



south asia's HR marketplace

Women's Workplace Challenges

Bangladesh Chapter

...a research initiative by Women's Desk

Date: 20 April 2025

Talent Forum

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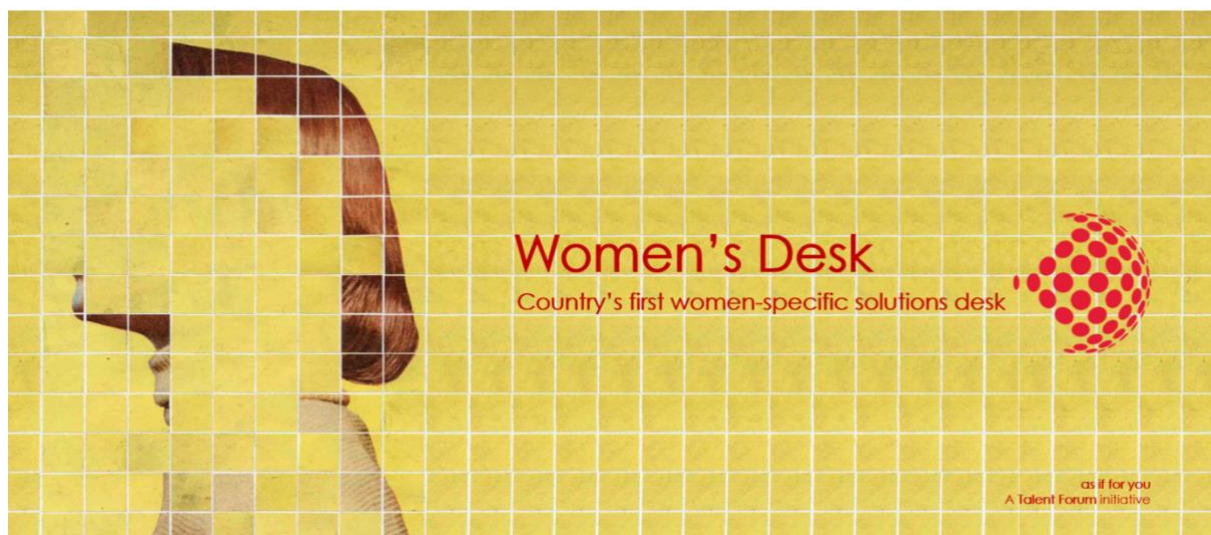


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Executive Summary:

We discuss inclusion, diversity, and workplace culture across a range of platforms. It is encouraging to learn that when speakers address topics like women's career advancement and equal employment opportunity (EEO) on various platforms, it will likely be more emerging, and good workplace culture focusing on women appears to be rising. With an expectation of 2 to 3 years, it will be feasible to meet the workplace culture KPIs.

However, as the speaker pointed out, conversations about inclusion and diversity tend to be more prominent around March 8 each year—International Women's Day. During this time, HR departments often organize employee engagement events where female colleagues show greater interest and participation. These events usually involve discussions, photo sessions, and social media engagement, with likes and comments reflecting temporary enthusiasm. While such initiatives create awareness, they often do not translate into long-term cultural shifts within organizations. However, the notion has exceptions too.

Despite the increasing number of corporate events focusing on women's empowerment, significant gaps remain in addressing real workplace challenges. Many crucial questions about workplace culture, policies, and gender inclusivity remain unanswered. The gap between what is discussed in the events and what is implemented in reality is evident—there is often a disconnect between strategic planning and tangible action. As a result, sustainable and effective solutions for gender diversity in the workplace are still very limited or nearly nonexistent.

In this context, we present the findings of our groundbreaking, all-encompassing research, "Women's Workplace Challenges," which was conducted to unleash practical insights into the challenges that women professionals actually face in their workplaces. The research was conducted across Bangladesh, encompassing professionals employed in top-mid multinational corporations (MNCs) and large local organizations.

The research also aimed to unleash a realistic overview of the country's overall practices, as well as gender-specific practices among men and women regarding workplace challenges and the opportunities. This report also focuses on the existence of policies, practices, guidelines, and programs adopted by organizations and will assess their actual impact in addressing women's workplace challenges.

Based on the findings from this research, the Women's Desk of Talent Forum will take the initiative to serve as a bridge between finding and action. It will focus on corporate settings to ensure that findings translate into meaningful change within workplaces, enabling and empowering working women with the actionable tools, resources, and networks they need to advance their careers and navigate workplace challenges effectively.

The Women's Desk and Talent Forum warmly thank all the professionals of top-mid multinational corporations (MNCs), large local organizations, Women's Desk legal partner- Mahbub & Company, program advisor, mental health advisor, communication team, and a research company based in the USA.

Without their unwavering guideline, cooperation and spontaneous participation, we would not have been able to roll-out this research across SA region focusing Bangladesh.

Message from Advisor of Women's Desk

We are humbled to present the findings of our research titled *"Women's Workplace Challenges"* a collaborative effort driven by a shared commitment to understanding and addressing the challenges women face in corporate settings.

This important research aligns with Talent Women Desk's core vision, which has consistently driven our efforts since inception. It reflects our continued commitment to understanding and addressing key workplace challenges, especially those related to gender equity and workplace culture.

The report is the outcome of several months of careful planning, comprehensive data collection, and detailed analysis. Our dedicated project team—including experienced researchers and analysts—worked diligently to ensure the voices of working women were captured accurately and respectfully. We are sincerely grateful to every stakeholders who supported and contributed to this ground-breaking research initiative.

Under the sponsored initiative of Talent Forum, this project was brought to life by a highly capable analytics team. The diverse expertise Talent Forum has gained through working across more than 30 industries—both locally and internationally—greatly enriched this research. From the early planning phase to the final report, the project was shaped by close collaboration between our project team and an advisory group of experts in gender studies, mental health studies, and workplace equity.

We also extend our heartfelt thanks to the 264 professionals who generously shared their time, experiences, and perspectives from 08 March 2025 to 20 March 2025. While the primary focus was on the challenges women professionals face across industries, we included male professionals in this research as an enabler. Their viewpoints helped reveal important findings gaps—showing differences in how workplace barriers are experienced by women and how they are perceived or acknowledged by men. This comparison also applicable MNCs and large local settings which added insightful depth to our findings.

In addition to identifying the key challenges, the report also highlights areas of hope and opportunity. Encouragingly, many organizations are beginning to move beyond symbolic gestures toward genuine, policy-driven change. Our findings unleash that meaningful progress is achievable—when leadership listens, when policies are inclusive, and when workplace culture is built on empathy and fairness.

This research-report is not just a record of challenges—it is a call to action. Instead of focusing on specific event-based programs for women, Women's Desk will present practical solutions grounded in the research findings. It will encourage employers, HR leaders, policymakers, academia, and CXOs to engage in thoughtful reflection and commit to fostering a truly inclusive workplace for everyone.

Our initiative has a positive impact on the way of doing the same jobs in a better way and on the company's top-bottom line.

We will never lose in an engaged world; we will either learn from **YOU** or win.

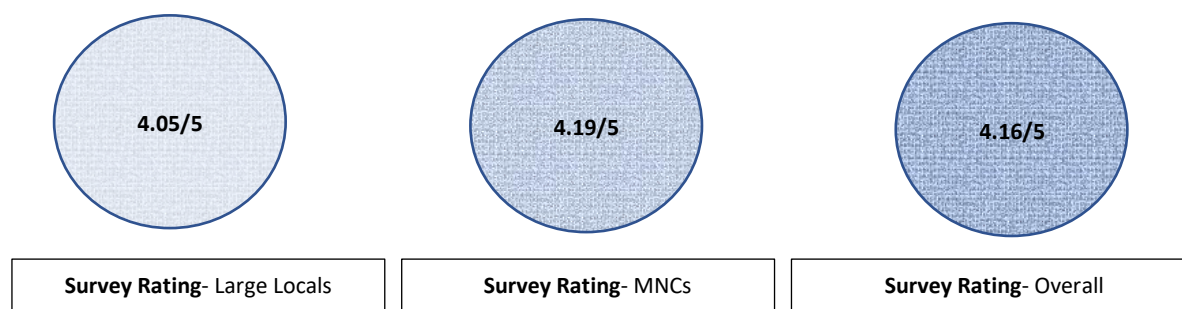
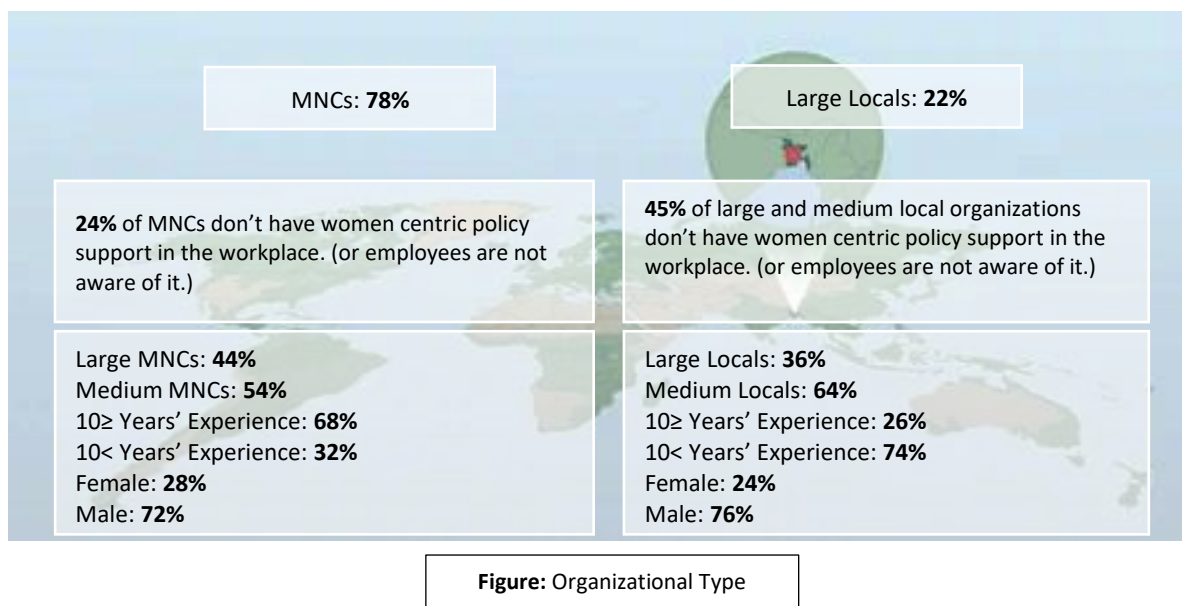
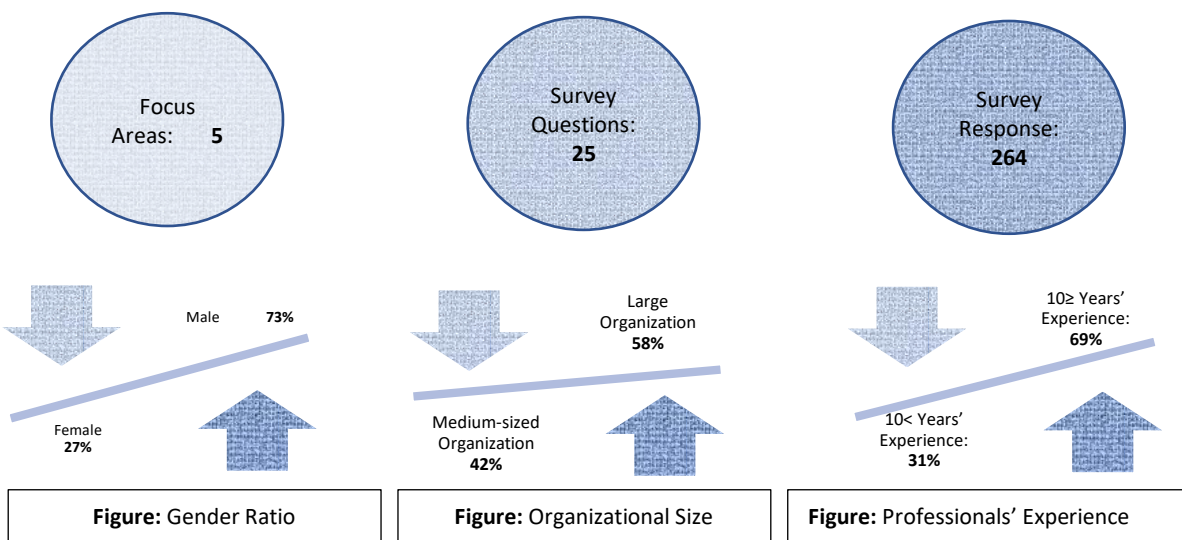
Sincerely,

Rahat Sohail (Ananna)
Advisor– Women's Desk

Professionals' Dashboard:

Professionals are from two distinct types of organizations, categorized based on their international and global presence.

Businesses with less than or equal to 1000 people are referred to as medium-sized organisations, and businesses with more than 1000 employees are referred to as large organisations.





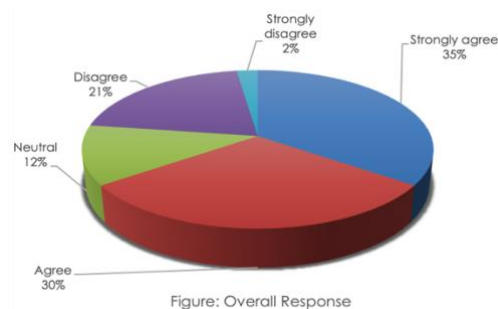
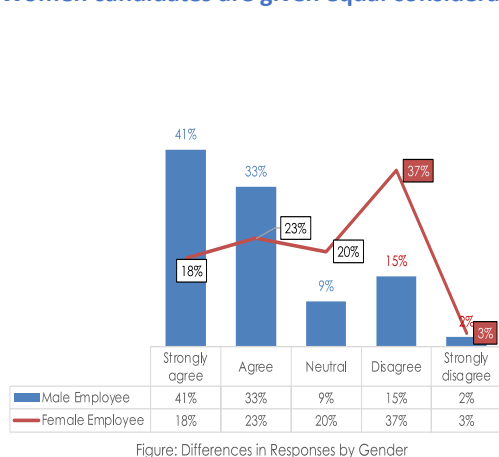
Focus Areas:

- ⊙ Talent Sourcing
- ⊙ Equal Employment Opportunity (EEO)
- ⊙ Workplace Culture
- ⊙ Diversity & Inclusion
- ⊙ Career Advancement

Research Findings & Analysis:

⊙ Section A: Talent Sourcing

1. Women candidates are given equal consideration for all roles during the recruitment process.



Of all professionals, **23%** disagreed with the aforesaid statement to some extent and remained indifferent.

40% of female professionals opposed the aforesaid statement.

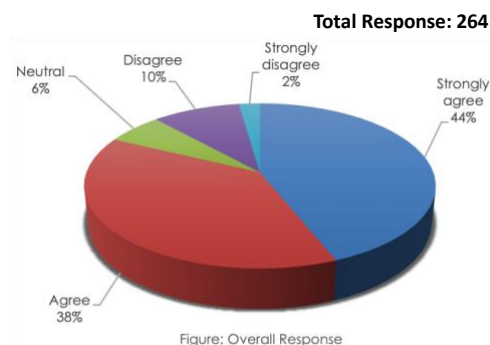
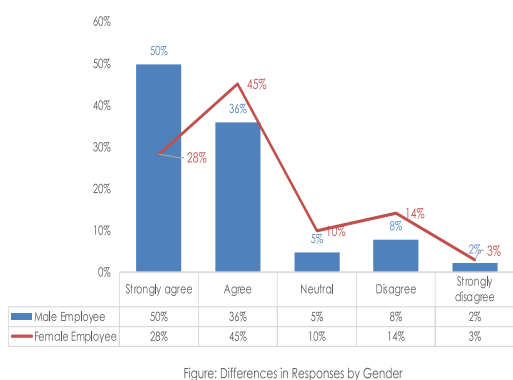


17% of male professionals trust that women professionals don't receive equal consideration for all roles during the recruitment process.

The disparity in viewpoints could be the consequence of management choice and policy priority.

The aforesaid **23%** difference is impacting workplace culture.

2. Job descriptions in my organization are equally accessible to all genders.



Of all professionals, **18%** disagreed with the aforesaid statement to some extent and remained indifferent.

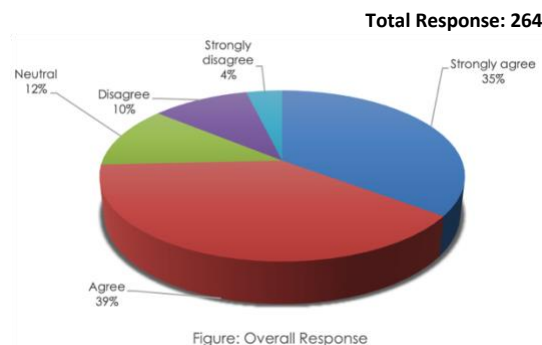
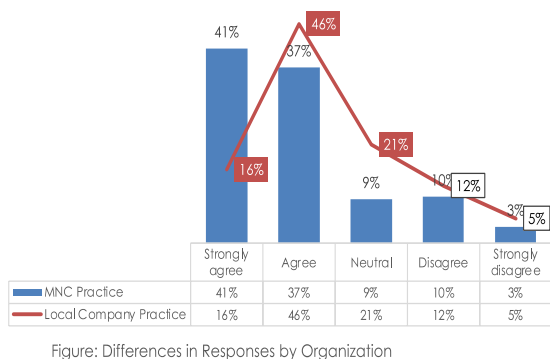
27% of female professionals disagreed with the aforesaid statement and remained indifferent.

Vs **15%** of male professionals disagreed & remained indifferent to the statement Job descriptions in my organization are equally accessible to all genders.

The disparity in viewpoints could be the consequence of distribution sales, site operations, construction operations, and manufacturing operations. And a smart job design could be a solution.

The aforesaid **12%** difference is impacting workplace culture.

3. Talent sourcing within my organization emphasizes diversity, including gender diversity.



Of all professionals, **26%** disagreed with the aforesaid statement to some extent and remained indifferent.

38% of professionals from local organizations disagreed with the aforesaid statement and remained indifferent.

Vs **22%** of professionals from MNCs disagreed with the aforesaid statement and remained indifferent.

The disparity in viewpoints could be the consequence of management choice, policy priority, and less employee relation programs within the workplace.

The aforesaid **16%** difference is impacting workplace culture.

4. I feel that there are specific positions where women are underrepresented.

Total Response: 264

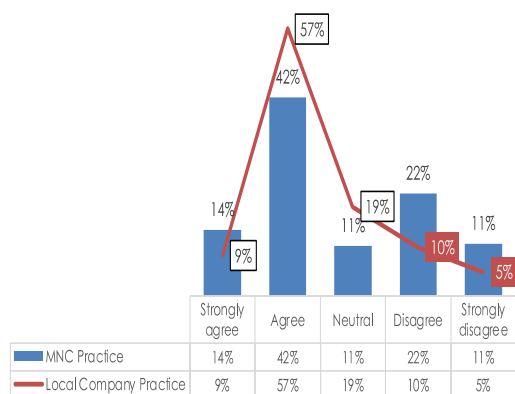


Figure: Differences in Responses by Organization

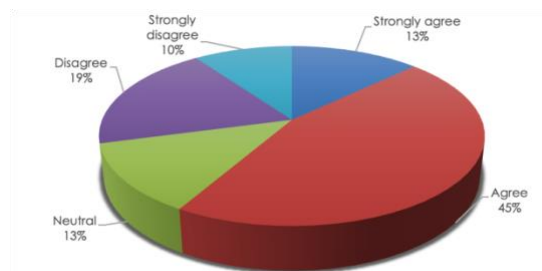


Figure: Overall Response

58% of professionals trust that in the specific functions & positions, women are still underrepresented, e.g., distribution sales, site operations, construction operations, physical distribution, and manufacturing operations.

33% of professionals from MNCs trust there is no existence of positions where women are underrepresented.



15% of professionals from local organizations have the similar trust.

The stated **18%** difference is because of MNCs address the challenges to ensure the diversity in all positions from strategic point of view whilst local organizations ensure the diversity in all positions from operational point of view. It does not, however, guarantee that MNCs consistently meet their KPIs. And a smart job design could be a solution.

© Section B: Equal Employment Opportunity (EEO)

5. My organization has a clear EEO policy.

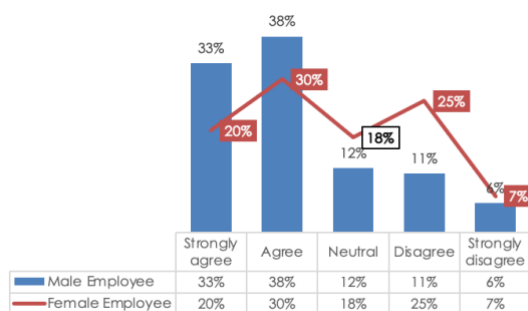


Figure: Differences in Responses by Gender

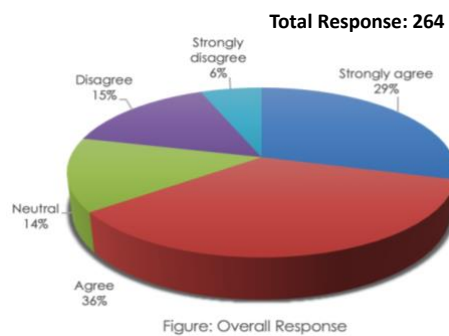


Figure: Overall Response

Of all professionals, **21%** claim that their respective organization don't have a clear EEO policy.

32% of female professionals claim that they don't have EEO policy in their organization/ don't get EEO policy awareness, and **17%** of male professionals have same impression.



50% of female professionals trust that they have EEO policy in their organization as well as get EEO policy awareness, and **71%** of male professionals have same impression.

The aforesaid **15% & 21%** differences are impacting workplace culture.

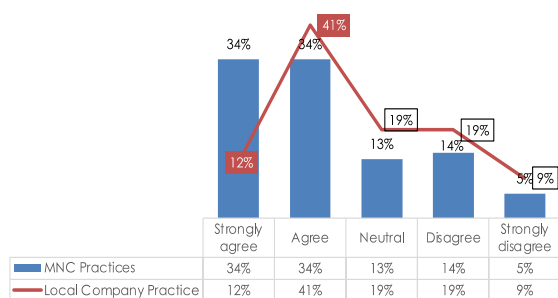


Figure: Differences in Responses by Organization

53% of professionals from local organizations have EEO policy in their organization as well as get EEO policy awareness.



68% of professionals from MNCs have the same impression.

The disparity in viewpoints could be the consequence of management choice and less employee relation programs.

The aforesaid **15%** difference is impacting workplace culture.

6. My organization has clear complaint management, grievance management, workforce harassment management, and conflict management procedures.

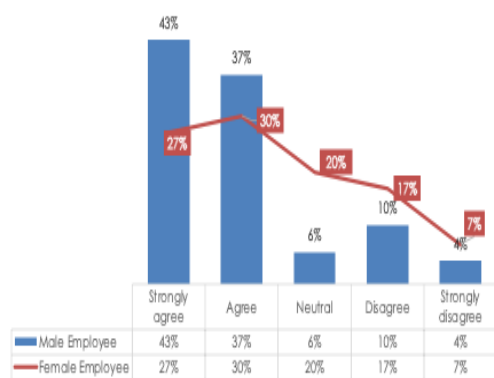


Figure: Differences in Responses by Gender

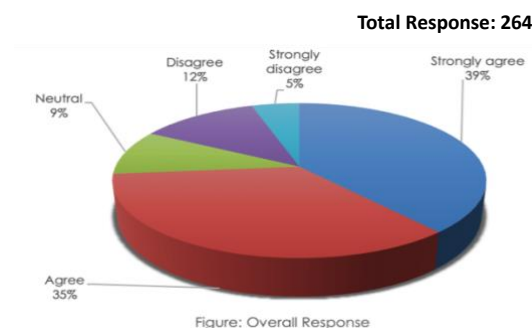


Figure: Overall Response

Of all professionals, **74%** Trust that their organizations have clear complaint management, grievance handling, workforce harassment management, and conflict resolution.

24% of female over **14%** of male professionals opposed the aforesaid statement.

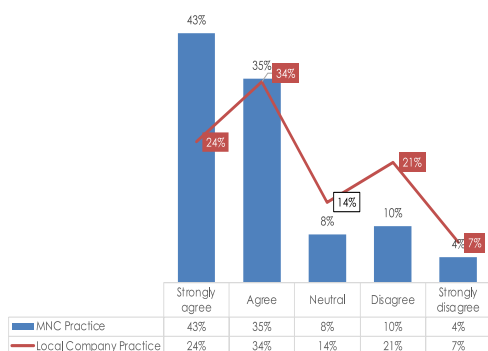


Figure: Differences in Responses by Organization

28% of professionals from local organizations over **14%** of professionals from MNCs opposed the aforesaid statement.

80% of male professionals perceive organizational adoption of above procedures.



57% of female professional perceive organizational adoption of above procedures.

The disparity in viewpoints could be the consequence of lack of policy, levers of control, and employee relation programs.

The aforesaid **23%** difference is impacting workplace culture.

7. In the USA, women are paid 87 cents for the same job that males are paid \$1 USD, a major discrimination. This applies to South Asia, with a focus on Bangladesh too.

Total Response: 264

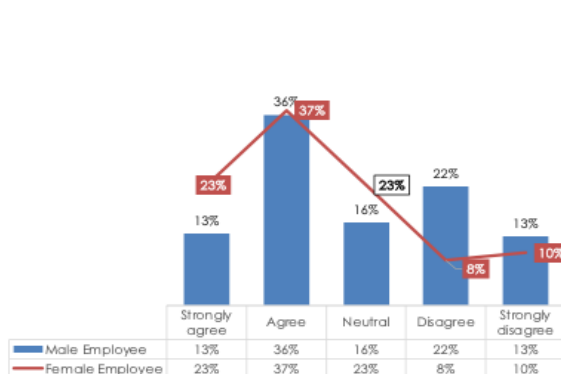


Figure: Differences in Responses by Gender

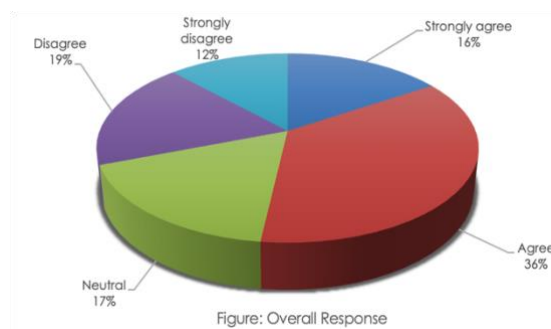


Figure: Overall Response

Of all, **52%** professionals are in favor of the aforesaid statement.

60% of female over **49%** of male professionals are in favor of the aforesaid statement.

35% of male professionals don't trust, women are underpaid.

VS

18% of female professionals don't trust, women are underpaid.

The disparity in viewpoints could be the consequence of lack of policy, job evaluation, and smart job design.

The aforesaid **17%** difference is impacting workplace culture.

8. I believe all policies at my organization are well communicated to all employees.

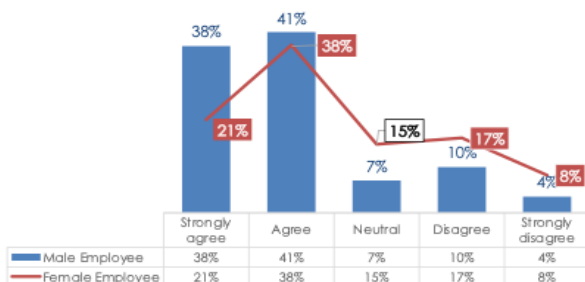


Figure: Differences in Responses by Gender

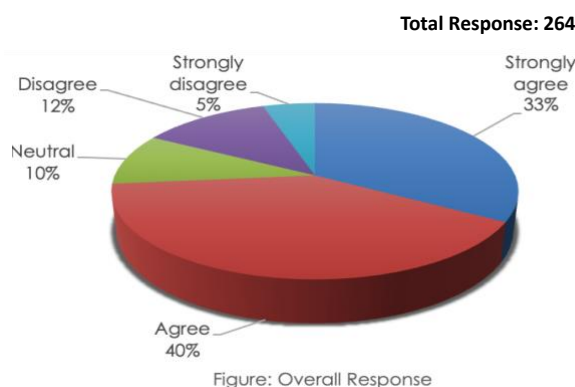


Figure: Overall Response

Of all, **73%** professionals are in favor of the aforesaid statement.

79% of male professionals trust that all policies are well communicated to all employees.

VS

59% of female professionals trust that all policies are well communicated to all employees.

The disparity in viewpoints could be the consequence of lack of policy and its awareness.

The aforesaid **20%** difference is impacting workplace culture.

9. My organization takes EEO complaints seriously and addresses them fairly.

Total Response: 264

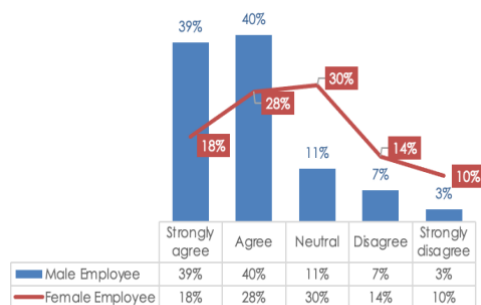


Figure: Differences in Responses by Gender

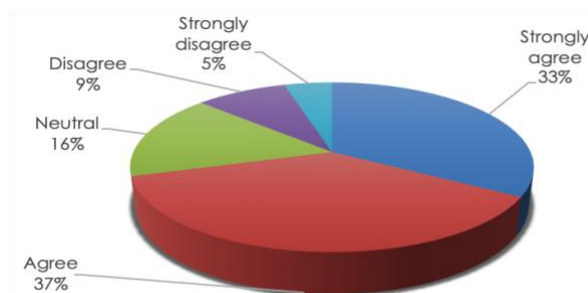


Figure: Overall Response

Of all, **70%** professionals are in favor of the aforesaid statement.

79% of male professionals are getting fair consequences of EEO complaints by their respective organizations.

VS

46% of female professionals are getting fair consequences of EEO complaints by their respective organizations

The disparity in viewpoints could be the consequence of a lack of policy and its awareness. Management's line of sight is equally paramount here.

The aforesaid **33%** difference is impacting workplace culture.

© Section C: Workplace Culture

10. My organization actively discourages gender stereotyping.

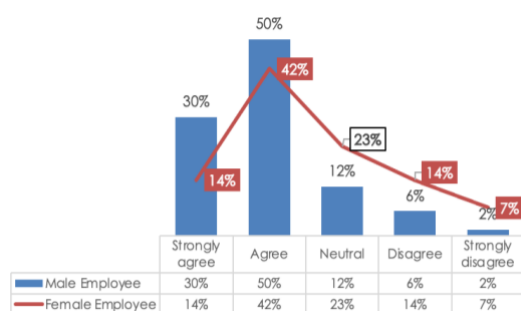


Figure: Differences in Responses by Gender

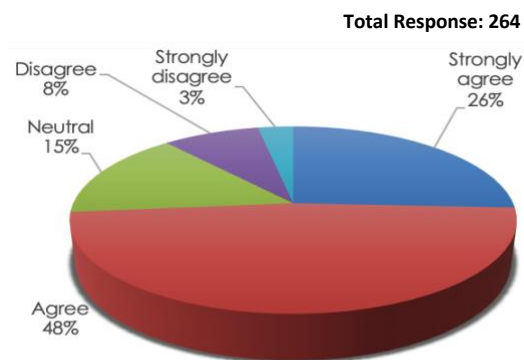


Figure: Overall Response

Of all, **74%** professionals are in favor of the aforesaid statement.

80% of male professionals trust that their organizations discourage gender stereotyping.

VS

56% of female professionals trust that their organizations discourage gender stereotyping.

The disparity in viewpoints could be the consequence of lack of policies and guidelines, its periodic awareness, and implementation.

The aforesaid **24%** difference is impacting workplace culture.

11. I believe my organization recognizes and values the contributions of women equally.

Total Response: 264

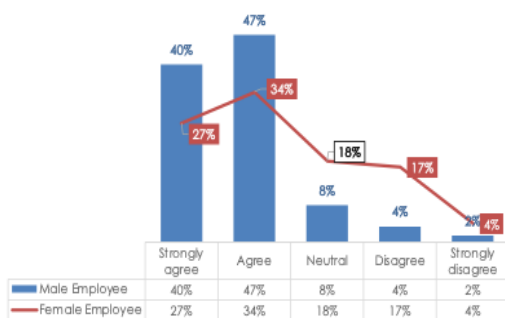


Figure: Differences in Responses by Gender

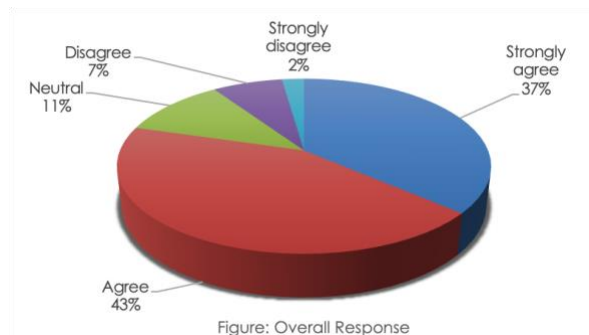


Figure: Overall Response

Of all, **80%** professionals are in favor of the aforesaid statement.

87% of male over **61%** of female professionals are in favor of the aforesaid statement that organization recognizes and values the contributions of women equally.



21% of female over **6%** of male professionals opposed that organization recognizes and values the contributions of women equally.

The disparity in viewpoints could be the consequence of lack of policies and guidelines, value driven practices, its periodic awareness, and implementation.

The aforesaid **26%** & **15%** differences are impacting workplace culture.

12. I trust our workplace culture supports work-life balance for women.

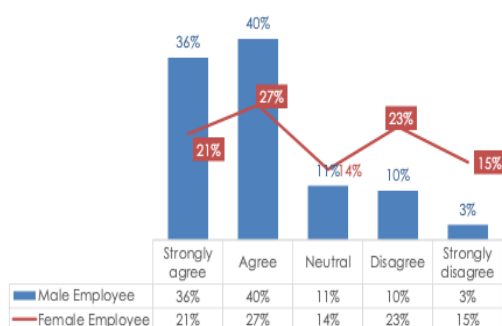


Figure: Differences in Responses by Gender

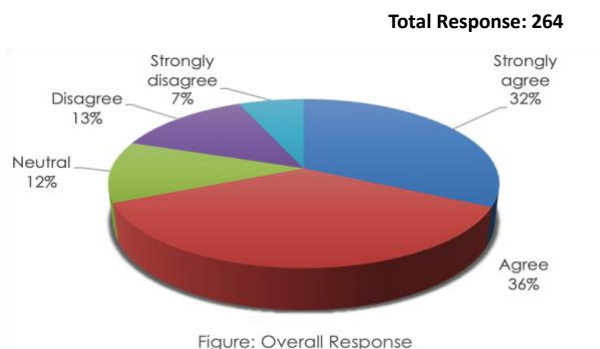


Figure: Overall Response

Of all, **68%** professionals are in favor of the aforesaid statement.

76% of male over **48%** of female professionals are in favor of the aforesaid statement that their workplace culture supports work-life balance for women.



38% of female over **13%** of male professionals opposed that their workplace culture supports work-life balance for women.

The disparity in viewpoints could be the consequence of lack of policies and guidelines, value driven practices, its periodic awareness, and implementation.

The aforesaid **18%** & **25%** differences are impacting workplace culture.

13. Employee engagement programs at my workplace are inclusive for women.

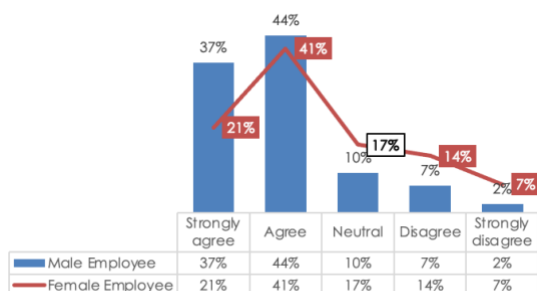


Figure: Differences in Responses by Gender

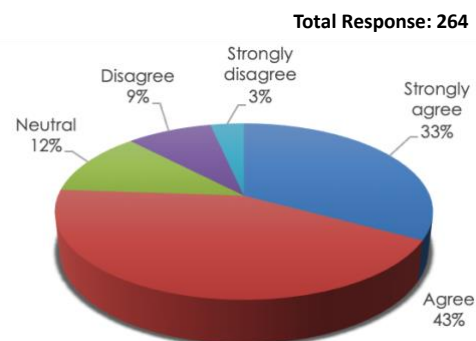


Figure: Overall Response

Of all, **76%** professionals are in favor of the aforesaid statement.

81% of male over **62%** of female professionals are in favor of the aforesaid statement that employee engagement programs at their workplace are inclusive for women.



21% of female over **9%** of male professionals opposed that employee engagement programs at their workplace are inclusive for women.

The disparity in viewpoints could be the consequence of lack of policies & guidelines, periodic employee awareness, and implementation.

The aforesaid **19%** difference is impacting workplace culture.

© Section D: Diversity & Inclusion

14. My organization has a clear policy on diversity and inclusion.

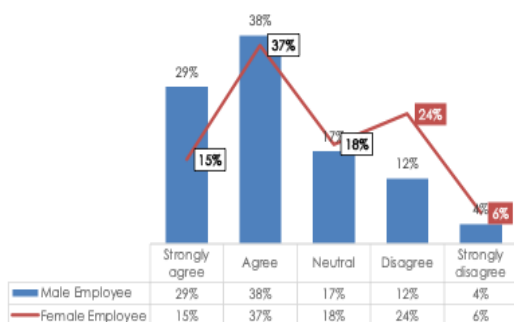


Figure: Differences in Responses by Gender

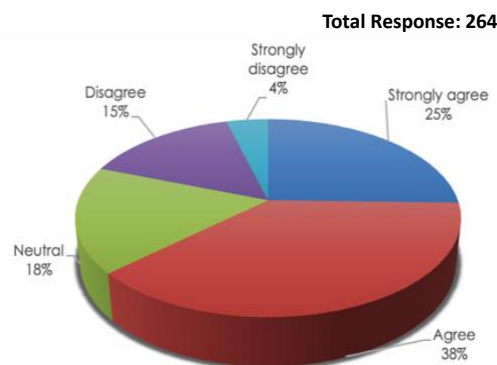
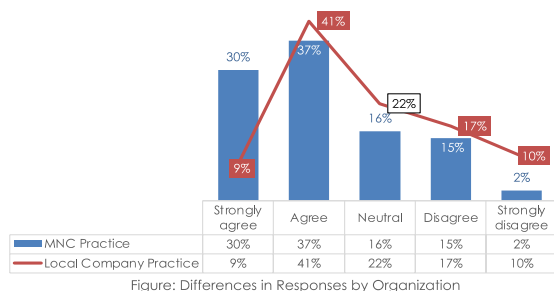


Figure: Overall Response

Of all, **63%** professionals are in favor of the aforesaid statement.

67% of male over **52%** of female professionals are in favor of that their organizations have a clear policy on diversity and inclusion.



Of all, **67%** MNC's professionals over **50%** local organization's professionals are in favor of that their organizations have a clear policy on diversity and inclusion.

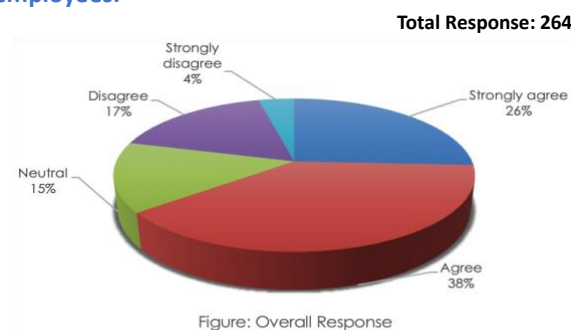
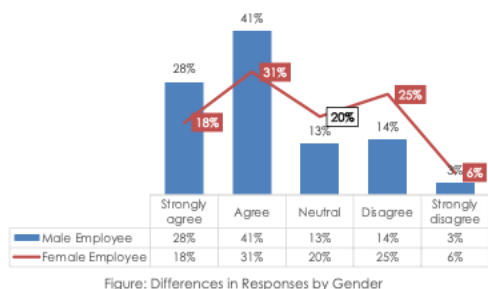


Of all, **27%** local organization's professionals over **17%** MNC's professionals opposed that their organizations have a clear policy on diversity and inclusion.

The disparity in viewpoints could be the consequence of lack of policies & guidelines, periodic employee awareness, and implementation.

The aforesaid **17%** difference is impacting workplace culture.

15. Diversity and inclusion awareness is available for all employees.



Of all, **64%** professionals are in favor of the aforesaid statement.

69% of male over **49%** of female professionals are in favor of that their organizations have a clear policy on diversity and inclusion.

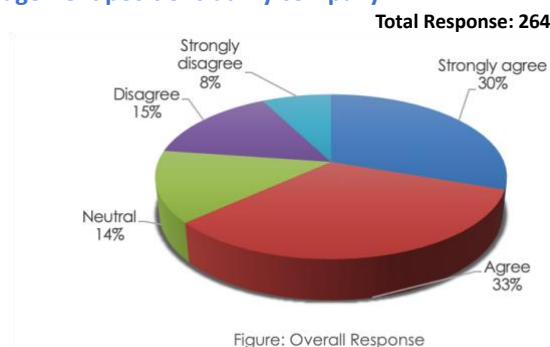
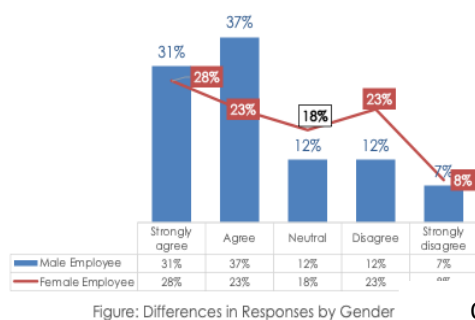


31% of female over **17%** of male professionals opposed that their organizations have a clear policy on diversity and inclusion.

The disparity in viewpoints could be the consequence of lack of policies & guidelines, periodic employee awareness, and implementation.

The aforesaid **20% & 14%** differences are impacting workplace culture.

16. Women are well-represented in leadership/senior management positions at my company.



Of all, **37%** professionals disagreed with the aforesaid statement to some extent and remained indifferent.

68% of male over **51%** of female professionals are in favor of that female are well-represented in leadership/senior management positions at their organization.



31% of female over **19%** of male professionals opposed that female is well-represented in leadership/senior management positions at their organization.

The disparity in viewpoints could be the consequence of management choice.

The aforesaid **17% & 12%** differences are impacting workplace culture.

17. My organization takes steps to achieve a balanced gender ratio.

Total Response: 264

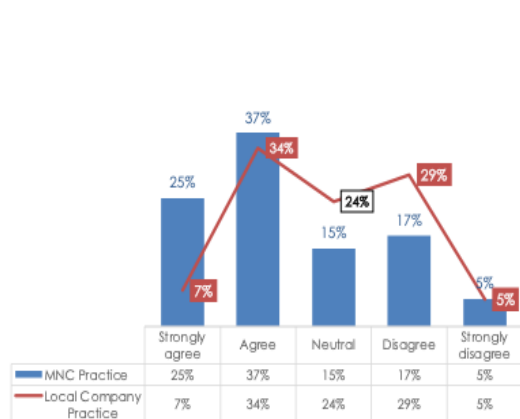


Figure: Organization wise initiatives for Balanced Gender Ratio

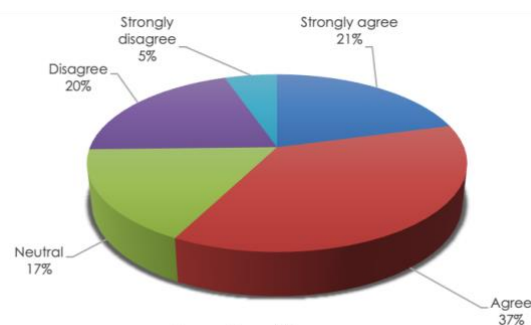


Figure: Overall Response

Of all, **25%** disagreed with the aforesaid statement to some extent and remained indifferent.

62% of professionals from MNCs over **41%** of professionals from local organizations are in favor of that their organizations take steps to achieve a balanced gender ratio.



34% of professionals from local organizations over **22%** of professional of MNCs opposed that their organizations take steps to achieve a balanced gender ratio.

The disparity in viewpoints could be the consequence of management choice.

The aforesaid **21% & 12%** differences are impacting workplace culture.

Section E: Career Advancement

18. Women in my organization have the same opportunities for promotion/career progression as men.

Total Response: 264

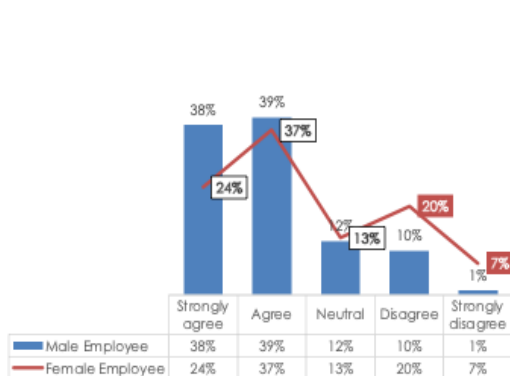


Figure: Differences in Responses by Gender

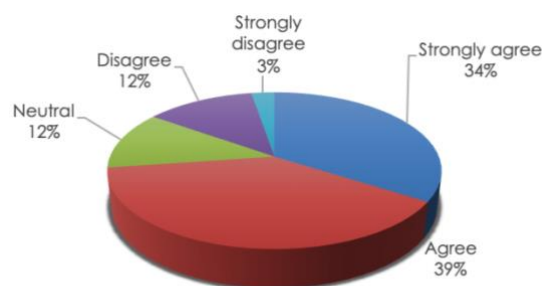


Figure: Overall Response

Of all, **27%** disagreed with the aforesaid statement to some extent and remained indifferent.

77% of male over **61%** of female professionals are in favor of that women in their organizations have the same opportunities for promotion/career progression as men.



27% of female over **11%** of male professionals opposed that women in their organizations have the same opportunities for promotion/career progression as men.

The disparity in viewpoints could be the consequence of management choice.

The aforesaid **16%** difference is impacting workplace culture.

19. My organization offers leadership training and adequate mentorship opportunities for women.

Total Response: 264

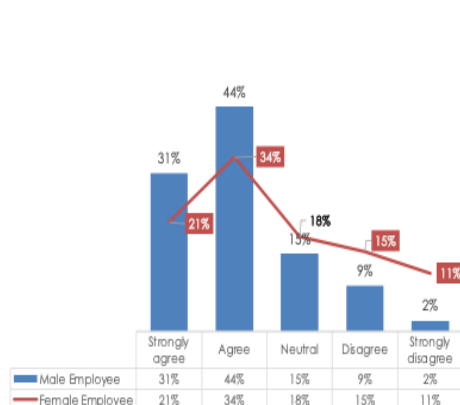


Figure: Differences in Responses by Gender

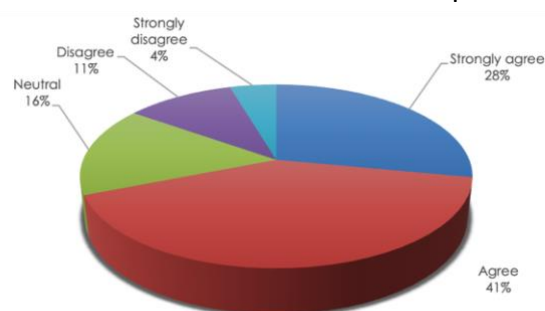


Figure: Overall Response

Of all, **31%** disagreed with the aforesaid statement to some extent and remained indifferent.

75% of male over **55%** of female professionals are in favor of that their organization offer leadership training and adequate mentorship opportunities for women.



26% of female over **11%** of male professionals opposed that their organization offer leadership training and adequate mentorship opportunities for women.

The disparity in viewpoints could be the consequence of management choice, talent management & succession management policy.

The aforesaid **20% & 15%** differences are impacting workplace culture.

20. My organization supports women's participation in industry events and conferences.

Total Response: 264

82% of professionals from MNCs and **69%** of professionals from local organizations trust their respective organizations support women's participation in industry events and conferences.

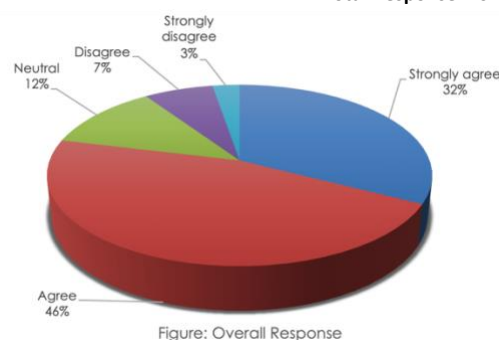


Figure: Overall Response

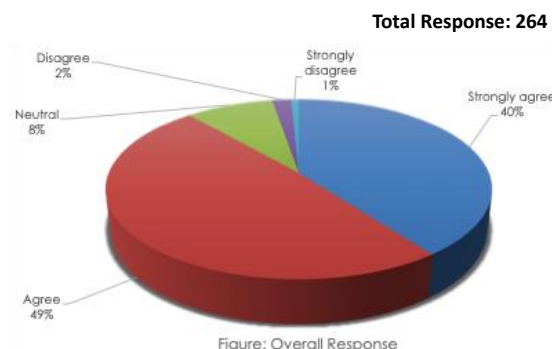
Of all professionals, **22%** disagreed with the aforesaid statement to some extent and remained indifferent.

Expectations From the Women's Desk Platform

21. I expect the Women's Desk to create a platform for overcoming workplace challenges related to women.

40% of professionals strongly agree, and **49%** of professionals agree that the Women's Desk should create a platform for overcoming workplace challenges faced by women.

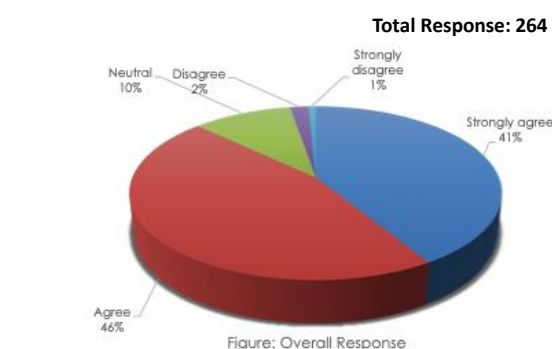
This data, which consolidates the expectations of both male and female professionals, clearly highlights the need for a dedicated forum in Bangladesh where women can openly discuss workplace challenges. It also underscores the expectation that the Women's Desk platform at Talent Forum will take meaningful initiatives to address these concerns.



22. I expect the Women's Desk to have experienced legal advisors available for workplace rights & career-related inquiries.

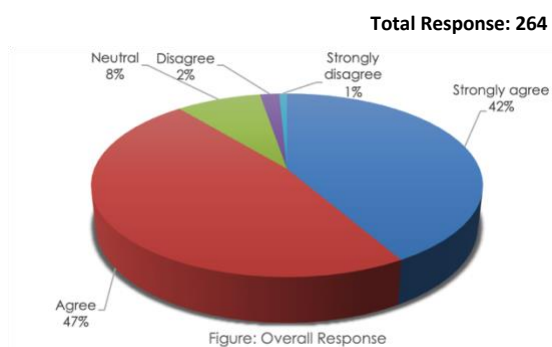
41% of professionals strongly agree and **46%** of professional agree with their expectation from Women's Desk platform to have experienced legal advisors available for workplace rights & career-related inquiries.

This feedback from the professionals clearly indicates that there is strong need of a legal advisors by any women platform for supporting and counselling related to their workplace rights and career queries.



23. I hope the Women's Desk will provide resources for women navigating career break returnship on the occasion of maternity or family reasons.

42% of professionals strongly agree and **47%** of professionals agree with the expression of their hope that the Women's Desk platform will provide resources for women navigating career break returnships on the occasion of maternity or family reasons. In Bangladesh this is one of the major challenges that career break or pause by women while facing challenging and critical stages during their maternity or family issue. And it gets more difficult to return to their career after this break.

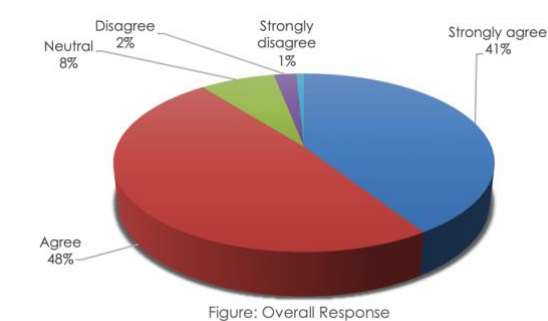


24. I hope the Women's Desk provides resources on mental health rights within the workplace.

Total Response: 264

41% of professionals strongly agree, and **48%** of agree that their primary expectation from the Women's Desk platform is to receive resources on mental health rights in the workplace.

In Bangladesh, discussions on women's mental health are primarily highlighted during Women's Day celebrations. However, this issue needs continuous attention in daily life. Our findings indicate a clear need for a dedicated forum or organization to ensure the availability of resources on women's mental health rights in workplaces across the country.



25. I hope the Women's Desk will talk to the government to extend the maternity leave period.

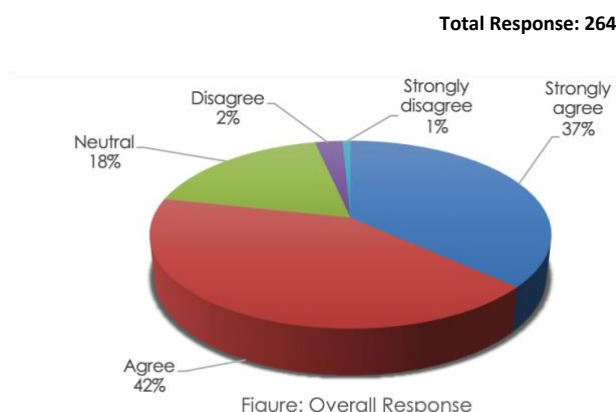
37% of professionals strongly agree and **42%** of professionals agree with their expectation from the Women's Desk platform is their involvement to discuss with the government to extend the maternity leave period, Similarly **61%** female and **50%** male strongly agree as well as female **20%** and male **55%** agree on the same expectation.

Currently as per the Bangladesh Labour Act "for a total of 16 weeks (112 days), with 8 weeks to be taken after child birth. If an employee is unable to return to work after childbirth due to illness resulting from the pregnancy, she may be entitled to additional sick leave, as stipulated in the law. **[Bangladesh Labour Act: 45 & 46] [Bangladesh Labour Rule: 38]."**

Some large MNCs and FI organizations have six-month maternity as per the government directives of Bangladesh Government.

The cabinet of Bangladesh Government has approved maternity leave from 112 days to 120 days.

A Division Bench of the Hon'ble High Court Division of the Supreme Court of Bangladesh has issued the rule (show cause) on the Government of Bangladesh to explain why directions should not be given for adoption of laws regarding Paternity Leave. **Legal Partner of Women's Desk- Mahbub & Company** is closely monitoring this public interest litigation.



Subjective Comments

Women's Desk doesn't take any responsibility on these subjective comments.

1. Conduct regular awareness on women rights.
2. Policies on workplace harassment to avoid any physical or mental harassment in the workplace / working environment. Behavioral and emotional intelligence policies need to be aligned with needs / scenarios related to women. Women / female competencies need to be added in the succession planning policies.

3. The need to be a core focus on that every organization has a anti sexual harassments policy and a committee to refrain any unfavorable situation.
4. It's not comprehensive, as my organization has all those positive policies., but they follow it only for eye wash. Nepotism and buttering only works there. Whatever your gender or skill, if you maintain a good relationship with top management, that only works for promotion or better career within the organization. otherwise you have to struggle.
5. Various social, economic, and cultural factors further contribute to gender inequality. Addressing these challenges to improve requires targeted policy reforms, improved wage transparency, and robust support for equal career opportunities.
6. Women must be included into sales management team.
7. These should be starting to be discussed at school level first and make our children understand equality and inclusion otherwise when they grow up they don't practice it.
8. Gender equality is the most fundamental principle in the world.
9. My suggestion to be awarded the many people about the gender equity matter and strong police should have in every organization and monitor to develop the culture.
10. Improving the workplace for women is essential for fostering a more inclusive, equitable, and productive environment. Here are some key strategies to create a better workplace for women:

a) Equal Pay & Opportunities

- Pay transparency: Ensure equal pay for equal work by regularly auditing pay scales and providing transparency around compensation.
- Promote mentorship: Develop formal mentorship programs where women can gain guidance and career development from senior leaders.

b) Flexible Work Arrangements

- Remote work options: Offer flexible schedules and remote working options, which can be especially helpful for women balancing work and family responsibilities.
- Parental leave: Implement generous and inclusive parental leave policies, which also encourage men to take time off for family duties, promoting shared responsibility.

c) Support for Career Growth

- Leadership training: Create leadership programs tailored to women's needs, including strategies for negotiating, building confidence, and managing teams.
- Networking opportunities: Ensure women have access to the same networking events and opportunities for collaboration that can advance their careers.

d) Workplace Safety and Respect

- Zero tolerance for harassment: Foster a zero-tolerance policy for harassment, discrimination, and microaggressions. Provide clear reporting channels for issues that arise.
- Training: Conduct training to reduce unconscious bias in hiring, promotions, and evaluations, ensuring that women are judged fairly for their performance.

e) Inclusive Policies and Practices

- Diversity in leadership: Strive for diversity at all levels, particularly in leadership and decision-making roles.
- Employee resource groups: Create groups or committees where women can voice concerns, provide feedback, and support each other.

About Women's Desk

- ⊙ Our USPs: <https://talentforum.org/usps/>
- ⊙ Our charter: <https://talentforum.org/our-charter/>
- ⊙ Our policy: <https://talentforum.org/our-policy/>
- ⊙ What we do: <https://talentforum.org/what-we-do/>
- ⊙ Women's desk team: <https://talentforum.org/womens-desk-team/>
- ⊙ Our partners: <https://talentforum.org/our-partners/>

Solution of this Survey Findings:

- ⊙ Talent Sourcing: <https://talentforum.org/talentvault/>
- ⊙ EEO: <https://talentforum.org/cobc-ethics-manual/>
- ⊙ Workplace Culture: <https://talentforum.org/workplace-culture-development-manual/>
- ⊙ Diversity & Inclusion: <https://talentforum.org/cobc-ethics-manual/>
- ⊙ Career Advancement: <https://talentforum.org/talentvault/>

“We will never lose in an engaged world; we will either learn from **YOU** or win”

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