



Promoting diversity and inclusion

Initiatives at Mouvement Desjardins

December 6 2019

The financial industry has HISTORICALLY been a white male business



*“How can you tell that we are not a diversified group?
We may look alike but in reality Michel didn’t even graduate from Harvard for
example!”*

It's important to **ACT TODAY**



To be **representative** of our community and clients



We are facing a **social portrait in constant evolution**



The **workforce shortage** tends to become a permanent reality on the job market today



Organizations with a culturally diversified workforce are **35 % more likely to deliver a superior performance***

Diversity and inclusion are not
HR challenges but
A Business Challenge !



Three challenges identified within the organization

1

Value
diversity
and inclusion

2

Align practices
and HR processes

3

Representativity of our
members and our
communities

Bring impactful **answers to these challenges**

1. A new definition of Diversity and Inclusion to be more comprehensive.

« Desjardins, it's all of us, without exception. Our group reflects the diversity that represents our members and our clients, which enriches our communities. »

2. A Diversity and Inclusion plan of action declined along 6 themes: An important theme is dedicated to our target group, women, with ambitious initiatives in a large strategic plan to **accelerate female leadership**.



- A more diversified and inclusive organization allows a better understanding of the comprehensive needs of our members and clients.
- Without a sense of inclusion, diversity will not last and you can't realize all its benefits.



How can we tackle the diversity and inclusion challenge?

With a vision declined in a plan of action

With
CROSS-SECTOR INITIATIVES

With the support of a
dedicated team



With
SECTOR-BASED INITIATIVES

With the assistance of
internal ambassadors

« Once you realize that parity represents an added value for the teams, the organization and society, you have to make it a priority within the company. »

- Guy Cormier, CEO, Desjardins Group

Implementation of our strategy to increase women representativity

ACCELERATE FEMALE LEADERSHIP



INVOLVEMENT

You have to involve managers and make diversity and inclusion a business issue in order to instill enthusiasm within most committees.



CONSCIOUSNESS

All stakeholders (teams, managers, employees) have to be made aware of the challenges to reach diversity and to understand that everybody has a role to play in the process



PROPEL

Some actions have to be taken on the field to improve women representativity at different levels through the organization.



INVOLVE top level management and employees



President is a proud spoke person about diversity and inclusion



All managers are involved with the diversity and female leadership challenges



Advising youth committee, comprising both women and men, to maintain a regular dialog with the Board and the Executive Committee of Desjardins



Ambitious targets



Clear communication strategies



Consciousness of the women challenges



Unconscious Bias program



Tools and advice available for the managers



New Inclusive employer image



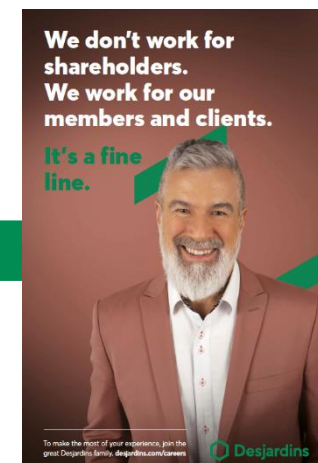
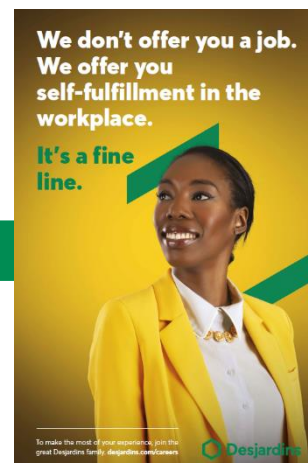
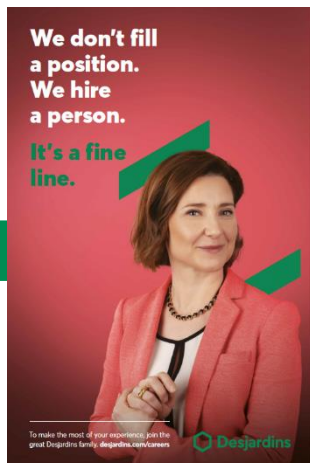
Ambassadors
Diversity & Inclusion



Calendar of events
around **female** Leadership issues



Meetings / Testimonials
Between managers and employees





Propel female leadership

RECRUTEMENT

- Revise the hiring process and the career planning process
- Strategic partnerships

PROMOTION

- Several internal women networks
- Propose female candidates for awards and galas
- Talent review : Identification of high potential female employees

DEVELOPMENT

- Development programs to women leadership for the female middle and top managers
- Mentoring

A company such as **Desjardins** is also acting on a broader scale in the community to promote diversity and inclusion :

- « Career Workshops» for female immigrants
- Support female student groups in technological innovation
- Organizing and participating in forums and conferences about the role of men in female leadership



The female Leadership program : Effet A Desjardins

tailor made for our high potential female employees

GOAL

PROPEL THE AMBITION of women in order to progress inside the company

4 COMPETENCIES DEVELOPPED during 8 months

CONFIDENCE - NEGOTIATION - NETWORKING - STRATEGIC THINKING

100 days Effet A : External

4 months Desjardins

8
groups



135
graduates

Success across the board!



Our Pride: **Parity** within our executive committee



Where are we today?



- Measure our progress
- Continue our initiatives
- Increase the sectorial action plans

Total employees : 66,6 %

Managers (excluding top managers) : 58,9 %

Top Managers : 32,5 %

Executive committee : 50%

Board of directors : 32%

Every day, we have **to work together** to achieve parity!

Gentlemen, parity within our organizations will not be realized **without you!**



- Be our allies
- Be convinced of the value of sex equality
- Avoid sexist behaviours
- Help women all along
- Encourage women to apply for power positions



Question period