Gender Equality Awards to sensitisé managers to Gender Equality Strategies

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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 shareholder of the biggest entities (BGL BNP Paribas) with important representation at board level

**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

**Financial sector:** Historically a men's world

**Tough times but strong support to diversity policies**

**Rather bad starting figures but ambitious targets**
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**

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

**Attention points**

- **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.

- **Just like public awards, company awards benefit from being sponsored by Top management.** A corporate reward is more credible than a department award.

- **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.