



Symbiotic Workplace: 2026 China Inclusive Workplace Exemplary Case White Paper



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FOREWORD

Cultivating an Inclusive Workplace Culture in China's Own Soil

In early 2025, the global movement around Diversity, Inclusion, and Belonging reached a historic inflection point. What had been a surging momentum began to recede — organizations worldwide were reassessing their commitments, reframing their language, and returning to first principles.

We chose to deepen our work precisely at this moment of retreat. That choice is not romantic stubbornness. It is grounded in a conviction we hold firmly: a nation's workplace culture determines its true competitive advantage in the global contest for talent. As Chinese enterprises expand across borders, and as the world continues to enter China, the cultural philosophy, the understanding of talent, and the fundamental regard for people that organizations embody will, over time, prove a more durable competitive edge than any product or operational efficiency.

This conviction is what gave rise to the WAG Inclusive Workplace Exemplary Case Awards and this white paper. It also reflects our determination to find a China-rooted pathway forward.

We have observed that many enterprises have moved well beyond the "concept introduction" stage of the Inclusive Workplace. They are now growing authentic, living practices from their own organizational soil. Yet these practices remain scattered within individual organizations — rarely documented, rarely seen, rarely shared at scale. We felt compelled to seek out the enterprises that have genuinely translated ideals into action and measurable outcomes, and to make their explorations a set of guideposts for others.

At the same time, we are witnessing new directions emerge on the frontlines of practice: Inclusion for Engagement, Inclusion for Innovation, Inclusion for Growth. The core organizational priorities of vitality, business innovation, and sustainable growth are forging deeper connections with inclusive culture. We are also seeing a wave of creative practices shaped by China's specific social and business context. The 20 exemplary cases in this white paper make one thing clear: inclusive culture in China is not a simple transplant of Western frameworks. It is actively charting a China-rooted pathway — one that is grounded in local realities and responsive to genuine human needs.

This white paper is organized around the theme of the Symbiotic Workplace. Symbiosis is not unidirectional giving or accommodation. It is mutual empowerment and co-evolution between organizations and the diverse individuals within them. Diversity is not a burden to be managed — it is an organization's most essential source of competitive strength. This is our unwavering belief about the future of work.

We are deeply grateful to every enterprise that participated in this Co-creation. Your willingness to open your practices and share your thinking — that candor, in itself, is the most powerful expression of inclusion.

The road ahead is long. In the age of AI, we often say: "Be a builder." In the domain of workplace culture, may we build together.

May this white paper be a seed.

Marcia Chen
Founder & CEO, Women Alliance Group (WAG)
Spring 2026



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Chapter 1

Inclusive Culture Exemplary Cases



WPP Media: Human-Centered, Diversity-Driven – Advancing Business Innovation and Talent Growth Through Inclusive Culture

Company Background

Industry:
Media Investment & Advertising

Founded:
2003

Headquarters:
Global footprint;
China headquarters in Shanghai

Joined Women Alliance Group (WAG):
2023

WPP Media is WPP's media investment company, delivering full-funnel marketing services to clients across 80+ markets worldwide. In China, its media billings exceed USD 7 billion, commanding a 42% share among the six major international 4A agency groups – a position it holds firmly at the top (source: third-party research firm COMvergence).

Beyond serving 300+ brands in China's media landscape, WPP Media leverages its powerful global network to actively support Chinese enterprises in their international expansion – including the media distribution and content promotion of Black Myth: Wukong across North America, South America, Europe, and multiple Asian markets in nine languages.

Why | "Diversity" Becomes the Norm: Three Challenges Driving the Journey from 1 to N

At WPP Media China, inclusion is an organizational instinct – one that comes naturally. Its business spans diverse industries and service models, which inherently demands a highly diverse talent base as a core asset. Employees come from 13 countries and regions; women account for 78% of the workforce, and 55% of the Management Committee. This diversity DNA is both the source of business vitality and a driver of higher expectations for the depth and breadth of organizational inclusion.

The challenge for WPP Media China, therefore, is not building a Diversity, Inclusion, and Belonging system from scratch – it is the continuous refinement of moving from 1 to N. In setting the vision of "becoming a leader in Diversity, Inclusion, and Belonging in the China market by 2030," WPP Media China identified three deep-seated challenges:

Challenge 1: How to build a systematic approach to diversity within the organization?

When inclusive culture has become a habit so ingrained it goes unnoticed, how does an organization avoid complacency and systematically enhance its effectiveness – taking employees' sense of belonging and the organization's inclusive capacity to the next level? This is the primary challenge.

Challenge 1: How to navigate the cultural tension between "global strategy" and "local practice"?

The priorities of the global headquarters' Diversity, Inclusion, and Belonging agenda differ from the core concerns of the China market. How to leverage global resources while adapting precisely to local cultural characteristics – avoiding the trap of ill-fitting transplants – is a critical challenge.

Challenge 1: How to achieve "strategic focus" within an all-encompassing agenda?

Inclusive culture is a vast concept, encompassing gender, generational dynamics, mental health, and many other topics. With limited resources, how does an organization identify the priorities that matter most and generate the greatest impact – ensuring a strong return on investment – tests the strategic discipline of leadership.

It was precisely this deep understanding of these three challenges that led WPP Media China to launch a transformation centered not on "breaking new ground," but on "cultivating depth."

What | Strategic Local Focus, Connected to Global Resources

WPP Media China's response to these challenges is strategic localization and systematic implementation. Drawing on the global inclusion strategy and calibrating it to the China market landscape, WPP Media China identified its local priority topics – gender and mental well-being – and built a Human-centered, localized talent ecosystem around them, driving implementation through quick wins. In terms of governance, since 2023, WPP Media China has assembled an annual Inclusive Culture Task Force (composed of employee volunteers), continuously refreshing and refining the annual plan from diverse perspectives to ensure effective and sustained delivery.



How | From "Advocacy" to "Embedded in Daily Life"

Organized around the talent lifecycle of "attract, develop, reward, and retain," WPP Media China has deeply embedded its two core priorities into every stage of talent management – transforming inclusive culture from an "idea" into a daily reality that employees can feel.

Talent Management

key Initiatives

Hiring

Signaling inclusion, widening the talent pipeline: Diversity, Inclusion, and Belonging principles are systematically integrated into job descriptions across all recruitment channels, clearly communicating an "open and inclusive" employer brand signal to attract a more diverse talent pool.

Development

Making inclusion a muscle memory for managers: Inclusive culture learning resources are woven into the development pathways for employees at every level. Leadership training programs include a dedicated "Inclusive Leadership" module, and new employee onboarding incorporates Diversity, Inclusion, and Belonging content – cultivating an awareness of diversity and inclusion from day one.

Rewards

Ensuring fairness and transparency, unlocking women's potential: A bilingual portal transparently communicates the company's Total Rewards framework to all employees. Performance evaluations and promotion decisions strictly adhere to a performance-driven principle. Compared to industries with lower female representation, WPP Media China's local gender strategy focuses not simply on "hiring more women," but on "how to better develop and unlock women's career potential in the workplace."

Culture & Environment

Embedding "being seen and supported" into the details:

- Physical support: Upgraded mother's rooms and relaxation corners; emergency supplies provided for female employees at reception areas on each floor; 7x24 Employee Assistance Program (EAP) professional resources for psychological support.

- Programming support: Ongoing themed months such as "Mental Health Month" and "Sleep Month," as well as community activities including "Pet Day," "Family Day," and various sports clubs; health exhibitions on topics such as menopause and thyroid health – providing comprehensive care for employees' physical and mental well-being.

Chapter 2

Gender Equality Exemplary Cases

A High-Return Talent Investment: The Systematic Design and Value Validation of Eaton China's Women in Leadership Program

Company Background

Industry:
Intelligent Power Management

Founded:
1911

Headquarters:
United States

Joined Women Alliance Group (WAG):
2023

Eaton is an intelligent power management company dedicated to protecting the environment and improving the quality of life for people everywhere. We make products for the data center, utility, industrial, commercial and institutional, machine building, residential, aerospace and mobility markets. We are guided by our commitment to do business right, to operate sustainably and to help our customers manage power — today and well into the future. By capitalizing on the global growth trends of electrification and digitalization, we're helping to solve the world's most urgent power management challenges and building a more sustainable society for people today and generations to come.

Founded in 1911, Eaton has continuously evolved to meet the changing and expanding needs of our stakeholders. With revenues of \$27.4 billion in 2025, the company serves customers in 180 countries. Eaton entered the Asia-Pacific market during the 1970s and has grown significantly since then. Eaton moved its Asia-Pacific headquarters from Hong Kong to Shanghai in 2004. Today, Eaton has nearly 19,000 employees and 34 manufacturing facilities in the Asia-Pacific region.

For more information, visit www.eaton.com. Follow us on LinkedIn.

Why | When "Capability" Meets "Self-Doubt"

Eaton China identified the real bottleneck in women's leadership through both external research and internal data.

External research and internal statistics showed that women's promotion aspirations are comparable to men's (64% vs. 66%), and women are even more proactive in "trying new pathways" (37.1% vs. 32%).

Yet a significant gap exists between aspiration and action: when faced with a promotion opportunity, women's positive attitude drops sharply from 64% to 54% (a 10-percentage-point decline), and 59% struggle to see themselves as "leaders."

Eaton China recognized that women do not lack capability — they are constrained by self-doubt, fear of failure, and the pressure of role expectations.



Impacts | Implementation Progress and Feedback

In September 2024, the policy direction was communicated to all employees in mainland China; in September 2025, the detailed formal policy was released. Employees broadly reported that the company's demonstration of equality, respect, and institutional flexibility on this issue significantly enhanced organizational trust. To date, employees have already made retirement choices that meet their individual needs under the new policy framework.

Industry and Social Significance

Globally, equal retirement ages for men and women have become an important institutional foundation for gender equality and anti-discrimination. Tapestry's practice in the China market aligns with the non-discrimination principles advocated by the International Labour Organization (ILO) and the United Nations, echoes the long-term direction of China's delayed retirement reform, and provides a replicable enterprise-level practice model for the retail and consumer goods industry.

Key Takeaways | Management Insights

1. Transforming a "cost item" into business value

Avoid the "pure welfare" framing; reconstruct it as an investment return narrative – retaining experienced talent, reducing recruitment and training costs, and enhancing decision-making diversity.

Presentation pathway: Use a "talent attrition risk vs. extended contribution value" framework to report strategic ROI to leadership.

Expected returns: Short-term team stability, medium-term pipeline building, long-term innovation drive.

2. The full process of advancing policy implementation

From "top-level design" to "frontline execution," leadership oversight throughout ensures alignment and momentum.

Four-step breakdown: Research to identify pain points → design tiered solutions → senior leadership pilot demonstration → track, optimize, and iterate.

Key levers: Strong leadership support and a cross-departmental responsibility matrix to resolve implementation resistance.

3. The core content of policy design

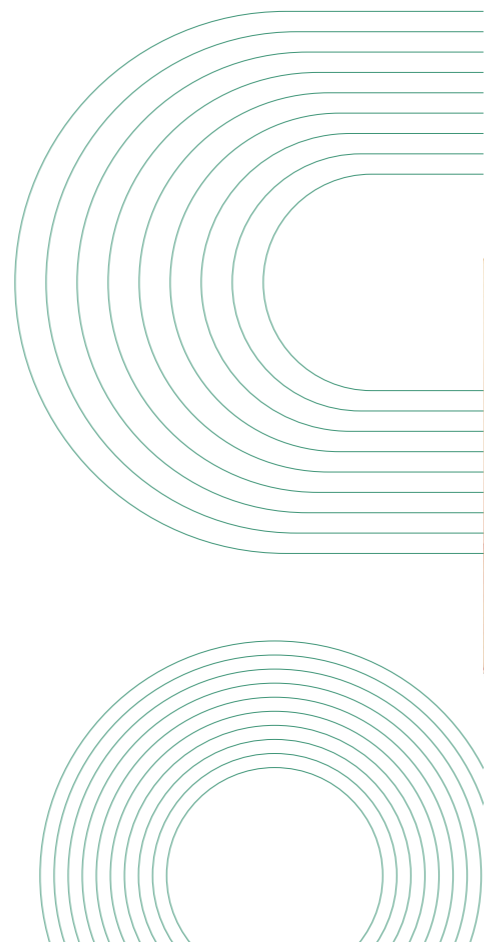
Based on research, constructing a "non-mandatory, individualized" framework that balances fairness and practicality.

Core elements: Office roles extended to age 60 (with equal compensation); retail roles prioritizing schedule adjustments (with benefits unchanged).

Supporting mechanisms: Health and leave benefits unaffected, ensuring local compliance and employee choice.

Chapter 3

Intergenerational Integration Exemplary Cases



Impacts | Implementation Outcomes and Influence

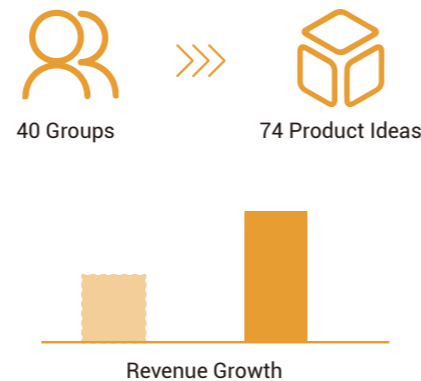
Culture and engagement:

- More than 100 employees participated in generational sharing sessions, bidirectional mentoring, and the Bright Ideas Competition.
- The 2025 Let's Engage survey results: 85% of employees report a strong sense of belonging (9 percentage points above the global external benchmark); 92% would recommend Reckitt as an outstanding workplace; employee retention rate reached 95.7%, up 1.8% year-over-year.



Business and organizational outcomes:

- In the bidirectional mentoring program, cross-generational collaboration directly drove departmental SOP optimization, improving quality assurance processes.
- The Bright Ideas Competition attracted more than 40 cross-generational teams, contributing more than 74 new product ideas.
- China market business growth has been strong, with 50% of revenue growth attributable to innovation initiatives – multi-generational co-creation is recognized internally as one of the key drivers of innovation.



Chapter 4

Disability Integration Exemplary Cases

Key Takeaways | Management Insights

1. Transform generational differences into core assets

The coexistence of employees born in the 1960s and the 2000s is not the problem – the absence of a mechanism to allow those differences to flow is. When experience and skills can only transfer in one direction or remain siloed, generational diversity becomes a collaboration cost. Reckitt China opened bidirectional channels through generational dialogue and mutual mentoring, enabling different forms of value – experiential wisdom and digital skills – to flow in both directions and reinforce each other.

2. Cross-generational collaboration unlocks enormous business potential

Generational dialogue is the starting point; embedding cross-generational collaboration into real business challenges – process optimization, product innovation, consumer insights – is what transforms generational difference into organizational advantage. Reckitt China's "Bright Ideas" competition directly linked the outcomes of cross-generational collaboration to tangible business problems and commercial value, driving product innovation and business growth.

Chapter 5

Employee Well-being Exemplary Cases

From Individual Vulnerability to Organizational Resilience: Sanofi China's Innovative Cancer and Workplace Support System

Company Background

Industry:
Healthcare / Pharmaceuticals

Founded:
Sanofi entered China in 1982.

Headquarters:
Paris, France

Joined Women Alliance Group (WAG):
2023

Sanofi is a research-driven, AI-enabled biopharmaceutical company dedicated to chasing the miracles of science and delivering strong growth. Grounded in a deep understanding of the immune system, we develop medicines and vaccines that treat and protect millions of people worldwide, with an innovative pipeline poised to benefit even more. We are united by a shared mission: to chase the miracles of science to improve people's lives. That mission drives us to tackle the most pressing healthcare, environmental, and social challenges of our time, creating meaningful impact for the people and communities we serve.

Why | Confronting the "Workplace Silence" Around Serious Illness

In China, serious illness has become one of the most significant health risks facing the working population. Multiple studies show that a culture of "illness stigma" and fear of career disruption frequently leads employees to suffer in silence precisely when they need support most. As a responsible employer, Sanofi has drawn on employee engagement surveys and anonymous feedback channels to develop a deep understanding of the real challenges employees face when confronting major health crises. In a competitive workplace environment, cancer and other serious illnesses are not merely medical events; they are tests of organizational resilience. Sanofi identified four core challenges:



The fear of financial ruin and job loss:

When struck by serious illness, employees often experience profound anxiety about career interruption, loss of income, and financial crisis – leading them to conceal their condition out of fear of losing their position, at the very moment they need support most.



Fragmented benefits and poor accessibility:

Existing medical insurance and flexible benefits are scattered across different policy documents, making it difficult for employees to quickly identify available resources and leaving them stranded on an "information island."



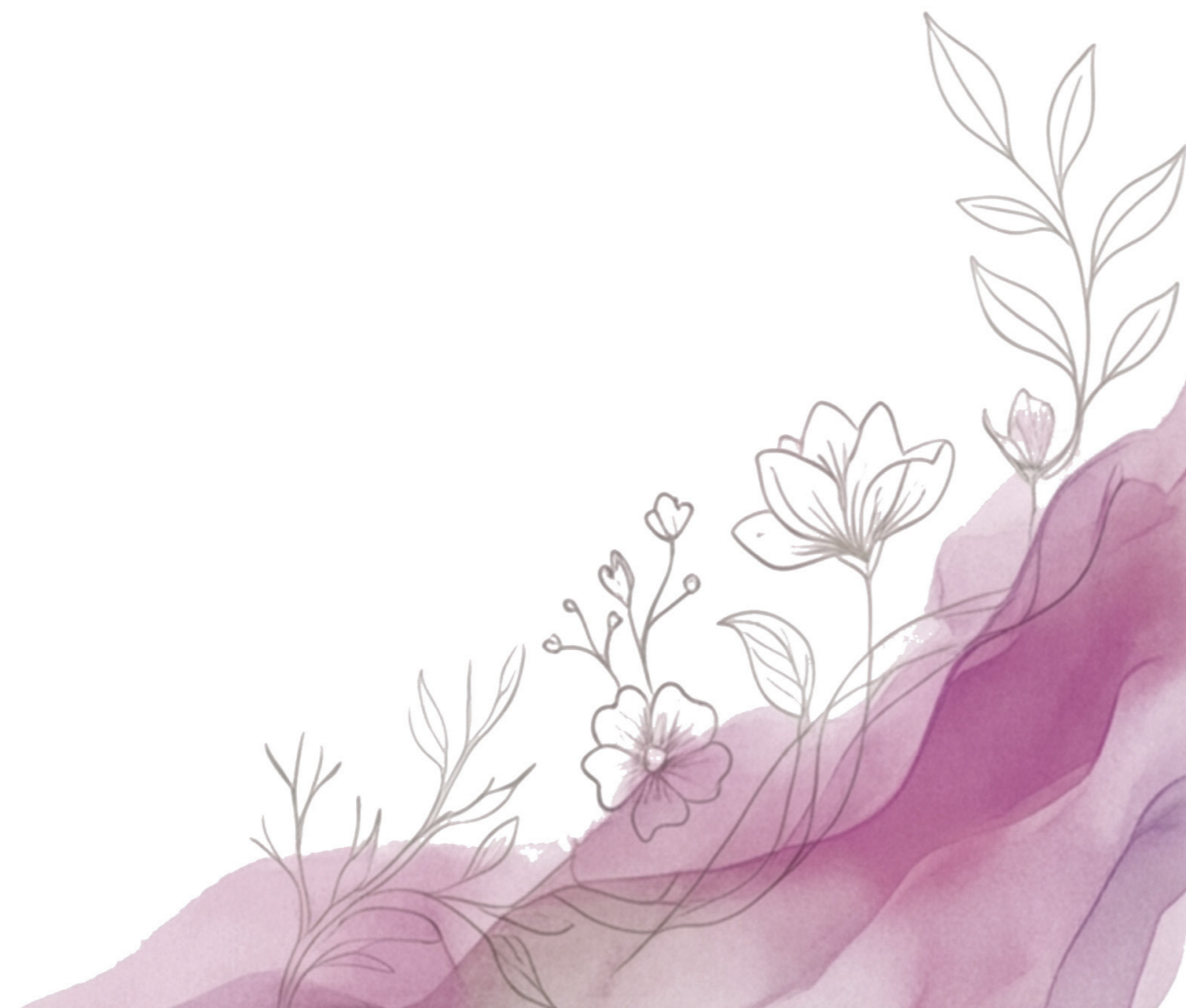
Managers who care but lack the tools:

Most leaders genuinely want to support employees facing serious illness, yet lack the professional skills to communicate effectively with them – resulting in either excessive concern or emotional detachment.



Stigma culture deepening psychological isolation:

In East Asian social contexts, cancer carries a persistent negative stigma. This "invisible stigmatization" discourages employees from seeking help, pushing them toward the edge of crisis.



Chapter 6

CSR Exemplary Cases

Twenty Years of GE HealthCare's Pink Action Campaign: Championing Women's Breast Health

Company Background

Industry:
Healthcare

Spun off from General Electric (GE):
2023

Headquarters:
Chicago, United States

Joined Women Alliance Group (WAG):
2022

GE HealthCare is a leading global healthcare solutions provider of advanced medical technology, pharmaceutical diagnostics, and AI, cloud and software solutions that help clinicians tackle the world's most complex diseases. Serving patients and providers for 130 years, GE HealthCare is delivering bold innovations designed for the next era of medicine across its Imaging, Advanced Visualization Solutions, Patient Care Solutions, and Pharmaceutical Diagnostics segments to help clinicians deliver more personalized, precise patient care. We are a \$20.6 billion business with approximately 54,000 colleagues working to create a world where healthcare has no limits.

Why | When Breast Health Becomes a Systemic Public Challenge

Breast cancer has become the leading cause of cancer deaths among women globally. In China, the challenge is particularly acute. According to data from the National Cancer Center, approximately 360,000 new breast cancer cases are diagnosed among Chinese women annually, with 75,000 deaths — accounting for 7.9% of all female cancer deaths in China. The disease is increasingly affecting younger women, with the peak age of incidence in China at 45–49, a full decade earlier than the 55–59 peak seen in Europe and North America. This directly affects women's fertility, career development, and long-term quality of life.

Behind these statistics lie three structural gaps that reinforce one another:



1. The awareness gap:

Public understanding of breast cancer is marked by misconceptions — for example, the belief that young women are not at risk or that no symptoms means no need to screen — resulting in very weak motivation for proactive screening.

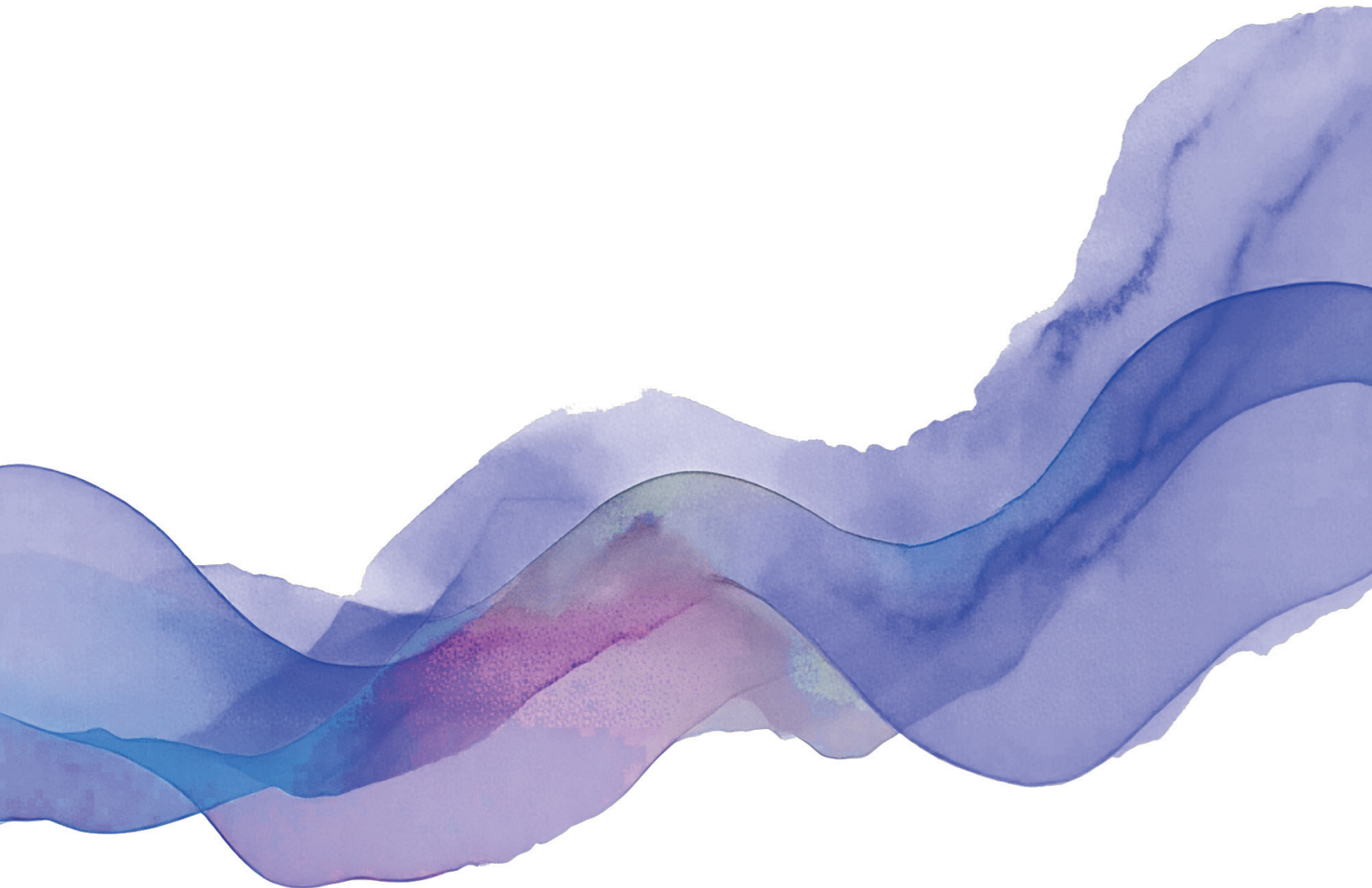
2. The capability gap:

Breast cancer ultrasound screening is highly dependent on physician technique and experience. Doctors at the grassroots level and in rural areas often have relatively limited experience, leading to missed or incorrect diagnoses and creating a bottleneck in screening accuracy.

3. The accessibility gap:

High-quality medical equipment and resources are heavily concentrated in large hospitals in first-tier cities, leaving women in remote areas facing the harsh reality that screening is hard to access and medical care is far away.

GE HealthCare's assessment was clear: single-point charity clinics or one-time public education campaigns cannot change the overall trajectory of breast health outcomes. What is needed is a long-term, systemic, and replicable mechanism.





女性联盟

WOMEN ALLIANCE GROUP

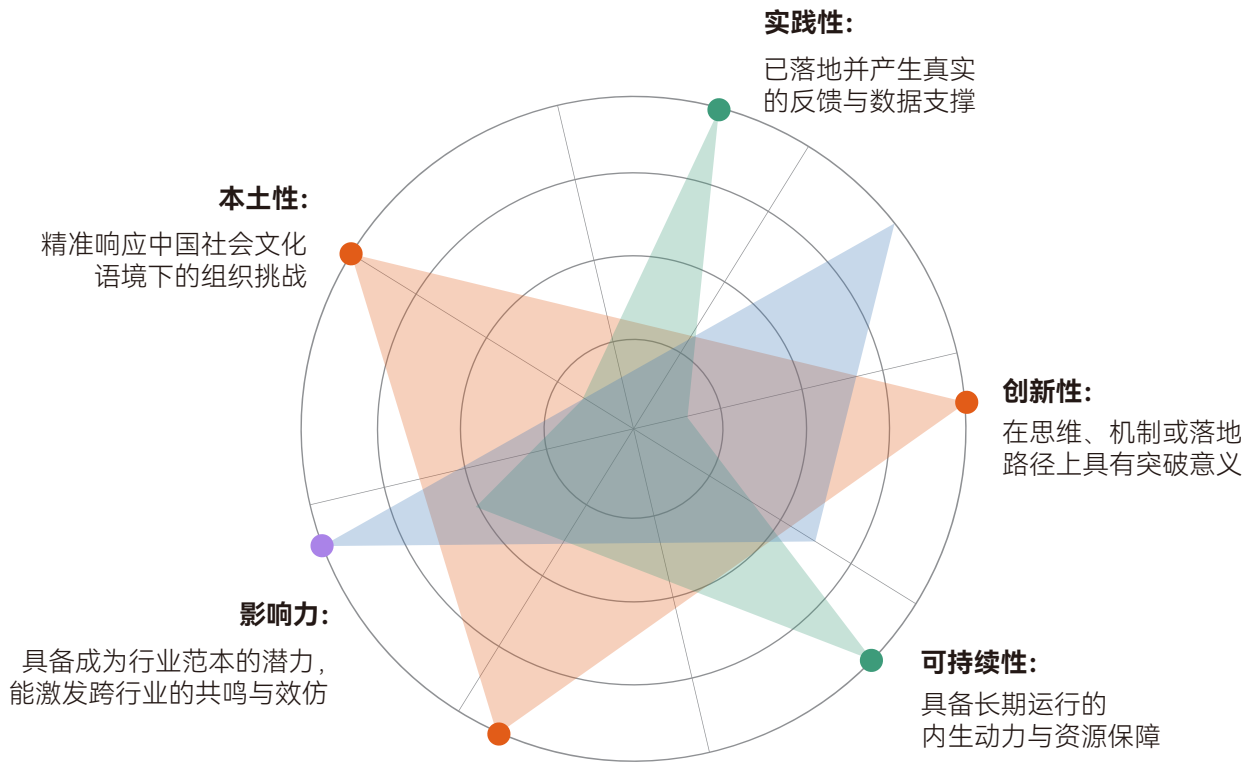


共生职场：

2026中国包容职场典范案例白皮书

Symbiotic Workplace:
2026 China Inclusive Workplace
Exemplary Case White Paper

评审体系紧扣五个核心维度：



经过多轮专业评审团的严谨评选，我们从众多申报中评选出 20 个具有代表性的典型案例。这些典型案例来自医药、科技、零售、地产等关键行业的领先企业，包括谷歌 Google、赛诺菲、利洁时、索尼、迪卡侬、仲量联行 (JLL) 等先行者，这些案例涵盖了包容文化、性别平等、残障融合、代际融合、员工幸福及企业社会责任 (CSR) 6大维度，构成了中国包容职场建设的多彩图景。

2. 白皮书介绍

《2026 中国包容职场典型案例白皮书》是对典型案例进行一次系统性的编撰与收录，这不仅是奖项成果的汇编，更是中国包容职场领域的一份开源的实践范本和知识资产，旨在成为推动中国本土包容职场生态发展的行业标杆，最终达到以下目的：

- **树立行业典范：**为更多企业提供可借鉴、可落地的行动框架
- **促进集体进化：**通过案例共学，激发跨行业、跨领域的对话与合作
- **赋能生态共建：**鼓励更多组织与个人参与到包容性职场建设的行动中来，共同推动中国职场文化的进步

这些实践让“包容”不再仅仅是西方的话语体系，而是通过这些鲜活的案例，真正走出一条符合中国国情、本土企业健康发展的“中国道路”。

《2026 中国包容职场典型案例白皮书》女性联盟 (WAG) 主导编撰、与获奖案例企业共创完成，书中所呈现的每一个案例，都经过了企业内部的补充、修订与多轮校对。典型案例企业不仅开放了其核心的实践路径，更慷慨地贡献了其背后的思考、挑战与洞察。这种开放的态度与共创的精神，正是推动中国职场向更加包容、公平进化的核心驱动力。这些实践案例通过创新性的实践，不仅重构了企业内部的文化土壤，更为行业乃至社会贡献了宝贵的中国智慧与解决方案。

仅以这份白皮书，献给每一位在职场包容化进程中砥砺前行的实践者。

共生之路：来自 20 个典型案例的 5 大核心洞察

纵观《共生职场：2026 中国包容职场典型案例白皮书》中收录的 20 个典型案例，它们呈现出极高的本土化敏感度和创新性。基于这些鲜活的组织实践，我们提炼出以下 5 大核心洞察，它们不仅是理念的拆解，更提供了行动路标：

1 洞察一：

包容的本质，是“解构复杂性”后的系统共生

包容职场”很容易让人联想到政策、数据、合规指标。但这二十个案例向我们呈现一个事实：真正有生命力的职场实践，起点从来不是指标，而是一个被看见的人和需求。当我们视角下沉至不同的代际、性别、残障、员工幸福、跨文化差异等具体人群和场景中去，洞察人背后的需求，将差异变成解决方案。其本质是坚守“人”的价值，通过人的善良和智慧解决人的复杂性问题，将组织痛点转化为发展动能。

赛诺菲中国的跨文化实践，则通过员工真实叙述与沉浸体验，将跨文化差异从“沟通障碍”转化为组织创新的触点；礼来中国的“萌导 101”，让 VP 向 00 后学习，打破的不仅仅是代际隔阂，而是“经验即权威”的组织惯性，从而优化了员工体验，减少离职率。

2 洞察二：

真正的文化自信，源自对本土土壤的深耕

许多跨国企业在推进文化时，面临同一个困境：全球框架“水土不服”，本土落地“形似神不像”。这些案例告诉我们，破解之道不是“翻译”全球战略，而是回归本土，用这里的人、这里的智慧，去解决这里的真问题，最终走出一条属于本土的路径。

徕博科以“地摊文化”为灵感，让员工化身中国区域民俗“摊主”，用华东江南、东北二人转、华南港风等地域文化做创意，把 DEI 从概念变成了一场“文化游园会”，逆向输出的中国文化与经验；利洁时中国将女性发展项目命名为“木兰计划”，精准洞察亚洲女性“高能力、低能见度”的特点而制定发展策略，走出本土女性发展的故事，未来赋能日韩市场的女性发展。

3 洞察三：

直面现实问题，是包容实践产生影响力的前提

许多包容项目“叫好不叫座”，往往在于它们解决的不是真正的痛点。这些案例最打动人心之处，是其强烈的问题意识：它们精准地识别出那些真实存在、却因各种原因在集体中沉默失声的群体与困境，并给出了具体、可执行的回应。

泰佩思琦正视中国女性退休年龄比男性早 5-10 年的制度性不平等，通过深度调研与四方审批机制，推出灵活退休方案，让有能力、有渴望的到龄退休女性有机会在职场绽放更多生命力；谷歌、迪卡侬、默克中国等企业在中国残障招聘与融合的生态建设尚不完善的情况下，识别具体的痛点，给出了具有参考性的不同的解决方案。

4 洞察四：

真正的沉浸式体验，是让包容理念入心的关键路径

包容文化落地最大的难题，不是员工“不认同”，而是员工觉得“与我无关”。单向的宣讲与制度公告，往往止步于认知层面，难以触发行为改变。而这 20 个案例中最具穿透力的实践，选择了一条更智慧和有效的路——让员工用身体和情感去“经历”，而非仅仅“了解”。

默克中国在办公室铺设盲道，让戴上眼罩的员工在最熟悉的空间里体验“突然变得陌生”；仲量联行组织员工进入“黑暗中的对话”，在全黑环境中模拟视障者的日常。正是这种身体力行的冲击，让“比我想象的难多了”成为员工最真实的反馈，也让改善办公环境的建议自发涌现。当员工用自己的身心感知到“不一样”，包容才真正从“公司的价值观”内化为“我自己的行为选择”。

5 洞察五：

包容文化，是从“组织内部文化”到拓展“社会影响力”的重要杠杆

最有力的生命包容实践，不会止步于组织内部。当企业将其核心专业能力、技术与产品，对准最真实、最迫切的社会需求时，它在拓展自身影响力边界的同时，也在切实地推动社会进步。

GE 医疗二十年的“粉红行动”，结合自身技术优势，有力推动了乳腺癌“早筛早治”的公共治理；欧加隆依托自身在女性全生命周期健康方面的优势，不仅为乡村女童带去科学的生理健康知识，也将更年期这一影响数亿中国女性的“隐形困境”带入大众视野。这些实践超越了简单的商业价值与社会价值的双赢，生动诠释了企业作为“社会公民”的责任与担当。

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Chapter 1

包容文化典范案例



WPP Media 以人为本，多元共进： 以包容文化驱动业务创新与人才成长

企业背景

所属行业：
媒介投资与广告

成立时间：
2003 年

总部位置：
全球布局，中国区总部位于上海

加入女性联盟(WAG)年份：
2023 年

WPP Media 是 WPP 旗下的媒介投资公司，在全球 80 多个市场为客户提供全域全链路营销服务，其在中国的媒介承揽额超 70 亿美金，占六大国际 4A 集团市场份额的 42%，稳居榜首(来源:第三方调研机构 COMvergence)。WPP Media 不仅助力 300 多家品牌主在中国市场的媒介传播，还凭借强大的全球网络和资源，积极助力中国企业出海，例如助力《黑神话:悟空》在北美、南美、欧洲和亚洲多国和地区涉及九种语言的媒体宣发和内容传播。

Why | 当“多元”成为常态：三大挑战驱动“从1到N”的精进

在 WPP Media 中国，包容是一种与生俱来的组织本能。其业务横跨多元行业，服务模式多样，这必然需要一支高度多元化的人才队伍作为核心资产。其员工来自 13 个国家和地区，女性占比 78%，管理委员会中女性占 55%——这种多元基因既是业务活力的源泉，也对组织包容的深度与广度提出了更高要求。

因此，WPP Media 中国的挑战并非“从 0 到 1”地构建 DEI 体系，而是“从 1 到 N”的持续精进。在设定“2030 年成为中国市场 DEI 领域领先者”的愿景时，WPP Media 中国识别出三大深层挑战：

挑战一：如何在组织中建立系统实现多元？

当包容文化已成为一种“日用而不觉”的习惯，如何避免满足于现状，系统性地提升其有效性，让员工的归属感和组织的包容能力“更上一层楼”，是其面临的首要挑战。

挑战二：如何应对“全球战略”与“本土实践”的文化张力？

全球总部的 DEI 议题侧重点与中国本土市场的核心关切存在差异。如何在利用全球资源的同时，结合中国本土文化特色进行精准落地，避免“水土不服”，是其面临的关键挑战。

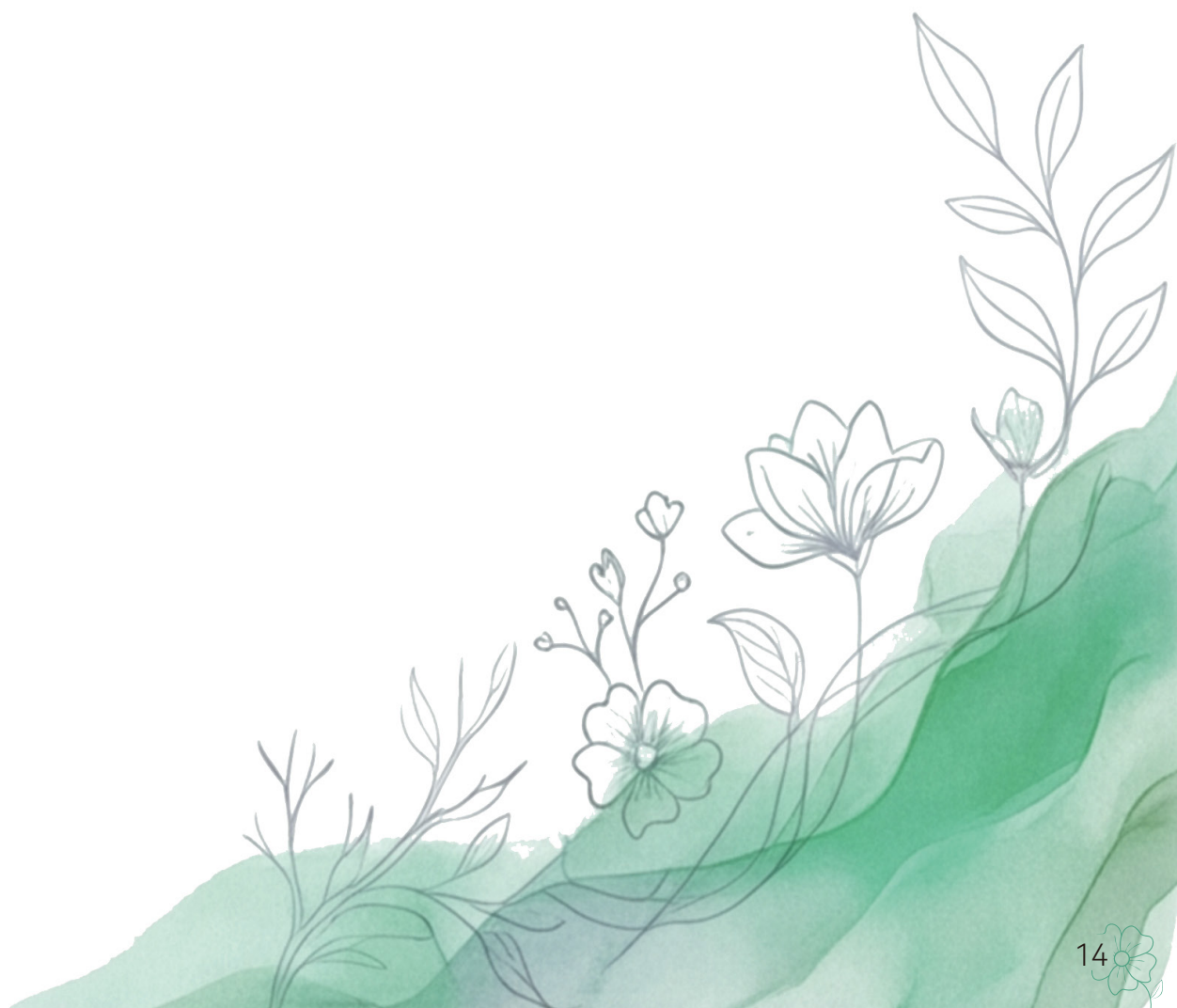
挑战三：如何在“无所不包”的议题中进行“战略性聚焦”？

包容文化的概念是很大的，可以涵盖性别、代际、身心健康等众多议题。在有限的资源下，如何从众多议题中识别出对当前组织最重要、最能产生影响力的优先项，确保投入产出比，考验着管理者的战略定力。

正是基于对这三大挑战的深刻洞察，WPP Media 中国决定启动一场“精益求精”的变革，其核心不再是“开疆拓土”，而是“深耕细作”。

Chapter 2

性别平等典型案例



高回报的人才投资：

伊顿中国女性领导力项目的系统设计与价值验证

企业背景

所属行业：
智能动力管理

成立时间：
1911年

总部位置：
美国

加入女性联盟(WAG)年份：
2023年

伊顿公司是一家智能动力管理公司，致力于保护环境和改善人类的生活品质。我们的产品服务于数据中心、公用事业、工业、商业与机构、机械制造、住宅、宇航和车辆市场。无论是现在还是未来，我们承诺正当经营、可持续运营和帮助客户更好地管理动力。在全球电气化和数字化发展趋势的助力下，我们正在帮助客户解决最紧迫的动力管理挑战，为当今及未来的人类创建更可持续的社会。

自1911年成立起，伊顿公司不断发展，以满足利益相关方日益变化和增长的需求。2025年，伊顿公司全球销售额约274亿美元，业务遍布180个国家和地区。伊顿公司于1993年进入中国市场，此后迅速发展其中国业务。2004年，公司亚太区总部从香港搬至上海。在中国，伊顿公司现有约9,000名员工和20家生产制造基地。员工人数：在华约8,000名员工。

Why | 当“有能力”遇上“自我怀疑”

伊顿中国通过内外部数据发现女性领导力的真实瓶颈。

外部研究与内部统计显示，女性晋升意愿与男性相近（**64%** vs **66%**），甚至在“尝试新路径”上更积极（**37.1%** vs **32%**）。

然而，从意愿到行动存在严重脱节：面对晋升机会时，女性的积极态度从**64%**骤降至**54%**（下降10%），**59%**难以自我认知为“领导者”。

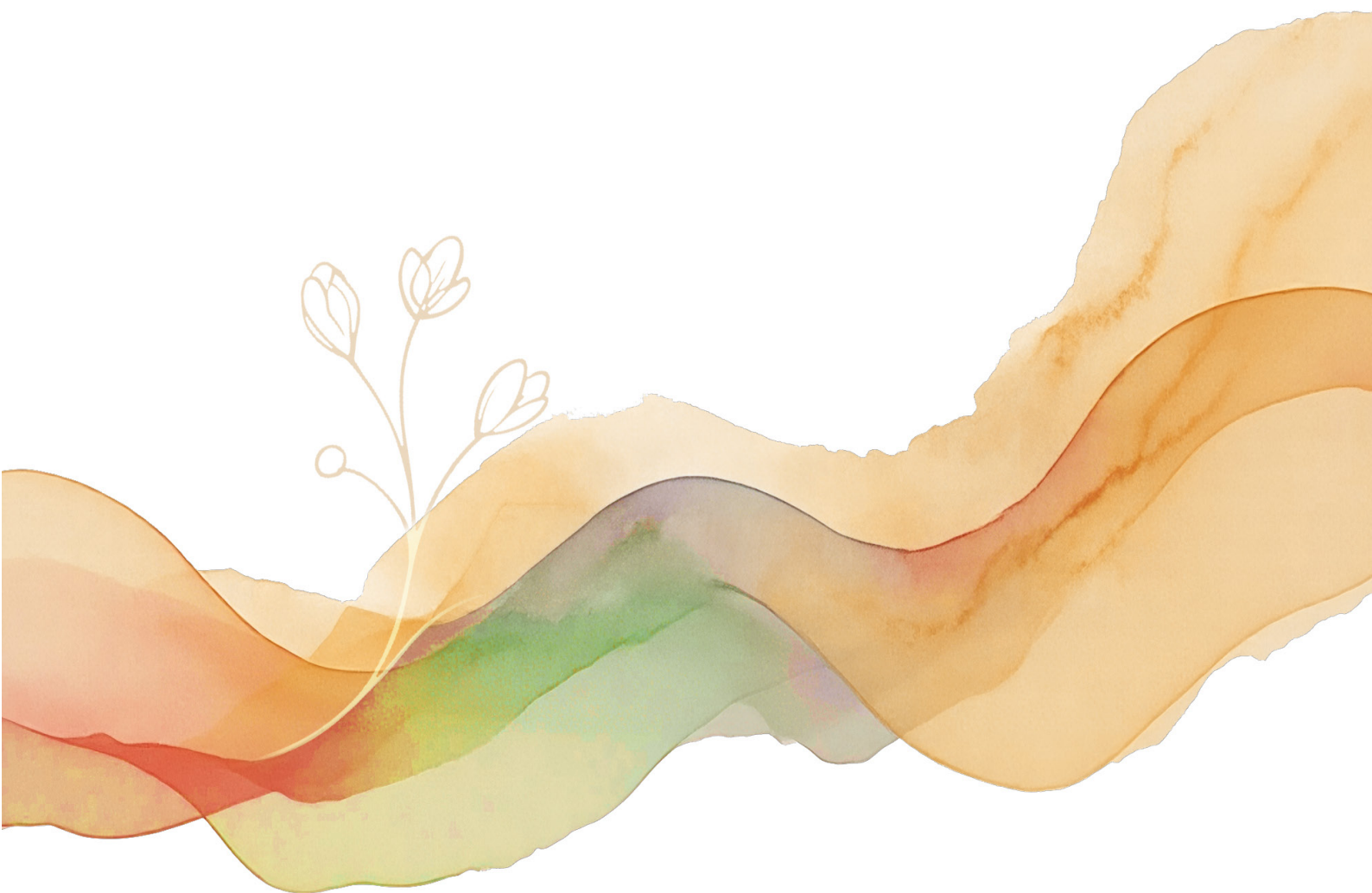
伊顿中国意识到，女性并非缺乏能力，而是被自我怀疑、对失败的恐惧与角色期待压力所束缚。



Photo by Freepik

Chapter 3

代际融合典型案例



萌导101

—礼来中国代际融合创新实践

企业背景

所属行业:

医疗健康/制药

成立时间:

近 150 年历史

总部位置:

美国

加入女性联盟(WAG)年份:

2025年

礼来公司 是一家致力于通过科学创新改善人类健康水平，惠及全球患者的医药公司。作为医疗健康行业的领军者，礼来公司拥有近 150 年的历史。今天，礼来公司的药物已帮助全球数千万人。运用生物技术、化学和基因医学的力量，他们的科学家正在积极推动新的医学进展，以应对严峻的全球健康挑战。重新定义糖尿病与肥胖疗法，减少肥胖对人体的长期影响；助力阿尔茨海默病的防治行动；为一系列威胁人类健康的免疫性疾病提供解决方案；以及将难以治愈的癌症转变为可控的疾病。礼来公司迈向健康世界的每一步，都源自于我们“致力于让数百万患者生活得更美好”的信念。这包括致力于解决全球多重挑战的创新临床试验，同时确保药物的可及性和可负担性。

Why | 背景与挑战：当“年轻化”遇上“体验缺口”

礼来中国业务高速增长推动组织年轻化，但管理侧与员工侧同时出现一个“看得见、但很难用传统方式解决”的体验缺口：职场代际结构深刻变化，年轻员工数量激增，90 后员工占比超 42%，00 后持续涌入。然而，代际多样性的提升也带来了显著的体验差异与包容性挑战，直接影响人才保留、协作效率与创新转化。

核心挑战：代际管理双向认知差距

领导层视角：

38 位资深领导者访谈显示，100% 认为“理解 90 后至关重要，否则无法建立共同语言、难以有效管理”，领导者普遍表示，对年轻员工的工作动机、工作满意度与沟通风格充满兴趣，但也坦言，理解与连接新一代员工是一项“既重要、又困难”的管理课题。

年轻员工感受：

年度员工满意度调研显示，Gen Z 在包容感、参与度、工作意义感等维度得分均低于其他代际，工作满意度差距尤为突出。这意味着，“被看见程度”“被理解程度”与“被支持方式”存在不同体验。如果不正视这些多样性带来的差异，包容性文化将难以真正落地。

在日益依赖科研突破与技术革新的医药行业，组织的创新能力已成为影响长期竞争力的核心变量。随着劳动力结构的多元化加速，跨代际差异如果被忽视，往往会悄然削弱组织的创造力与协同效率。因此，充分理解并激活代际多样性，是医药企业构建可持续创新能力过程中不可忽视的关键维度。

Chapter 4

残障融合典范案例



谷歌中国 gReach 计划：践行“Build for Everyone”，构建残障人才赋能与创新的可持续生态

企业背景

所属行业：
互联网与科技

成立时间：
1998 年 9 月 4 日

总部位置：
美国·加利福尼亚州

加入女性联盟(WAG)年份：
2020 年

谷歌 (Google) 是全球领先的科技公司，始终致力于整合全球信息，供大众使用，使人人受益。谷歌全球业务涵盖搜索、云计算、广告、软件及硬件等领域。谷歌中国聚焦于赋能中国企业开拓国际市场 (“出海” 战略), 主要通过广告营销解决方案、谷歌云技术和服 务，助力中国品牌实现精准营销，数字化转型。

Why | “Build for Everyone”是 Google 谷歌的企业哲学

对于 Google 谷歌而言，职场融合和归属感不仅是企业文化的核心，更是驱动创新的根本动力。残障融合对 Google 谷歌至关重要，主要体现在以下三个战略层面：

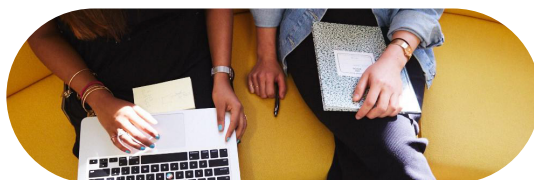
使命驱动 (Mission Driven):

Google 谷歌的使命是整合全球信息，供大众使用，使人人受益。要实现这一目标，就必须包括残障人士在内的每一个个体都能无障碍地获取信息并使用我们的产品。



产品创新 (Useful Products):

我们致力于构建“人人受益的谷歌”。残障员工的独特视角和生活经验是产品创新的宝贵资产。通过在设计初期就引入“无障碍设计 (Accessibility)”的原则，我们可以开发出更具包容性的工具 (如 Guided Frame, Project Relate), 最终让更多用户受益。



归属感与敬业度 (Belonging & Engagement):

为了服务全球数十亿用户，我们的员工队伍必须反映真实世界的多样性。通过吸引并赋能不同背景、视角的优秀人才，并为其营造强烈的归属感，我们能激发更具创意的理念，在全面提升员工敬业度的同时，并创造真实的商业价值。



Chapter 5

员工幸福典范案例



从个体脆弱到组织韧性

——赛诺菲中国 癌症与职场支持系统创新实践

企业背景

所属行业:

医疗健康/制药

赛诺菲 1982 年进入中国

总部位置:

法国·巴黎

加入女性联盟(WAG)年份:

2023 年

赛诺菲 是一家研发驱动、AI 赋能的生物制药公司，致力于焕发生命光彩并实现强劲增长。凭借对免疫系统的深刻理解，我们研发的药物和疫苗为全球数百万民众提供治疗与守护，我们的创新管线有望惠及更广泛人群。我们秉持共同的使命：追求科学奇迹，焕发生命光彩；它激励我们锐意进取，全力应对当今时代最紧迫的医疗、环境和社会挑战，为我们所服务的人和社区带来积极影响。

Why | 重新审视员工重症下的“职场沉默”

在中国，重疾已成为职场人群面临的重要健康风险之一。多项研究显示，职场中的“病耻感”文化和对职业中断的恐惧，常常导致员工在最需要支持时选择沉默。作为一家负责任的雇主，赛诺菲通过员工敬业度调研、匿名反馈通道，深入理解了员工在面对重大健康挑战时的真实困境。在激烈的职场中，癌症等重疾不仅是医学命题，更是对组织韧性的考验。赛诺菲敏锐捕捉到了以下本质挑战：



“因病返贫”与“因病失业”的严重恐惧：

员工在面临重疾冲击时，往往伴随着对职业中断、薪资归零及财务危机的深度焦虑，导致其在最需要支持时因担心岗位不保而隐匿病情。



管理者的心有余而力不足：

大多数领导者在面对重疾的下属虽有关怀之心，但缺乏与病人沟通的专业技能，容易出现“关心过度”或“沟通冷漠”的极端情况。



福利政策的“碎片化”与“触达难”：

企业现有的医疗保险与弹性福利分散在不同的手册中，员工难以快速理清资源，极易陷入孤立无援的“信息荒岛”。



“病耻感”文化加强心理隔离：

在东亚文化社会文化下，癌症常被贴上负面标签，这种“隐形污名化”阻碍了向外寻求帮助，将员工推向崩溃的边缘。

作为一家以“追寻科学奇迹，焕发生命光彩”为使命的公司，赛诺菲决定将员工关怀从“治愈疾病”，延伸至“支持生命”，对面临重大生活挑战（如严重疾病）的员工予以特别关怀。

03 模块化专场，精准建立信任：

3. 定期举办如“乳腺癌关爱月”等模块化、主题化的专场活动。实践证明，在一次乳腺癌专场活动后，立即有员工通过主动联系癌症关爱互助小组负责人或成员，表明自己是乳腺癌患者并寻求支持。这证明，通过持续、精准的沟通，可以逐步建立信任，让需要帮助的员工“敢于”开口。

3 策略三：“专业”的支持工具与社群——提供持续的情感连接

当员工愿意寻求帮助后，一个专业、可靠的支持网络至关重要。

1. 赋能管理者：

发布《管理者行动指南》，将“如何与重疾下属沟通”、“如何合理分配工作”、“如何迎接康复员工回归”等复杂的人性化管理挑战，拆解为标准化的流程和沟通模板，将关怀从依赖个人品行，转变为可培训、可复制的管理能力。

2. 赋能员工与家庭：

员工可以通过 One Support 一站式服务平台查找，清晰保险理赔流程、休假政策、心理支持资源等，成为员工在混乱中的“行动指南”。

3. 建立专业的陪伴网络：

陪伴聆听小组：由约 30 位获得专业认证、持证上岗的员工志愿者组成。他们为有需求的同事提供一对一的、绝对保密的心理陪伴和倾听服务，确保员工在休假期间依然能与组织保持温暖的情感连接。

Impacts | 从“个体救助”到“组织认同”的升华

该项目的实施，带来了远超预期的积极影响：

安全感与敬业度的双重提升：

政策的实施赋能员工更主动地寻求支持，减少了面对重疾时的无助感和不确定性。对公司的信任感和归属感空前增强。员工反馈，在清晰的政策指引下，能更有尊严、更自主地与团队沟通。

共情领导力的“溢出效应”：

通过学习如何支持重疾员工，管理者的同理心、压力管理和人性化领导能力得到了系统性加强。这种能力的提升，会“溢出”到他们日常管理的方方面面，惠及整个团队。

Key Takeaways | 管理启示

1. 关怀领导力是可以培训和赋能的

面对重疾下属，多数管理者不是不想关心，而是不知道如何开口。赛诺菲通过《管理者行动指南》等工具，把“如何沟通”“如何分配工作”“如何迎接康复员工回归”这些高度敏感、高度不确定的场景，拆解为可执行的步骤。这让关怀就不再是管理者的个人品格，而是可复制的组织能力。

2. “共情”是组织韧性的来源

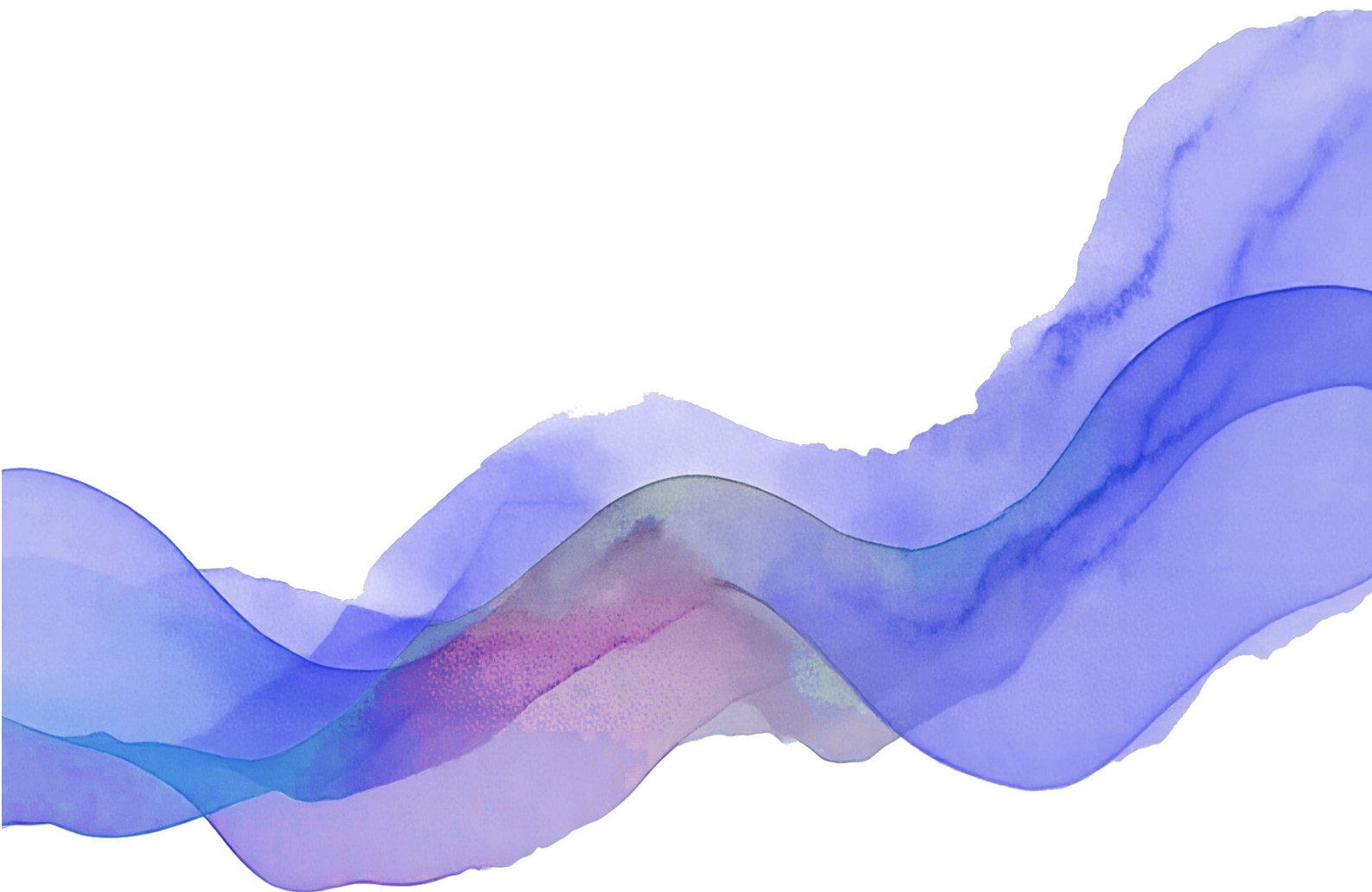
癌症本是职场禁忌。赛诺菲通过公开的知识普及、高管的率先垂范和系统性的支持，让直面健康挑战在组织中获得了正当性。当一个组织允许员工安全地表达真实的生命处境，并且这种表达能得到及时、专业的回应时，组织中的每个人都在为他人提供心理安全感。这种彼此理解与支持的文化，最终会内化为整个组织抵御风险的强大韧性。

3. 关键时刻的兜底与支持，更能体现组织的价值观

赛诺菲“一年全薪假且保留岗位”的政策，本质上是向员工传递一个明确信号：在组织眼中，你不是“阶段性的人力资源”，而是公司的长期资产，是一个完整的、值得被托底的人。这种肯定构建了员工与组织之间坚固的信任与忠诚。

Chapter 6

CSR 典范案例



GE 医疗 开展公益“粉红行动”二十载， 守护女性乳腺健康

企业背景

所属行业：
医疗健康

成立时间：
2023年从 GE 集团拆分

总部位置：
美国·芝加哥

员工人数：
中国人数vs全球人数，待补充

加入女性联盟(WAG)年份：
2022年

GE 医疗 致力于成为全球领先的医疗解决方案提供商，通过先进的医疗科技、诊断药物以及人工智能、云与软件解决方案，助力临床医生应对全球最复杂的疾病挑战。在服务患者和医疗机构的 130 年中，GE 医疗在医学影像、先进可视化诊疗、生命关爱和诊断药物四大业务领域持续推出突破性的创新成果，加速迈向精准化、个性化医疗的新时代。GE 医疗于 2023 年 1 月在美国纳斯达克股票交易所上市。公司业务遍及 160 多个国家和地区，年营收超 206 亿美元，全球 54,000 名员工同心共创无界的医疗关爱。

Why | 当乳腺健康成为系统性公共挑战

乳腺癌已成为全球女性健康的“头号杀手”。在中国，这一挑战尤为严峻，根据国家癌症中心数据，中国女性乳腺癌年新发病例约 36 万、死亡人数 7.5 万，占中国女性癌症死亡总人数的 7.9%，且呈现出年轻化趋势，患者平均高峰年龄为 45-49 岁（比欧美国家的 55-59 岁要提早 10 年），直接影响女性的生育、职业发展与长期生活质量。

这背后，是三大环环相扣的结构缺口：



1. 认知缺口：

公众对乳腺癌的认知普遍存在误区，如“年轻就没风险”、“没症状就不检查”等，导致主动筛查的意愿严重不足。

2. 基础能力缺口：

乳腺癌超声筛查高度依赖医生手法、经验水平。广大基层地区医生经验相对匮乏，容易造成漏诊、误诊，形成了“筛不准”的瓶颈。

3. 资源可及性缺口：

优质的医疗设备和资源高度集中在一线城市的大型医院，偏远地区的女性面临“筛查难、就医远”的现实困境。

GE 医疗判断：仅靠单点义诊或一次性科普宣传，无法改变乳腺健康的整体结局，必须有长期、系统、可复制的机制。



结语

在时间的微光里，做职场文明的建造者

这是这本白皮书的终点，却也是无数可能性的起点。这本白皮书记录的不仅是二十个具体的企业实践案例，更是中国职场向“共生”演进的一场集体远征。

我们看到，当“包容”不再停留在概念，而是转化为解决中国职场真问题的良方时，它便拥有了喷薄而出的生命力。从打破性刻板印象的“破茧”行动，到跨越代际的“萌导”对话，从针对本土国情的灵活退休方案，到构建残障人才赋能的可持续生态——这些扎根于中国土壤的创新实践，正逐步将“包容力”转化为驱动业务增长与创新的内生动力，支撑组织穿越不确定性，实现韧性生长。

未来，会有无数个微小的包容实践，在中国的各个组织深处悄然发生。

包容职场从来不是一场需要等待“万事俱备”才启动的宏大工程。每一个微小的变革，都是通往共生未来的基石，它不需要完美的方案，只需要真实的行动——可以是一次跨部门协作中的彼此倾听，可以是一个岗位 JD 的表述优化，也可以是一位管理者对下属脆弱时刻的理解，也可能是一场关于“差异”如何成为“价值”的真诚对话。这些看似微小的瞬间，正是未来职场文明的种子。

所以，对那些心中已有火花、却尚未开启行动的同行者，我们想说：请勇敢开始你的尝试。不必等待一个宏大的契机，不必担忧第一步不够完美。所有的燎原之火，都始于一次勇敢的尝试。

我们期许一个不再需要刻意强调“包容”的未来——到那时，每个不同的个体都能在职场中绽放自己的生命，每个声音都能被平等倾听，每个潜能都能被充分激发。那就是我们所说的“共生”，彼此赋能、共同进化。

我们由衷致敬每一位让这个奖项与这本白皮书发生的人：

感谢女性联盟跨企业员工包容职场子社区的 Chair 黄琳（赛诺菲大中华区包容文化和员工体验负责人）和 Co-chair 徐亚男（WPP Media 中国人力资源副总监，DEI 项目负责人），是她们最初的构想，推动了这个奖项的诞生；感谢丁瑜（女性联盟会员权益负责人），作为奖项的统筹者和设计者，让这个想法真正落地生根。

感谢本次奖项的全体评委：陈永敏、冯阳、韩庆峰、黄介中、姜春鸣、李育新、王晓辉、吴朝晖、薛阳、闫焯、尹东平、钟秋娟、左晴。是你们以专业的视角、公正的评判和深度的洞察，共同定义了这份沉甸甸的典范案例。

由衷感谢参加奖项评选的企业以及在企业中落地实践包容实践的每一位“建造者”，感谢你们不断探索的求真、务实与创新精神，为我们提供了丰富的视角与参考；特别感谢参与本次共创的所有典范企业，感谢你们宝贵的“开源精神”，你们不仅开放了核心的实践路径，更慷慨地贡献了背后的挑战与洞察，这些鲜活的案例，为整个行业铺设了可借鉴、可落地的行动路径，这将启发更多企业真正走出符合中国国情的“中国道路”。

前路虽长，但只要我们选择并肩，荒原终将绿意盎然。

致敬每一位坚持实践、专业发声的你。让我们继续相守，在时间的微光里，共同建造那个彼此成就、持续进化的共生职场。



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设计排版：曾徽

感谢企业案例共创者：

魏红翠、张习羽、龙楚雯、闫焯、金晔、钟路音、欧加隆中国联合工会 & 欧加隆制造与供应爱萌行动组、

金燕敏、徐继勤、夏天娇、谭炜婧、张含蕊、王晓辉、黄诗云、颜燕娜、瞿俊彦、张越、傅嘉钰等（排名不分先后）

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