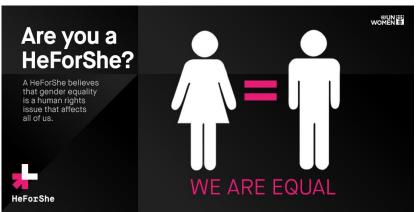




## Why should you commit to gender progress?

Clients diversity Collective intelligence Innovation capacity Risk management People satisfaction – attraction & retention of best talents Society expectations (millennials, #jamaissanselles, ...)

















12 RESPONSIBLE CONSUMPTION









10 REDUCED INFOUALITIES

















Companies in the top-quartile for gender diversity on their executive teams were 218 more likely to have above-average profitability than companies in the fourth quartile. For ethnic/cultural diversity, topquartile companies were 33% more likely to outperform on profitability.

MORE LIKELY TO OUTPERFORM IN

MORE LIKELY TO OUTPERFORM IN

#### FIGURE 2 | The case for an inclusive culture -

Organizations with inclusive cultures are:















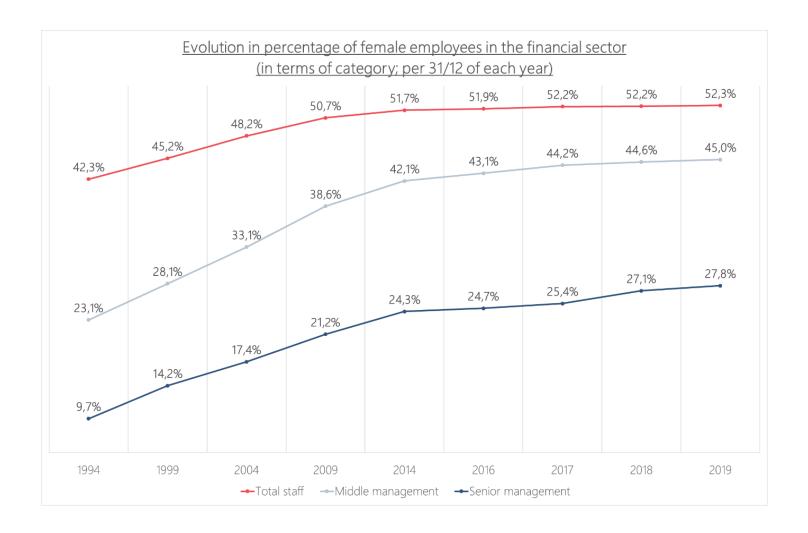
more likely to achieve better business outcomes



# 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



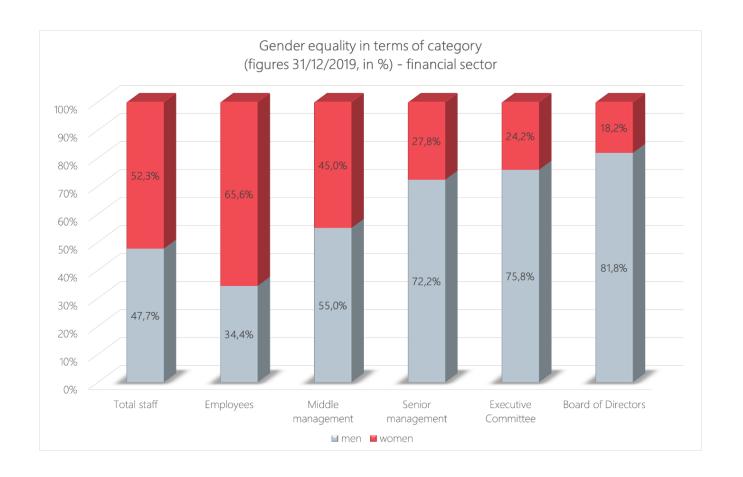


• Positive evolution for all levels, but slowing down the last years

#### **Definition**:

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





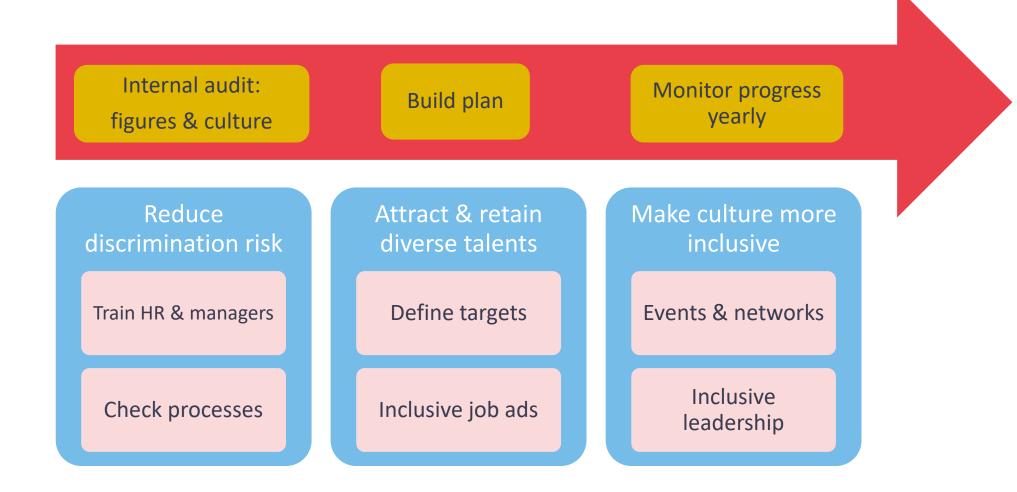
- Met 52,3% zijn er net meer vrouwelijke medewerkers dan mannelijke.
- Er is echter nog geen sprake van een volwaardig evenwicht tussen mannen en vrouwen in hogere functies.

#### 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?

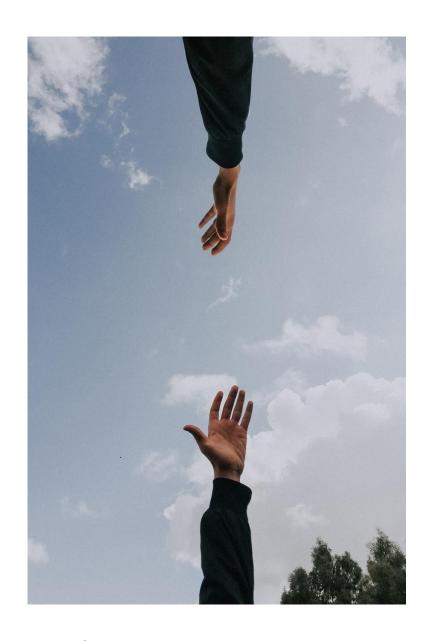




## Proposal for a D&I Plan

- 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 misunderstandings Strong reaction?
Ask why!

Include & seek input from people with wide backgrounds

Reduce stressful situations

Understand each person's contribution

Be brave

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