

# JUMP

*Promoting gender equality, advancing the economy*

25 September 2018

## ***JUMP Corporate Hub***

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*Mentoring vs Sponsorship,  
and how to maximise them both*

[WWW.JUMP.EU.COM](http://WWW.JUMP.EU.COM)

- Introduction by JUMP, introducing the participants
- Welcome by National Bank of Belgium
- Expert presentation: Caroline Pickard, Catalyst
- Company Testimonial: Marine Santos, Business HR Director, Cargill CSST Europe
- Q&A with the audience
- Coffee break & networking
- Best practice sharing
- Wrap up and thanks - JUMP

- The JUMP Corporate Hub is the network of corporate diversity officers dedicated to the exchange of best practices on gender equality at work



THE GENERAL  
ATMOSPHERE



THE OVERALL  
ORGANISATION OF  
THE EVENT



THE CONTENT OF THE  
WORKSHOP



NETWORKING

(2013 - 2017)

- Thank you to our host: National Bank of Belgium



### **SAP Belgium**

Veerle Van Puyenbroeck

*Senior Account Executive*

Katelijne Leemans

*Director Business Development,*

*Head of IVE (Industry Value Engineering) Belux*

### **Deloitte**

Tanya De Laet

*Talent Development manager*

### **Accenture**

Marta Pogorzelska

*Solution Architect and Inclusion & Diversity Lead*

### **Toyota**

Tomo Akagawa

*Specialist, HR Organisation People Development*

### **Stibbe**

Inge Lamberts *Head of HR*

### **Institut pour l'égalité des femmes et des hommes**

Carla Rijmenams *Advisor*

### **Euroclear Bank SA/NV**

Petra Macdougald

*Director*

Sophie Bocquet

*Senior internal auditor*

### **IQVIA**

Michèle Paque

*Head West Cluster Europe*

### **ING**

Marij Elias

*Business Manager*

Patrycja Wisniewska

*Chapter Lead (Manager) Daily Banking*

### **3PlusInternational**

Dorothy Dalton

*Talent strategist*

### **Cargill**

Marine Santos

*Business HR Director*

### **Catalyst Europe**

Caroline Pickard

*Consultant*

Jean-Pierre Bodson

### **National Bank of Belgium**

Georges De Ridder

*Senior Adviser HR Department*

Sarah Ndayirukiye

*Senior Adviser, Diversity manager*

Maite De Sola Perea

*Member of the GD working group*

Sanne Vandebeek

*Member of the GD working group*

Dominique Delewarde

*Member of the GD working group*

Tom Van Laere

*Member of the GD working group*

Karen Callaert

*HR advisor*

Elsy Liebaut

*Head of facility management*

- ... your organisation is already running a formal mentoring programme
- ... your organisation is already running a formal sponsorship programme
- ... your organisation is considering a formal mentoring programme
- ... your organisation is considering a formal sponsorship programme



Show your support to women or/and to gender equality with our **JUMP Badges!**



Offer one **JUMP Sorority Bead** to a Woman whose career you commit to support!



**Sara Ndayirukiye**  
Senior Adviser, Diversity  
manager



**Georges de Ridder**  
Senior Adviser HR Department



# JUMP Corporate Hub Session @ NBB

25th Septembre 2018

Sarah Ndayirukiye





# Our mission statement

The National Bank is an active member of  
the



EUROSYSTEM

The Eurosystem is responsible for monetary policy. Its main aim is to maintain price stability

BANKING  
SUPERVISION

The SSM ensures the safety and soundness of the financial institutions in the euro area by supervising individual banking

**Together with its partners the National Bank's main task is to maintain a stable and trustworthy economic and financial environment , which are basic requirements for a sound economy**

# Our mission statement

Other activities of the National Bank include :

- lending money to the commercial banks and other financial institutions,
- centralizing the annual accounts of Belgian companies and collecting data on credits to companies and individuals,
- providing financial-economic statistics of Belgium and publishes on a regular basis high –level reports on a variety of economic indicators and trends.

**The National Bank employs nearly 2.000 people. Its staff members deal with a variety of challenging operational and research tasks, all to be performed in the interest of the public good**

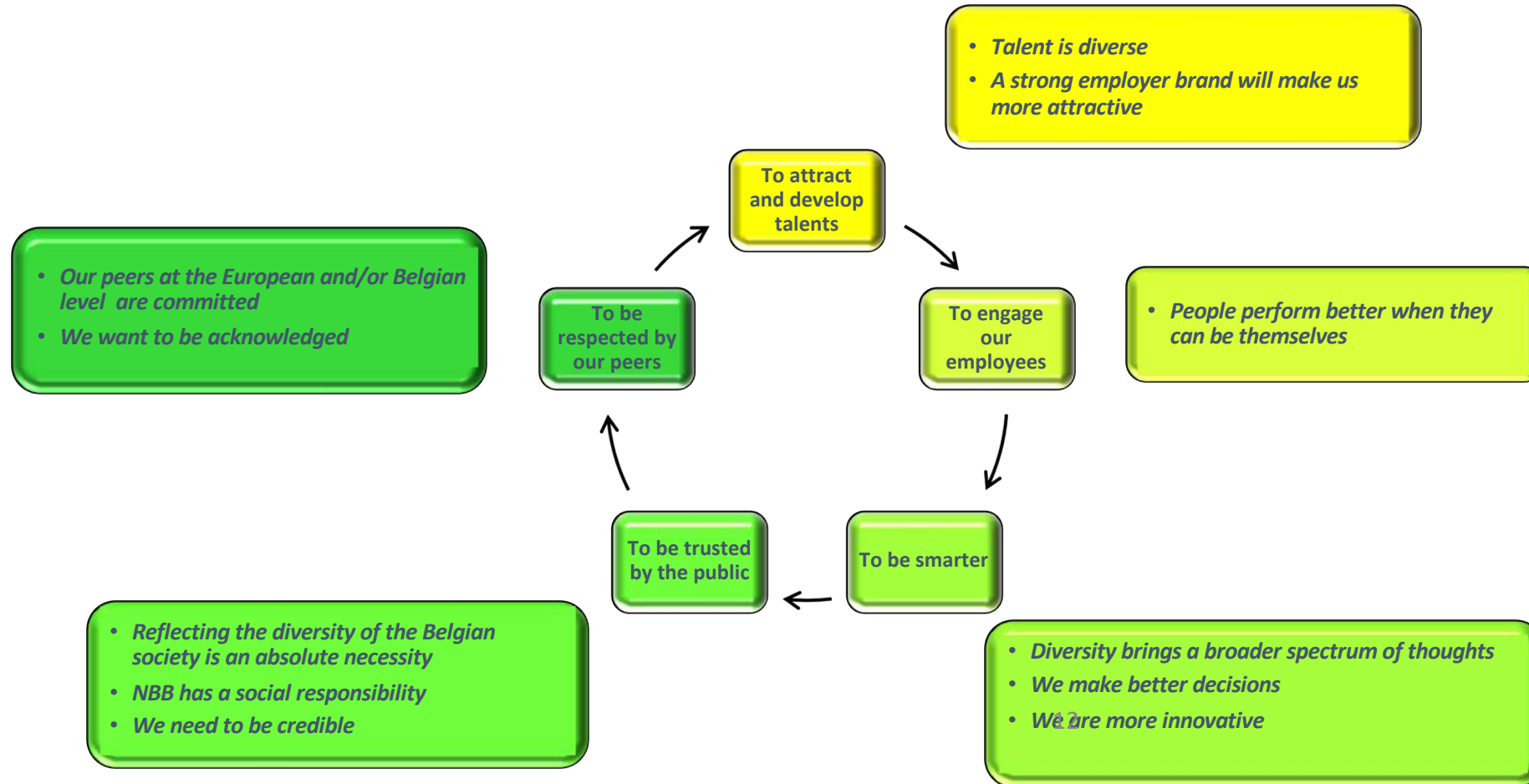
# Diversity and Inclusion @ NBB

- In order to achieve the tasks which have been entrusted to us in the most efficient way, we have to attract **talents** and ensure that our staff members are being used to their full potential.



- War for **talents** is the starting point of the business case Diversity and Inclusion that has been designed by the working group on Gender Diversity set up end of 2017 by NBB's board.

# D&I @ NBB : the business case



## D&I @ NBB : next steps

- Early July this year, NBB's board adopted the measures proposed by the working group on Gender Diversity to promote gender equality at NBB
- As part of these decisions, a Diversity manager has been appointed who, together with the working group and the key stakeholders, is developing an action plan
- Mentoring, sponsoring are words that can be found in the list of measures to put in place .... We are of course curious to learn how to maximize them both

# JUMP

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25 September 2018

## ***JUMP*** ***Corporate Hub***

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Expert Presentation



## **Caroline Pickard**

Trainer and Consultant  
Catalyst Europe





# FROM MENTORING TO SPONSORSHIP

JUMP Corporate Hub

CAROLINE PICKARD

CONSULTANT, THE NETHERLANDS



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# About Catalyst

Catalyst is a global nonprofit working with some of the world's most powerful CEOs and leading companies to help build workplaces that work for women. Founded in 1962, Catalyst drives change with pioneering research, practical tools, and proven solutions to accelerate and advance women into leadership—**because progress for women is progress for everyone.**

## OUR VISION

**WORKPLACES  
THAT WORK  
FOR WOMEN**

## OUR MISSION

Accelerating progress  
for women through  
workplace inclusion.

# DOING ALL THE RIGHT THINGS



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# WHAT WORKED FOR MEN

*Blur work-life boundaries—make sure your boss knows you'll work long hours and weekends!*

*Scan for opportunities outside the company—keep up your network, stay in touch with headhunters!*


*Gain access to power by getting yourself introduced to people with influence!*

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# WHAT WORKED FOR WOMEN



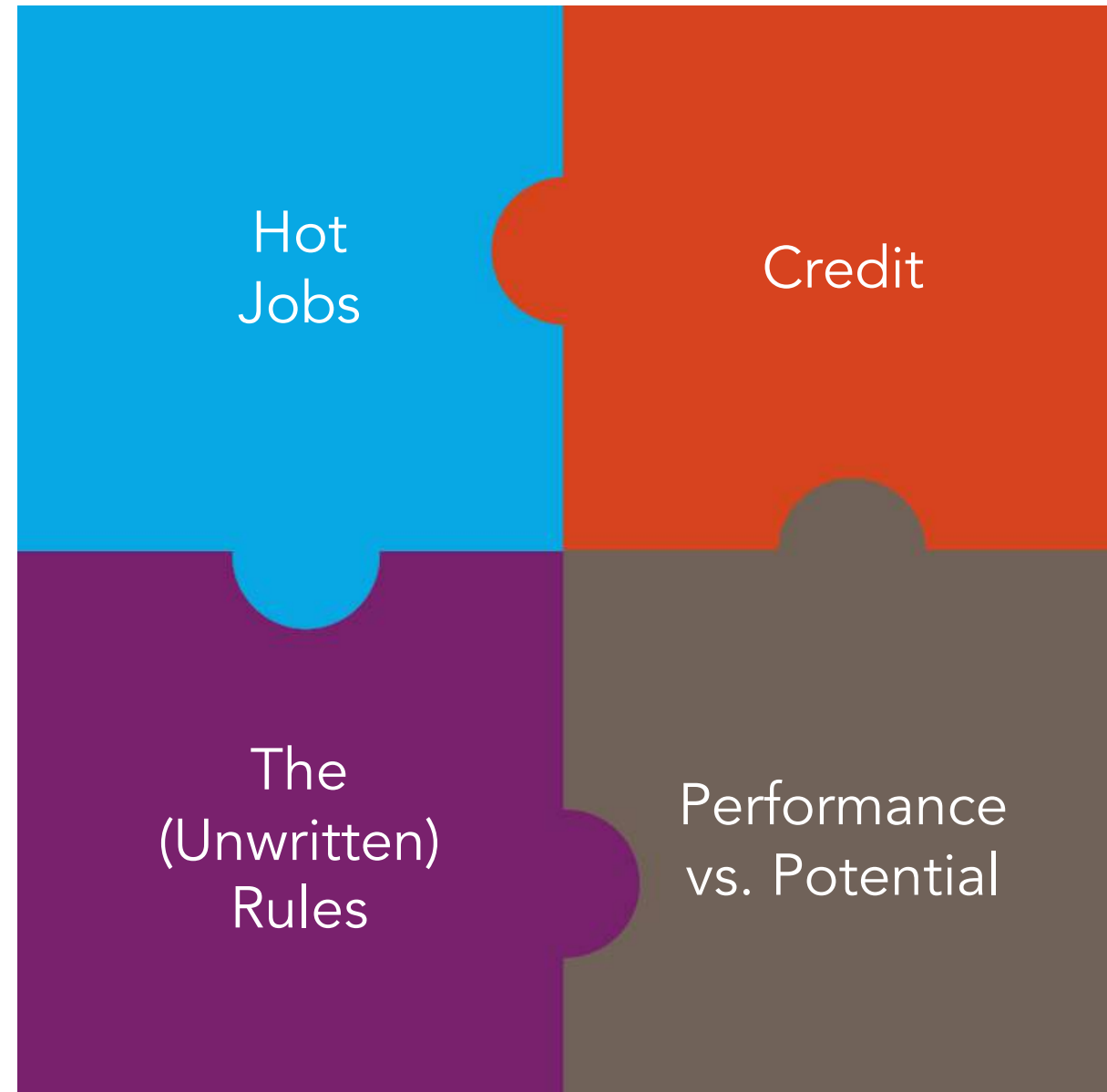
*Make your  
achievements  
visible; get  
credit for your  
work!*



*Gain access to power  
by getting yourself  
introduced to people  
with influence!*

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# WHAT THE RESEARCH TELLS US





**People tend to incorrectly use the words ‘mentor’ and ‘sponsor’ interchangeably. We’ve all had mentors who have offered advice, but sponsors are the people inside our company who have helped us get to senior levels. Sponsors are what you really need to succeed.**

— Gordon M. Nixon, Former, President & CEO, RBC

**A mentor informally or formally helps you navigate your career, providing guidance for career choices and decisions.**

You drive the relationship. Your mentor is reactive and responsive to your needs.

Help you determine possible career paths to meet specific career goals.



**A sponsor is a senior leader or other person who uses strong influence to help you obtain high-visibility assignments, promotions, or jobs**

The sponsor drives the relationship, advocating for you in many settings, including behind closed doors.

Advocate for your advancement and champion your work and potential with other senior leaders.



# MENTORING VS. SPONSORSHIP



mentors talk **with** you  
sponsors talk **about** you

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WIN-WIN OPPORTUNITY

# SPONSORSHIP BENEFITS **INDIVIDUALS**

## *What You Can Do*

- Ask for What You Want
- Be Seen, Be a Known Entity
- Take Risks
- Get Feedback and Act on it

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## WIN-WIN OPPORTUNITY

# SPONSORSHIP BENEFITS SPONSORS

- Sponsors gain information that leads to own growth
- Sponsors gain personal and professional satisfaction
- Sponsors measured **\$25,000** greater compensation growth from 2008 to 2010

“Our goal is, ultimately, to have all of our senior leaders want to be actively involved in sponsorship initiatives, because they want to be **associated with success**. As these leaders share with each other some of the successes of the people they are sponsoring, it will spur others to succeed. It creates a desire to be excellent.”

— Kathy H. Hannan, National Managing Partner, Diversity and Corporate Responsibility, KPMG LLP

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WIN-WIN OPPORTUNITY

# SPONSORSHIP BENEFITS ORGANISATIONS

Leaders agreed that sponsorship:

- Made them want to “pay it forward”
- Increased their job satisfaction
- Increased organisational commitment
- Influenced their desire to stay with the organisation

**Sponsorship results in more committed,  
more effective leaders and teams**



## Thomas Falk, CEO Kimberly Clark

*To a room of senior colleagues he asked, “Think about that person during your career who gave you a chance, who got you into that role that you weren’t quite ready for, who saw your potential, who sponsored you. Write down their name on these note cards.” Everyone did and they hung the cards around the room.*



*Then he said, “Now think about who would write your name on a note card. Who did you give that chance to, see that potential in? Write those names down.”*



*And then, “Did you write down all men? All men like you? If so, you’re not seeing the talent out there. When I ask this question again, and I will soon, you’d better have a better list.”*

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# KEY TO SPONSORSHIP SUCCESS

- **Trust:** Trust has to be present on both sides of the relationship to make it successful.
- **Honesty:** Protégés must receive—and act on—candid and transparent feedback to advance their careers.
- **Communication:** Communication serves as a vehicle for trust and candour and is seen as fundamental by both parties.
- **Commitment:** Both sides have to demonstrate commitment to making the relationship work effectively and offering reciprocal value.





[Catalyst.org/  
Champions](https://Catalyst.org/Champions)



[Twitter.com/  
CatalystInc](https://Twitter.com/CatalystInc)



[Instagram.com/  
CatalystInc](https://Instagram.com/CatalystInc)



[OnTheMarc.org](https://OnTheMarc.org)

# STAY CONNECTED

*Catalyst.org*



[LinkedIn.com/  
groups?gid=2710104](https://LinkedIn.com/groups?gid=2710104)



[Facebook.com/  
CatalystInc](https://Facebook.com/CatalystInc)



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# JUMP

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25 September 2018

## ***JUMP Corporate Hub***

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Company Testimonial



### **Marine Santos**

Business HR Director

Cargill Starches, Sweeteners &  
Texturizers Europe





thrive™

*If you are not actively including, you may be unintentionally excluding*

Helping  
the world *thrive*

Cargill Starches, Sweeteners &  
Texturizers

Marine Santos  
Business HR Director

**The story of Cargill  
begins and ends  
with the people and  
organizations who  
work with us...**

# Cargill's history



Cargill has a long, rich heritage, starting with W. W. Cargill's first grain storage facility on the American frontier in 1865.

The company has grown to become one of the largest, privately-owned businesses, providing food, agricultural, risk management, financial, and industrial products and services around the globe.



With  
**155,000**  
employees



Speaking  
**65+**  
languages



Located in  
**70**  
countries



More than  
**150**  
years of  
experience

# Cargill operates within four key business segments

## Food



We provide food and beverage manufacturers, food service companies and retailers with high-quality ingredients, meat and poultry products, and health-promoting ingredients and ingredient systems.

## Agriculture



We buy, process and distribute grain, oilseeds and other commodities to makers of food and animal nutrition products. We also provide products and services to crop and livestock producers.

## Financial



We provide our food, agricultural, industrial and financial customers around the world with risk management and financial solutions.

## Industrial



We serve industrial users of salt, starch and steel products. We also develop and market sustainable products made from agricultural feedstocks.



# Cargill Starches, Sweeteners & Texturizers

## Our world



**10,000** employees



**114** locations across the world



**5** major markets served

- Animal feed
- Bioindustrial
- Food & Beverage
- Pharmaceutical
- Price Risk Management

**Cargill is empowering  
employees for them to engage,  
develop and achieve their full  
potential...**

**Cargill is committed to achieving a new norm in the corporate world: one in which women and men have equal power, status, and opportunity\*.**

*\* Quote Paradigm for parity*

# How are we approaching diversity?

Cargill is a founding member of the Paradigm for Parity coalition which outlined a specific set of concurrent actions a company can take to achieve gender parity, working toward **achieving full parity by 2030**.

The 5-point Paradigm for Parity® Roadmap:

- 1 Minimize or Eliminate Unconscious Bias
- 2 Significantly Increase the Number of Women in Senior Operating Roles
- 3 Measure Targets at Every Level and Communicate Progress and Results Regularly
- 4 Base Career Progress on Business Results and Performance, Not on Presence
- 5 Identify Women of Potential and Give Them Sponsors, as well as Mentors

*"Cargill is proud to be among the first to sign on to the Paradigm for Parity. We know inclusive teams deliver bottom line value and are committed to doing the important work to make gender parity a reality"*

– CEO Dave MacLennan

# Mentoring at Cargill

## Traditional Mentoring



*Menttium  
Corporate  
Business*



## Reverse / Group Mentoring

*Bottom up  
1:5*



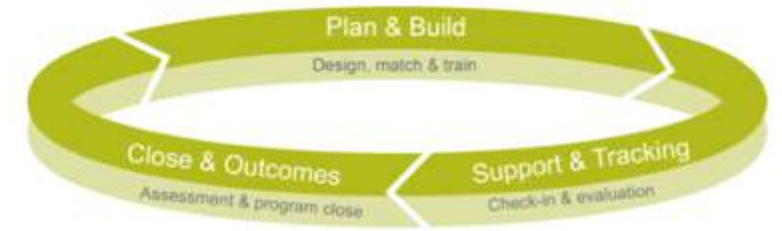
## Sponsorship



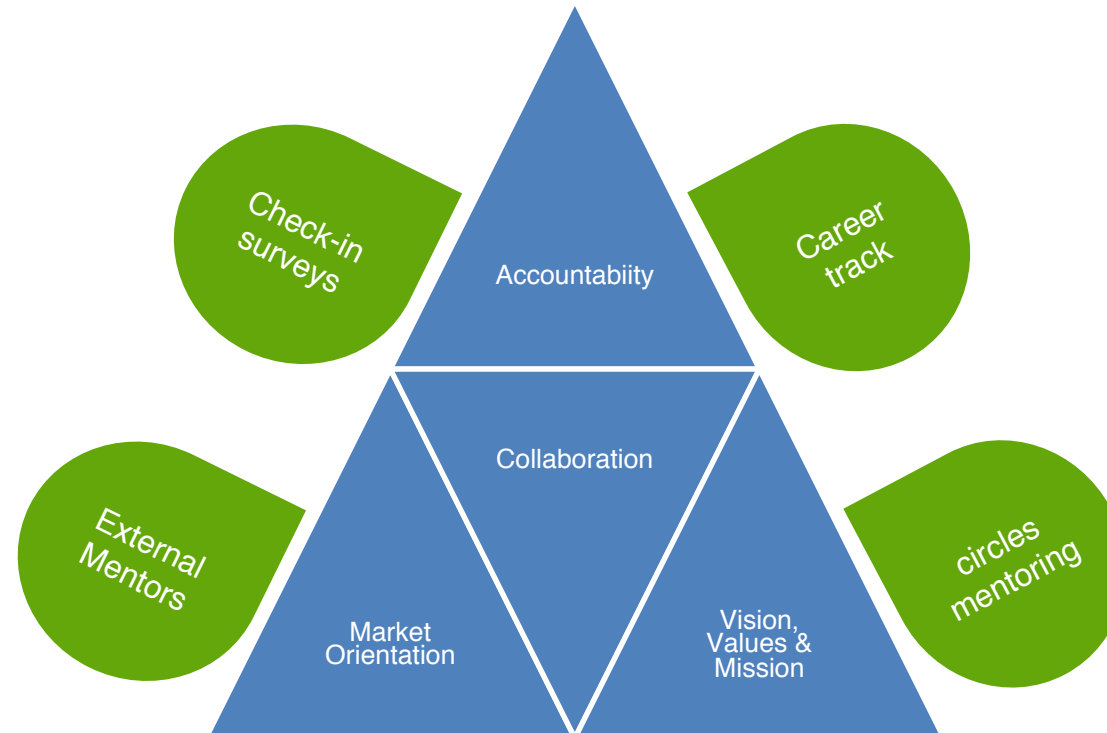
*Formal  
Informal*



# Menttium



*Menttium is a leadership development program designed to help high potential, high-performing women leaders accelerate their development and enhance their leadership skills by matching them with senior executives from different companies in mentoring relationships*



# Sponsorship

Phase 1: **Program Pilot**  
Validate design with select talent segments  
(Year 1)

Phase 2: **Initial Roll Out**  
Expand talent scope  
(Year 2)

Phase 3: **Scale and Expand**  
Implement the formula  
(Year 3 and beyond)

Focus on speed and learning	Focus on optimizing impact and effectiveness (tweak what works)	Focus on scalability and sustainability
Women (all regions), URM (US) and local talent (APAC)	All diverse talent (broadly defined – LGBT, military, age, etc.)	One day, all talent. In the meantime, all diverse talent.
Size: 20-25 pairs	Size: TBD	Size: TBD (may use a different structure)
Leverage Catalyst participants	Integrate in Catalyst experience	Fully integrated in the Catalyst program
Design around the participant goal	Design around sponsorship capability	Design around establishing sponsorship as a leadership capability and expectation
Map out existing sponsorship initiatives across the organization for learning purposes	Establish connections between other sponsorship initiatives	Build out the system that ties together sponsorship initiatives



# Future State

*We aspire to a future state where one day....*

- when sponsorship is well-established as a leadership expectation and competency,
- when sponsorship is used strategically and intentionally as a talent lever/intervention,
- all of the full range of our talent benefits from sponsorship (not just certain populations)
- and sponsorship has penetrated into lower levels of our organization in systematic and institutionalized ways

*a formal sponsorship program is no longer needed and it is fully integrated into our culture*





# Appendix

# The Case for Sponsorship

Sponsorship is a powerful talent lever that happens mainly informally now, and is not currently being deployed at certain segments of talent. When it happens informally, it tends to be between like-like sponsor and protégé.

We desire to have all of our talent thrive at Cargill. We aspire to have true diversity at all levels in the organizations. Although we are making progress in increasing diversity, we will not hit our aspirational representation and retention goals at the current pace and trajectory.

Sponsorship is one of the levers and interventions we believe will have an impact on accelerating the talent work underway to better retain, develop and promote (where appropriate) our diverse talent.

## THE RESEARCH:

Catalyst research has found that while mentoring is essential to leadership development, it is not enough, on its own, to help women advance. Our research points to a more influential professional relationship: sponsorship.

Our research shows that men's "mentors" are actually more senior, more influential, and have access to a wider network than women's mentors. In other words, the men's "mentors" are often really sponsors, and that is the critical difference. Catalyst research shows that when women have sponsors, women are just as likely as men to be promoted.

# Sponsorship Objectives and Measures of Success

## IMPACT ON HIGH-PERFORMING DIVERSE TALENT

- ☒ Enhance development
- ☒ Increase retention
- ☒ Increase engagement and commitment
- ☒ Increase speed to efficacy in new role (including success with cross-pollination efforts)
- ☒ Increased visibility to senior leaders
- ☒ Enhanced awareness of career opportunities

## IMPACT ON THE ORGANIZATION AND LEADERS

- ☒ Formalize sponsorship as a talent lever (establish Sponsorship as a tool or intervention)
- ☒ Personal growth and learning for leaders (including sponsors learning about their own accountability)
- ☒ Support talent strategies
- ☒ Help drive/accelerate “Putting People First”
- ☒ Establish sponsorship as a critical capability for leaders (embed in goals and incentives)

## MEASURES OF SUCCESS

1. Participant goal achieved (this may include promotion, faster rates of movement)
2. Increased diversity in our leadership roles (including women)
3. Participant (sponsored talent) retention
4. Increased engagement for sponsors and participants

### Goals:

- 50% of participants experience a promotion, expanded role or move within 2 years
- No gap in engagement score of participants vs dominant group
- 90% retention of participants

# How to be an effective Sponsor

"Participant = Person being sponsored"

## What is a sponsor (and how is this different from a mentor)?

A sponsor is defined as a senior leader or other person who uses strong influence to help the participant obtain high-visibility assignments, promotions or jobs. The sponsor drives the relationship, advocating in many settings, including behind closed doors.

"An advisor talks to you, a mentor talks with you, and a sponsor talks about you"

1

### Partner with others

Establish a clear partnership with your participant's manager, business HR partners, and talent and performance team with clarity on the roles each play to help accelerate the participant's journey toward their goal.

- Seek out insights from the manager, HR business partner and/or Talent and Performance Lead to align on the goal, ensuring achievability and fit with the participant's background and skills
- Have a conversation with the manager, HR business partner and/or Talent and Performance Lead to talk about the roles each of you will play in the acceleration of the participant's talent journey, how often and in what format you will connect, and what support you need from others

2

### Use your influence

Use your influence to advance the career of an employee you feel has potential to benefit the organization.

- Be prepared to defend the unique strengths and value-add of the participant to others, and communicate your expectations to your participant.
- Be sure you can fully commit to the goal of the participant and you are a fit to help them get there.

3

### Be an active advocate

Provide visibility and offer connections by introducing your participant to members of your network.

- Reference your participant (strengths, unique skills, experiences, etc.) in conversations with influential others.
- Advocate for your participant when critical opportunities arise that will both leverage and expand her existing skill set, including stretch assignments and high-visibility opportunities.

4

### Provide a foundation of support to help ensure success

Continue to support your participant, if possible, both during and after critical assignments and/or promotions; an extra level of support can help ensure success.

- Be prepared to help turn a failure around. If a participant is struggling with a new role or opportunity, provide targeted and specific advice and coaching to help course-correct or support pursuit of new goal more aligned with the individual's talents and aspirations.

## A good sponsor is someone who...

- Has and is willing to use their power and influence to help accelerate the talent trajectory of others
- Has the internal and/or external network to make the introductions as needed
- Has the trust of peers and senior leaders
- Can connect across difference and is open to new perspectives
- Has the background and expertise to accelerate others' on their talent journey

# Sponsorship FAQs

## What are we trying to achieve with this Sponsorship pilot program?

We recognize that Sponsorship is a powerful talent lever, critical to help drive retention, engagement, promotion and efficacy in role. Currently sponsorship happens mainly organically and informally, and when it does, often between like-like individuals (ex: white men with white men). We seek to ensure that the full breadth of our talent benefits from this important talent lever, so we are launching a pilot with the aim of learning and codifying what makes an effective Sponsor at Cargill so that we can ultimately equip all leaders at Cargill to be effective sponsors.

## Who are “participants” in this pilot program?

We are using the term “participants” to refer to the people being sponsored in the pilot. The participants in the pilot will be 2-3 bands below the sponsors, high-performing and high-potential talent, and may be due for a move. The targeted talent segments for this pilot will include women across all regions, URM in the US and local talent in APAC.

## If I have a sponsor at Cargill, does that mean I’m guaranteed a promotion?

There are no guarantees. First, continued exceptional performance is a prerequisite for sponsorship. Second, while sponsorship can open doors for high-performing individuals, it is not a guarantee for anything, including promotions or moves outside of our talent processes. During the course of this pilot program, we will emphasize expectations of sponsors and participants, what success looks like and what sponsorship is and is not.

## Why are we focused on specific talent segments for this pilot?

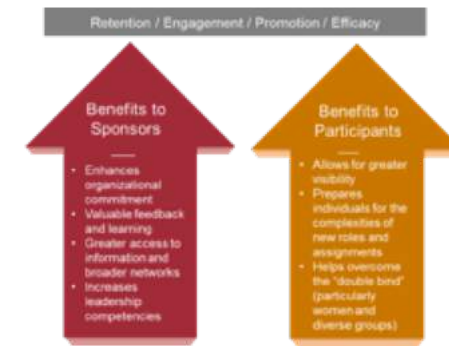
The purpose of this pilot is really to test and learn, so that we can roll out more broadly. To meet that objective, we need to keep the pilot scope and design as tight and simple as possible, so that we can be more agile and make adjustments as we go. Our vision is to expand the scope and breadth of this when we roll-out the full program to include all diverse talent segments (ex: age, LGBTQ, any under-represented populations in countries and regions, etc.). And one day, the vision is that a formal “program” is not needed when we are clear about what it takes to be a successful Sponsor at Cargill, it is embedded in the expectations we have of leaders and in our culture, and that the full range of our talent benefits from this.

## Will Sponsorship ensure that we hit our diversity goals?

Sponsorship is not the magic bullet. It is one of many talent levers and solutions, and sponsorship will be used intentionally and strategically.

## How are sponsors assigned a participant?

There will be multiple ways sponsors may be “matched” to a participant. For the purposes of the learning pilot, we will be offering nominated sponsors the opportunity to volunteer to sponsor someone they know from the list of nominated participants. As part of our integration with the Catalyst program, we are also planning on other, less structured, ways sponsors would be matched, including an option for sponsors to identify their own participant outside of the pilot, with guidance to ensure sponsors are reaching outside of their natural circles to identify those people to sponsor.



# Mentoring at Cargill







25 September 2018

## ***JUMP*** ***Corporate Hub***

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Best practice sharing session

- How do you decide whether to implement a mentoring or sponsorship programme?
- How to ensure your programme is effective? What are the key success factors?
- How do you measure success in a mentoring programme? In a sponsorship programme?
- Sponsorship might sound a bit like either favouritism or giving women an extra advantage. How is that fair? Should we focus on specific talent groups such as women, minority groups...?
- Lean In study: since #MeToo, the number of men who are uncomfortable mentoring women has tripled. What if men are reluctant to sponsor women now there is so much focus on sexual harassment at work?



25 September 2018

## ***JUMP Corporate Hub***

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Wrap-up

# JUMP

## JUMP Forum Brussels 2019 - Save the date!



HOSTING PARTNER

proximus

Rue Stroobants 51,  
1140 Evere

**MARCH 26, 2019**  
9:00 – 18:30

[WWW.JUMP.EU.COM](http://WWW.JUMP.EU.COM)

## For whom

HR and talent managers,  
business managers, managing  
directors of organisations

## Objective of the booklet

Identify and combat sexism in  
the workplace.

## How

Practical toolkit filled with rich  
information and concrete  
solutions

Comprendre	Se tester	Agir
Convaincre votre direction d'agir	Quick scan dirigeant.e.s	Check-list pour un plan anti-sexiste
Repères et définitions	Quick scan RH	Ringardisez le sexisme : le rôle des managers
identifier le sexisme ordinaire	Quick scan managers	Partenaires sociaux et syndicats : vos allié.e.s
Débusquer l'ennemi : stéréotypes et biais		Soutenez victimes et aux témoins
		Les lois qui combattent le sexisme
		Découvrez les bonnes pratiques en entreprise

November 29, 2018

**Agile and flexible work models: what impact on gender equality, how to make them sustainable**



## GUEST SPEAKERS



**NATHALIE WILKINS**

Co-founder and managing partner of Thriving Talent



**ERWIN OLLIVIER**

General manager Athlon Belgium, Winner of Wo.Men@Work award 2016

Hosted by:



- Sign up for the next session : November 29<sup>th</sup> on “**Agile and flexible work models** »
- Don't forget to fill in the **evaluation forms**
- **Give us your ideas** of other sessions you'd like in the future!
- Did you like our speaker? **Contact JUMP** and we'll be happy to connect you with Caroline.

**Thank you and see you next time!**

# JUMP

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25 September 2018

## ***JUMP*** ***Corporate Hub***

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Thank you and see you next time!