
Inclusion and Diversity Dynamic Briefing

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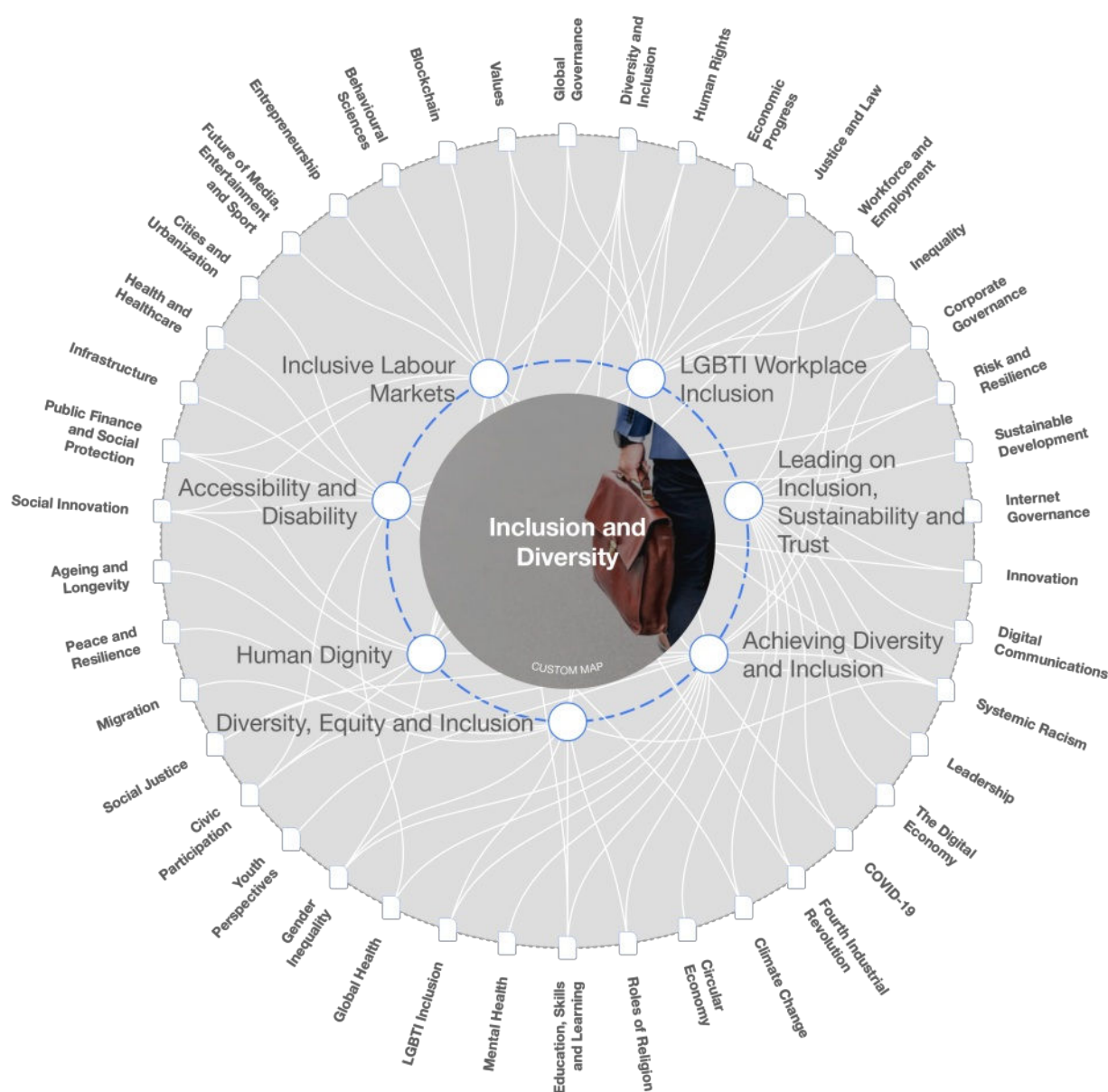


Inclusion and Diversity

Last review on Mon 10 May 2021

About

This dynamic briefing draws on the collective intelligence of the Forum network to explore the key trends, interconnections and interdependencies between industry, regional and global issues. In the briefing, you will find a visual representation of this topic (Transformation Map – interactive version available online via intelligence.weforum.org), an overview and the key trends affecting it, along with summaries and links to the latest research and analysis on each of the trends. Briefings for countries also include the relevant data from the Forum's benchmarking indices. The content is continuously updated with the latest thinking of leaders and experts from across the Forum network, and with insights from Forum meetings, projects communities and activities.



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Executive summary

Learn more on how to promote equal opportunities and manage inclusion and diversity in the workplace.

1. LGBTI Workplace Inclusion

Companies that are diverse and inclusive are better able to compete for talent.

2. Leading on Inclusion, Sustainability and Trust

Companies have a responsibility to deploy technology in a way that benefits everyone.

3. Achieving Diversity and Inclusion

Identity is multifaceted, and so is discrimination.

4. Diversity, Equity and Inclusion

Whether based on race, caste, religion, or gender, discrimination is rampant.

5. Human Dignity

The design of public spaces must be continuously re-thought in order to preserve basic humanity.

6. Accessibility and Disability

Design for disability should move beyond binary thinking to focus on maximum access.

7. Inclusive Labour Markets

The technological disruption of labour markets creates both challenges and opportunities for people.

LGBTI Workplace Inclusion

Companies that are diverse and inclusive are better able to compete for talent

The United Nations' Standards of Conduct for Business were developed by the UN Human Rights Office in 2017. They build on both the UN Guiding Principles on Business and Human Rights, and on the UN Global Compact (launched by the UN Secretary General in 2000). The Standards offer guidance to companies on how to respect everyone's rights, including those of lesbian, gay, bi, trans, and intersex people. They cover what steps corporations should take to respect and support the rights of LGBTI people in the workplace, in the marketplace, and in the community. To assist and empower companies, the Partnership for Global LGBTQI+ Equality (PGLE) - a World Economic Forum Lighthouse project and initiative of the Forum with BSR and the UN Office of the High Commissioner for Human Rights - launched the UN LGBTQI+ Standards Gap Analysis Tool in 2021. It is a free and confidential online platform for companies to assess their policies and programs and set targets. The tool is meant to provide companies with a roadmap to help align their practices, policies and procedures with the UN Standards of Conduct.

The UN Human Rights Office has encouraged companies, trade unions, and other stakeholders to monitor their own compliance because the Standards lack a monitoring mechanism. However, they represent both a human rights-centred approach and good business practice; a failure to meet them can have implications for recruitment and optimizing workforces. There are also implications for retention, as discriminating against people because of their actual or perceived identity as LGBTI may lead to unnecessary turnover. Discrimination and prejudice also impair productivity, increase absenteeism, and undercut motivation and loyalty. A report published in 2018 by Open For Business, a coalition of companies dedicated to LGBTI inclusion including Google, McKinsey & Company, and Thomson Reuters, presented evidence that diverse and inclusive firms are better able to compete for talent. According to NYU School of Law's Center for Diversity, Inclusion & Belonging, and Coqual (formerly the Center for Talent Innovation), companies can protect workers via the "When in Rome" approach, by adhering to local norms, via the "Embassy" approach, where corporate policies are enforced regardless of local context to create safe space, and via the "Advocacy" model, where a company attempts to positively influence local laws and regulations affecting LGBTI people.

Related insight areas: [Human Rights](#), [Corporate Governance](#), [Inequality](#), [Workforce and Employment](#), [Values](#), [Diversity and Inclusion](#), [Global Governance](#), [Justice and Law](#), [Economic Progress](#)



[RAND Corporation](#)

How the Dobbs Decision Could Affect U.S. National Security

09 September 2022

In this Perspective, the authors use publicly available data to provide an estimate of the scope of the effects of the Dobbs v. Jackson U.S. Supreme Court decision on the health and readiness of the U.S. armed forces.



[London School of Economics and Political Science](#)

Book Review: Underflows: Queer Trans Ecologies and River Justice by Cleo Wölfe Hazard

31 July 2022

In *Underflows: Queer Trans Ecologies and River Justice*, Cleo Wölfe Hazard explores the hydrological, cultural and epistemological dynamics of public imaginaries of water and water-related networks through a queer and trans orientation to the world. Covering an impressive swath of ground, this book presents insightful and challenging departures in theory and methodology and is a worthwhile read for ecological scientists and social theorists [...].

Leading on Inclusion, Sustainability and Trust

Companies have a responsibility to deploy technology in a way that benefits everyone

Businesses must address growing concerns about how technology affects inequality, personal freedoms, and access to decent jobs. Many company leaders are faced with calls from their own customers and employees to make a more positive contribution to society. In 2019, the Business Roundtable, an organization that includes the CEOs of some of the most prominent companies in the world and once defined a company's purpose as serving shareholders, re-defined that purpose to include a commitment to all stakeholders. COVID-19 has underlined the risk of leaving half the world cut off from the internet and the digital economy - at a time when schools have closed, many people have lost jobs, and social media has been needed to both expose racial injustice and rally efforts to confront it. In a digital-first world, there is an opportunity to fundamentally redefine business and reinvent models with renewed purpose. Technology can help ensure the health and well-being of often-remote workforces, increase the transparency of supply chains, reduce carbon emissions, responsibly handle personal data, promote racial equality, and accommodate a more diverse array of potential customers and users.

Many companies have deployed digital tools to support the response to COVID-19. A smartphone app developed by South Korea's KT Corporation, for example, can inform users of outbreaks near their location, and educate them about symptoms and prevention. IBM has meanwhile provided access to its artificial-intelligence-powered technologies to help researchers develop potential treatments for the disease. Other companies have used technology to look after their own employees, such as Bank of Ireland's increased employee access to a wellness program that includes an app and interactive courses on mental, physical, and financial health. Companies can also advance digital transformation in ways that reduce environmental impact, and provide a means for more people to gain access to important information and services. Though roughly half of the global population still does not use the internet, businesses and governments have an opportunity to collaborate in a way that better addresses this digital divide. Ultimately, research suggests that those companies that orient their digital transformation plans around a higher purpose are likely to better gain the trust of users, and to be more competitive.

Related insight areas: [Circular Economy](#), [Corporate Governance](#), [Sustainable Development](#), [Innovation](#), [Systemic Racism](#), [Leadership](#), [Climate Change](#), [The Digital Economy](#), [Risk and Resilience](#), [COVID-19](#), [Workforce and Employment](#), [Internet Governance](#), [Fourth Industrial Revolution](#), [Digital Communications](#)



LSE Business Review

How human capital makes or breaks digital innovation

26 October 2022

The success of digital transformation in organisations depends on a combination of technology and people. However, many leaders ignore the role of human capital in their plans. Ricardo Viana Vargas writes that when digital transformation efforts fail, it is often due to the mismanagement of people. Netflix CEO Reed Hastings, considered one of the ... Continued.



Boston Consulting Group

Middle East Companies' Ambitions Need a Step-Change in Data Maturity

17 October 2022

In BCG's 2021 Data Capability Maturity Assessment (DACAMA) survey, companies were asked about their current performance in data maturity and their future aspirations—specifically, where they plan to be over the next three years. This is the third DACAMA survey, with previous surveys were conducted in 2015 and 2018. Approximately 1,100 companies worldwide participated in the survey, with 50 companies from the Middle East. Company performance is rated across seven core data capabilities: Vision, Use Cases, Analytics Setup, Data Governance, Data Platform, Ecosystem & Partnerships and Leadership, Change & Enablement. These are among the more than 40 competencies covered collectively.



Cities Today

Where next for New York's Internet Master Plan?

21 September 2022

New York's Mayor Eric Adams and Chief Technology Officer Matthew Fraser this week launched what they called a "landmark digital equity programme". Big Apple Connect will make free high-speed internet and basic cable TV available to 300,000 residents in over 200 New York City Housing Authority (NYCHA) developments by the end of 2023.



London School of Economics and Political Science

Open Access and the enduring myths of the long 1990s

14 September 2022

From the dawn of the popular internet in the 1990s to the present day, Open Access (OA) to scholarly research has been a goal for many researchers and advocates. Drawing on research into the early OA discourse of the 1990s, Corina MacDonald argues that many of the original optimistic arguments in favour of open access ... Continued.



World Economic Forum

How digital transformation is driving action in healthcare

09 September 2022

Digital transformation in healthcare is growing rapidly year-on-year. Health information systems are designed to manage healthcare data. CHISU project is helping countries in their digital transformation journey. Digital transformation has been a hot topic in the healthcare industry in recent years. Spending on digital transformation surpassed \$1.3 trillion worldwide and it is growing at a whopping 10.4% year on year.



World Economic Forum

Five key trends shaping the new world of work

09 September 2022

There is transformation happening in the world of work, both as a result of the pandemic, and underlying structural shifts. Companies are restructuring for efficiency, and recruiting for skills rather than potential, while talent is highly mobile. Digital skills are increasingly central to workers' employability. From the phenomenon of "quiet quitting" to the great resignation, the post-pandemic reluctance of workers to return for the office has been well documented. Many of the trends we are currently seeing in the world of work predate the covid-19 pandemic.



Cities Today

Digital divide efforts focus on care leavers

07 September 2022

Following a pilot project, Greater Manchester Combined Authority (GMCA) is rolling out a programme to provide care leavers with free data connectivity for 12 months, as well as devices and training. GMCA, which is made up of the ten Greater Manchester councils, estimates there are 4,200 care leavers up to the age of 25 across the region and that all are digitally excluded in some way. The programme aims to address some of the issues faced by young people leaving the care system, including often having less disposable income to afford basic essentials such as digital devices and connectivity. A statement from GMCA said: "A lack of digital access and skills can have a huge negative impact on a person's life, leading to increased loneliness and social isolation, less access to jobs and education, which both in turn are associated with poorer health outcomes and a lower life expectancy and financial exclusion." Pilot results.

Achieving Diversity and Inclusion

Identity is multifaceted, and so is discrimination

The many different factors that can make up a person's identity - race, gender, age, physical ability, or cultural background, for example - shape their experiences throughout life. When it comes to confronting discrimination based on identity, there is a growing movement within and beyond the human rights community to draw wider attention to these multiple dimensions, and to the social, economic, and historical contexts in which discrimination takes place. This method of examining the multiple forms of discrimination that different individuals may face in a holistic way is known as "intersectionality"; fundamentally, it is a recognition that discrimination is experienced in complex ways, which can often have compounding impacts on one another. Merely focusing on only one form of discrimination, such as racial identity, without considering other factors like a person's gender or economic status, means that other, simultaneous rights violations can easily be overlooked or ignored. This can lead to a failure to address the totality of problems and structural disadvantages experienced by groups such as minority women, older people with disabilities, or LGBTI minorities.

Our understanding of intersectionality is still in its infancy. Most institutions with a responsibility to prevent or remedy discrimination - like courts, government institutions, schools, and businesses - need more training and tools to incorporate it into their policies and practices. Focusing on intersectionality brings advantages; it acknowledges the complexity of peoples' experiences, and takes into account their unique social and historical context. For example, unemployment, poverty, and homelessness are all contributors to disadvantage for vulnerable populations, so including them in any contextual analysis enriches our ability to understand these populations. Intersectional approaches focus on society's response to an individual's multifaceted identity, rather than slotting that person into rigid categories. It also acknowledges that discrimination may be less overt now than in the past, and more multi-layered, systemic, and institutionalized. Responses must therefore be more sophisticated, and greater effort is necessary to elevate sensitivity to the connections between race, gender, and social class. That in turn could modernize our understanding of and responses to discrimination - moving beyond the compartmentalization that has characterized most approaches to date.

Related insight areas: [Education, Skills and Learning](#), [LGBTI Inclusion, Diversity and Inclusion](#), [Systemic Racism](#), [Social Justice](#), [Corporate Governance](#), [Gender Inequality](#), [Global Health](#), [Youth Perspectives](#), [Inequality](#), [Mental Health](#), [Roles of Religion](#), [Civic Participation](#)



[Business and Human Rights Resource Centre](#)
Binding Treaty needed to ensure accountability for transnational corporations: Mogpog River case study

19 October 2022

Toxic pollution case in the Philippines highlights urgent need for effective binding treaty on business and human rights to effectively hold transnational corporations to account for human rights and environmental harms.



[London School of Economics and Political Science](#)
Black drivers were more likely to be stopped by police after Trump rallies in 2016

12 October 2022

In new research, Pauline Grosjean, Federico Masera, and Hasin Yousaf look into how Trump's 2016 presidential campaign affected police behavior toward Black Americans. They find that that Black drivers were 5.7 percent more likely to be stopped by police after a Trump rally, and that this effect happens immediately after the rally, is specific to Black ... Continued.



[Duke Fuqua School of Business](#)
Research Finds Black Women Receive Better Deals When Negotiating

11 October 2022

When taking an organizational behavior seminar in graduate school, Angelica Leigh came across several studies that found when it came to negotiations, men fared better than women and white negotiators outperformed Black negotiators. Leigh, now an assistant professor of management and organizations at Duke University's Fuqua School of Business, said these findings did not align with her own experiences. "Research showed that women received worse negotiation outcomes because of the stereotype that they are nice, communal, and caring for others," Leigh said.



[Duke Fuqua School of Business](#)
Black Women Are Believed Less Than Others with Discrimination Claims

09 September 2022

Over the past several years, two momentous social justice campaigns – Black Lives Matter and #MeToo – have drawn attention to patterns of racial discrimination and gender-based harassment and misconduct. Both movements were founded by Black women, which makes recent research from Professor Ashleigh Shelby Rosette of Duke University's Fuqua School of Business somewhat ironic, Rosette said: "Our experimental studies and analyses of data from the Equal Employment Opportunity Commission (EEOC) show Black women are believed less than white women when they make allegations of gender discrimination.

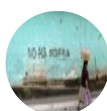
Diversity, Equity and Inclusion

Whether based on race, caste, religion, or gender, discrimination is rampant

Entrenched structural shortcomings have made inequality a reality in just about every part of the world. While Apartheid in South Africa was easily recognized as abhorrent, similar types of systemic bias continue to sustain patriarchy and privilege - and are either not-well-understood or wilfully ignored. These systems are often presented as meritocratic and fair, while in fact they serve to keep certain groups of people far from power and influence. Despite the aspirations of human rights activists and policy-makers, humanity still has not realized its collective talent potential - as significant parts of the population remain effectively excluded from obtaining a quality education. Structural discrimination rests on the twin pillars of prejudice and failure to prioritise systemic change. Some of the many factors at play include race in the US, caste and religion in India, sexual orientation in Uganda, gender in Saudi Arabia, immigration status in Europe, and statelessness in Haiti. Societies constructed on explicit or implicit bias require a retracing of the steps that got them there, a recalibration of historical attitudes, and more forward-looking approaches.

Prejudice is born of insecurity, and ensures that particular groups dominate. It is perpetuated by people (usually men) from dominant ethnic, racial, religious, or linguistic communities, with any departure from their “norm” treated as deviant and harmful. In previous centuries this fuelled colonization and false notions of the value of one civilization over others. This legacy is deep-seated, and continues to enable the subjugation of native populations, making their ancestral territories and resources subservient to dominant political powers. The general exclusion of women and others deemed “deviant,” such as the LGBTI community, has continued - though modernizing social norms are steadily outstripping ancient prejudices. Women's voices are coming to the fore, as seen in the #MeToo movement, racial intermixing and immigration are reshaping societies, and widespread support exists for the types of systemic change called for by Black Lives Matter and other movements. The scale and complexity of global problems requires tapping the broadest talent pool to find solutions; relying only on a relatively small portion of the population based on its privileged identity would be foolhardy.

Related insight areas: [Diversity and Inclusion](#), [Migration](#), [Systemic Racism](#), [Human Rights](#), [Roles of Religion](#), [Gender Inequality](#), [Peace and Resilience](#), [Ageing and Longevity](#), [Education](#), [Skills and Learning](#), [LGBTI Inclusion](#)



Business and Human Rights Resource Centre
"It always seems impossible, until it's done": Progress and challenges in the negotiations towards a global legally binding instrument on corporate legal accountability

17 October 2022

While multiple crises on the planet – including the pandemic – have further consolidated transnational corporate power, local communities continue to stand up to corporations violating their human rights and damaging the environment – but they face multiple barriers to access justice. In early 2022, my participation in the G7 sustainable supply chain conference and its labour ministers' meeting made it clear that some of the most powerful states are starting to accept the ineffectiveness of voluntary standards. They have recognised the need to complement them with binding rules that create a global regulatory standard.



World Economic Forum
The diversity backlash is underway. Here's how to resist it

12 October 2022

The work to advance diversity, equity and inclusion (DEI) in business is facing a backlash. Some people feel aggrieved, insisting that they are losing opportunities because they don't fall into certain groups. Handling this takes leadership and courage – and an awareness of the bigger picture. Those of us who work to advance diversity, equity and inclusion (DEI) in businesses knew this was coming. When protests for racial justice spread across the world in 2020, many corporations were quick to make promises.



Pew Research Center
Black Lives Matter tops list of groups that Black Americans see as helping them most in recent years

10 October 2022

Demonstrators hold "Black Lives Matter" signs at the "Justice for George Floyd" march outside the Minnesota State Capitol on March 19, 2021, in St. Paul, Minnesota. (Kerem Yucel/AFP via Getty Images) Around four-in-ten Black adults in the United States (39%) say Black Lives Matter has done the most to help Black people in recent years, far exceeding the share who say the same about other groups or organizations, according to a recent Pew Research Center survey. By comparison, around one-in-five Black adults (17%) say the NAACP has done the most to help Black people in the U.S. in recent years and 13% say the same about Black churches or religious organizations. Smaller shares point to the Congressional Black Caucus (6%) and the National Urban League (3%), while 14% of Black adults choose someone else.



German Institute for International and Security Affairs
Feminist Foreign Policy

18 August 2022

Concepts, core components and controversies In their Coalition Agreement 2021–2025, the parties that form the current German government agreed to pursue a "Feminist Foreign Policy" (FFP). The German Foreign Office is now committed to do so, while the Federal Ministry for Economic Cooperation and Development seeks to pursue a "feminist development policy". FFP will also be a discussion topic in Germany's first National Security Strategy. Germany is thus following a trend, as ever more governments commit to FFP or at least seek to realise certain elements. Yet what the FFP approach actually means in theory and practice remains vague and contentious: what preconditions it requires, in what contexts it applies and what implications it involves. This openness provokes debates across politics, civil society and academia.



The New Humanitarian
Policymakers and racial justice activists came together to discuss decolonising aid. Here's what happened...

11 August 2022

Earlier this year, dozens of senior policymakers in humanitarian response gathered virtually to discuss "decolonising" an international aid sector accused of being top-down, unaccountable, and – in some cases – racist and with unhealthy levels of power over the people it serves. It had been nearly two years since the murder of yet another unarmed Black man in the United States sparked a global conversation about race – and the aid industry was not exempt. A senior representative of a multilateral donor institution in the room raised his hand. His question came across as naïve, but was, I suspect, intended as a provocation. "I haven't heard [the term decolonisation] in the [Global] South; I haven't heard it here in Europe; I haven't heard it with our colleagues in the United States or in Canada. I haven't heard it from NGOs.

Human Dignity

The design of public spaces must be continuously re-thought in order to preserve basic humanity

Being human is not something you earn. Yet, despite its shared, intrinsic quality, basic humanity is regularly denied to disabled people and other marginalized groups. The preservation of human rights for most people relies upon a mix of engineered access, laws, customs, and technology (unlike civil rights, human rights belong to the individual). Dignity, meanwhile, while fundamental to human rights (the United Nations' Universal Declaration of Human Rights cites the recognition of dignity as the foundation of freedom, justice, and peace), is nonetheless perennially vulnerable. Safeguarding human dignity has not always been valued, and care must be taken to ensure it is respected. In terms of design, this means re-thinking entire systems, structures, and technologies. One simple, often-overlooked example of rethinking traditional design in order to expand access and usability is the tactile, bumpy surface now applied to stretches of sidewalk around the world in order to warn vision-impaired pedestrians about obstacles like curbs. These "tenji blocks" are courtesy of Japanese inventor Seiichi Miyake, who developed them in the 1960s.

Inclusive design requires working closely with communities to tailor a project's goals to local needs - and giving priority to the vulnerable. Functional support ensures participation, and is a cornerstone of human dignity. Effective functional support encompasses more than physical inclusion, however. For example, language itself needs to be inclusive, and to avoid stigmatizing. And while governments do not confer human dignity, their actions or inaction can either support or erode it. Disability is a useful means to help these governments understand inclusion; The UN Convention on the Rights of Persons with Disabilities, adopted in 2006, is the first comprehensive human rights treaty of the 21st century. It is a benchmark framework that guides international progress in formulating and enforcing legislation, strategies, policies and programs that promote equality, inclusion and the empowerment of persons with disabilities. The Convention, which had an initial 82 signatories, the highest number ever for a UN convention on its opening day (the number of signatories has now topped 160), can help ensure human rights and fundamental freedom for many people in need.

This key issue was curated in partnership with Katherine Ott, Curator in the Department of Medicine and Science at the Smithsonian's National Museum of American History and Beth Ziebarth, Director of the Accessibility Program for the Smithsonian Institution.

Related insight areas: [Workforce and Employment](#), [Social Justice](#), [Human Rights](#), [Civic Participation](#), [Social Innovation](#), [Global Governance](#), [Systemic Racism](#), [Values](#), [Public Finance](#) and [Social Protection](#)

No Knowledge

We don't have any recent, relevant knowledge available on Human Dignity, but you can check back later using Strategic Intelligence if you would like to monitor Human Dignity in real-time. You can find more information on how by looking at the "Continue the experience online" page later on in this briefing.

Accessibility and Disability

Design for disability should move beyond binary thinking to focus on maximum access

While accessible design that promotes independence can be enforced, informal and often erroneous assumptions about what constitutes accessibility persist in many places because of longstanding custom and tradition. Where no code exists, notions of accessibility vary - and generally come into existence without input from actual people with disabilities (inclusion is a process rather than an outcome, and participation is essential). In general, what makes for effective accessibility changes according to user, task, and environment. In addition, “accessible” design differs from “inclusive” design. While accessibility - to spaces both physical and virtual - is fundamental, it is also often confined to certain users as defined by economics or education, and therefore undermines the potential for equal participation. Inclusion, on the other hand, builds upon accessibility and goes further by accounting for unequal resources and barriers to participation. A truly inclusive strategy takes action to support participation - one example is the Smithsonian Institution’s deployment of technology in 2019 that provides verbal descriptions for museum visitors who are blind or have poor vision.

“Disability” is only the currently-preferred term for basic human differences, and the very concept of inclusion is mutable because it is about creating new, unlikely relationships among entities and people. Real flexibility takes into account varying body types, cognitive capacities, communication styles, and other differences - and design for disability should therefore reject the sort of binary thinking represented by “normal/abnormal,” “able/disabled,” and “male/female,” and instead focus on achieving maximum access and usability. Inclusive design centres on users at the edges of usability, rather than on the norm, in order to help ensure fuller inclusion. One area of increasing significance in this regard is emergency events; marginalized populations are especially vulnerable to climate change-related emergencies, infrastructure failures, and violence, for example. The health and safety of disabled people must therefore be built directly into every possible response strategy. By preparing in advance for the participant whose bodily difference demands a reduction of impediments, inclusion is more easily achieved.

This key issue was curated in partnership with Beth Ziebarth, Director of the Accessibility Program for the Smithsonian Institution and Katherine Ott, Curator in the Department of Medicine and Science at the Smithsonian’s National Museum of American History.

Related insight areas: [Social Innovation](#), [Civic Participation](#), [Climate Change](#), [Risk and Resilience](#), [Public Finance and Social Protection](#), [Infrastructure](#), [Cities and Urbanization](#), [Health and Healthcare](#), [Global Health](#), [Workforce and Employment](#), [Sustainable Development](#), [Innovation](#)

No Knowledge

We don't have any recent, relevant knowledge available on Accessibility and Disability, but you can check back later using Strategic Intelligence if you would like to monitor Accessibility and Disability in real-time. You can find more information on how by looking at the "Continue the experience online" page later on in this briefing.

Inclusive Labour Markets

The technological disruption of labour markets creates both challenges and opportunities for people

The creation of labour markets that enable everyone to participate regardless of race, ethnicity, or background has been a long-time goal of many organizations. While some advances have been made with regard to the share of women in the workforce, and laws barring discrimination, a lack of inclusivity has persisted - not least in relation to women and young people from developing countries. According to the World Economic Forum's 2020 Global Gender Gap Report, there is a necessity for action as women occupy just 21% of the ministerial positions in the world, and spend at least twice as much time on unpaid work as men. Meanwhile the integration of migrants and refugees into labour markets requires linking up a wider array of stakeholders, supporting entrepreneurship, and facilitating the identification, assessment, and validation of skills. There is more to addressing inclusion than simply reforming education - research has shown that qualified women often exit the technology industry because they have concerns about their work environment, and a lack of ethnic diversity and ageism have been documented at some of the fastest-growing companies.

Some of the most common measures used to combat bias include diversity training - and it has been shown that shifting social norms and affecting the collective mindset can be more effective than solely focusing on changing individual outlooks. The influence of TV and the media in general appear to be of particular importance in this regard, as evidenced by a Brazilian study on the effect of telenovelas on decisions about family size and female participation in the labour market made by their audiences. The COVID-19 pandemic has increasingly made work virtual, which has had an impact on teamwork and interaction. In addition, technologies such as blockchain have created greater entrepreneurship opportunities, as they make traditional intermediaries less relevant. In the coming years, we can expect that increasing globalization will give even more people the opportunity to work virtually (and independently) from anywhere in the world. This means that more will theoretically be exposed to employment opportunities that were previously inaccessible. In order to truly boost the inclusivity of labour markets, however, this trend must be accompanied by initiatives to re-regulate employment and bolster social protection systems.

Related insight areas: [Entrepreneurship](#), [Gender Inequality](#), [COVID-19](#), [Education, Skills and Learning](#), [Systemic Racism](#), [Migration](#), [Future of Media, Entertainment and Sport](#), [Social Innovation](#), [Diversity and Inclusion](#), [Public Finance and Social Protection](#), [Behavioural Sciences](#)

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5. Human Dignity

- No recent knowledge

6. Accessibility and Disability

- No recent knowledge

7. Inclusive Labour Markets

Acknowledgements

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- Some URLs have been shortened for readability. Please follow the URL given to visit the source of the article. A full URL can be provided on request.

Continue the experience online

Explore the collective intelligence of the World Economic Forum

In today's world, individuals and organizations can find it difficult to keep up with the latest trends or to make sense of the countless transformations taking place around them.

How can you decipher the potential impact of rapidly unfolding changes when you're flooded with information—some of it misleading or unreliable? How do you continuously adapt your vision and strategy within a fast-evolving global context?

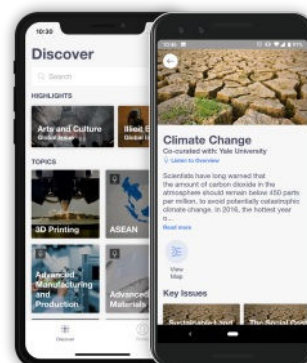
Leaders require new tools to make better strategic decisions in an increasingly complex and uncertain environment. The World Economic Forum developed Strategic Intelligence to help you understand the global forces at play and make more informed decisions.

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