



## EDITORIAL

“

*As President of the jury of this second edition of the Diversity Awards Lëtzebuerg, I want to congratulate the organisations that applied and I thank them for their daily commitment to diversity.*

*The nominated practices which are described in this booklet are only an example of all the existing practices in public and private as well as in non-profit organisations.*

*I am proud of this enthusiasm and I thank all the participating organisations for their rallying.*

*I wish you a nice discovery and I hope that you will be inspired for your future diversity management approach.*

”

..... **Corinne Cahen**

Minister for Family and Integration  
Patron of the Diversity Charter Lëtzebuerg  
President of the jury of the Diversity Awards 2017





# TABLE OF CONTENTS

Editorial	p.2
On the agenda of the ceremony	p.4
Diversity Awards Lëtzebuerg 2017: second edition	p.5
Presentation of the pre-jury and the jury	p.6
CATEGORY Recruitment, Welcome and Integration	p.8
CATEGORY Career Management	p.12
CATEGORY Environment and Wellbeing at work	p.16
CATEGORY Communication and Values of the organisation	p.20
Highlighted good practices	p.24
A word from the President	p.26

# ON THE AGENDA OF THE CEREMONY



6:15pm . . . Mr Christian Scharff  
President of the Committee for the Diversity Charter Lëtzebuerg  
President of IMS Luxembourg  
OPENING SPEECH

6:30pm . . . Mrs Corinne Cahen  
Minister for Family and Integration  
Patron of the Diversity Charter Lëtzebuerg  
President of the Diversity Awards 2017 jury  
OFFICIAL OPENING OF THE CEREMONY OF THE DIVERSITY  
AWARDS LËTZEBUERG 2017

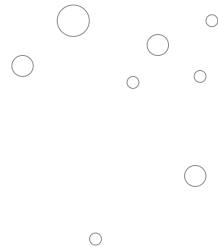
6:40pm . . . PRESENTATION OF THE DIVERSITY AWARDS LËTZEBUERG 2017

7:20pm . . . Mr Christian Scharff  
CLOSING SPEECH

7:30pm . . . COCKTAIL

# DIVERSITY AWARDS LËTZEBUERG 2017

SECOND EDITION




This 11<sup>th</sup> May 2017, the Diversity Awards Lëtzebuerg reward the best practices in terms of diversity management within organisations in Luxembourg.

This event, organised by IMS Luxembourg in the context of the Diversity Charter Lëtzebuerg, celebrates the promotion of diversity. It is also a unique opportunity for all organisations to get inspired, every two years, by diversity management practices.

In the presence of Mrs Corinne Cahen, Minister for Family and Integration and Patron of the Diversity Charter Lëtzebuerg, this second edition of the Diversity Awards Lëtzebuerg highlights the increasing commitment of private, public and associative organisations in this field.

Best practices regarding diversity are awarded in the following categories:

1. Recruitment, Welcome and Integration
2. Career Management
3. Environment and Wellbeing at work
4. Communication and Values of the organisation

 This year, 21 applications were analysed according to objective indicators by the pre-jury and the jury.

# PRESENTATION OF THE PRE-JURY AND THE JURY

## THE PRE-JURY . . . . .

On March 15<sup>th</sup> 2017, the pre-jury, composed of 10 independent experts, choose the nominees for each category.

Evaluation criteria for all the categories are the same as for the 2015 edition, such as: the degree of implementation (10%), the impact (30%), the innovative (10%) and replicable aspect (10%) of the approach, as well as how it is managed (15%) and the long-term integration of the practice (10%).

**Laure AMOYEL** Head of Integration & Diversity division, Office luxembourgeois de l'accueil et de l'intégration, Ministry for Family, Integration and to the Great Region

**Catherine BOURIN** Member of the Board, ABBL

**Christina CONSTANTINIDIS** Researcher, University of Luxembourg

**Fabienne DASNOY** Head of diversity, BGL BNP Paribas

**Andrea DI RONCO** Legal Advisor, Info-Handicap

**Nathalie DRUI** Human Resources Business Partner & Diversity Manager, JP Morgan

**Norman FISCH** General secretary, INDR

**Annemie MAQUIL** Equal Opportunities Policy Officer, City of Luxembourg

**François NENON** Internal audit, quality, CSR Manager, Chamber of Commerce

**Isabelle WICKLER** Senior Executive Advisor, Ministry of Equal Opportunities



**THE JURY** . . . . .

The final jury, composed of multiple stakeholder representatives, selected on April 6<sup>th</sup> 2017, the winners in the four categories.

- Corinne CAHEN** Minister for Family, Integration and to the Great Region, Patron of the Diversity Charter Lëtzebuerg and President of the Diversity Awards Lëtzebuerg 2017 jury
- Nathalie BAUSCH** Chief Organisation Officer, Deutsche Bank
- Pierre BLEY** President, Œuvre Nationale de Secours Grande-Duchesse Charlotte
- Nathalie MORGENTHALER** Executive Director, Centre for Equal Treatment
- Jan NOTERDAEME** External Relations Senior Advisor, CSR Europe
- Fabienne ROSSLER** General secretary, Commission consultative des Droits de l'Homme
- Christian SCHARFF** President, Committee for the Diversity Charter Lëtzebuerg  
Committee, President, IMS Luxembourg



A series of decorative elements including a large circle on the left edge, a smaller circle in the upper right, and a cluster of four dots of varying sizes in the center-left area.

CATEGORY

*Diversity and*  
RECRUITEMENT,  
WELCOME AND  
INTEGRATION

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# CATEGORY

## RECRUITEMENT, WELCOME AND INTEGRATION

> NOMINATED PRACTICE . . . . .

**YOUNG WOMEN CHALLENGE:  
IMPROVING AUDIT ATTRACTIVITY  
AMONG YOUNG WOMEN**

> ORGANISATION . . . . .

**DELOITTE**

Organised since 2015, the «*Young Women Challenge*» aims at understanding the career choices of young student women and attracting them toward audit and consulting positions. Through this contest, students, working in teams of three, had been invited to create a project on gender equality in the audit field.

- 1,980 employees\*
- Luxembourg
- Audit and consulting
- Private sector

EQUALITY

TALENT

ATTRACTION

OPPORTUNITIES

Beyond integrating young women, this project attracts students from all over Europe, promotes gender balance in the company, deconstructs stereotypes and allows them to discover the audit and consulting sector. Since the start of this project, more than 25 students did an internship at Deloitte and more than five juniors have been hired following their participation in this contest.



\*sources communicated by the organisation itself

# CATEGORY

## RECRUITMENT, WELCOME AND INTEGRATION

> NOMINATED PRACTICE ..... **BABBELDËSCH: LEARNING LUXEMBOURGISH AS A FACTOR OF COHESION AND COOPERATION**

> ORGANISATION ..... **STATEC (INSTITUT NATIONAL DE LA STATISTIQUE ET DES ÉTUDES ÉCONOMIQUES)**

- 212 administrators\*
- Luxembourg
- Administration
- Public sector

EXCHANGE

LANGUAGE  
LEARNING

CULTURE

To help its employees who are learning Luxembourgish, STATEC created in 2015 the «*Babbeldësch*»: an hour of conversation in *Lëtzebuergesch* among colleagues which takes place once a week during the lunch break.

As it promotes the integration of employees, this practice also improves cohesion and cooperation within the administration. In order to discover the culture of the Grand

Duchy, participants also visit museums, exhibitions and even attend concerts

from time to time in order to familiarise themselves with the art, history and music of the country.

**STATEC**  
Luxembourg

# CATEGORY

## RECRUITMENT, WELCOME AND INTEGRATION

> NOMINATED PRACTICE . . . . .

CONNECTIONS: ENCOURAGING THE PROFESSIONAL INTEGRATION OF APPLICANTS/BENEFICIARIES OF INTERNATIONAL PROTECTION



> ORGANISATION . . . . .

ASTI (ASSOCIATION DE SOUTIEN AUX TRAVAILLEURS IMMIGRÉS)

- 36 employees\*
- Luxembourg
- Migration and Integration
- Non-profit organisation

The purpose of the «Connections» project is to prepare applicants and beneficiaries of international protection for the labor market. This project, developed with the financial support of the Œuvre de Secours Grande-Duchesse Charlotte (Mateneen project), is recognised as part of the adult education by the Ministry of National Education, Childhood and Youth.

can be split over six months maximum. Until now, 35 companies have welcomed 45 trainees as part of this project.

INCLUSION

SUPPORT

APPLICANTS/BENEFICIARIES OF INTERNATIONAL PROTECTION

It is organized in four stages: an individual interview to analyse professional skills, 14 information sessions about Luxembourg, six preparation workshops and an unpaid internship of 240 hours which

\*sources communicated by the organisation itself

CATEGORY

*Diversity and*

CAREER  
MANAGEMENT

# CATEGORY CAREER MANAGEMENT

- > NOMINATED PRACTICE . . . . . YOUTH4WORK: COACHING YOUNG JOBSEEKERS
- > ORGANISATION . . . . . INTERCOMMUNAL UNION 'DE RÉIDENER KANTON'

- 3 employees\*
- Redange
- Intercommunal union
- Public sector

Youth4Work accompanies young adults in the Diekirch district in their job search. It proposes a coaching based on a transactional analysis to better understand the lives of young candidates. In addition to this individual coaching, candidates are invited to participate in workshops and events.

Kanton» and the sponsor Lions Titanium of Diekirch.



PEER-TO-PEER  
TRAINING

Since 2012, about 550 participants took part in the project and the success rate to date is 80%. The project is financed by the European Social Fund, the Ministry of Labor, Employment and Social and Solidarity Economy, the communes of the intercommunal union «De Réidener

FIGHTING  
UNEMPLOYMENT

\*sources communicated by the organisation itself

# CATEGORY CAREER MANAGEMENT

- > NOMINATED PRACTICE ..... INTERNAL MANAGEMENT TRAINING PROGRAMME
- > ORGANISATION ..... CHNP (CENTRE HOSPITALIER NEURO-PSYCHIATRIQUE)



- 744 employees\*
- Ettelbrück
- Hospital center
- Public sector

SOCIAL MIX

The «*Internal Management Training Course*» is a cycle of 16 days of continuous training spread over 10 months, which is held on the place and time of work to encourage the work/life balance of participants. All employees willing to develop their career can participate, irrespectively of their profession, their hierarchical position or their professional experience.

encourage the creativity of participants through the development of an end-of-course project. By encouraging networking, it brings together the different managerial cultures within the organisation to define a managerial culture of its own. Since 2014, 10 managing positions have been replaced.

## PROFESSIONAL ENRICHMENT

TRAINING

The objective is to help participants develop their professional skills, promote equal opportunities, communicate better, take advantage of the different managerial cultures present at the CHNP, and also

# CATEGORY CAREER MANAGEMENT

- > NOMINATED PRACTICE . . . . . GIVING YOUTH A CHANCE:  
FACILITATING THE EMPLOYMENT OF  
NON-GRADUATED YOUTH
- > ORGANISATION . . . . . SODEXO



- 1,850 employees\*
- Bertrange
- Quality of life services
- Private sector

## EXPERIENCE

Facing the high youth unemployment rate, Sodexo launched “*Donner une chance aux jeunes*” (“*Giving youth a chance*”), a project in partnership with the ADEM and the Ministry of Labor to facilitate the integration of young people without a diploma into the labor market.

professional skills. This practice has the effect of rebalancing Sodexo’s age pyramid, in addition to fighting unemployment. Today, 15 young people have received a permanent contract following their CAE.

## TRAINESHIP

The process involves explaining the business to the young people and then giving them a practical and theoretical program before offering them a one-month internship at one of the company’s sites. Then it is possible to extend the experience by offering a one-

## CONTRAT APPUI EMPLOI

year contract (Contrat Appui Emploi) allowing job seekers to integrate the company to acquire

\*sources communicated by the organisation itself



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•  
CATEGORY.

*Diversity and*  
ENVIRONMENT  
AND WELLBEING  
AT WORK



# CATEGORY

## ENVIRONMENT AND WELLBEING AT WORK

- > NOMINATED PRACTICE ..... TELEWORKING: EMPLOYEE WELLBEING AND FLEXIBILITY
- > ORGANISATION ..... SOCIÉTÉ GÉNÉRALE BANK & TRUST



- 1,309 employees\*
- Luxembourg
- Financial services
- Private sector

TELEWORKING  
FLEXIBILITY

WORK/LIFE BALANCE

In 2016, teleworking was launched at Société Générale allowing employees to work from home one day a week. This allows them to maintain a good balance between their private and professional lives by reducing the time spent on public transports for cross-border workers. In addition, this initiative can also increase the quality of life at work and encourage more inclusive management practices, based on trust and adapted to everyone's personality.

This new form of work organisation is open to persons with an open-ended contract, whether working full-time or part-time. Today, 62% of positions at Société Générale can benefit from this practice.

\*sources communicated by the company itself

# CATEGORY

## ENVIRONMENT AND WELLBEING AT WORK

➤ NOMINATED PRACTICE ..... CONTACT CENTER: CREATING AN INCLUSIVE WORKPLACE

➤ ORGANISATION ..... ADEM (AGENCE POUR LE DÉVELOPPEMENT DE L'EMPLOI)

- 450 employees\*
- Luxembourg
- Administration
- Public sector

PEOPLE WITH DISABILITIES

REINTEGRATION

FULFILMENT

In 2012, the ADEM created a service exclusively composed of 31 people with disabilities and in an external reclassification situation. In order to integrate this service, the candidates were trained for six months before getting offered a long-term contract.

This training, in cooperation with the CNFPC of Esch-Belval, also allows them to integrate other administrative services of the ADEM. It covers various subjects such as telephone reception or stress and conflict management.

This project shows that, with proper guidance, it is possible to reintegrate vulnerable people as well as to reinforce existing structures with employees of several companies.





A decorative graphic consisting of a large circle at the top center, a smaller circle to its left, and three small dots arranged in a horizontal line below the large circle.

CATEGORY

*Diversity and*  
COMMUNICATION  
AND VALUES OF THE  
ORGANISATION

A single decorative circle located at the bottom right of the text area.

# CATEGORY

## COMMUNICATION AND VALUE OF THE ORGANISATION

- > NOMINATED PRACTICE . . . . . LIVE MY LIFE: BREAKING STEREOTYPES LINKED TO SOME PROFESSIONS
- > ORGANISATION . . . . . SODEXO



- 1,850 employees\*
- Bertrange
- Quality of life services
- Private sector

OPENNESS

BREAKING STEREOTYPES

DISCOVERY

« *Vis ma vie @ Sodexo* » (meaning “*Live my life*”) is a project for all the company’s employees who can, on a voluntary basis, interchange their functions regardless of their position, seniority, age, gender or hierarchy. At the invitation to participate in this day once a year during the Diversity Day, employees can formulate three choices among more than fifteen suggested positions, as well as a «choose for me» option. This practice has the advantage of breaking stereotypes about certain occupations by allowing employees to discover all the professions in the company.

\*sources communicated by the organisation itself

# CATEGORY

## COMMUNICATION AND VALUES OF THE ORGANISATION

- > NOMINATED PRACTICE . . . . . PROMOTING, RAISING AWARENESS AND EXPLAINING DIVERSITY
- > ORGANISATION . . . . . RBC I&TS (ROYAL BANK OF CANADA INVESTOR & TREASURY SERVICES)



**RBC Investor & Treasury Services**

- 1,276 employees\*
- Esch-sur-Alzette
- Financial services
- Private sector

In 2014, RBC Investor & Treasury Services created its “Diversity Leadership Council” (DLC) composed of leaders, managers and employees of the bank in order to promote the value and the benefits of diversity within the company, to accelerate the cultural change in the organisation and to make diversity move forward.

The initiatives taken by the DLC include for example: speed mentoring for women, the launch of an employee resource group, a partnership with Dress for Success, a training program on diversity as well as debates and panels on the subject, the celebration of the International Women’s Day and the Diversity Day. During these last two years, around 1,000 employees participated in at least one of these initiatives.

LEADERSHIP

The three priorities of this Diversity Leadership Council are: equal professional opportunities for men and women, the importance of active leaders in the diversity field as well as the promotion of a multicultural

RAISING AWARENESS

workforce.

COMMITMENT

\*sources communicated by the organisation itself

# CATEGORY

## COMMUNICATION AND VALUES OF THE ORGANISATION

- > NOMINATED PRACTICE ..... CORPORATE CULTURE EXPERIENCED ON A DAILY BASIS
- > ORGANISATION ..... ING LUXEMBOURG



- 800 employees\*
- Luxembourg
- Financial services
- Private sector

ING “Orange Code”, referencing 12 expected behaviours by ING Luxembourg employees, has been defined by all the collaborators at the global level. More than 13,000 people have developed this collaborative axis where the differences of each become common values.

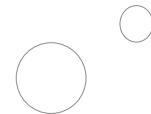
NETWORK

RESPECT

At the same time, a «Kudos» app was set up via the company intranet: employees can

congratulate their colleagues when they see good action from them. This system allows the recognition between collaborators, increasing self confidence and reinforcing relationships and collaboration.

COMMON  
VALUES



\*sources communicated by the organisation itself

# HIGHLIGHTED GOOD PRACTICES

- A MAGAZINE TO RAISE AWARENESS AMONG NEWCOMERS

MOUVEMENT POUR L'ÉGALITÉ DES CHANCES (MEC asbl)

The Mouvement pour l'Égalité des Chances (*Movement for Equal Opportunities*) has created a trilingual quarterly magazine to facilitate the integration of newcomers. Written in French, English and Arabic, *Move Together* focuses on **the discovery of Luxembourg and its culture**. It is distributed in all reception centers in Luxembourg as well as at communal administrations and social welfare offices.

- CREATING A CULTURE OF THINKING

INTERNATIONAL SCHOOL OF LUXEMBOURG

The International School of Luxembourg tends to **create a «culture of thinking»** by instilling in its young students values such as enquiry, critical thinking, communication, open mindedness, risks-taking, creativity

and reflection. This practice affects children from the age of three years old and is part of an initial five-year plan which will be reassessed in 2021.

- ENCOURAGING SKILLS DEVELOPMENT

ONE LIFE

«*Train your colleagues*» are trainings created and held by employees, for other employees. The aim of these training courses is to share know-how, skills and experience among employees but also to **create a long-term collaboration**.

- NETWORKING TO INTEGRATE THE YOUTH

ING LUXEMBOURG

The RING association, a career accelerator founded in 2011, aims at **promoting the integration of young people in the company**. It allows them to interact with other colleagues such as managers and

senior managers to share their experience and knowledge. Such exchanges promote the diversity of ages, profiles and cultures.

- LOCAL INTEGRATION ACTIONS AS A PRIORITY

CITY OF ESCH-SUR-ALZETTE

The City of Esch-Sur-Alzette has developed a Communal Integration Plan to **strengthen communication between the city and citizens**, dialogue between residents, but also to create a willingness from the residents to participate in the implementation of projects in the city.



- MOTIVATION AND COMPETENCES TAKE PREVALENCE OVER EXPERIENCE

#### SODEXO

To recruit in an objective and non-discriminatory way, Sodexo has set up a Simulation Recruitment Method in partnership with the ADEM and Pôle Emploi. This method **focuses on the skills and motivation of the candidates who are invited to carry out several practical tests**. This process, which is unprecedented in Luxembourg, has enabled the company to recruit more than 150 candidates since 2012.

- LANGUAGE AS A WAY TO MEET AND SHARE

#### CITY OF STRASSEN

In February 2017, more than 9,000 people from 107 different nationalities lived in Strassen. *Le Café de Babel*, a language café animated by citizens for citizens, allows the inhabitants to **meet and practice the languages** they want to learn or master. This Café encourages the sharing of values and represents a considerable help to the integration of newcomers.

- TRAINING YOUNG TALENTS, A LONG-TERM APPROACH

#### ING LUXEMBOURG

The ING International Talent Program is a **three-year recruitment program** that promotes diversity on three levels: gender equality, which is promoted through non-

discriminatory CV selection, intercultural mixing, which is represented through the training of young talents by experts as well as cultural diversity, which is supported by the international dimension of this program.

# INSPIRING PRACTICES

## • A WORD FROM THE PRESIDENT



Christian Scharff  
President of the Committee for the Diversity  
Charter Lëtzebuerg  
President of IMS Luxembourg

“

*Enhancing and managing diversity within an organisation is symbol of a socially responsible company able to attract and retain diverse talents. Many initiatives exist in this context and the Committee for the Diversity Charter Lëtzebuerg considered it its duty to reiterate the organisation of the Diversity Awards in Luxembourg this year to make the inspiring initiatives in this field visible. We are pleased by the enthusiasm surrounding the Charter and the active participation of its signatories in the implementation of diversity management.*

*As the President of the Committee for the Diversity Charter Lëtzebuerg, I can only congratulate all the organisations participating, and more precisely the winners of this edition.*

*Keep up the good work!*

”

## DIVERSITY CHARTER LËTZEBUERG

Created in 2012, the Diversity Charter Lëtzebuerg is a commitment text which any Luxembourg organisation can sign in order to express its commitment to promote diversity by concrete actions that go beyond legal and regulatory obligations of non-discrimination.

As a national charter, this text brings a common vision of diversity. It contributes, in the Grand Duchy, to the improvement of diversity management and its integration in the broad sense and in every aspects of life.

This year, the Diversity Charter Lëtzebuerg celebrates its five years, and currently counts 164 signatories, which represent 15% of the active population in Luxembourg.



