

# Culture & inclusion

## Work-life balance: what does it mean?

A **healthy work-life balance is important for everyone**: all generations, all levels, mothers and fathers, colleagues who want to develop a talent or passion outside work, ...

And although everyone definitely has to safeguard his/her own work-life balance, **the company can make the difference**. We notice that a lot of **financial institutions** already today **implement** practical **measures** such as teleworking, summer kids camps, healthy food offering, ... Certain measures aim at making life easier, others focus on growing energy.

However, it is important to realize that **such initiatives need to be embedded in a supportive culture**. We should not underestimate **the importance of leading by example**, change management, personalized approaches, ...

**A specific role is attributed to the leaders of the company**. They should be **trained to help colleagues regarding work-life balance**. And they need to be aware that their example has a lot of impact on the team. So they should take care of their own work life balance as well.

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## Inventory of top best practices about work-life balance

- **Flexible leave policies** (e.g. thematic leave to care for a sick parent)
- **Flexible time schedules** (e.g. part time, 5 days in 4, etc; 95 % = 12 extra day holidays, etc)
- **Teleworking** (1 day structured + 1 occasional day; or 2 days; or voluntary basis)
- **Healthy work environment:** yoga, Mindfulness, employee running & swimming clubs, Fruity days, organic food offer in the cafeteria, quiet room, places to connect informally, showers for people cycling to work and/or doing sports at lunchtime, colleagues encouraged to take the stairs vs lift for 1 level up, 2 levels down, etc.
- **Learning and development:** Corporate training academy, internal coaches, Development Centre (professional career coaches).
- **New mandatory training** path for people managers on having good quality conversations to prevent absenteeism
- **Volunteering programs.**
- **Maternity** : Back to Professional life lunches with young mums back to work, to discuss career and WLBalance (considered as very helpful by most mothers)
- **Conferences organized during work hours or lunch time** (avoiding evenings) to encourage colleagues to show more curiosity and learn without remaining later at work
- **Making managers more conscious of the importance of their own work life balance**
- **Family friendly extra-legal advantages** : birth bonus, extra-legal family allowances, marriage bonus, university bonus, guaranteed income insurance during maternity leave, voucher for St-Nicolas.
- **Strong stress and disease prevention policy:** prevention of psychosocial risks (burn-out, stress, ...); Work doctor and free consultations for employees; Awareness-raising actions for disease prevention; Tips on the ergonomics of installations and the beautification of the workplace

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## Ensuring a supportive culture



Ask employees for guidance



Focus on productivity, not hours



Regularly review workloads



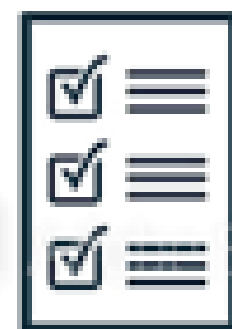
Leading by example



Personalise approach



Promote and celebrate diversity



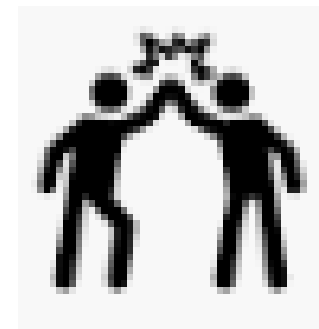
Write work-life policies



Measure efforts and evaluate



Train your managers to help



Ensure change management

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Implementing Practical Measures making life easier



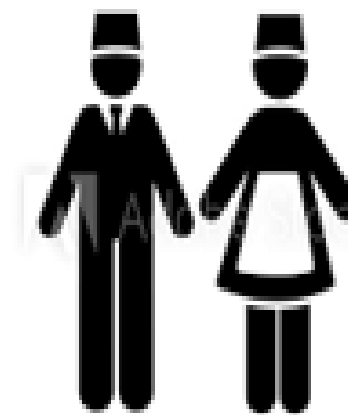
Create flexible  
leave policy



Flexible  
working



Family-  
friendly work  
environment



Offer  
concierge  
services

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## Implementing Practical Measures growing energy



Engage in your community



Foster a healthy work environment



Foster creativity



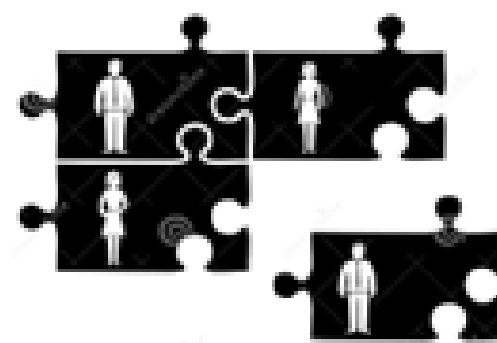
Educational support and life-long learning



Empower



Create a 'fun' committee



Invest in team-building exercises



Organise company outings



Encourage vacations



Encourage short breaks during the day