

News release FOR IMMEDIATE RELEASE

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Diversität im Unternehmen: Der Wille allein reicht nicht aus Deloitte Konferenz zum deutschsprachigen Markt diskutiert Herausforderungen und Chancen von Alters- und Geschlechtervielfalt

Luxemburg, 6. März 2017 — Unternehmen von heute stehen unter einem enormen Druck – im ständigen „Kampf um Talente“ gilt es, Chancengleichheit und Diversität zu fördern und als Arbeitgeber für eine vielschichtige Zielgruppe attraktiv zu bleiben. Luxemburg ist als internationaler Arbeitsmarkt keine Ausnahme. Deloitte hat die vierte Konferenz zum deutschsprachigen Markt in Luxemburg zum Anlass genommen, dieses hochaktuelle Thema mit lokalen Arbeitgebervertretern zu diskutieren und die neu erschienene Broschüre mit dem Fokus „Diversität im Unternehmen“ vorzustellen.

Frauen in Führungspositionen

Diversität im Unternehmen fördert Kreativität und Innovation, darin waren sich alle Diskussionsteilnehmer einig. Ein klarer Schwerpunkt der Podiumsdiskussion konzentrierte sich auf Maßnahmen zum Erhalt der Geschlechtervielfalt – insbesondere auf die notwendige Förderung von Frauen in Führungspositionen.

Nach wie vor sind in Luxemburger Verwaltungsräten nur etwa 20 Prozent Frauen vertreten¹. Dieses Bild spiegelt sich auch in einer Studie von Deloitte Luxemburg wider, in der branchenübergreifend deutschsprachige Unternehmen nach ihrem Frauenanteil in Führungspositionen gefragt wurden. In über der Hälfte der befragten Unternehmen beträgt der Frauenanteil in der Geschäftsleitung unter 10 Prozent, im mittleren Management knapp über 20 Prozent.

Alte Strukturen aufbrechen

Eine fest vorgeschriebene Frauenquote hält die Mehrheit der befragten Unternehmen für den falschen Weg. Vielmehr ginge es darum, alte Strukturen aufzubrechen und etabliertes Denken zu hinterfragen. Dabei reiche der Wille allein nicht aus, sondern es bedürfe zwangsläufig einer gezielten Unterstützung durch das obere Management. *„Sowohl in von uns durchgeführten Interviews, als auch in der Podiumsdiskussion wurde deutlich, dass vor allem eine höhere Flexibilität auf Seiten der Arbeitgeber gefordert ist. Sie sind in der Verantwortung, neue, flexiblere Arbeitsmodelle zu schaffen, die besser auf die Bedürfnisse von Familien eingehen,“* erläutert Jan van Delden, Partner und German Business Leader bei Deloitte Luxemburg. *„Gerade im Bereich Teilzeitarbeit, Home Office oder Telearbeit besteht derzeit noch Nachholbedarf. Diese Modelle müssen gleichermaßen sowohl für Frauen als auch für Männer zugänglich sein.“* Staatliche Programme zur Förderung geschlechtsspezifischer Gleichberechtigung am Arbeitsplatz, wie zum Beispiel *Actions Positives*, sind dabei wichtige Initiativen, die Firmen dabei unterstützen, eine solche Entwicklung voran zu treiben.

¹ <http://www.luxembourg.public.lu/de/le-grand-duche-se-presente/population/femmes/index.html>

Mentalitätswandel bei jüngeren Generationen

Flexible Arbeitsmodelle werden auch in Bezug auf veränderte Bedürfnisse der jüngeren Generationen immer wichtiger. Eine gesunde Work-Life-Balance, flexible Arbeitszeiteinteilung und sinnvolle Arbeit sind der Generation Y laut der Deloitte Millennial Studie wichtiger als Profit. Arbeitgeber, die diese veränderten Erwartungshaltungen berücksichtigen, dürfen sich demnach einer erhöhten Loyalität erfreuen. *„Unternehmen müssen sich den Bedürfnissen der Bewerber anpassen. Statt Mitarbeitern vorgefertigte Lösungen anzubieten, müssen wir zuhören und ihnen helfen, die passende Lösung für sich in unseren Unternehmen zu finden,“* erklärt Paul Schilling, Personalchef bei Deloitte Luxemburg.

Auf der deutschsprachigen Konferenz am 2. März diskutierten Lisa Backes, Geschäftsführerin von YCAP Asset Management, Emile Lutgen, Personalleiter der Banque Raiffeisen, Dany Krier, Generalsekretär und Personalchef von Cimalux, und Paul Schilling.

Die vollständige Ausgabe der im Rahmen der Konferenz vorgestellten Marktbeobachtung „Der deutschsprachige Markt in Luxemburg - Nachgefragt“, die neben der Vorstellung verschiedener Marktbereiche zahlreiche Interviews und Umfrageergebnisse zum Thema „Diversität im Unternehmen“ enthält, finden Sie unter: www.deloitte.com/lu/deutschsprachige-markt-luxemburg-2017 .

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FRENCH VERSION

Diversité en entreprise : la volonté seule ne suffit pas **La conférence Deloitte sur le marché germanophone aborde les défis et possibilités de la diversité des âges et des genres**

Luxembourg, le 6 mars 2017 — Les entreprises actuelles sont soumises à une énorme pression : dans le cadre de la « course aux talents » permanente, il faut encourager l'égalité des chances et la diversité, tout en restant un employeur attractif pour un groupe cible hétérogène. Le Luxembourg, en tant que marché du travail international, ne fait pas exception. Deloitte a profité de la quatrième conférence sur le marché germanophone pour discuter de ce sujet très actuel avec les employeurs locaux et pour présenter la brochure récemment publiée se concentrant sur la « diversité en entreprise ».

Les femmes aux postes de direction

La diversité en entreprise favorise la créativité et l'innovation, tous les participants à la discussion étaient unanimes sur ce point. Lors de la table ronde, l'accent a été mis, entre autres, sur les mesures visant à protéger la diversité hommes-femmes, en particulier sur la nécessité de promouvoir les femmes aux postes de direction.

Les conseils d'administration luxembourgeois sont toujours constitués d'environ 20 pour cent de femmes seulement². Cette représentation se reflète également dans une étude de Deloitte Luxembourg. Dans le cadre de cette étude, Deloitte a interrogé des entreprises germanophones de tous secteurs sur le pourcentage de femmes aux postes de direction. Dans plus de la moitié des entreprises interrogées, la proportion de femmes dans la direction était inférieure à 10 pour cent, et à peine supérieure à 20 pour cent pour les postes de cadres moyens.

Rompre avec les structures désuètes

La majorité des entreprises interrogées considère l'établissement de quotas de femmes prédéfinis comme étant une mauvaise piste. Au contraire, il s'agit selon elles de rompre avec les structures obsolètes et de remettre en question la pensée établie. Pour cela, la volonté seule ne suffit pas, un soutien ciblé de la part des cadres supérieurs est également indispensable. « Il est apparu clairement, aussi bien lors des entrevues réalisées par nos soins que lors de la table ronde, que l'on revendique surtout une plus grande flexibilité de la part des employeurs. Il est de leur responsabilité de créer de nouveaux modèles de travail plus flexibles, qui répondent mieux aux besoins des familles », explique Jan van Delden, Partner et German Business Leader chez Deloitte Luxembourg. « Il y a actuellement encore du retard à rattraper dans les domaines du travail à temps partiel, du bureau à domicile et du télétravail. Ces modèles doivent être accessibles aussi bien aux femmes qu'aux hommes. » Des programmes nationaux visant à encourager l'égalité hommes-femmes sur le lieu de travail, tels que « Actions Positives », constituent dans ce cadre des initiatives importantes pour aider les entreprises à mettre en place de telles évolutions.

² <http://www.luxembourg.public.lu/fr/le-grand-duche-se-presente/population/femmes/index.html>

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Le salaire n'est plus une priorité

Les modèles de travail flexibles deviennent également de plus en plus importants en raison de l'évolution des besoins des jeunes générations. Selon l'enquête *Millennial Survey* réalisée par Deloitte, un équilibre sain entre vie professionnelle et vie privée, une organisation flexible du temps de travail et l'épanouissement au travail sont plus importants pour la génération Y que le salaire. Les employeurs qui prennent en compte ces nouvelles attentes peuvent donc compter sur une fidélité accrue des employés. « Les entreprises doivent s'adapter aux besoins du candidat. Au lieu d'offrir aux employés des solutions toutes faites, nous devons être à leur écoute et les aider à trouver dans l'entreprise la solution adaptée à leurs besoins », explique Paul Schilling, directeur des ressources humaines chez Deloitte Luxembourg.

Lors de la conférence qui s'est tenue le 2 mars sur le marché germanophone, un débat a eu lieu entre Lisa Backes, directrice de YCAP Asset Management, Emile Lutgen, directeur des ressources humaines de la Banque Raiffeisen, Dany Krier, secrétaire général et chef du personnel de Cimalux, et Paul Schilling.

Retrouvez ci-dessous un lien vers la version complète en allemand de l'analyse de marché "Der deutschsprachige Markt in Luxemburg - Nachgefragt" (« Le marché germanophone au Luxembourg - étude ») présentée dans le cadre de la conférence. En plus de la présentation de différents secteurs de marché, elle contient de nombreux entretiens et résultats d'études concernant la diversité en entreprise. Lien : www.deloitte.com/lu/deutschsprachige-markt-luxemburg-2017.

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ENGLISH VERSION

Diversity in business: good intentions are not enough **Deloitte conference on the German-speaking market deals with the challenges and opportunities associated with age and gender diversity**

Luxembourg, March 6, 2017 — Companies today are under enormous pressure. In the ongoing “battle for talent” they need to promote equal opportunities and diversity, and remain attractive as an employer for a varied target group. Businesses operating in Luxembourg, with its international labor market, are no exception. Deloitte took its fourth conference on the German-speaking market in Luxembourg as an opportunity to discuss this highly topical issue with representatives of local employers and present its newly published brochure focusing on “diversity in business”.

Women in management positions

Diversity within a company encourages creativity and innovation – on this point all the participants in the discussion were in agreement. Measures required to achieve gender diversity, and in particular the need to promote women to management positions, were a key focal point of the panel discussion.

The proportion of women on the management boards of Luxembourg companies remains in the region of just 20 percent³. This situation is also reflected in a study conducted by Deloitte Luxembourg, in which German-speaking companies from all sectors were asked about the proportion of women in management positions within their organization. At over half of the companies questioned the proportion of women in senior management is below 10 percent and is just over 20 percent at middle-management level.

Breaking down traditional structures

The majority of the companies questioned said that a mandatory quota for women is the wrong approach and it is more about breaking down traditional structures and questioning established thinking. In their view, the will alone is not enough and targeted support from senior management is an essential condition. *“Both in the interviews we conducted and during the panel discussion it became clear that, in particular, greater flexibility is needed on the part of the employer. They are responsible for creating new, more flexible employment models that better meet the needs of families,”* explains Jan van Delden, Partner and German Business Leader at Deloitte Luxembourg. *“When it comes to part-time working, working from home and teleworking in particular there is still some catching up to do. These models need to be equally accessible to women and men.”* State programs aimed at promoting gender-specific equal opportunities in the workplace, such as *Actions Positives*, are important initiatives that help companies drive such developments forward.

Changing mentality of younger generations

Flexible employment models are also becoming increasingly important in view of the changing needs of younger generations. According to the Deloitte Millennial Study, a healthy work-life balance, flexible working hours and meaningful work are more important to Generation Y than profit. Employers who

³ <http://www.luxembourg.public.lu/en/le-grand-duche-se-presente/population/femmes/index.html>

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take these changing expectations into account should therefore benefit from increased loyalty. *"Companies need to adapt to the needs of applicants. Instead of offering ready-made solutions to employees, we need to listen and help them find the solution that is right for them within our organizations,"* explains Paul Schilling, Head of Human Resources at Deloitte Luxembourg.

At the conference on the German-speaking market held on March 2, Lisa Backes, Managing Director of YCAP Asset Management, Emile Lutgen, Director of Human Resources at Banque Raiffeisen, Dany Krier, General Secretary and Head of Human Resources at Cimalux, and Paul Schilling took part in the discussion.

The complete market analysis "Der deutschsprachige Markt in Luxemburg - Nachgefragt" (The German-speaking market in Luxembourg - an in-depth analysis), which was presented at the conference and, alongside features on various market segments, also contains numerous interviews and survey results on the subject of diversity in business, can be found at:

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