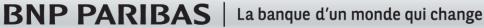
Gender Equality Awards to sensitise managers to **Gender Equality Strategies Fabienne Dasnoy**







BGL

1. BNP Paribas in Luxembourg

Who we are ?

- Since 1919 in Luxembourg
- Complete panel of banking activities for retail, professional, corporate & public customers
- 2° employer in private sector with 4000 employees in 10 different legal structures.
 95% in 2 major companies BGL & BP2S

Particular context

- Financial crisis since 2008
- Important merger in 2010 between BNP Paribas & Fortis entities
- Very Good diversity mind set within BNP Paribas since 2007
- Luxembourg State is share holder of the biggest entities (BGL BNP Paribas) with important representation at board level

Tough times but

strong support to

diversity policies

 Gender Diversity

 Situation 31.05.2012

 BGL BNP Paribas

 Total :
 48% F - 52% M

 Managers
 26% F - 74% M

 Top
 18% F - 82% M

Senior	12,5% F - 87,5% N
Board	0% F - 100% M
	BP2S
Total :	49% F - 51% M
Managers	31% F - 69% M
Тор	14% F - 86% M

<u>Objectives 31.12.2015</u>
 Top managers & senior positions 25% female

Rather bad starting figures but ambitious targets

Financial sector: Historically a mens' world



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2. G.E. Awards to sensitise the Company Management

2 kinds of awards to sensitise 2 kinds of managers



Externally recognised awards that bring added value to the company image help **sensitising Top Management**

Ex: Luxembourg :

- « Positive Action programme » from the Ministry of Equal Opportunity
- Sectorial Diversity Charter from ABBL
- National Diversity Charter from IMS

Intra-company awards recognised at top management level help **mobilising middle managers and their teams**

Ex BNP Paribas :

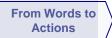
- BNP Paribas Management Principles to measure Managers performance
- Diversity award for teams with best representation of their diversity





3. Public awards to sensitise Top Management

Added value



Public awards help things get concrete. They can be used as a starting point to make wishes and words come true

Ressources

Entering a GE public award program is a powerful argument to obtain financial and/or human budgets

Attention points

A Means and not an End

A public award must stay a means and not become the only end of a Company GE strategy

The company has to find its own challenges and interests in gender diversity. The company must define concrete targets and measure them regularly

The company must set up a « diversity safeguard » responsible for definition and follow-up of action plans

Strong external promotion

The more these awards are publicly known and recognised, the quickest Top Managers decide to step in. Governments or ESR authorities have to make a powerful and permanent promotion of their awards, and to give a large

visibility to « winners » or « signatories »

Who takes the initiative?

If awards are a good starting point, someone must take the initiative **to activate this starting button**. HR departement, trade unions, Company Women Network, anyone but someone need to bring that idea into the company if it doesn't come from the Management





4. Company awards to mobilize Middle Management

Added value

Diversity mind set

Internal awards helps mixity/diversity becomes smoothly part of Company Culture.

Attention points

A means and not an end **Mixity/diversity is not a game but a target.** Internal rewards should stay a tool to activate teams and their managers to be interested to mixity/diversity in a « funny » way. Training programmes, risk management awareness and qualitative targets setting for middle managers, in diversity/mixity areas are prerequisites to these awards.

Big is... beautiful !! Just like public awards, company awards benefit from being sponsored by Top management. A corporate reward is more credible than a departement award.

Diversity has more acceptance than Mixity

Gender as the only subject of diversity is considered internally as a discrimination. Mixity benefits from being one of the top priorities of a company diversity strategy but being the only one has a negative impact.



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