DIVERSITY AWARDS LËTZEBUERG

EDITORIAL

"

More than just an award ceremony, the Diversity Awards allow us to discover a wealth of diversity practices implemented within private or public organisations and associations in Luxembourg. These practices are a source of inspiration, which can be easily replicated, to contribute to a work environment that respects employee diversity.

I would like to congratulate and thank all the organisations that applied and shared their good practices.

This booklet is a lasting testimony to the efforts and commitments made to diversity on a daily basis despite the pandemic. The 12 nominated practices described in this brochure show how to build a more inclusive company. More and more organisations are joining.

As patron of the Lëtzebuerg Diversity Charter, I am delighted with the continuing enthusiasm for diversity and I hope, dear readers, that this brochure will encourage you to develop, strengthen or adapt your own diversity management practices.

I am very honoured to be able to chair the Diversity Awards jury for the fourth time since its launch in 2015.

Happy Reading!

99

· · · · · · · · · · · · · Corinne Cahen

Minister for Family, Integration and the Greater Region Patron of the Lëtzebuerg Diversity Charter President of the Jury of the Diversity Awards 2021



SUMMARY

.

On the programme for the ce Diversity Awards Letzebuerg Presentation of the pre-jury CATEGORY Recruitment, We CATEGORY Career Manager CATEGORY Environment and CATEGORY Communication Spotlight on good practices A word from the President

	P
eremony · · · · · · · · · · · · · · · · · · ·	p.4
2021, fourth edition · · · · · · · · · · · · · · · · · · ·	p.5
and the jury	p.6
elcome and Integration	p.8
ment	p.12
d Well-being at Work	p.16
and Values of the organisation	p.20
	p.24
	p.28

ON THE PROGRAMME FOR THE CEREMONY



- 17H00 · · · Mr Christian Scharff Chairman of the Lëtzebuerg Diversity Charter Committee President of IMS Luxembourg OPENING SPEECH
- 17H05 . . . Ms Corinne Cahen Minister for Family, Integration and the Greater Region Patron of the Letzebuerg Diversity Charter President of the jury of the Diversity Awards 2021

OFFICIAL OPENING OF THE LËTZEBUERG DIVERSITY AWARDS CEREMONY 20211

17H15 · · · LËTZEBUERG DIVERSITY AWARDS 2021

18H15 . . . Mr Christian Scharff CLOSING SPEECH

DIVERSITY AWARDS LÄTZEBUERG 2021 FOURTH EDITION

On 20 May 2021, the Lëtzebuerg Diversity Awards will award the best practices in terms of diversity management in organisations in Luxembourg.

.

This event, organised by IMS Luxembourg and the Lëtzebuerg Diversity Charter team as part of Diversity Day, highlights the promotion of diversity. It is also a unique opportunity for each organisation, every two years, to be inspired by practices implemented in committed organisations.

The current pandemic has prompted many organisations to innovate to increase their resilience, and to adapt their modes of communication and their ability to manage staff in times of crisis.

We will encounter other challenges and will have to face them once again. We hope that the practices highlighted here will inspire and challenge you and your organisation to build the foundations of a more diverse and inclusive society.

In the presence of Ms Corinne Cahen, Minister for Family, Integration and the Greater Region and Patron of the Lëtzebuerg Diversity Charter, this fourth year of the Lëtzebuerg Diversity Awards highlights the growing involvement of private and public organisations and associations in this field.

The best practices for diversity are recognised in the following four categories:

- 1. Recruitment, Welcome and Integration
- 2. Career management
- 3. Environment and Well-being at work
- 4. Communication and Values of the organisation

PRESENTATION OF THE PRE-JURY AND JURY

THE PRE-JURY Marina ANDRIEU Co-founder and Director, @WIDE



.

panel, consisting of 12 independent experts, selected the nominees for each category. The criteria used for all categories

On 23 March 2021, the selection

.



are the same as for the 2017 and 2019 awards, in particular: the degree of implementation (10%), the impact (30%), the innovative (10%) and replicable (10%) nature of the approach, as well as the management method (15%) and the integration of the practice into a long-term approach (10%).

& Communication, Ministry of Gender Equality Jean-Marc BRÊT Resource Platform Manager / Project Administrator, Connex Fabienne DASNOY Head of Corporate Culture & HR Social Responsibility, BGL BNP Paribas Nathalie DRUI Human Resources Business Partner & Diversity Manager, JP Morgan Catia FERNANDES Head of the Luxembourg Office for Reception and Integration, Ministry for Family, Integration and the Greater Region Norman FISCH Secretary General, INDR Annemie MAQUIL Equal Opportunities Officer, City of Luxembourg Sandra PAULIS Partner Asset Management, PwC Jeanne PERNOT Business Development & CSR Advisor, Chamber of Commerce Fabio SCOLASTICI Advisor Employment Development and Training Department, ADEM

Bérengère BEFFORT Deputy Government Advisor General Coordination

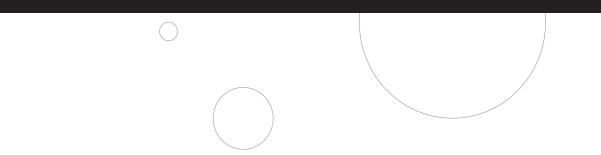
Gaëlle TAVERNIER General Manager, ProSud



THE JURY

The final jury, which is com of representatives from m stakeholders, selected the winn the four categories on 30 March





	Corinne CAHEN Minister for Family, Integration and the Greater Region, Patron of the Lëtzebuerg Diversity Charter and President of the Jury of the Lëtzebuerg Diversity Awards 2021
nposed nultiple	Ann DE JONGHE Human Resources Director, Sodexo
ners of 2021.	Emile LUTGEN Director, Grand Duchess Charlotte National Relief Society
	Nathalie MORGENTHALER Director, Centre for Equal Opportunities
	Jan NOTERDAEME External Relations Advisor, CSR Europe
	Gilbert PREGNO President, Advisory Commission on Human Rights
	Christian SCHARFF Chairman, Lëtzebuerg Diversity Charter Committee, Chairman of IMS Luxembourg (Inspiring More Sustainability)

CATEGORY

Diversity and RECRUITMENT, WELCOME AND INTEGRATION



*Sources provided by the organisation itself

RECRUITMENT, WELCOME AND INTEGRATION

Education has set up a training course to four sessions have been held between help vulnerable people, the vast majority September 2019 and October 2020. In of foreign origin, to better understand and 2021, five sessions are scheduled. manage their finances.

With the aim of ensuring their social inclusion, participants familiarise themselves with banking vocabulary and acquire the skills necessary for sound budgetary management. The courses, taught by ABBL employees, are given in the form of a progressive curriculum during

which various banking and FINANCIAL INCLUSION

REPLICABILITY

personal finance management topics are covered, such as the various means of payment, budget management, as well as the topic of overindebtedness.



The ABBL Foundation for Financial Since the launch of the project in 2019,

CATEGORY RECRUITMENT, WELCOME AND INTEGRATION

> ORGANISATION BECKER & ASSOCIATES ORTHODONTIC

IN RECRUITMENT

PRACTICE



> PRACTICE NOMINATED

> ORGANISATION

- 193 employees* • Esch-sur-Alzette
- Education
- Public sector

EDUCATION

VALUING DIVERSITY

 43 employees ³ Luxembourg transparency.

- Health
- Private sector

.

> PRACTICE NOMINATED · · · · · ·

COLLABORATION

Becker & Associates Orthodontics has created a recruitment process that ensures diversity, equal opportunity, fairness and

DIVERSITY AND EQUAL OPPORTUNITIES

Various tools have been put in place to promote these approaches: a recruitment quide, involvement of the staff delegation in recruitment, a tailored HR process, candidate observation days, job descriptions oriented to soft skills, internal monitoring audits and an a posteriori evaluation of the recruitment process by the person

Due to the various surveys, programmes and positive actions, the results are quite

skills», personality, capacity for integration

and that of meeting the people-centred

needs of the position are taken into

consideration.

Becker & Associés

cabinets d'orthodontie

positive and the personal satisfaction scores are high.

EQUAL OPPORTUNITIES recruited.

ANONYMISED

This ensures that in addition to the required RECRUITMENT technical knowledge, the «interpersonal

*Sources provided by the organisation itself

10

RECRUITMENT, WELCOME AND INTEGRATION

INDUCTION WEEK : WELCOME AND INTEGRATE NEW TEACHERS AND NEW MEMBERS OF STAFF @EIDE INTERNATIONAL SCHOOL DIFFERDANGE AND ESCH-SUR-ALZETTE

In order to convey important information about the organisation of the school and to create social ties, the EIDE offers an induction week for new employees before the start of each school year. During the event, many activities are offered to new teachers and colleagues to create strong bonds and share their past experiences, both personal and professional. The goal? To highlight the diversity of the teaching staff, which reflects the diversity of the students, in order to promote integration for all.



Following this integration week, teams are more efficient, team cohesion is strengthened despite the wide range of cultures represented: diversity is experienced fully, openly and positively.

COMBATTING PREJUDICE

CATEGORY

Diversity and **DIVERSITY AND** CAREER MANAGEMENT CATEGORY CAREER MANAGEMENT

.

> PRACTICE NOMINATED · · · · · ·

 400 employees* Luxembourg Financial and insurance activities

Private sector

STUDY

MIDDLE MANAGEMENT

*Sources provided by the organisation itself

OFFICER PROMOTION - MANAGERIAL EDUCATION ON DIVERSITY BIAIS

> ORGANISATION BROWN BROTHERS HARRIMAN

Recognising that financial organisations encounter low levels of diversity and that women are less visible than men in terms of talent, to improve gender diversity in senior

GENDER balance study within overcome bias. the company.

The human resources department worked on creating opportunities for development, mentoring, participation in important events, etc.

BROWN BROTHERS HARRIMAN

The practice has grown and has enabled committees to seek to develop their female skills and values, Brown Brothers Harriman positions, to train middle management launched a gender to think in terms of diversity and to

> The goal? Achieving gender equality at all levels of the company by eliminating managerial biases and stereotypes.

13

CATEGORY CAREER MANAGEMENT

.

CATEGORY CAREER MANAGEMENT

> PRACTICE NOMINATED · · · · · ·

LEADERSHIP@CFL - A MOVE TOWARDS DIVERSITY

> ORGANISATION CFL



 4 800 employees* Luxemboura

- Transports
- Public sector

As a result of their 2019 satisfaction survey, the CFL group set itself the goal of implementing participative management, a leadership culture and a «we» strategy. With the help of as many employees as possible, a leadership charter was drawn up. It raises awareness among employees. The issues include promoting diversity, personal development, active listening, harmonising management and leadership viewpoints.

According to CFL: «Better communication, participative management and teamwork are the conditions for an attractive and fulfilling working environment for all employees.»

After a year of work, CFL's assessment is positive: coaching is paying off, requests for workshops focusing on different personalities are increasing, awareness and knowledge are becoming visible.

> PRACTICE NOMINATED · · · · · ·

.

.

> ORGANISATION POST

3 404 employees*

 Luxembourg • ICT

Public sector

MOBILISATION

AWARENESS

AMBASSADOR

POSTAI ENTS



Launched on 1 July 2019, the POSTalents programme aims to develop the potential and skills of all company employees who wish to advance in their professional careers.

.

TRAINING

Widely available to employees nominated by their managers, the main innovation COMMITMEN of this programme is that it is open to all, regardless of position, hierarchical level, seniority or age.

TALENTMANAGEMENT

As a result, six avenues are available: exploration, management, leadership, facilitation, specialisation and expertise. Each of these specialisations consists of training, workshops, individual meetings and group work.

This new approach has demonstrated the high level of interest from women in this training, especially those in managerial and executive positions. The launch of POSTalents helped to curb cognitive biases that had prevented their promotion.



Diversity and ENVIRONMENT, AND WELL-BEING ATWORK





VIRTUAL CHALLENGE

*Sources provided by the organisation itself

ENVIRONMENT AND WELL-BEING AT WORK

accenture

In order to prevent the risk of burn-out and to address the issues of stress due to a lack of social interaction from working from home, Accenture conducted an internal initiative: Move|Eat|Feel. This action is based on three essential pillars of well-being: sport, nutrition and mental health. The message is simple and clear: healthy, safe, happy and committed people can thrive and perform in an exemplary way.

Various challenges were set up to ensure the participation of as many employees as possible, and managers were also involved to reinforce the message.

In addition to benefiting employees' wellbeing in terms of both mind and body, this initiative has enabled colleagues to stay in touch, despite the Covid-19 pandemic.

TEAM SPIRIT

CATEGORY ENVIRONMENT AND WELL-BEING AT WORK

.



> PRACTICE NOMINATED · · · · · ·

 2 556 employees* Luxembourg Health

Private sector

DOING AWAY WITH TABOOS



*Sources provided by the organisation itself

> PRACTICE NOMINATED · · · · · · · ENHANCED PARENTAL LEAVE

> ORGANISATION FIDELITY INTERNATIONAL

DARING

Fidelity International has introduced an It is an approach that aims to eliminate policy. In practical terms, this means that their gender or sexual orientation, will now be able to take the same amount of paid leave as mothers when they have or adopt a child.

In Luxembourg, the persons concerned will thus be entitled to 20 weeks of parental leave on full pay, in addition to the statutory parental leave.

enhanced company-wide parental leave certain barriers to the advancement of women in their careers and so attempt to fathers and secondary carers, regardless of balance the sexes and achieve parity in management positions and above.

Fidelity

VISION

PARENTAL LEAVE

160 employees*

Luxembourg

Financial and

Private sector

insurance activities

ENVIRONMENT AND WELL-BEING AT WORK

VIOLENCE PREVENTION IN ROBERT SCHUMAN HOSPITALS

> ORGANISATION ROBERT SCHUMAN HOSPITALS

Violence is a worrying phenomenon within the hospital sector and even more so during a health crisis. In order to develop an institutional policy for the prevention of violence in the workplace, employees at Robert Schuman Hospitals were asked to participate, first in a satisfaction survey, then in focus groups representative of the different roles in the hospital.

PREVENTION

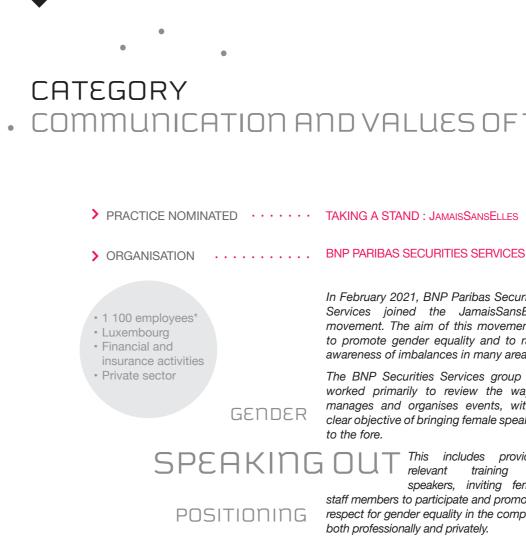
The 130 participants came together to identify certain key issues. Consequently, actions and solutions have been implemented on each of the themes, a code of good conduct was drafted, training has been set up on subjects such as harassment, conflict management and violence prevention.



These working groups helped break taboos, develop an action plan and communicate transparently about violence for the first time at HRS.

CATEGORY

Diversity and COMMUNICATION AND VALUES OF THE ORGANISATION



*Sources provided by the organisation itself

COMMUNICATION AND VALUES OF THE ORGANISATION

In February 2021, BNP Paribas Securities Services joined the JamaisSansElles movement. The aim of this movement is to promote gender equality and to raise awareness of imbalances in many areas.

The BNP Securities Services group has worked primarily to review the way it manages and organises events, with a clear objective of bringing female speakers to the fore.

This includes providing relevant trainina for speakers, inviting female staff members to participate and promoting respect for gender equality in the company, both professionally and privately.



Another concrete example is that the group has committed to no longer participating in events, both internal and external, involving more than three people, if no woman is participating. The BNP Securities Services Group now has a responsibility to refuse events that do not respect these commitments.

CATEGORY COMMUNICATION AND VALUES OF THE ORGANISATION

> PRACTICE NOMINATED · · · · · · · #YESTODIVERSITY CAMPAIGN

> ORGANISATION · · · · · · · · · · ENCEVO S.A.

• 1 130 employees*

- Esch-sur-Alzette
- Energy production/ distribution

DIVERSITY COM

Private sector

STRATEGY

A global campaign was launched by the Encevo Group to raise awareness and understanding of the importance of diversity and inclusion. With the aim of gaining insight into how Encevo employees perceive these topics in the workplace, 12 round tables with colleagues from different backgrounds were set up from March to September 2020.

The meetings involved regular discussions on various subjects: parental leave, gender, part-time work, age, etc. As a sign of commitment. publication on

the D&I policy was shared across various

channels of the organisation.



encevo

The goal? To create an environment in which each person is respected for their individuality, opinions and perspectives. Positive consequences such as innovation, efficiency and better performance are obviously envisaged.



> PRACTICE NOMINATED

> ORGANISATION SES

· 2 095 employees*

- Betzdorf
- ICT
- Private sector

DIGITAL

22

COMMUNICATION AND VALUES OF THE ORGANISATION

EQUALITY AND INCLUSION WORKING GROUPS

In line with SES's overall D&I strategy. working groups of volunteer employees have been set up so that they can also focus on diversity and inclusion issues.

Each group, consisting of a minimum of 10 people, is also supported by a member of the general management who acts as a sponsor. BOTTOM-UP

Together, they define the organisation's D&I strategy and VOLUNTEERING the challenges they want to work on. At the beginning of the programme, three topics CORPORATE CULTURE were highlighted: gender, ethnicity and D&I in general. The challenges focus on recruitment, progression and engagement.

SFS

Proposals and objectives include achieving gender equality within the group by 2030, harmonising parental leave, running series of events to better understand each other's cultures and achieving 30% female representation in technical departments by 2030.



SPOTLIGHTON OTHER GOOD PRACTICES

.

EMEA NEW JOINER INDUCTION SESSIONS

ABERDEEN STANDARD INVESTMENTS

Aberdeen organises virtual induction sessions every three months, where new employees and staff discover and learn about their colleagues and the organisation in a relaxed atmosphere.

INCLUSIVE RECRUITMENT

BROWN BROTHERS HARRIMAN

In order to achieve inclusive recruitment and improve employee diversity, Brown Brothers Harriman suggests examining each stage of the process to identify opportunities to increase the diversity of internal and external candidates. Training courses have been set up, both for managers and recruiters. Job and internship programme descriptions were reviewed.

SUPPORTING YOUTH LEARNING AND INCLUSION DURING THE PANDEMIC

FELTEN & ASSOCIÉS

Aware of the fact that young people are finding it increasingly difficult to enter the work world, and even more so during this health crisis. Felten & Associés has undertaken to hire a Syrian person seeking an apprenticeship for a period of two years. They decided to foster his capacity for integration and learning and his motivation.

HIRING PRINCIPLES FOR THE MANAGERS ISBC

HSBC's plan is to offer all employees similar opportunities to develop their careers, with an emphasis on developing female profiles. These include coaching programmes, mentoring, discussion sessions, working groups based on the development of women's careers, etc.

WELLBEING ACTIONS FOR PEOPLE WORKING IN FINANCE DURING PANDEMIC

ARCELORMITTAL EUROPE

ArcelorMittal Europe wanted to ensure the well-being of its employees during the pandemic. To this end, they have developed various services available to every employee in order to maintain a healthy, dynamic and diverse working environment. They launched a 'speak-up' survey, shared a range of good practices. conducted a Q&A session and created a compilation of tips and tricks.

PERSONALISED WORK / LIFE BALANCE

CABINET BECKER

In order to quarantee staff greater adaptability, flexibility and reactivity with regard to working hours, Becker has reviewed the way it carries out planning.

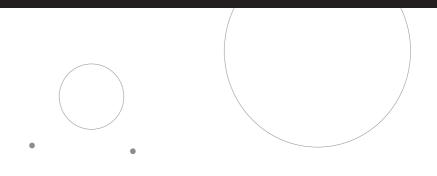
Planning is now tailored to personal needs. Particular attention is paid to work/life balance: time, schedules and different working patterns are assessed.

WOMEN@EBAY LUXEMBOURG COMMUNITY INCLUSION

EBAY

The mission of Women@ebay Luxembourg is to connect and support the company's female staff in achieving their personal and professional goals. The aim is to increase the number of women at eBay, their visibility and their presence in the management team through recruitment, partnership and retention initiatives.

OTHER INSPIRING PRACTICES



UNCONDITIONAL POSITIVE REGARD

FLISABETH

The Elisabeth Group has decided to take diversity into account in the broadest sense and to establish collaboration between humans and animals in their various divisions. They see animals as real equals that support the staff. This collaboration has positive effects, the animals have no prejudices and accept everyone.

 SUPPORT EMPLOYEES' WELLBEING **DURING COVID-19**

HSBC

In order to support and ensure employee wellbeing during this crisis, HSBC has put in place a number of tools such as wellbeing training and workshops, videos, flexible leave, revised working hours and workspaces to encourage collaboration and interaction between employees.

GETTING THROUGH THE PANDEMIC BETTER WITH THE SUPPORT OF ONE LIFE

ONE LIFE

One Life wants its employees to find a balance between their private and professional lives. It therefore adapted its working environment to the pandemic and provided psychological and/or material support to all employees in need.

DIVERSITY & INCLUSION (HEREINAFTER « D&I »)

ALTER DOMUS

As an integral part of Alter Domus' identity, diversity and inclusion are included in many of the organisation's practices, from recruitment to development and performance, etc. For example, an equal number of male and female candidates are required for vacancies.

DIVERSITY AND INCLUSION IN PRACTICE FOR THE LUXEMBOURG HEADQUARTERS

ARCELORMITTAL EUROPE

Through consistent and aligned communication, ArcelorMittal's purchasing department continues to promote the benefits of diversity and inclusion. They have carried out actions such as raising awareness among new employees on how to join a multicultural environment, training on diversity and inclusion, surveys among suppliers to learn about their practices, etc.

WOMEN@AMLUXEMBOURG

ARCELORMITTAL LUXEMBOURG

The aim of this action is to value women in the field of industry. For example, ArcelorMittal has produced a video of women working in operations, distributed a book on the subject, organised a job fair, etc., with the aim of attracting other potential female staff and retaining staff by providing solutions to their challenges.

EMPLOYER BRAND STRATEGY – LAUCH OF THE HR BLOG WWW.WEARECFL.LU

CFL

At CFL, the HR department has decided to set up a blog to give the general public a glimpse of the various career opportunities, in all their diversity. In this way, the group intends to offer interesting and authentic content that matches the beliefs and habits of their target audience.

• EXPRESS OUR SUPPORT TO THE LGBT+ POPULATION

HSBC

Three internal networks were launched two years ago at HSBC: Balance, Ability and Pride. The Pride network has been very active in organising regular initiatives and events, both internally and externally, to support the LGBT+ population. These are Pride Week, the Pride Employee Resource Group and the 24 Hours of Pride.

ENGAGING EMPLOYEES AND STAYING UNITED THROUGH THE PANDEMIC: AN OPEN, CREATIVE, DIVERSE AND INCLUSIVE COMMUNICATION APPROACH

LUXEMBOURG STOCK EXCHANGE (LuxSE)

To ensure a sense of community, foster inclusion and maintain morale, LuxSE carried out a series of initiatives: an executive committee update, CSR newsletters,

WORKING MOOD BY AURA

AURA GROUPE

Aura welcomes and supports each of its employees with kindness and openmindedness, in order to respect their individuality, personality and needs. With a welcome box, an «Auracademy» training course, the «positive actions» label and «A word from our expert» workshops, the group intends to cultivate differences and eliminate stereotypes.



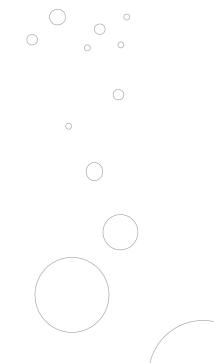
professional training, an internal survey on the Covid crisis, events organised around Diversity Day and a unique advent calendar for everyone to share their favourite holiday.

DIGITAL DIVERSITY WEEK

.

POST

With their 'Digital Diversity Week', POST wanted to raise awareness amongst its employees on the theme of diversity by including a specific topic per day on its intranet (cultural diversity, generational diversity, disability as well as equal opportunities and gender balance). The focus of the week was a 12-guestion survey on diversity management to update the annual action plan.



• A WORD FROM THE PRESIDENT



Christian Scharff

Chairman of the Lëtzebuerg Diversity Charter Committee President of IMS Luxembourg «This fourth year of the Diversity Awards once again highlights a series of inspiring, replicable initiatives that represent today's challenges. The Lëtzebuerg Diversity Charter Committee welcomes the commitment of its signatories and all the good practices that have been put in place which highlight the benefits of diversity and inclusion in our organisations.

Awareness of these issues is clearly increasing. It allows us to question certain methods and to act for the well-being of everyone.

In the context of the pandemic, giving attention to others has become essential.

In the year 2021, when care – which can be defined as «caring, watching over, protecting, nurturing, etc.» – has been put in the spotlight, and become highly significant, let us turn this crisis into an opportunity for learning and reflection. Together, let us work to ensure that the inclusion of everyone in all their difference and diversity is synonymous with enrichment and added value.

As Chairman of the Lëtzebuerg Diversity Charter Committee, I congratulate all participating, nominated and winning organisations for their commitment.

The practices presented in this brochure each have their own impact on organisations and even on society. We encourage you to learn from them or replicate them!

Congratulations to all and long live diversity!

LËTZEBUERG DIVERSITY CHARTER

Created in 2012, the Lëtzebuerg Diversity Charter is a commitment text proposed for signature by Luxembourg companies and organisations so that they commit to act in favour of diversity through concrete actions going beyond the legal and regulatory obligations of non-discrimination.

As a national charter, this text provides a common vision of diversity. Its mission is to contribute to the improvement of diversity management and integration in the broad sense in all areas of life in the Grand Duchy.

This year, the Lëtzebuerg Diversity Charter celebrates its ninth year and now has 217 signatories, representing almost 21.5% of the working population in Luxembourg.















