

# A WINNING TEAM IS A DIVERSE AND INCLUSIVE TEAM

**Company name :** ING LUXEMBOURG

**Activity sector :** Activités financières et d'assurance

**Company category :** Grande Entreprise

## Description of the action

Working at the same time on diversity AND inclusion is the best way to build a D&I policy and to build winning teams equally diverse and inclusive. Diversity is about representation - 'Counting the numbers'. Based on collected data on gender, nationality and age, our diversity approach was created to give managers a basis for building mixed teams. It follows the 70% principle. Our aim is for no group or level to comprise: - More than 70% of the same gender - More than 70% of the same nationality - More than 70% of the same age group This policy aims to limit the risk of group think because research shows that 30% is the tipping point at which minority views can take over. Inclusion is about employee experience - 'Making the numbers count'. Therefore, our approach is also based on the input of our employees.

## Context

With more than 10 years of experience, we consider that it is essential to have an approach that is based not on one but on several aspects of diversity. Data constitute the first steps to validate our approach so gender, nationality and age are continuously monitored but inclusion is the success factor of diverse teams.

## Objectives

Having our own definition of inclusion aims to be in line with our ING culture and to answer the needs of our colleagues. This way, everyone feels welcome at ING so our teams reflect the diversity of our clients as well.

## Approach

Our Inclusion Motto: 'Your whole self is welcome here' To create our own definition of inclusion, we asked our employees "What's Inclusion at ING?" To have mixed teams, we train our managers (responsible for building their teams) about our goals, our D&I strategy and unconscious bias.

## Impact

The employees feel: - Accepted by their teammates - Recognised by their manager for what unique talents bring to the table - Supported by the senior executives who are role models with inclusive behaviours The mixed team looks at things from different perspectives (innovation, risk) and reflect our current and future clients. Employees deliver beyond expectations.

## « To do »

- Work with the employees to define a policy in line with the organizational culture - Support managers to lead inclusively and train them about inclusion and unconscious bias at work

## « Not to do »

- Consider only gender as diversity topic