

Gender and Diversity policy at workplaces

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BANQUE
Luxembourg



DEXIA

Gender and Diversity at Dexia BIL

 Dexia key figures

 Dexia context

 Diversity - Positive actions

Dexia, the sustainable development bank

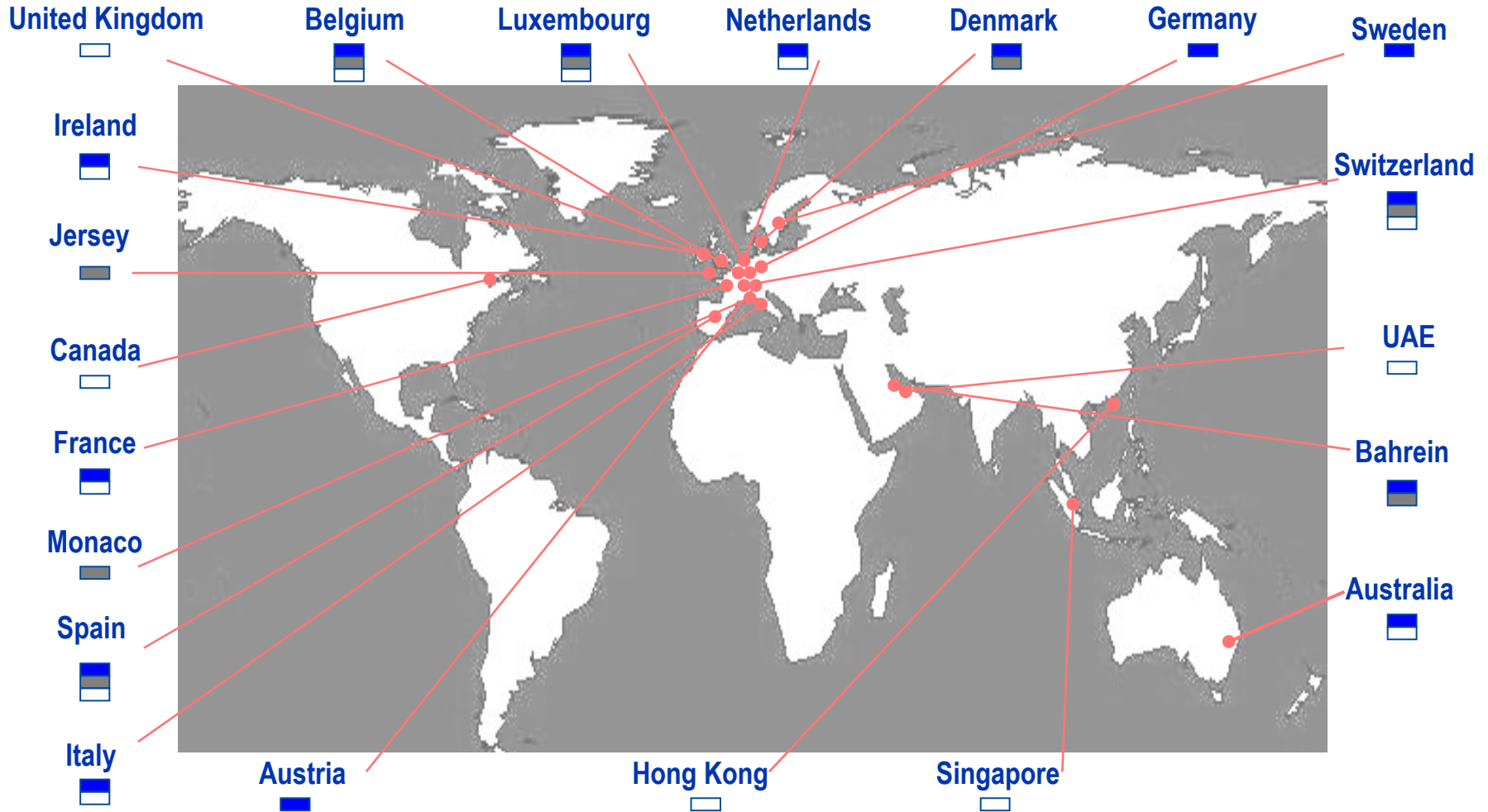
History:

- **08.03.1856 Establishment** of the « Internationale Bank Luxembourg, oldest bank in the financial centre
- 1928: BIL takes part in setting up the Luxembourg Stock Exchange
- 1963: BIL is principal issuer of the first Eurobond
- 1970: founding of CEDEL
- 1988: creation of first investments funds
- 1991: CCB becomes the bank's majority shareholder
- 1999: Dexia group announces takeover of BIL shares
- 2000: change of trading name (Dexia BIL)
- 2005: announcement of joint venture between RBC and Dexia Fund Services
- 2006: Dexia BIL celebrates 150th anniversary
- 2007: establishment of Dexia LDG Banque

Facts:

- One of the very few private banks **entitled to issue banknotes**
- One of the top 15 banks listed on the euro-zone stock market
- World leader in **financial services to the local public sector**
- **Financial services' provider to the local community:**
 - Dexia is one of the top three banks in Belgium and Luxembourg
- **Financial asset management:**
 - Represented on 19 financial markets worldwide
 - Active worldwide in the treasury and financial markets sectors
- National network of 38 branches
 - One of the 3 main economic players of the Grand-Duchy

Dexia BIL worldwide



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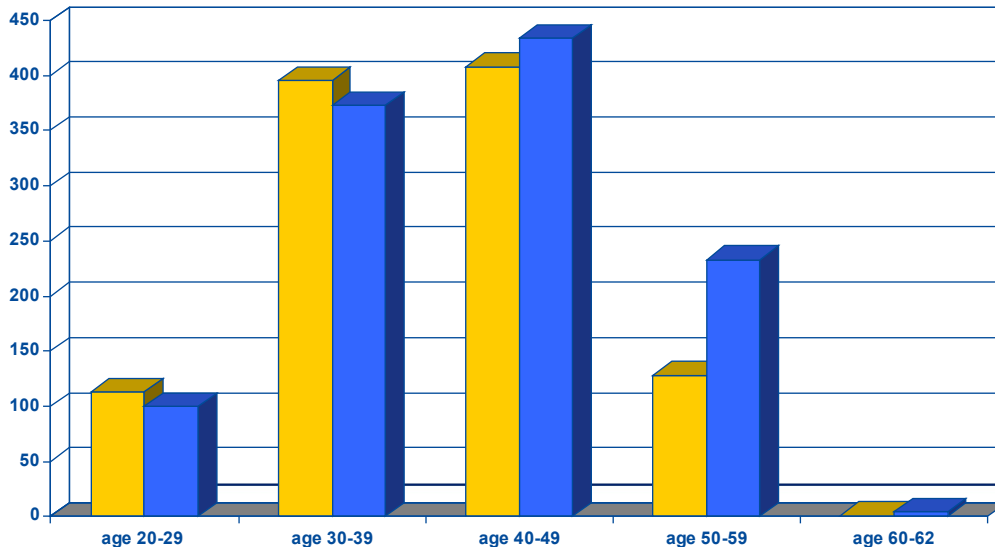
- Dexia Private Banking
- RBC Dexia Investor Services



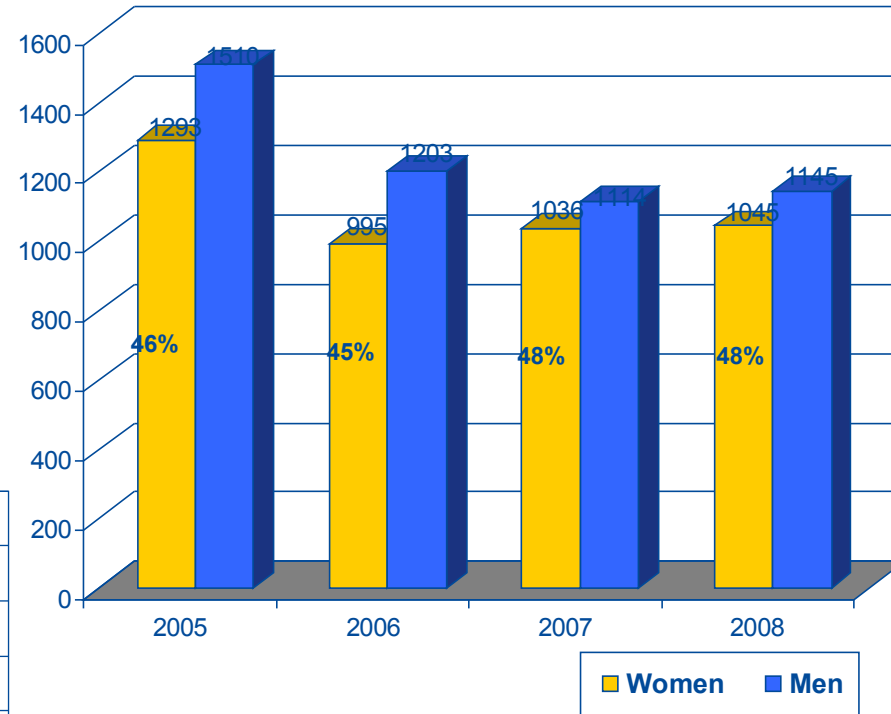
Dexia BIL structure



- **01.09.09: 2,088 employees**
- **Dexia BIL is a truly multicultural bank**
- **Age and length of service 2008**
 - 39.99 years for women
 - 41.52 years for men
 - 15.66 years service for women
 - 14.49 years service for men

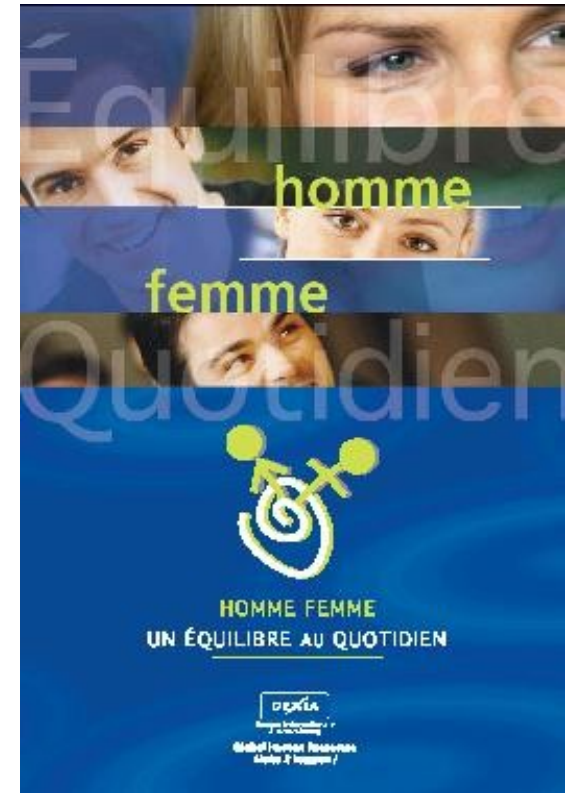


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Project “Positive actions”

- **Equality and gender diversity**
 - Aims at combating discrimination and inequalities at workplaces
- **Who should be involved?**
 - It is an issue that **everyone** must be involved in!
 - Guarantee of success
- **The partners**
 - The Company Board – CEO
 - The staff representatives
 - Line managers have responsibility for this – we need leadership and accountability
 - The employees
 - The Minister for Equal Opportunities (positive action)





▪ Staff Motivation

- Better working conditions, combating stress and addiction/dependency
- Increased productivity/creativity
- Promotion of the Bank's values and its commitment to the public and its staff
- Board commitment
- Involvement of staff delegation

▪ What do you need along the way

- Passion
- Organization
- Be visible
- Cultivate your networks
- Communication
 - encourage the launching of initiatives by presenting good examples
 - make the change of mentality possible by example of good practices
 - the Bank's image





- Recruitment
 - ▶ aggressive recruitment of women
 - ▶ positive discrimination by selection of candidates
 - ▶ many talented women don't make it to the shortlist for top jobs simply because they aren't in as many people's contact books when the opening arises
- Diversity Management became a criterion in the assessment of managers professional performance
- Introducing a gender perspective helps to recruit and retain the best employees

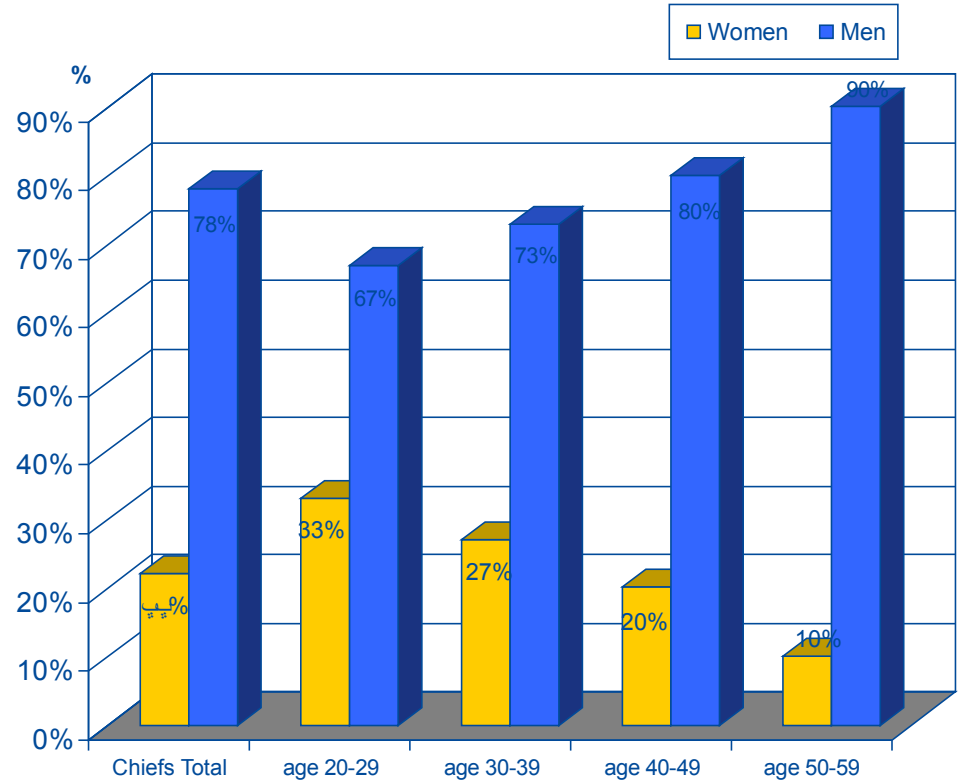
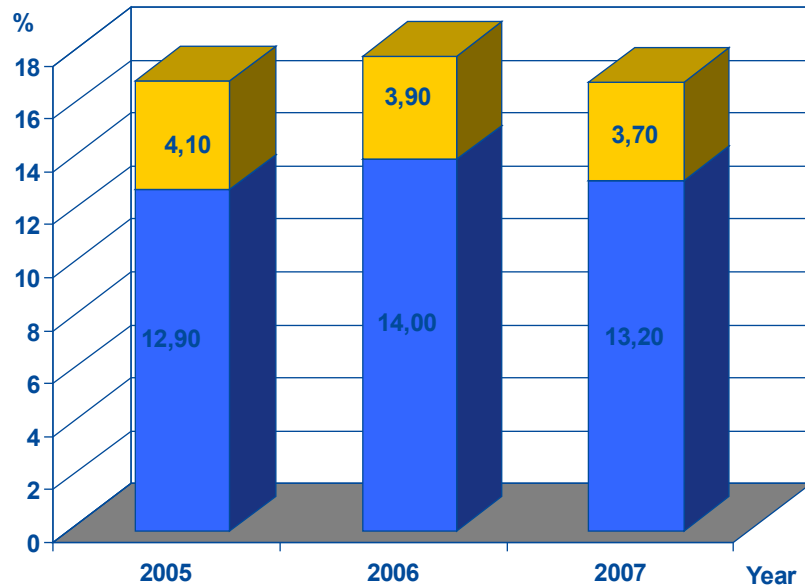
	Male	Female	Total	in %	Male	Female
2005	216	148	364		59,30%	40,70%
2006	104	68	172		60,50%	40,70%
2007	121	122	243		49,80%	50,20%

- *make it possible: change "differences" in "opportunities"*
- *differences have a positive echo in the company's' behavior as well as in education and social environment*



Men and Women in leading positions (chiefs)

Chiefs: Percentage of all Employees



- Promote women's access to and participation in all levels of the company and help close pay gaps
 - Younger are better trained and more flexible
- The mission statement focuses on human beings – men & women
 - Combat gender stereotypes in career selection and the professions
- Equality is an important issue
- Girls' / Boys' Day and the Women Business Manager of the Year Award show promotion of women

Actions: diversity



Woman Business Manager
of the Year

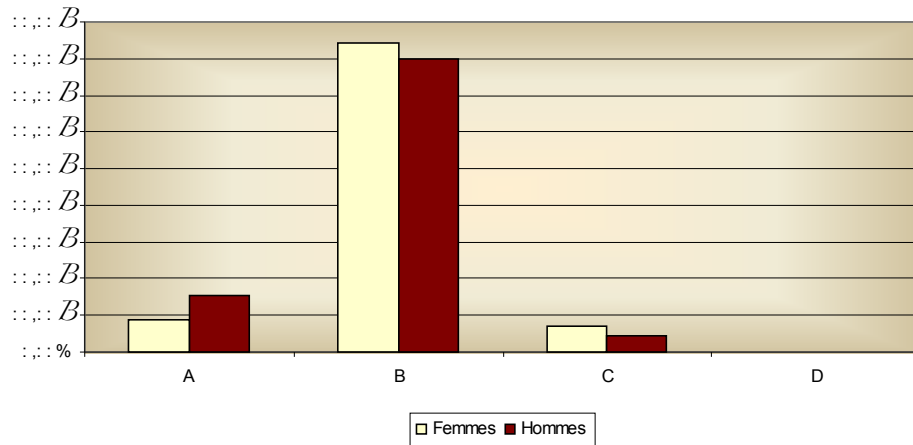
- **Woman Business Manager of the Year Award**
 - set up in 2006, 2009: 4th edition
 - Dexia BIL contributes to efforts to promote the role of women in the Luxembourg economy, in particular in decision-making positions, and is giving high visibility to the award winners.
 - Public: any female senior executive or head of a firm, who has contributed to the development of a business based in Luxembourg through an outstanding project, will be able to compete.

- **Girls' and Boys' day – annual event**
 - Girls and boys discover professional environment as well as atypical jobs by gender
 - Meeting professional people may help and influence them for the choice of their individual life project

Appraisal - 2008



Comparaison des notes d'évaluation attribuées par les évaluateurs H-F



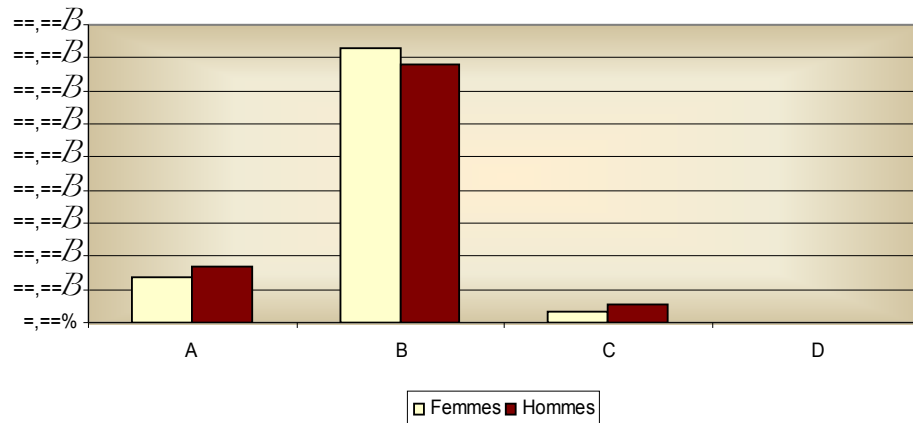
Promotion

- Introduction of a gender chapter in the FAIR (Foster Appraisal of Individuals and Reward)

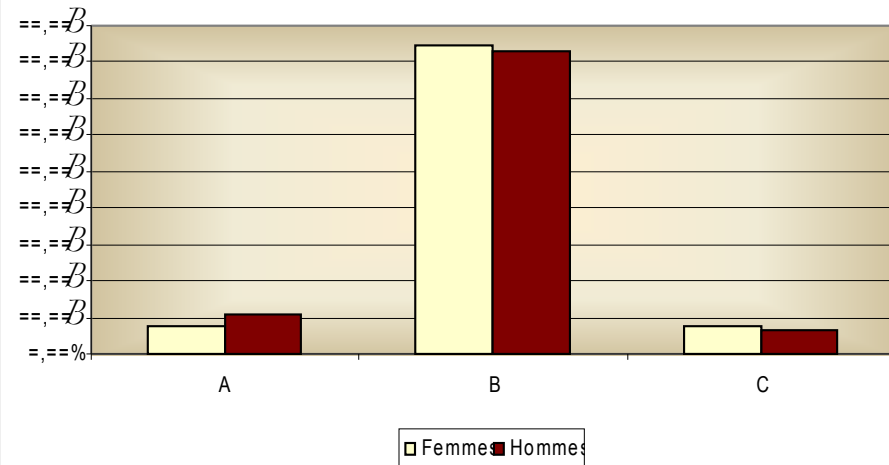
Appraisal

- Diversity workshop with role play
- It is interesting to note that the **Gender of the assessor** has **little influence** on the grades of men and women
- Female assessors** could however be described as slightly **stricter** than their male counterparts (more Cs)

Notes attribuées par les évaluateurs

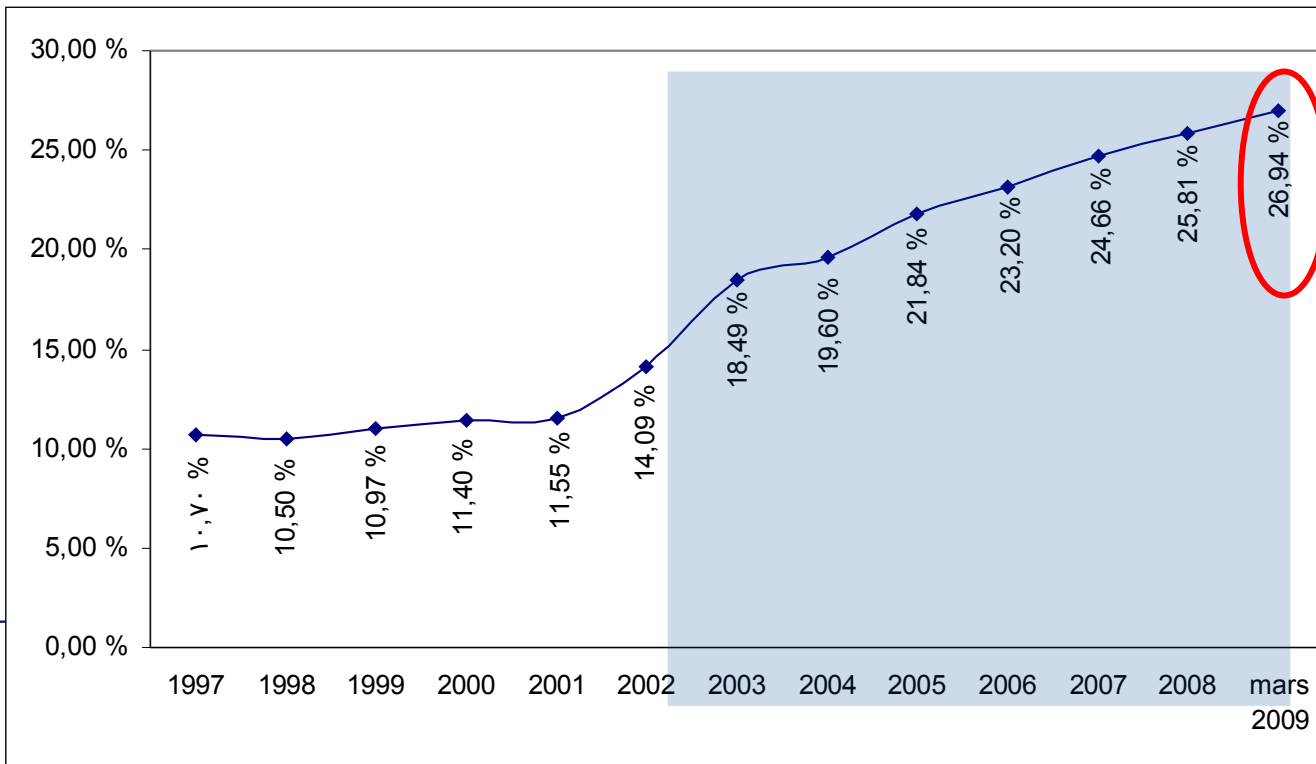


Notes attribuées par les évalua



Actions: working time

- **Flexible part-time arrangements and part time „à la carte“**
 - employees can select between a range varying from 40% to 100% of the classic working times
 - ⇒ mainly taken up by women
 - flexible hours - as far as the job permits
 - creation of a new type of work time « à la carte » varying from 75% to 100%



Actions: Education

■ Business Theatre – Conference cycle

- Performance management for women and men
- Skills development for Private Banking assistants
- Complementarity of women and men in the company
- Stress: knowing how to deal and cope with stress positively
- Moral harassment, Work-Life-Balance

■ Mentoring: development of in-house network

- 2005 : first session of the Mentoring at Dexia BIL in collaboration with Dexia Group
- 2007: Mentoring programme at Dexia Private Banking

■ Support the reintegration into employment of employees who have been away for more than 3 months

- Update on Dexia BIL and its business lines
- What's new in Human Resources
- New IT tools
- Company benefits & status of new collective employment agreement
- Situation after the financial crisis
- Social advantages
- Gender equality news by Dexia BIL



Lifestyle – work life balance



- **Health centre**
 - infirmary: set up in 1999
 - complete health Check up - up on 40 years
 - medicines on prescription
 - anti-stress massage
 - first-aid training
- **In House services**
 - bakery
 - delicatessen
 - dry cleaning/shoe repairs
 - news stand
- **Dexia Stuff** (nursery)
- **“Garde enfants malades”** (sick child care)
 - partnership with national organizations
- **Fitness club** – actually >400 members
- **Bank Library** (4.000 books)
- **Company restaurant or meal vouchers** - for all employees

Actions: creation of an “diversity working group”

- Composed of women and men in order to identify the difficulties and obstacles confronting women working for Dexia BIL

A real commitment to drive the gender equality

- Development of proposals if necessary
- Flexible working arrangements
- Enhancing reconciliation of work, private and family life
- Specific measures
 - E.g.: **2007: part timers at 80 %** - Install the **right for part timers « 80% »** for each parent (father or mother) for a maximum period of 24 months of the date of birth
- ...

Gender and diversity at workplaces



Make the change possible

Differences are creating opportunities

Success gives more confidence

Thanks for your kind attention!