster a culture of creativity and innovation**.

## Key Strengths:

- **Lived Experience:** Woman, Neurodiverse, Mother, Visually Impaired, Immigrant
- **Professional Expertise:** Fund Industry Consultant, Coach, Marketing & Innovation
- **Deep Understanding:** DE&I, Mental Health, Women's Empowerment, Human Behavior
- **Creative & Innovative:** Writer, Dancer, Painter, Passionate about Personal Growth
- **Proven Track Record:** Driving Positive Change, Building Inclusive Environments.



# DE&I Snapshot



- Global Trends in the Workplace
- Global Diversity, Equity & Inclusion
- Women's Empowerment Principles
- EU DE&I Legal Framework
- Solutions for DE&I, Mental Health & Women's empowerment
- Annexes
- Sources

# *Global Trends in the Workplace*

# Global Trends



*The workplace experiences a tension between the increasing complexity and ambiguity in the ecosystem, the global trends towards remote, flexibility, and work-life balance, mental health and the pressure for greater women empowerment and DE&I practices.*

## Trends in the Workplace

## Challenges for Women

### VOLATILITY

- **Remote work and digital collaboration** have transformed workplace dynamics, leading to volatility and ambiguity in communication norms and team collaboration. New rituals and practices to maintain engagement and productivity in a virtual environment are needed. Authentic leadership becomes the flagship style.

- Changes in **work policies affecting childcare support**
- Shifts in **market demands impacting female-dominated industries** (healthcare & care services, retail & hospitality, education, services), and need to establish a firmer foothold in Tech and Finance.

### UNCERTAINTY

- Preference for **work-life balance and flexible arrangements** for younger generations of workers
- Shift from vertical to **flat collaborative structures** that emphasize employee input and empowerment, confusion about decision-making and accountability may arise.

- Unclear **career progression paths** (and maternity “penalty”).
- Unexpected **global health crises** disproportionately affecting women's employment.
- Unpredictable **changes in maternity leave policies**.

### COMPLEXITY

- Promotion and active management of **Diversity, Equity & Inclusion**.
- **Cultural sensitivity**: navigate a more diverse workforce with varying cultural backgrounds and perspectives, and brings forth how to create an inclusive environment.

- **Intersectionality** of gender with other diversity factors.
- Navigating **cultural differences** in global teams.
- **Balancing** work responsibilities with societal expectations.

### AMBIGUITY

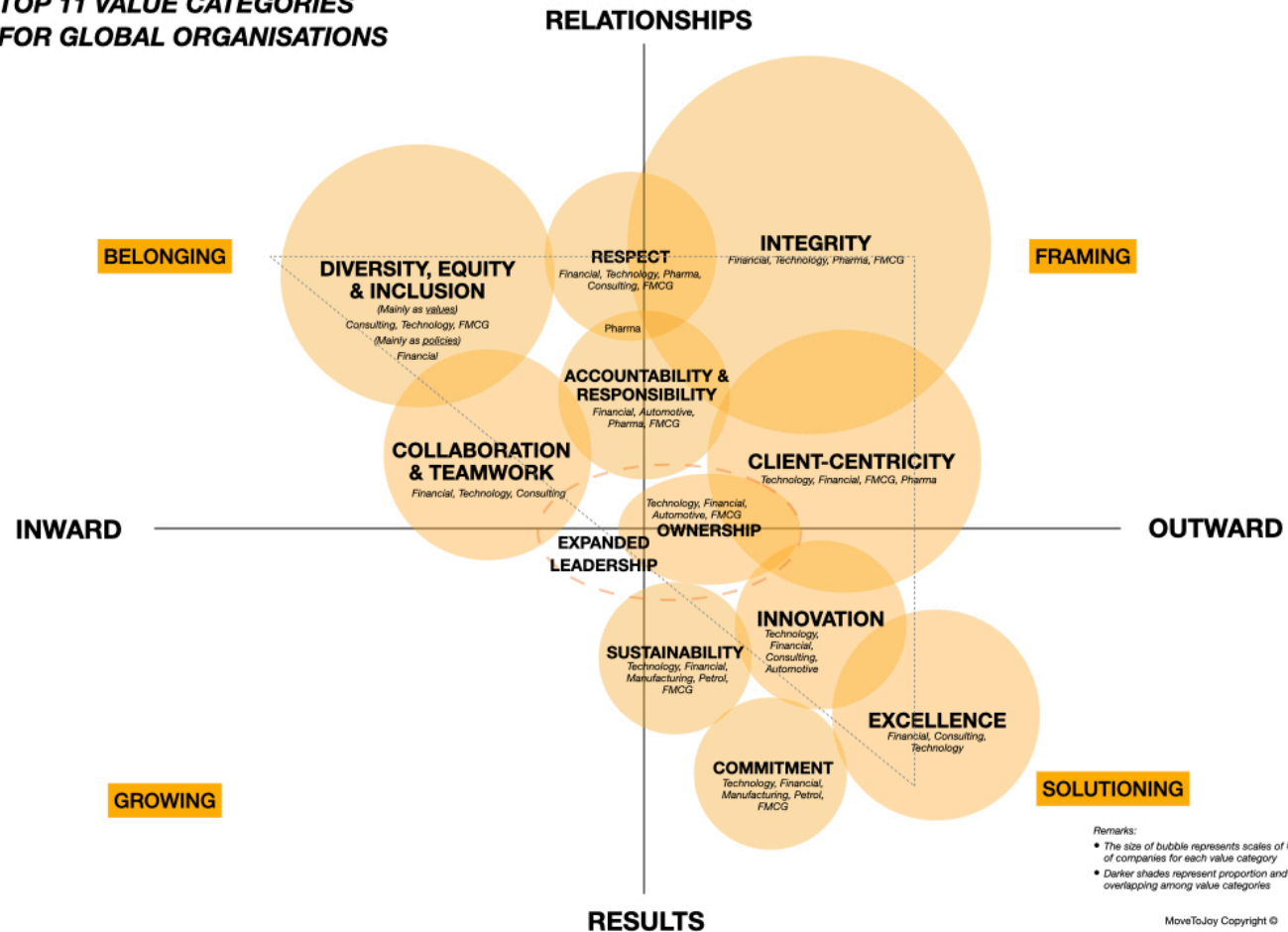
- Increased focus on **mental health**, well-being & burnout prevention: creating a psychologically safe environment is a priority.
- **56% of workforce** does not share their full self at work (and 77% for Pride segment).
- **Purpose-driven work**: search for meaningful work that aligns with personal values, with a focus on social responsibility and ethics.
- **AI and automation**: questions about job security, employee roles, and the future of work.

- **Unclear definitions of workplace harassment**.
- **Vague criteria/expectations for leadership roles** (selection, subjective biases, language).
- Mixed messages about **work-from-home expectations**.
- Ambiguous implementation of **equal pay initiatives**. Equal pay is a must, before performance evaluation and career opportunities.

*Global*  
*Diversity, Equity & Inclusion*  
Trends & market practices

# Global Value Outlook

## TOP 11 VALUE CATEGORIES FOR GLOBAL ORGANISATIONS



- In the Nov 2024 MTJ Global Outlook, Corporate Values have been analysed for **80 global organisations** (scoring 4+ from Glassdoor & listed in top 25 Forbes 2024 Best Companies).
- DE&I** emerged as the main driver for fostering **Belonging**, together with Collaboration & Teamwork, Respect, Accountability & Responsibility.



# DE&I Champions

---



**22 out of 80 Global organisations that have been analysed can be considered as Championing DE&I.**

- **22 companies** out of the 80 global players are **DE&I Champions**: they have **defined DE&I as core value** and linked to their **purpose** or by focusing on it in their **recruitment strategy**, in equal proportion.
- Companies linking the DE&I to values & purpose link Diversity, Equity and Inclusion to a broader scope than just employees, encompassing **customers, suppliers and communities**.
- Leaders of these DE&I Champion organisations are vocal about DE&I and promote it in **written and video messages**.



# Diversity

UNIQUE + AUTHENTIC  
IDENTITY

# BELONGING

BE YOUR FULL, TRUE & BEST-SELF

# INCLUSION

EMPOWERED VOICE for  
GREATER SOCIAL JUSTICE

# Equity

FAIRNESS, EQUAL OPPORTUNITIES,  
NO DISCRIMINATION, BALANCE



**ATTRACTIVENESS  
PERFORMANCE**

**Creativity**

From Authentic & Unique  
Traits

PRODUCTIVITY  
↑  
**ENGAGEMENT**

**FREEDOM**

Confidence & safety to  
express own views

**Equality & Balance**

Equal opportunities, well-being & non discrimination

# Increased Profits

---



*In addition, a research from WEPs has demonstrated that DE&I helps with attractiveness and performance for organisations that champion it:*

- Companies with greater gender diversity see **profit increases between 5% and 20%**.
- Gender diversity **enhances creativity, innovation, productivity, and sustainable economic growth**.
- It **improves the capacity to attract and retain talent** and **better assess consumer interests and demands**.

---

*DE&I makes business sense*



# DE&I Best Practices



80 Global companies

22 DE&I Champions

Of which: 11 link DE&I also to purpose & value, in addition to talent recruitment

## EMPLOYEES

*Empowered action*

- Talent attraction, development, retention
- Affinity groups & M4W support
- Equal opportunities & pay
- Mentorship & sponsorships
- Reverse mentorship
- Successful stories
- Celebrations

## CLIENTS CUSTOMERS PATIENTS

*Ease of  
accessibility*

- Adapted solutions to diverse customer, clients, patients needs & customisation

## PARTNERS

*Diversity*

- Gender-responsive procurement
- Supply chain
- Business partners
- Clinical trials (Pharmacy)
- Educational and Development

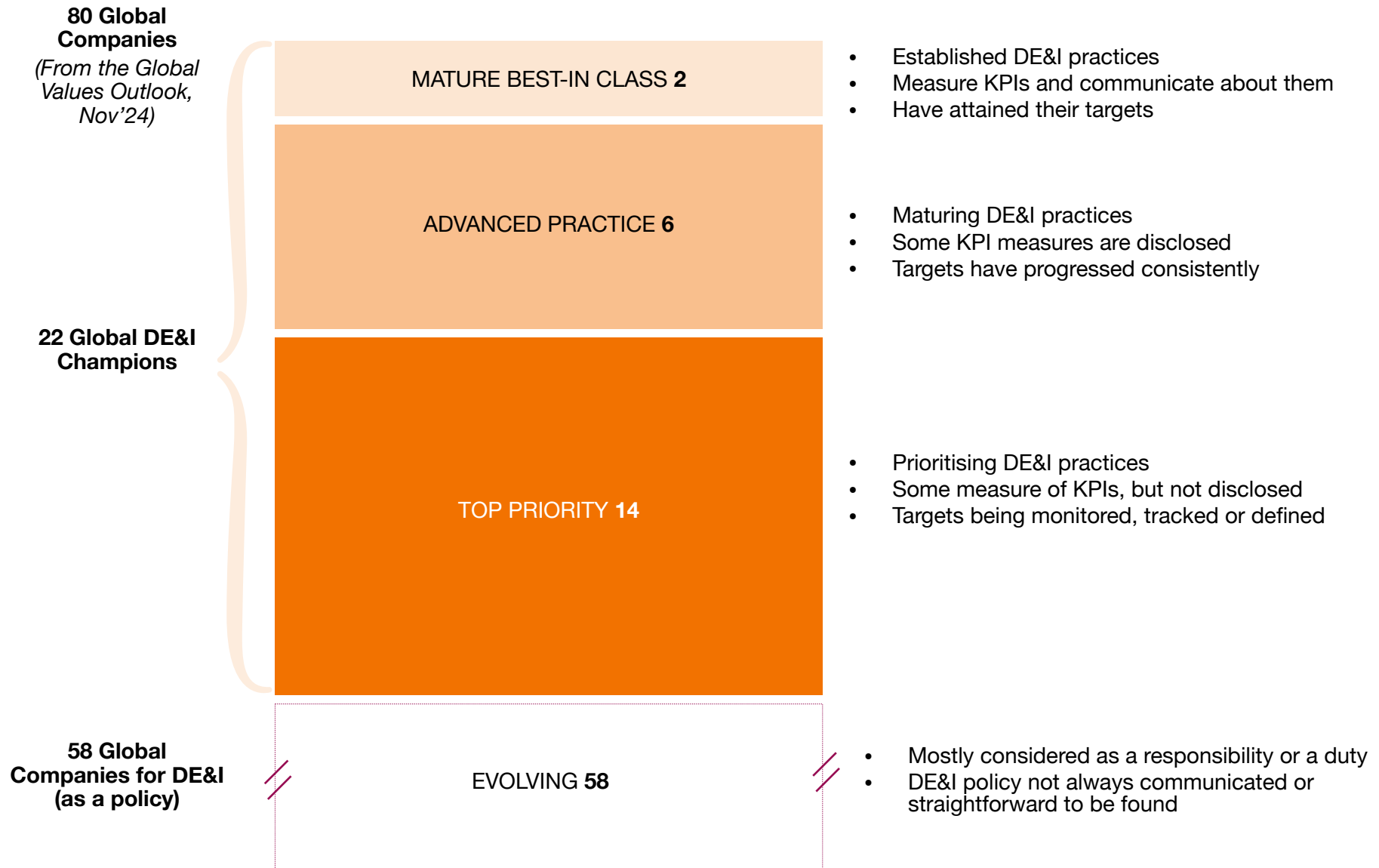
## COMMUNITY

*Promotion of  
social  
justice*

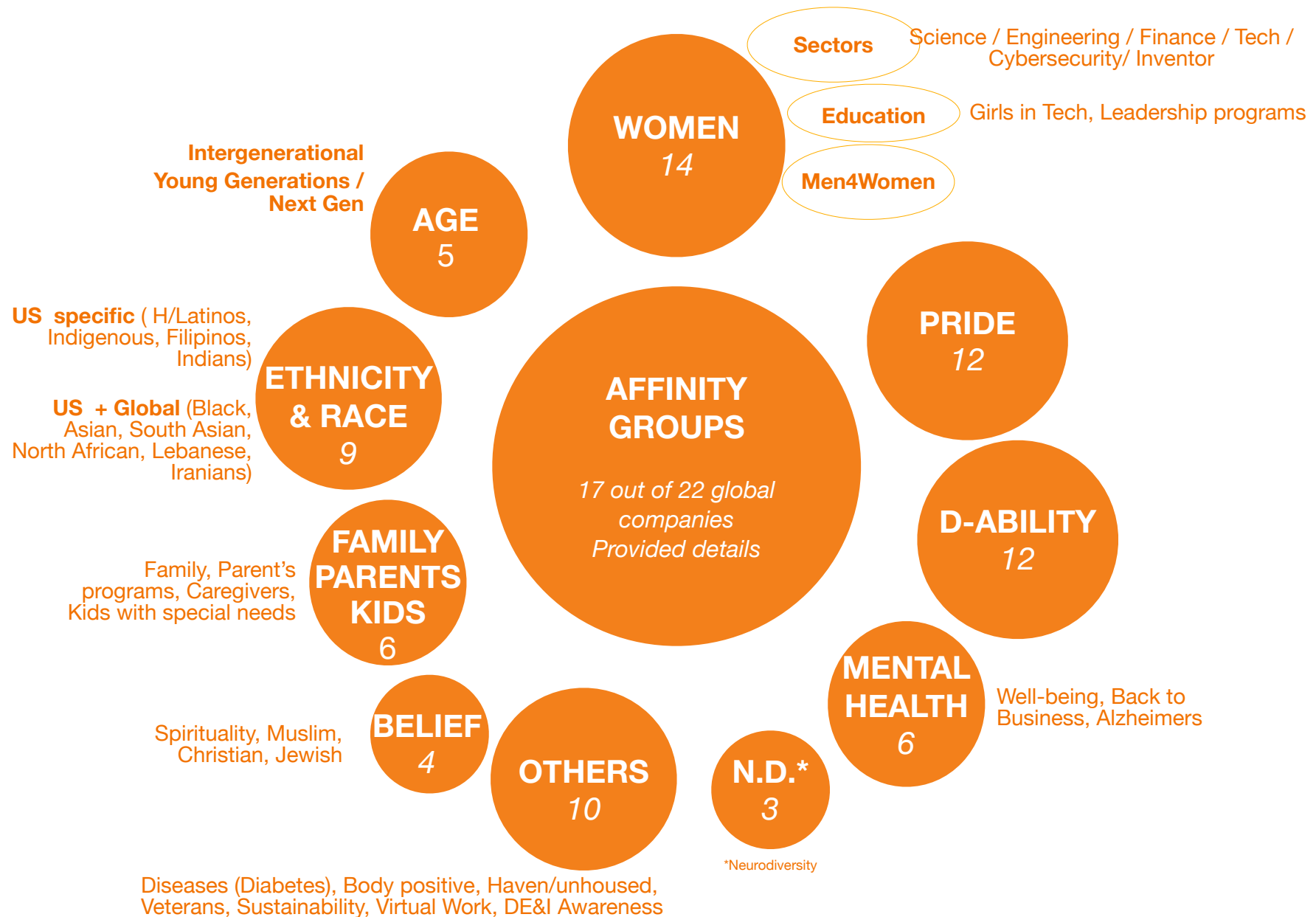
- Educational programs for unfavored ethnic groups, minorities and to promote fixity (Girls in Tech, STEM)
- Promotion of sustainable initiatives
- Promotion of Humanitarian causes (diseases)
- Support of artistic and creative endeavours

*DE&I is a*  
***strategic market opportunity,***  
*~~Not a policy, rather~~*  
***a profit-driven practice.***

# Global DE&I Maturity



# DE&I Affinity Groups





# DE&I Challenges



*A number of challenges arise when implementing DE&I, starting with the ability to track the relevant measures in presence of Intersectionality and the possibility to balance DE&I requirements with the company's functional need for talent:*

- **Defining KPIs, implementing tools and measure progress** especially if linked to company's purpose and values
- **Balancing talent attraction** for DE&I with talent **competence set**, especially with younger generations
- **Intersectionality** of multiple dimensions (for instance, being a Woman and Neurodiverse and a Caregiver etc.) and multidimensionality
- **Global reach / mobility expatriation vs. Local Career opportunities** within the organisation and personal constraints (parent's care or children's care esp. in the context of single-motherhood)
- **Balance of work time** vs. Opportunities for **educational development**
- **Maintain overall positive environment** vs. Reverse discrimination or fear.

*Women's  
Empowerment  
Principles  
(WEPs)*

# Women at work

*While progress has been made with respect to the integration of women in Finance and Technology, women remain underrepresented in leadership positions compared to their overall workforce participation.*

- Only 15% of Women have access to leadership positions in Finance, as a whole.
- In Technology the share of women is close to the bar of 30% but there is a general lack of women in leadership positions for these field.
- Women presence is still high in % for female-dominated fields (Healthcare, Education, Government, Consumer Services, Gigs) representing more than 40% of the workforce in each field.

Category	Percentage
Women in global population	49.71%
Women in global workforce	39% - 47.7%
<b>Women in male-dominated fields</b>	
Technology	26.7% - 28%
Finance	46% (overall), 15% (exec. positions)
<b>Women in female-dominated fields</b>	
Healthcare and Care Services	62.1% - 64.7%
Education	54.0% - 54.4%
Government and Public Sector	49.7% - 50.7%
Consumer Services	51.8% - 53.1%
Online gig work	42%
<b>Women in leadership positions (male-dominated fields)</b>	
Entry-level	48%
Manager	39%
Senior Manager/Director	37%
Vice President	34%
Senior Vice President	29%
C-suite	29%

# Barriers for women



**Systemic obstacles to women's professional development come from their traditional role in society (childcare, societal norms, motherhood and domestic responsibilities), from facing economic discrimination, less access to education and greater safety concerns.**

## CHILDCARE + DOMESTIC RESPONSIBILITIES

Women often bear a disproportionate burden of unpaid care work and domestic responsibilities. The **lack of affordable childcare** is a major obstacle, decreasing a woman's participation chances by almost 5 percentage points in developing countries and 4 percentage points in developed countries.

Family-friendly policies encourage and support women's labour force participation, while they are not enough to break the "glass ceiling" inhibiting women's advancement to the top levels of profession.

## CULTURAL + SOCIETAL NORMS

Societal expectations and gender roles continue to influence women's participation. Globally, **20% of men and 14% of women** believe it's unacceptable for women to have paid jobs outside the home.

## MOTHERHOOD PENALTY

The gender gap in labor force participation widens significantly for those with young children. **For individuals aged 25-54 with at least one child under six, the labor force participation gap increases from 29.2 to 42.6 percentage points.**

## GENDER DISCRIMINATION

Women face discrimination in hiring, promotion, and wages. Even if women and men worked at the same rate, **women would still earn between 43 and 73 cents on the dollar**, depending on the income group.

## ACCESS TO EDUCATION

In some regions, women have less access to education and skills training, limiting their employment opportunities. However, rising educational levels for women does not always translate into increased labor force participation rates due to social norms and conventions.

## COUNTRY ECONOMIC DEVELOPMENT STAGE

The relationship between economic development and female labor force participation often follows a U-shaped curve. In low-income countries, women's participation is high due to economic necessity, while in middle-income countries, it tends to decrease before rising again in high-income economies.

## LIMITED MOBILITY + SAFETY CONCERNS

Women often face mobility constraints and safety issues when working outside the home, particularly in certain cultural contexts.



***“Empowerment is the people  
and the opportunity to follow  
my passion and take risks”***

*(one active woman working at a Global DE&I Champion)*

# WEPs Focus



**Systemic obstacles to women's professional development come from their traditional role in society (childcare, societal norms, motherhood and domestic responsibilities), from facing economic discrimination, less access to education and greater safety concerns.**

Hot topics	Implementation Challenges	Implementation Priorities
Intersectionality	Stereotypes, Imposter's Syndrome	Equal opportunities in career development, promotions, leadership opportunities,
Women in Digital	Lacking networking, peers and role-models	Support programs (education, coaching, mentoring, sponsorship, networking, men4women initiatives)
Women & Climate Change	Man Allyship	Equal pay for all positions across the organisation, equal opportunities in the context of procurement.
Care Economy & Economic vulnerability	Career advancement, learning & development, coaching/mentoring	Transparency & Accountability: reporting for DE&I
Mental Health & Balance	Sexual harrasment & domestic violence	

# Hot Topics



## INTERSECTIONALITY

- Individuals' **experiences** are shaped by the **intersection of multiple social identities**, such as gender, race, age and sexual orientation, which lead to **compounded challenges based on their multiple identities** and forms of **discrimination or privilege** (Kimberlé Crenshaw).
- Clustering allows to **promote equality, better understanding** of diverse talent and stakeholders, promotes **innovation** and drives **market competitiveness**.
- **Key**: addressing the **invisible** forms of identity on top of the visible ones.

## WOMEN & DIGITAL

- Online presence: **21% men more likely than women (worldwide)**, up to 52% in Least Developed Countries.
- **Economic impact** of women's Digital Exclusion as users: US\$1tn in GDP, closing the gap could generate USD\$524bn increase in economic activity and US\$24bn in annual tax revenues.
- **Digital exclusion is a major driver for gender (in)equality**. Barriers: societal norms, education and digital skills, unaffordable devices and tariffs, privacy & safety concerns.
- The **private sector & educational initiatives** ("Girls in Tech", "Girls Who Code") can support inclusion of women in nontraditional roles jobs related to technology.
- **Sustainable goals** are defined in ESG policies in order to foster digital inclusion for women.

## WOMEN & CLIMATE CHANGE

- **Positive "correlation"**: women's leadership favours innovative eco-friendly initiatives and climate change related-leadership roles are assigned to women (different perspectives, systemic approach, different way of assessing risks).

## CARE ECONOMY & FLEXIBILITY

- Inability to seek for work during caring periods: in **Asia** women perform **4.1 more times of unpaid care work than men**, in **Europe: 2.8**.
- **28% of women were working part-time in EU vs. 8% of men** (2022).
- Investing **2% in GDP** in the care industry would **increase employment by 2.4-6.1%** depending on the country.
- **Strategies**: *paid and unpaid labor days to support caregiving* (childcare, eldercare, and disabled), flexible work arrangements, parental leave for both mothers and fathers, child/elder care support (facilities, subsidies), culture that supports work-life balance.

## MENTAL HEALTH

- **WHO priority: enhancing mental and physical health and prevent burn-out**.
- **970 million people** live with a mental disorder (2019) with anxiety and depression. Impact on longevity, quality of life, and health care costs.
- **Economic consequences: global cost bound to reach US\$6.1tn in 2030**, with a lost economic output estimated at US\$16tn over 20 years. **Mental health inequities can lead to US\$14tn in cumulative excess cost** between now and 2040.

# Challenges



## STEREOTYPES & DIFFERENT BEHAVIOUR

- **Stereotypes** linked to gender-roles (family first) or personal attributes (lacking leadership skills, self-esteem & confidence or assertiveness).
- **Different behaviour on the workplace:** less incline to post for a job advert if they do not meet the full list of criteria, receive less (constructive) feedback, have a more cautious approach to handling risks.

## MALE ADVOCACY

- Male-advocacy for gender diverse organisations.
- **Challenges:** “me vs. us” mentality, unconscious bias.
- **Key behaviours:** supporting women’s perspectives, ensuring credit is given and women’s voices are heard, mentoring & sponsoring, advocacy for equal pay.
- **Benefits:** increased creativity and innovation, improved employee engagement and morale, better decision-making, enhanced brand reputation and customer loyalty.
- **Implementation:** training programs on gender bias and allyship, employee advocacy, inclusive leadership & creation of role models, metrics & tracking gender equity goals.

## WOMEN CAREER’S ADVANCEMENT

- Workplace **policies and programs** that open avenues for women’s advancement.
- **Equal opportunities** in networking, mentoring, and education/training programs.
- Entering **nontraditional job fields** and revenue-generating roles.
- **Career development** (up/reskilling, leadership, collaboration & networking, coaching, mentoring, sponsoring).

## SEXUAL HARASSMENT AT WORK

- **Threat in undermining gender equality.**
- Clear definitions for harassment, clear reporting mechanisms and safe support systems.
- WEPs provides a Work Policy Template for Gender-Based Violence and Harassment.

## DOMESTIC VIOLENCE

- **Key elements:** flexible schedule to help manage safety concerns, awareness campaigns, partnerships with local services, support groups to sustain women under these circumstances.
- WEPs provides a Domestic Violence Policy Template.





## PROFESSIONAL DEVELOPMENT

- **Upskilling/reskilling** (presentation skills, collaboration and remote work, financial fundamentals, IT & Technology, Entrepreneurship).
- **Leadership development:** approach, styles, multicultural aspects.
- **Mentoring** skills and **role-models**.

## TRANSPARENCY & ACCOUNTABILITY

- WEPS offers a comprehensive approach for companies to measure and report on their gender equality initiatives.
- **Main features:** holistic reporting, stakeholder engagement, driving action, performance tracking.
- Alignment with Existing Standards: ensures consistency and comparability.
- **Components** of the framework: essential reporting indicators, complementary indicators, input and support measures.
- **Implementation Process:** Companies to report publicly on all Essential Reporting Indicators, via the official WEPS website for public and/or private reporting, and integrate the Essential Reporting Indicators into mandatory reporting requirements.
- **Benefits:** increased resilience, stronger growth, enhanced accountability and better monitoring and evaluation of gender equality efforts.
- **EU Legislation:** the Corporate Sustainability Reporting Directive (CSRD) and Pay Transparency Directive align with the WEPS framework, emphasizing the importance of transparency in advancing gender equality.

## EQUALITY IN OPPORTUNITIES

- In addition to DE&I for employees and women empowerment and to encounter the specific needs of women in the definition of viable market products and services, integrating DE&I practices in procurement policies is a way to favour women's empowerment.
- **Gender-Responsive Procurement** is a strategic approach that uses purchasing to promote gender equality.
- WEPS GRP Assessment Tool helps companies evaluate and improve their GRP policies and practices through a 31-question self-assessment.
- **Benefits:** enhanced brand reputation, improved supply chains, positive community impact, reduced costs, and better compliance with reporting requirements.

# *EU Legal Framework*



**Corporate Sustainability Reporting Directive (CSRD)** - effective since January 2023, requires comprehensive reporting on Environmental, Social, and Governance (ESG) factors, including gender perspectives:

- Approximately 50,000 companies are expected to comply with CSRD reporting requirements.
- CSRD reporting includes gender perspectives, covering workforce diversity, equal treatment, and discrimination prevention.
- Specific requirements include disclosing gender composition in administrative bodies and promoting diversity in top management.
- The directive aligns with the Women's Empowerment Principles (WEPs), driving transparency and accountability within the private sector.

**Pay Transparency Directive** - It aims to tackle gender pay gaps by enhancing access to information and avenues for justice for victims of pay discrimination:

- EU companies will be required to share information on salaries and take action if their gender pay gap exceeds 5%.
- Workers who have suffered gender pay discrimination can receive compensation, including full recovery of back pay and related bonuses or payments in kind.
- The burden of proof in pay discrimination cases shifts to the employer.
- Intersectional discrimination is included in the scope of the new rules *for the first time*.

**EU Countries with Gender Equality Monitoring Regulations** - Several EU countries have implemented regulations for gender equality monitoring, while the average EU of women in the corporate workforce is 32.2% (2023):

1. **France**: The Copé-Zimmermann law mandates 40% representation of women on corporate boards for large companies.
2. **Germany**: Legislation requires 30% of supervisory board seats to be held by women in large companies.
3. **Italy**: The Golfo-Mosca law requires listed companies to have at least 33% of board seats held by the underrepresented gender.
4. **Spain**: A law passed in 2007 encourages large companies to have at least 40% women on their boards.

# Effective **solutions** for *DE&I, Mental Health & Women's Empowerment*



## Solutions for effective DE&I and Women's Empowerment



### CONSULTING

**DE&I Benchmarking & IT solutions**  
**Design, implementation & execution of**  
DE&I initiatives  
**Project management, Workshops**  
**Crisis / Interim management**

### COACHING

**Empowerment & Mindset**  
**Mental Health & Well-being**  
**Intersectionality** (Purpose & Fulfilment,  
Uniqueness & Identity, Motivational Drivers)  
**Innovation, Creativity & Productivity**

### TRAINING

**Effective communication**  
**Multicultural communication**  
**Conflict resolution**

# DE&I full report



*With in-depth content about DE&I, Mental Health and WEPs.*

- **More detail about:**

- Global Trends in the Workplace
- Global Diversity, Equity & Inclusion
- Women's Empowerment Principles
- Women's Empowerment
- Mental Health
- EU DE&I Legal Framework

***Reach out for requesting  
the detailed DE&I report***

- **And expanded content:**

- Women's Empowerment in Luxembourg Financial Sector
- Conclusions & Recommendations
  - DE&I Action Plan Recommendations
  - Women's At Work Action Plan & Recommendations
  - Mental Health Action Plan & Recommendations



# Books & Reports



[www.movetojoy.coach/publications](http://www.movetojoy.coach/publications)

## Books

### *Mindset & Well-being*

"**Becoming a Champion of Joy!**", on Librinova.fr, Amazon (in French & English) - Discover Joy and Overcome Limiting Beliefs! Unlock mindset hacks to break free from self-doubt, embrace peace, and find fulfillment in life. Includes a self-assessment tool to evaluate your well-being and satisfaction.

### *Mindset & Fulfilment*

"**Unlocking Success - Tales of resilience, innovation and growth**" with Jack Canfield (Jan. 2025) - The power of Joy alongside other compelling stories to foster resilience, innovation and growth and provide cues about we can individually and collectively unlock success. Bestselling on multiple categories on Amazon on Day of Launch, January 9th 2025!

### *Mindset & Enterprising*

In progress. A book about women, risk and business.

## Reports & Reviews

**DE&I - Belonging and Thriving, a Global Report on DE&I Practices**, December 2024 - A global review of DE&I practices with insight from 80 global companies, and the UN Women initiative for Women Empowerment and Mental Health.

**Global Future Trends in the ICT Market**, September 2024 - A global review of major ICT markets and trends for the next 20 years, including all that is happening in the VR, robotics and AI space with impacted sectors and how.

**Global Future Trends in the MedTech Market**, September 2024

A global review of major trends in the MedTech, with major directions for development, state by state.



## **Corporate culture & DE&I** - on Medium & LinkedIn

"Can fulfilment be so unfulfilling?" - A global report on corporate values, Nov. 2024  
A global review of corporate culture & corporate values from 80 global companies.

"Belonging and Thriving in the Workplace" - A Global Perspective on Diversity, Equity & Inclusion, with a focus on women's empowerment  
A summary of the global review of DE&I practices from the DE&I Belonging and Thriving report.

## **Financial sector**

"Ucits IV: Implications du passeport des sociétés de gestion pour le modèle opérationnel des prestataires de services fonds au Luxembourg", Agefi, 2009  
Research "Fund Industry in Luxembourg, France and Belgium - Market perspectives and trends", 2008 with a Keynote presentation in February 2009.

# Annexes

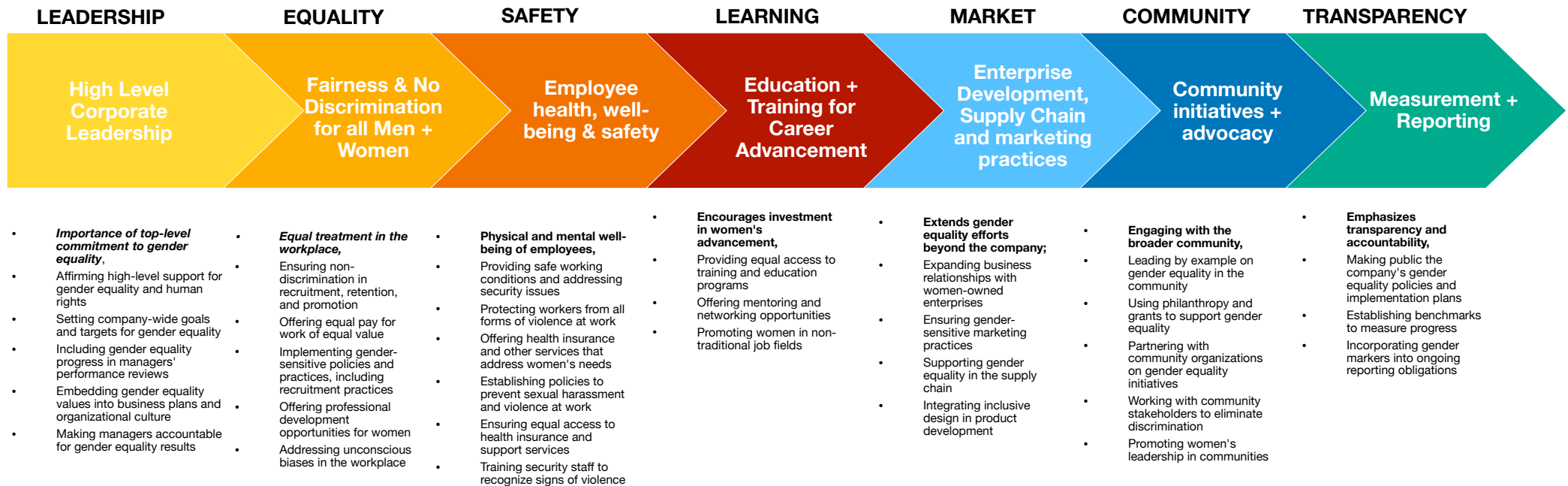
---



# WEPs Framework



Women's Empowerment Principles (WEPs) have been defined by UN Women and UN Global Compact:



## The WEPs journey



### WEPs Gender Gap Analysis Tool

- Helps companies assess their gender equality performance.
- Allows companies to evaluate their strategic approach to gender equality
- Identifies gaps and opportunities for improvement
- Provides a roadmap for setting corporate goals and targets
- Helps benchmark progress on gender equality across different business areas

User-friendly and applicable to companies of all sizes across various sectors and regions, it aligns with international standards and reporting frameworks, making it a valuable resource for companies committed to advancing gender equality.

# Sources



A - a4ai, abilityoptions, adecco, agentforthefuture, apps.who, arabstates.unwomen, asiapacific.unwomen,  
B - businessinsider, businessnewsdaily,  
C - channelnewsasia,  
D - delano, dialogue.earth, digitalfrontiersinstitute, dzconnex, www2.deloitte  
E - ec.europa, economictimes, eib, eige.europa, elibrary.imf, europarl.europa, EY,  
F - facilitiesnet, forbes, forgeperformance,  
G - genderdata.worldbank, globalallianceforcare,  
H - hindustantimes, hr.berkeley, humansmart,  
I - ictworks, ILO, IMF, indeed, IZA,  
J - joingenius,  
L - l3a, learn.weps, linkedin, linksinternational, luxembourgforfinance,  
M - mckinsey,  
N - notchhr,  
O - openknowledge.worldbank,  
P - paperjam, paradigmhq, peoplemattersglobal, pmc.ncbi.nlm.nih, prnewswire, purdueglobal, pwc, blog.pwc,  
Q - quereos,  
R - randstad, roberthalf,  
S - sage,  
T - timesofindia, topemployers,  
U - UN,  
W - webapps.ilo, weforum, wemeanbusinesscoalition, weps, WHO, widef.global, wol.iza, wonderkind, World Bank, workproud.





**Eulalia Codipietro**

[eulalia@movetojoy.coach](mailto:eulalia@movetojoy.coach)

+352 621 192 552

[www.movetojoy.coach](http://www.movetojoy.coach)



*Belonging and Thriving, a global report on DE&I Practices*  
*Luxembourg, December 2024*

