



# Gender Equality Awards to sensitise managers to Gender Equality Strategies

Fabienne Dasnoy



**BGL**  
**BNP PARIBAS**



**BNP PARIBAS** | La banque d'un monde qui change

# 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

*Financial sector:  
Historically a  
mens' world*

## 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% M
Board	0% F - 100% M

#### *BP2S*

Total :	49% F - 51% M
Managers	31% F - 69% M
Top	14% F - 86% M

### ▪ Objectives 31.12.2015

Top managers & senior positions  
25% female

*Rather bad starting  
figures but ambitious  
targets*



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

### 2 kinds of awards to sensitise 2 kinds of managers

#### Public awards

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

#### Company awards

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

### From Words to Actions

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 department, 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 department 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.

