

SOME IDEAS ON HOW TO FULFILL THE COMMITMENT OF THE PLEDGE FOR INSTITUTIONS

1. Appoint an Executive Sponsor for ethnic and cultural inclusion

A **sponsor at executive level** is a **key success factor** to improve multicultural inclusion in your company.

Have a discussion with the Executive team, consider external help to facilitate the discussion about this role. Key : willingness to learn, and to contribute.

A 2 to 3 years term can be decided, after which a different sponsor will be appointed. This way, several members of the Executive team will have this unique experience.

Don't : in some companies, one of the only women in Executive Committee is appointed as responsible for gender, and the only person with different origins is in charge of multicultural inclusion. We encourage to appoint someone with a strong commitment to contribute, but prior experience/ being part of the community is not required.

2. Commit at board level to zero tolerance of harassment and bullying.

Contrary to what you may think, in most companies, even if everything is mentioned on the intranet, most employees don't know where they can find help if confronted to unacceptable behaviours. Also, as long as Senior Management is not expressing a zero tolerance, employees may think that management doesn't care.

This commitment can take different forms, ideally combined :

- A series of serious and **courageous conversations** among senior managers about respect, sexism and racism at work, asking each of them to organise a similar discussion with their own teams, cascading the impact.
- A **video from the CEO** to all employees expressing a zero tolerance for lack of respect, harassment and bullying, and for sexism and racism.
- A **yearly campaign** to make help available much more visible to all in the company, to encourage every employee's role as a colleague and witness

3. Consider measuring ethnicity/multiculturality data* and follow up on progress regarding recruitment and promotion (optional)

Measuring ethnicity or multiculturalism in the company can be difficult, but will help to show if your recruitment processes are biased. And will allow you to include KPIs regarding multiculturalism in your HR Processes.

You can easily measure nationalities, or languages of employees.

But the real multiculturalism is also the mix that you find in Universities and Schools. Data show that in Belgium candidates originating from Congo or from other sub-Saharan African countries, or from Morocco, are the ones most discriminated against. Even when these candidates are from Belgian nationality, and 2nd or 3rd generation in Belgium.

To measure origins, the easiest and most transparent way is to ask your employees themselves, in a totally anonymous survey, to auto-identify regarding gender, origins, age, sexual orientation, possible disability... Make sure to allow employees to not answer to any of those questions. In order to improve response rate, take the time to explain the purpose of measuring.

You can also contact "banque carrefour de la sécurité sociale" in Belgium to ask them assistance in measuring ethnicity among your staff. This is also done in full respect of anonymity.

4. Make clear that supporting equality in the workplace is the shared responsibility of all leaders and managers.

A great way to do so is adding a diversity, equity and inclusion part in every manager's **appraisal**. Show in yearly events, in daily communication, how this topic IS part of the company DNA.

Encourage all your leaders to sign the pledge for employees/management.
Have all management teams taking a commitment on this, as a team.

5. Support the progression of employees of different origins/ethnicities into senior roles, HR and communication in the financial sector, implement action plans to progressively reduce imbalances, focusing on the executive level and middle management pipeline;

Without **role models**, attracting and retaining talents with different origins will be hard. You can have a special objective to have at least 20% of your talent pool consisting of talents with different origins.

Initiating a “**shadow board**”, which will discuss together with your own executive committee about some of the strategic decisions, and making sure that this shadow board is composed with a very diverse group (ages, genders, origins...) is a great way to start benefitting from a more diverse discussion group.

Working on inclusive succession planning is also a way to prepare a broader diversity of talents to next steps in their careers, while reducing the impact of bias in promotion process.

6. Support inclusion allies in the workplace and consider launching an internal network (ERG)

If you want to launch an internal network, consider asking the help of Multicultural Bankers. Our Networking workstream is analysing all financial institutions existing networks, what helps to make them successful.

7. Communicate internally on the potential risk of discrimination including discrimination linked to origin or ethnicity, and take appropriate measures to prevent all forms of discrimination.

Febelfin launched a discrimination prevention workgroup together with 10 financial institutions. A series of best practices will come out of this.

Some of the recommendations are :

Make sure that you work on inclusive job ads, that you train HR and Management on reducing their bias during recruitment interviews, consider implementing some controls.