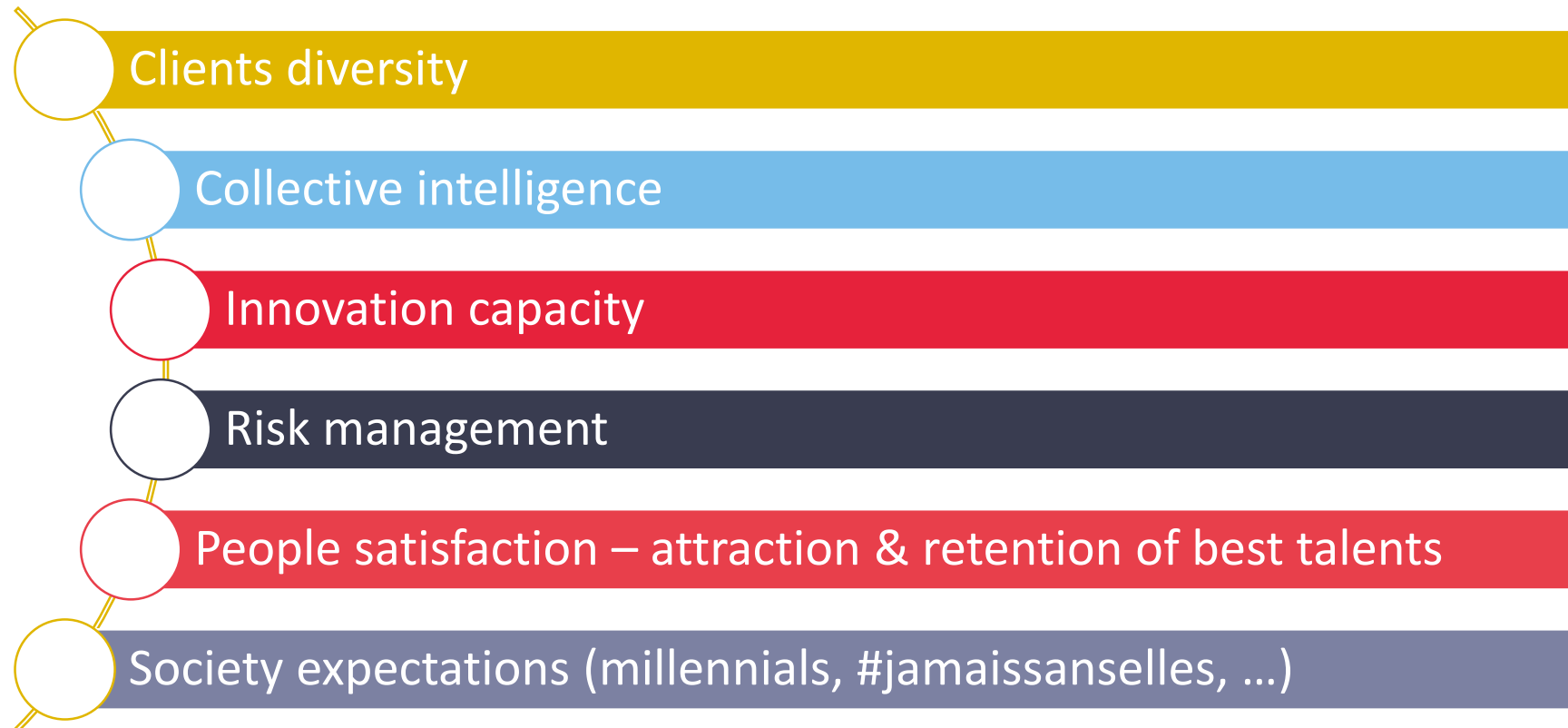
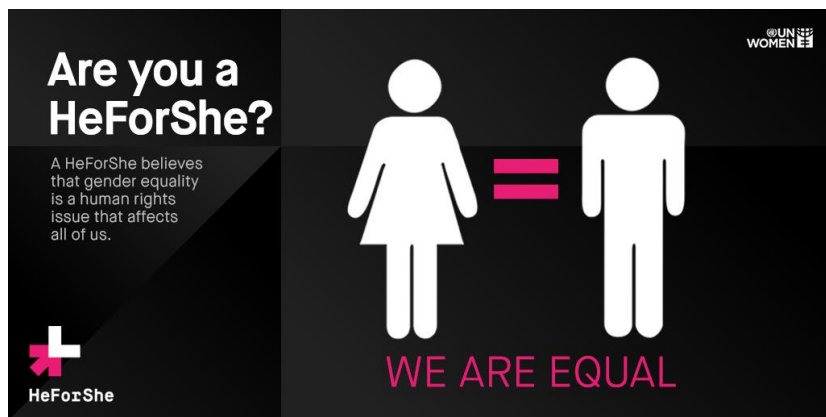
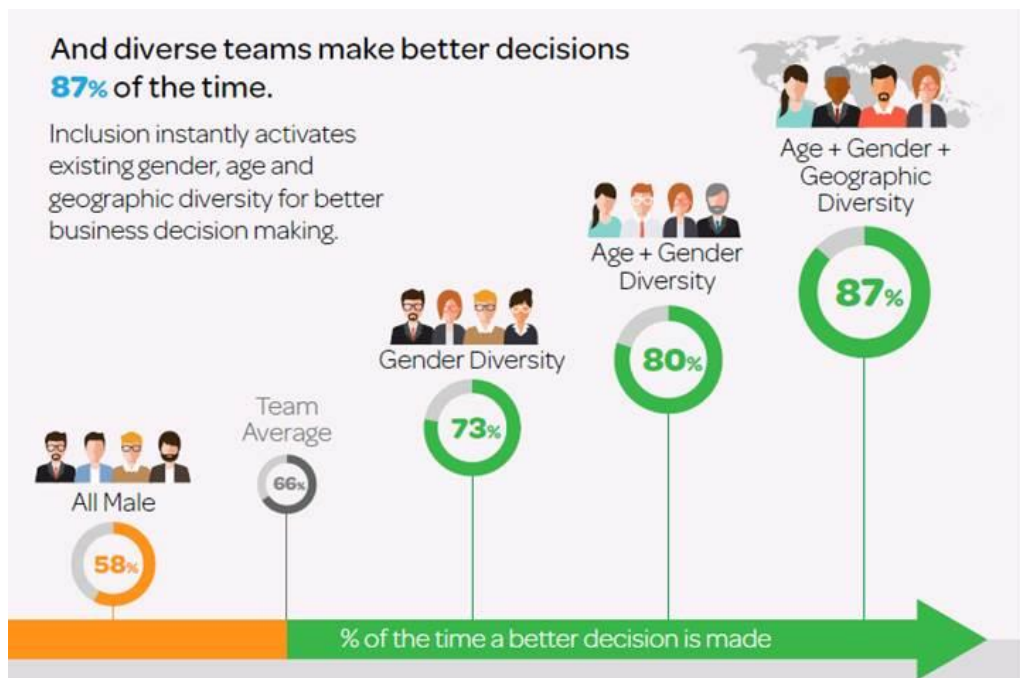


# Diversity & inclusion

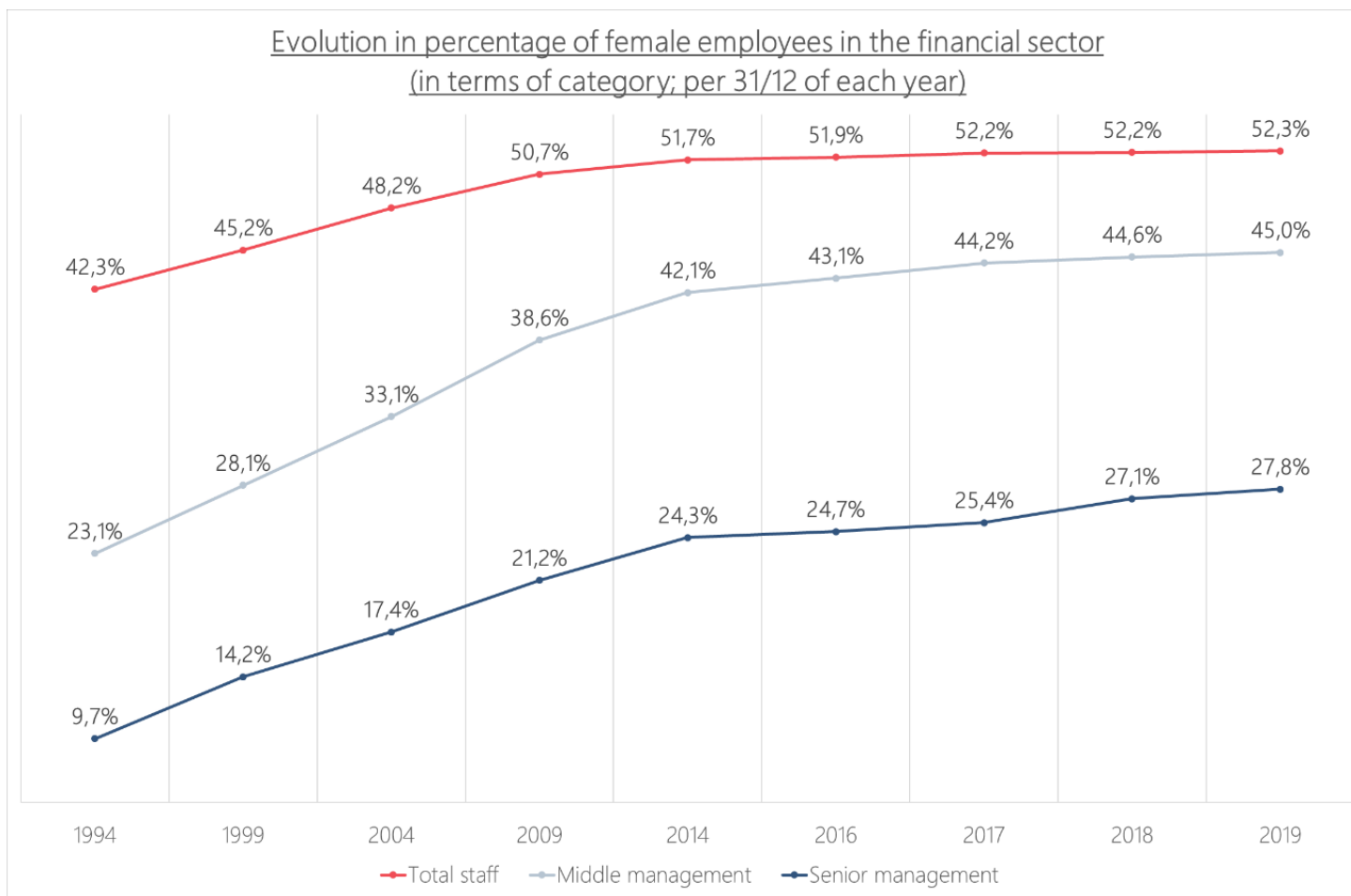
# Why should you commit to gender progress?





# Importance of diversity: 5 significant human trends

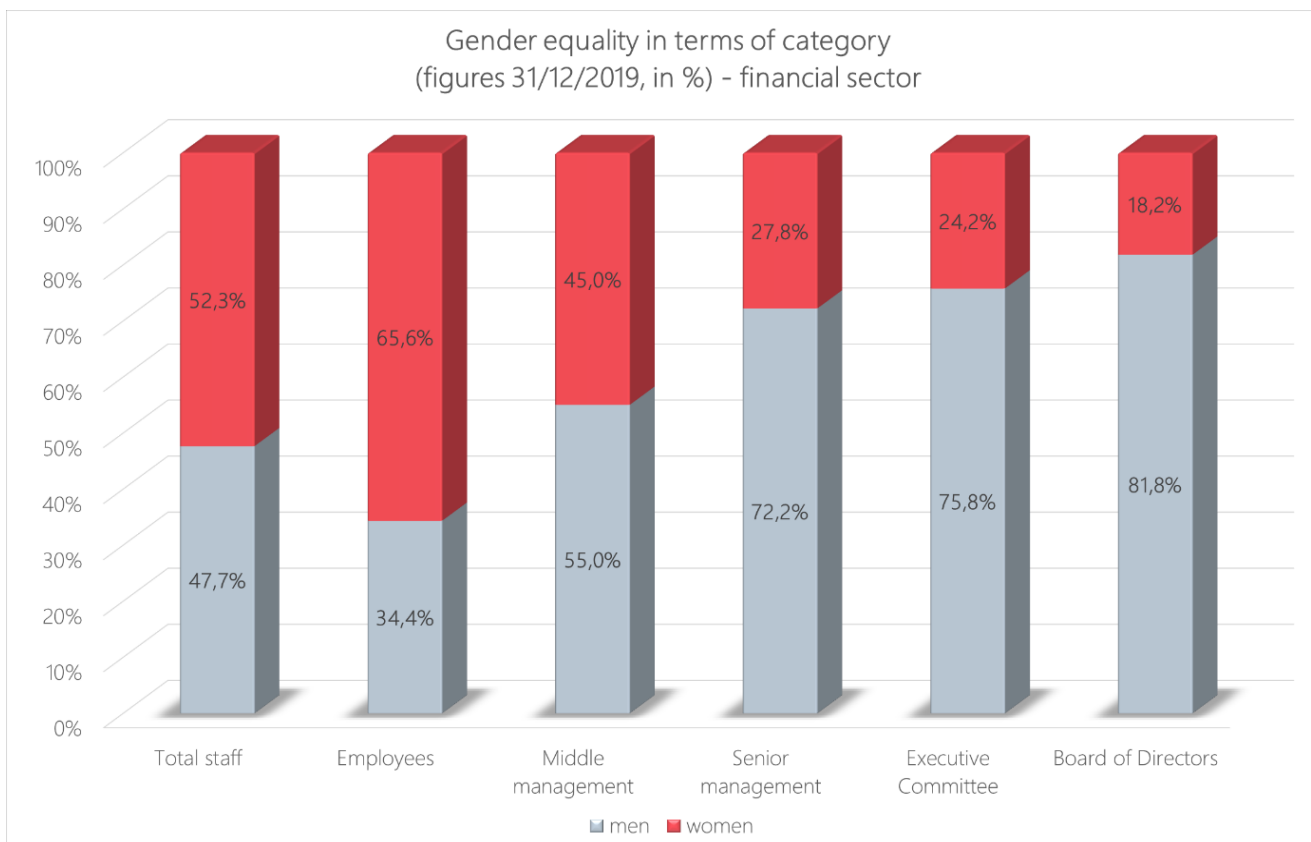
- **War for talent**
  - Scarcity of critical talent in the digital era
- **Rise of AI and automated work**
  - Rapid transformation of work and key skills
- **Diversity and inclusion is existential**
  - Diversity and inclusion required for business success
- **Purpose and culture as currency**
  - Purpose and culture as leading differentiators
- **Fluid and flexible**
  - Shift from formal to dynamic leadership and teams



- Positive evolution for all levels, but slowing down the last years

Definition :

- Total staff: includes employees, middle and senior management
- Middle management: midden kaders / cadres moyens
- Senior management: alle directieleden / cadres de direction

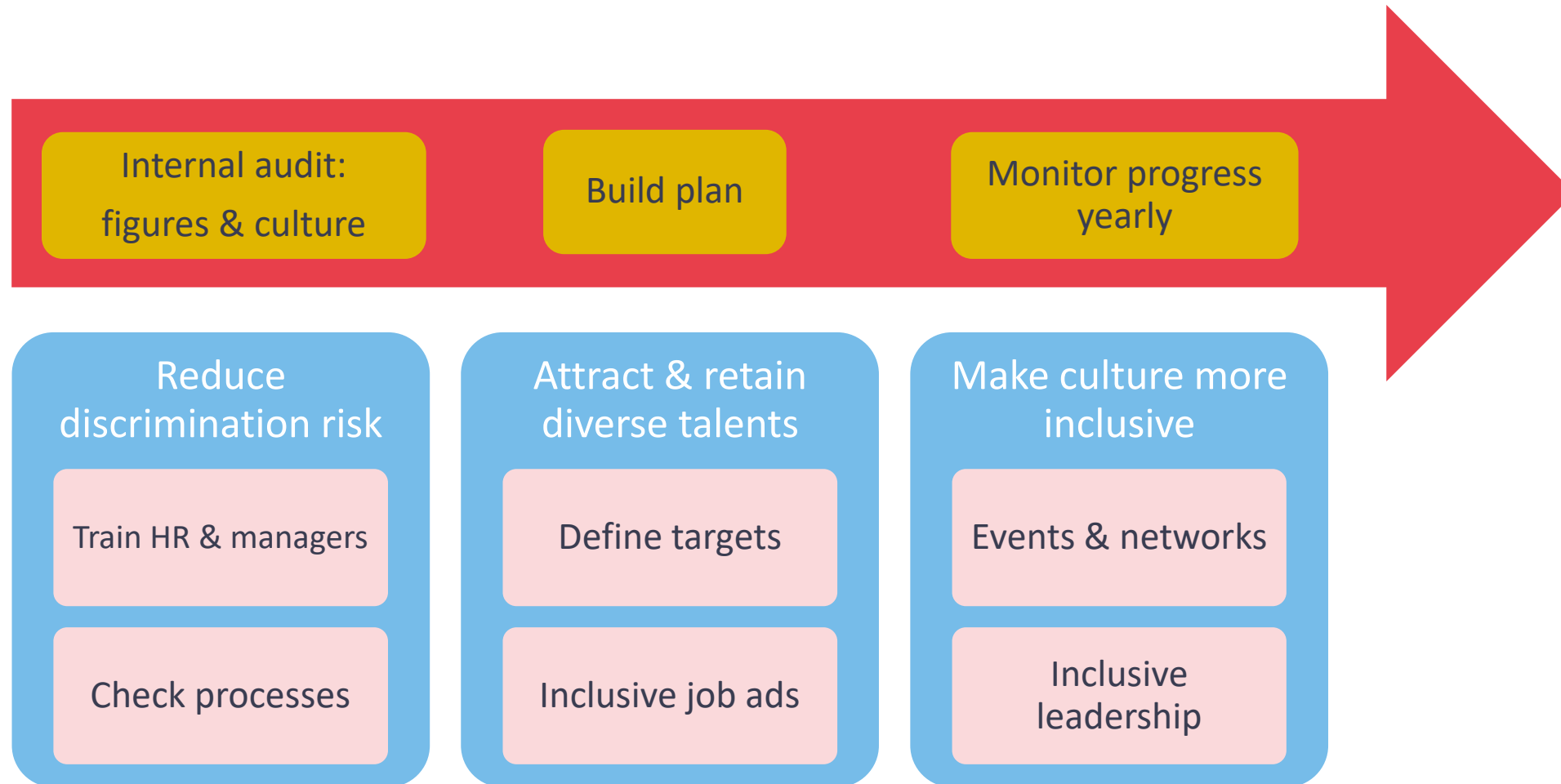


- Met 52,3% zijn er net meer vrouwelijke medewerkers dan mannelijke.
- Er is echter nog geen sprake van een volwaardig evenwicht tussen mannen en vrouwen in hogere functies.

Definitie:

- Total staff: werklieden, uitvoeringspersoneel, middle management en senior management. Inclusief agenten en inspecteurs voor de verzekeringssector.
- Employees: totaal uitvoerend personeel.
- Middle management: alle kaderleden.
- Senior management: alle directieleden.
- Executive committee: leden van het directiecomité voor banken en verzekeringsondernemingen naar Belgisch recht (meest recente cijfers).
- Board of Directors: leden van de Raad van Bestuur voor banken en verzekeringsondernemingen naar Belgisch recht (meest recente cijfers).

# How should a diversity plan look like?



# Proposal for a D&I Plan

- Figure analysis
- Culture analysis
- Analysis of HR processes
  - Recruitment
  - Promotions
  - Yearly evaluations
  - Development
  - Exits
- Control to put in place
  - W/M and FR/NL on short lists
  - Check diversity of suppliers





## Actions to attract and retain diverse talents

- Inclusive job advertisements
- Internships: attention to gender, language and origin



# 10 behaviours for inclusion

Examine  
your  
assumptions

Make habit of  
asking a question

Ensure all voices  
are heard

Listen carefully

Address mis-  
understandings

Strong reaction?  
Ask why!

Include & seek  
input from  
people with wide  
backgrounds

Reduce stressful  
situations

Understand each  
person's  
contribution

Be brave



Belgian Financial Sector Federation

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