



DiDi Chuxing

DiDi Chuxing's inclusive workplace programs

An increasingly robust body of evidence links gender equality with performance for both economies and companies. At the firm level, a Harvard study of more than 1,000 firms in 35 countries across 24 industries found a strong correlation between improved gender diversity and a firm's revenues and market valuation.¹ The International Finance Corporation has documented similar findings across a wide variety of sectors, linking gender equality within company employees to benefits ranging from improved retention² to improved investment performance.³

For companies operating in the platform economy, gender dividends are particularly relevant as they are well placed to benefit from increased innovation and improved product and service design for closing current gender gaps. Digital2Equal member Didi Chuxing realized that women in China face

several barriers to equal employment. Although home to 63 percent of women billionaires globally,⁴ China has no laws that mandate equal remuneration for work of equal value.⁵ Additionally, in a country where 50 percent of women are likely to have a tertiary degree compared with 45 percent of men,⁶ DiDi sought to address the fact that women were recruited at a lesser rate into the male-dominated technology sector. This fact is particularly important when considering that some estimates place the number of women graduates who experience discrimination when seeking jobs in China at 87 percent.⁷ DiDi's Women's Network became the first point of addressing these issues and strengthening opportunities for women within the company.

DIDI WOMEN'S NETWORK

Seeking to leverage the power of inclusion, DiDi Chuxing launched the DiDi Women's Network (DDWN). With the strong backing of DiDi Chief Executive Officer Will Cheng and President Jean Liu, the network sought to provide career development and personal growth programs for female professionals in addition to creating a more diverse working environment and advancing the personal growth of high-potential women in the company.

Women make up approximately 40 percent of the mobile transportation leader's employee base. In addition, 10 percent of DiDi's driver-partners in China and about 17 percent in Latin America are women—many of them mothers to young children. True to the DDWN's slogan of "Be Great, Be You," DiDi has learned that advocating for women in the DiDi ecosystem brings with it an opportunity to cater to employees'

Quick facts about Didi Chuxing

DiDi Chuxing is the world's leading mobile transportation and convenience platform serving more than 550 million users across Asia, Latin America, and Australia through its Taxi, Express, Premier, Luxe, Bus, Designated Driving, and Enterprise Solutions business lines, in addition to bike sharing, automobile solutions, food delivery, and payments.

Founding year: 2012

Footprint: Australia, Brazil, China, Chile, Colombia, Costa Rica, Japan, Mexico, Panama

IN PARTNERSHIP WITH



Creating Markets, Creating Opportunities

Case Study: DIDI CHUXING



DIDI CHIEF EXECUTIVE OFFICER WILL CHENG AND PRESIDENT JEAN LIU

full lives by developing programs that tackle issues around self-care, childcare, family, and community, in addition to professional development.

PROGRAMS FOR EVERY STAGE IN CAREER DEVELOPMENT

Before the launch of the DDWN, extensive research was performed to collect best practices in developing an inclusive workplace and designing programs to be holistic. From the outset, the DDWN program integrated elements such as mindfulness, organizational psychology, and leadership practices. Although DiDi's approach continues to be iterative, the following programs indicate that inclusivity is first in mind at every aspect of DiDi's people management, from recruiting to maintaining relationships with alumni.

Early stage career

Key concerns for women during this time may be finding mentors, gaining confidence, developing technical skills, finding growth opportunities, and having equal pay.

For potential recruits, the DDWN organizes orientations aimed at introducing potential recruits to the DiDi culture and allowing them to interact with hiring managers. For employees, the DDWN is organized into local chapters across the globe that introduce recent DiDi recruits to the network as well as to career paths and growth opportunities at the company. The DDWN is open to all employees, and they are encouraged to make connections with colleagues from other chapters, in addition to seeking mentorship from anywhere in the organization's global network.

Initiatives like DiDi's Women's Rose Mentorship also provide a safe space to interact with peers and company leadership. One session in early 2019 featured Bob Zhang, Chief Technology Officer of Didi Chuxing, and one in March 2020 featured DiDi CEO Jean Liu and Fu Qiang, General Manager of DiDi's ride-hailing business. In addition, DiDi offers a mindfulness program targeted at women professionals to help them better develop a more holistic approach in tackling challenges in their work and life outside the professional world.



LOCAL CHAPTERS OF DIDI WOMEN'S NETWORK HELP NEW EMPLOYEES MAKE CONNECTIONS WITH COLLEAGUES.

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Mid-career

Key concerns for women during this time may be maintaining childcare, finding work-life balance, getting promoted, building networks, and having training and development opportunities.

The DiDi Women's Empowerment Program targets women in middle management to further develop self-awareness and confidence in their careers. Launched in August 2019, 35 DiDi employees were selected to participate in the pilot of this four-module program. The program caters to women at a critical point in their lives where motherhood and career progression converge. This is complemented by initiatives like DiDi Family Days—a policy that allows expectant mothers and mothers with young children to work from home once a week. DiDi also provides an in-house kindergarten for staff during summer and winter vacation months.



MID-CAREER



SENIOR EXECUTIVES

Senior executives

Key concerns for women during this time may be providing authentic leadership, mentoring others, building strong teams, creating inclusive cultures, and advocating for all.

The DiDi Women's Leadership Program aims to cultivate a deeper awareness of self and others, to identify elements that may be holding one back from achieving their full potential, and to create greater influence through leadership. The program offers leadership training to high-potential senior executives by matching them with coaches from DiDi's senior management. Participants also benefit from a five-module learning course over six months. Throughout the program, participants form groups and strengthen friendships with colleagues across departments. Graduates of the program often coach and become mentors for participants of the class that follows them.

Case Study: DIDI CHUXING

DiDi driver-partners

DiDi's driver care initiative for women runs in cooperation with DiDi Charity and Pink Love Foundation to provide insurance services and online open classes on health and wellness for female drivers in the ride-hailing industry. To offer more options to its women driver-partners, DiDi's Brazil subsidiary 99 also launched 99 Women (99 Mulher), a women-driving-women program in selected Brazilian cities in December 2019.



DRIVER-PARTNERS

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- 3 International Financial Corporation (IFC), *Moving Toward Gender Balance in Private Equity and Venture Capital*, IFC, Washington, DC (2019), <https://www.ifc.org/wps/wcm/connect/79e641c9-824f-4bd8-9f1c-00579862fed3/Moving+Toward+Gender+Balance+Final.pdf?MOD=AJPERES>.
- 4 Li Tao, "They Hold Up Half the Sky: Six of Every 10 of the World's Self-Made Women Billionaires Are in China," *South China Morning Post*, October 26, 2017, <https://www.scmp.com/business/china-business/article/2117158/china-has-most-self-made-women-billionaires-globally>.
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- 6 World Bank Data Portal information on female tertiary enrollment (2018), <https://data.worldbank.org/indicator/SE.TER.ENRR.FE?locations=CN>
- 7 "China's Women Fight Back against Workplace Discrimination," *China Labour Bulletin*, March 8, 2017, <https://clb.org.hk/content/chinas-women-fight-back-against-workplace-discrimination>.