

6 effective measures
to accelerate
gender balance
in the workplace

THE OBSERVATORY FOR GENDER BALANCE

WORKING FOR SUSTAINABLE PROGRESS
IN GENDER EQUALITY

May 2020

THE OBSERVATORY

Created by Institut du Capitalisme Responsable, sponsored by Michel Landel, independent director and former CEO of Sodexo, and co-coordinated by Caroline de La Marnierre and Marie-Christine Mahéas, the Observatory for Gender Balance brings together recognized experts on the subject of gender balance as well as companies active in the field. Its objective is to really, rapidly and sustainably advance gender diversity in organizations. It aims to promote the relationship between Gender, Governance, Performance, Justice and CSR, to produce practical recommendations to the attention of decision-making bodies and to implement communication actions to share its work and continue to advance the topic.

Its Orientation Committee brings together companies, as well as representatives of financial institutions and associations...

**A think & do tank supporting
Gender Balance / Governance / Performance**

1 Sponsor

Michel Landel, independant Board Member

2 Coordinators

Caroline de La Marnierre & Marie-Christine Mahéas

8 Partner Groups

Companies whose actions driving gender balance forward

14 Experts

Fifteen institutions / associations represented by multi-disciplinary experts

PREFACE



by Muriel Pénicaud
Minister of Labor

Under the leadership of the President of the Republic, who has made equality between women and men one of the main cause of his five-year term, our country is going through a moment of unprecedented cultural transformation in terms of equality and diversity. This change was both urgent and essential. To be successful, it must infiltrate all areas of society.

In the field of labour, the priority was to achieve real equality of remuneration between men and women. Its principle has been enshrined in law since 1972. However, for work of equal value, the salary of women remains 9% lower than that of men. This difference amounts to 25% for all positions combined. It's socially unacceptable in a country that has placed equality at the heart of the Republican Pact. It is economically absurd, because gender discrimination harms the economic performance of businesses.

In this context, the law of September 5th, 2018 for the freedom to choose one's professional future has created an Index of professional equality for Women and Men which- finally - puts in place an obligation of results. (see p.21) Thanks to a dashboard, each company with more than 50 employees will have to measure its progress in terms of gender equality and publish its results. It highlight wage and career inequalities and acts as an accelerator of change. In the event of inaction, sanctions may range up to 1% of the payroll. I announced last September the first results for companies with more than 250 employees. They show that there is still a lot of work to be done because only 3% of companies are fully equal and 16% of them are on red alert with a score below 75 out of 100.

Ultimately, more than 4.4 million women will see their salary and / or their career prospects improved in the coming months or years. This is a decisive step for professional equality between women and men in our country. An irreversible dynamic of progress has been launched, which must be continued and amplified. All initiatives targeting the achievement of real equality and diversity in all sectors must be encouraged.

If we want to accelerate this historic movement, I am convinced that we must support businesses and organizations by providing them with understandable and pragmatic tools.

It is the great interest of the Green Paper which proposes 6 concrete measures to accelerate gender equality in the organizations partners of the Observatory. I salute their work and encourage them in their action for more diversity in companies.

6 EFFECTIVE MEASURES FOR GENDER BALANCE



6 EFFECTIVE MEASURES TO ACCELERATE GENDER BALANCE

1

Demonstrate the strong commitment of CEOs

The commitment of the top management and more generally of his or her team is essential to give impetus and perpetuate policies in favor of a better gender balance.

2

Make a lasting change in culture, towards a culture of inclusion

This measure proposes to implement a gender balance awareness plan with a systemic approach, composed of three priority levels: the Gender Balance justification, the gender bias and stereotypes, and the promotion of inspiring role models.

3

Take into account the difference between female and male career cycles

Career differences lead to variations in work availability and career advancement. This measure aims to raise the awareness of HR and management, to make the HR processes evolve, by facilitating, for instance, access to "springboard positions".

4

Set precise and ambitious individual Gender Balance goals

This measure recommends the systematic integration of Gender Balance into the CSR criteria, with quantified and dated objectives. It also proposes to index management remuneration to the achievement of these objectives.

5

Share Gender Balance indicators dashboard

A dashboard of Gender Balance, shared internally and externally, allow the identification of obstacles to professional equality, to support employee awareness and to promote the best practices identified in the organization.

6

Generalize the use of inclusive language

This measure recommends feminizing job titles, preferring the term Gender Balance to feminization, banishing negative expressions and promoting skills before gender, at all levels and in all publications of the organization.

SUMMARY

06-09 THE OBSERVATORY FOR GENDER BALANCE

Why ?

A shared observation

The role of the Observatory

An evolving Green Book

10-24 6 EFFECTIVE MEASURES TO ACCELERATE GENDER BALANCE

25-31 COMPILATION OF BEST PRACTISES

Examples of applications of the 6 measures of the Observatory

Crédit Mutuel Arkéa | ENGIE | Legrand |

Mazars | Nexity | Sanofi | Sodexo | SNCF

32-34 STEERING COMMITTEE

AN OBSERVATORY FOR GENDER BALANCE : WHY ?



SHARED FINDING : THE URGENT NEED TO IMPROVE GENDER BALANCE

202
years

According to projections by the World Economic Forum (WEF) in its latest Global Gender Gap Report, it will take 2276 to see the economic gap disappear between the sexes.

Many initiatives to encourage gender diversity ...

In France

- In 2011, promulgation of the Copé-Zimmermann law, which provides for the Boards of Directors of companies to be composed while seeking a balanced representation of women and men, the proportion of directors of each sex cannot be less than 40%;
- In 2017, gender equality is declared the main cause of Emmanuel Macron's five-year term;
- In 2018, promulgation of the law "to choose one's professional future", which in particular obliges companies that do not comply with equal pay to devote a significant part of the salary increase envelope to closing the gaps within three years;
- In 2019, the index of equal pay for women and men, initiated by Muriel Pénicaud, Minister of Labor, is set up (p.21);
- The PACTE law provides, among other things, to broaden the missions of the Chambers of Commerce and Industry to gender equality and female entrepreneurship and to ensure parity in the selection process until the last round for companies with a Board of Directors, Supervisory Board or Management Board.

Abroad

- 143 countries out of 197 countries recognized by the UN guarantee equality between men and women in their Constitution ;
- In 2018 new equal pay laws came into force in Iceland, Germany and the United Kingdom ;
- Several highlights took place worldwide in 2018: the #metoo movement, a call by 82 women for equal pay in the film industry at the 71st Cannes Film Festival, co-chairmanship of the World Economic Forum in Davos by 7 women, nomination of a female triple as Chief Economist (IMF, World Bank, OECD), Nobel Peace Prize awarded to Nadia Murad and Denis Mukwege for their efforts to end the use of sexual violence as a weapon of war, etc.

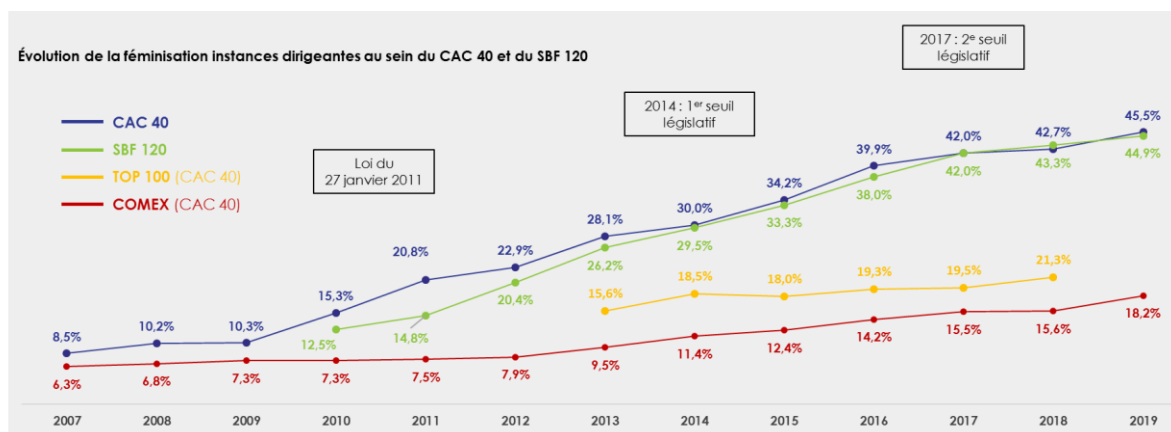
61,9
billion euros

This is the estimated potential gain for the French economy in the event of perfect wage equality between women and men.

... but a progression of Gender Diversity that remains insufficient in practice

In France

- 9% wage gap remains unexplained in France in 2018;
- Women must work an additional 60 days to reach a man's pay;
- 82% of part-time jobs are held by women and 9.8% of working women are underemployed (employed persons working part-time and wishing to work more), compared to 3.8% of men;
- 1 in 5 women has been a victim of sexual violence and/or harassment at work during her career.



* Données à l'issue des Assemblées Générales / Source : Ethics & Boards (depuis 2010) et Capitalcom (2007-2009)
 ** Les données relatives à l'évolution du Top 100 (CAC 40) seront disponibles en septembre 2019.

Fig. 1 Trends in the number of women executives in the CAC 40 and SBF 120 indices (CAPITALCOM and Ethics & Boards)

Abroad

- In the European Union, women earn on average -16.2% less than men (gross hourly wage): -5.5% in Luxembourg, -6.1% in Belgium, -15.2% in France, -20.1% in Austria and -21.5% in Germany;

While the pay gap is only 5.5% in Italy, the employment rate for women is only 52.5% compared to 72.3% for men. By contrast, in Sweden the pay gap is 13.3% but the employment rate for women is 79.5%.

- As a result of the UK Pay Gap Disclosure Act, 78% of companies with more than 250 employees covered by the Act admitted paying more to men than to women.

AN OBSERVATORY FOR GENDER BALANCE : WHY ?



THE ROLE OF THE GENDER BALANCE OBSERVATORY

Despite the quality of progress made over the last 10 years in the terms of Gender Balance, there has been a laxity, weariness and even a form of hostility, as well as a questioning of the effectiveness of the policies implemented so far.

Questions remain

- Why efforts have failed so far to bear fruit?
- Would stabilization of progress correspond to the end of a cycle?
- How can we orient ourselves more efficiently for the years to come?
- Have inappropriate Gender Balance measures been implemented?
- Has the implementation of the Gender Balance measures not been sufficiently precise?
- How to speed up the movement?
- Do managers know what to do when faced with the obligation of Gender Balance?

The role of the Observatory

After an initial diagnostic cycle in France and abroad conducted with civil society, the members of the Gender Equality Observatory worked to identify the 6 most effective measures among 32 analysed, for a real impact on Gender Balance in companies.

These measures are now published in the form of a Green Book, an evolving "toolbox" incorporating certain best practices of the Partner Groups - Crédit Mutuel Arkéa, ENGIE, Legrand, Mazars, Nexity, Sanofi, Sodexo and SNCF - for public and private organizations of all sizes.

AN EVOLVING GREEN PAPER

To pursue this co-construction dynamic, the Gender Balance Observatory submits its Green Paper for consultation and organises exchange sessions with national and international organisations. Here are a few examples:



Agence Nouvelle des Solidarités Actives (ANSA)

At the interface of a plurality of actors, fields, modes and scales of intervention, ANSA was created in 2006 to design, experiment and implement social innovation projects to fight against poverty and social exclusion.



Club du XXIe siècle

The Club XXIe Siècle was created in 2004 to offer French society a positive vision of diversity, equal opportunities and republican meritocracy. Its members implement concrete actions, born of observation in the field, to promote success for all.



Femmes de Bercy

Created in 2016, Femmes de Bercy is an open forum for reflection and exchange, a space for support and advice and a force to propose concrete actions in the different stages of women's careers. Its aim is to modernize and professionalize the human resources of managers, and to ensure that the improvement of operating and organizational methods becomes a mixed and shared concern.



Femmes du tourisme

Created in 2005 by Dominique Perben, Minister of Public Works and Léon Bertrand, Minister Delegate for Tourism, the association brings together 130 members representing the various tourism professions. The network allows to share, encourage and give visibility to the careers of women in the tourism industry.



Grandes Ecoles au Féminin (GEF)

Formed in 2002, GEF brings together representatives of alumni associations from 10 prestigious schools: Centrale Paris, ENA, École des Ponts ParisTech, ESCP Europe, ESSEC, HEC, INSEAD, Mines ParisTech, Polytechnique and Sciences Po.



Mixité en Seine

Mixité en Seine is an inter-company network co-created by Coca-Cola, Accor, Sodexo, HPE, Microsoft and TF1 to promote and support the role of women at all levels in the company.



SNCF au féminin

Created in 2012, SNCF au Féminin is a corporate network dedicated to women, open to men, whose vocation is to get the lines of Gender Balance moving. It is a place where the Group's women can meet and talk about their jobs, their careers, share their experiences and their address book. Its aim is to strengthen the role of women in the SNCF Group and change the managerial culture and mentalities.



SoTogether

A cornerstone of Sodexo's gender diversity strategy, SoTogether is the advisory board dedicated to the promotion of women within the company. It is made up of 34 senior executives of 17 different nationalities from across the organization and is led by a steering committee.

6 EFFECTIVE MEASURES FOR GENDER BALANCE

1 DEMONSTRATE THE STRONG COMMITMENT OF CEOs

And of its management team

The top-ranked organizations in the Gender Balance rankings all benefit from the strong commitment of their leaders. This can be referred to as an "behaviour" to adopt on the part of management, rather than a measure to implement. On the basis of observations made within organizations, it appears that if strong management commitment does not exist, none of the other measures will have a lasting impact.

While it is common to refer to management commitment as a necessary step, the form it may take often remains a question, to which some possible answers are suggested here.

Why ?

In its annual Women Matter study, McKinsey & Company identified three key factors for advancing Gender Balance within a company: persistence, the implementation of change programmes and the strong commitment of the CEO and senior management, which make Gender Balance a strategic priority and successfully engage the entire management team at different levels of the organization.

The Women Empowerment Principles (WEPs), developed through a partnership between UN Women and the UN Global Compact in 2010, have as their first principle "Provide leadership for gender equality at the highest corporate level".

The commitment of CEOs is required to achieve any result, as it is the sine qua non condition to :

- the commitment of the management team and all managers;
- the justification and legitimization of internal actions;
- the motivation of the teams and the necessary impetus for Gender Balance.

ACTION PLAN FOR MEASURE 1

- The inclusion of Gender Balance in the organization's strategy and its operational implementation.
- The exemplary nature of the CEO in: his or her vocabulary and that advocated in his or her teams, the appointments made, his or her refusal to participate in all-male round tables (#JamaisSansElles), the sponsoring of women in the organization, his or her strong support and collaboration with the organization's Gender Balance network when it exists, his or her discipline and authority, the sanctions applied.
- Nomination by the CEO of a person in charge of Gender Balance who preferably reports to the General Management (title: Director or EVP - Executive Vice President) and who works in coordination with everyone (divisions/business lines, unions, and the gender equality network if it exists).
- The allocation of a significant budget to implement this commitment, both symbolically and practically.
- The regular inclusion - several times a year - of Gender Balance on the agenda of the Executive Committees of large companies.
- The use of training/awareness raising for the management and its team, which can take the form, for example, of cross coaching between executive committees from different companies, or peer coaching within the same organization.
- Production of a chapter on the link between Gender Balance and performance in the organization's corporate publications (annual report, sustainable development report, reference document), systematically validated by the management team.
- An internal and external communication plan punctuated by regular speeches by the management team on the theme of Gender Balance.

Final notes

The commitment of the management and its team must be all the stronger as it aims to embody a change of culture, towards an inclusive culture, and to ensure its sustainability despite possible changes in the management team (see measure 2).

6 EFFECTIVE MEASURES FOR GENDER BALANCE



2

MAKE A LASTING CHANGE IN CULTURE, TOWARDS A CULTURE OF INCLUSION

By raising awareness among all employees about Gender Balance

After years of promoting Gender Balance within organizations, it is clear that there is still a long way to go to achieve equality. The awareness, daily commitment and perseverance of everyone - women and men, young and old - are essential to profoundly transform a world that is often said to be "shaped by men, for men", and to bring about the necessary, lasting cultural change in organizations.

Why ?

- The value system in which Gender Balance becomes a permanent feature is a system that includes the values of caring, welcoming and inclusion, to set the organisation on a path into the future.
- These values are not inherent to all ecosystems. It is therefore useful to carry out in-depth work with each collaborator by offering them an awareness of different subjects related to Gender Balance.
- Gender Balance is a very sensitive subject that raises a real communication issue.
- This individualized approach aims at a better understanding and personal integration of the issues.

ACTION PLAN FOR MEASURE 2

- The implementation of a Gender Balance awareness plan involving, in a concerted and methodical manner: the management team, Gender Balance managers when they exist, HR, networks and communication and the Gender Balance network when it exists.
- Adopting a systemic approach: raising the awareness of all employees. It is particularly important to fully involve the trade unions in this approach.
- Themes to be addressed:
 - The 3 "justifications" for Gender Balance: the ethical argument, the CSR argument, the performance argument.
 - Stereotypes - decision-making bias - female brakes - male pillars – Gender Balance business case (managerial performance, commercial performance, productivity) - ordinary sexism - sexual harassment, which must be condemned in order to promote and guarantee a benevolent climate in companies.
 - The valorization of female and male role models.
- A sustainable format: don't limit yourself to a one-off action, initiate a recurring approach over the long term.
- An original format: develop pedagogical tools that create awareness (role-playing, digital, theatre, e-learning, etc.) and systematize their use.
- A strong resonance: rely on the Gender Balance network - where it exists - or on an external network via the organisation of a joint event and encourage employees to participate.
- The training of internal referents: within the company, take ownership of awareness at all levels by internal relays / trainers.
- Follow-up: measuring the "starting point" of the organisation by means of a survey probing where the different populations stand and then regularly measuring - collectively and individually - the progress made, the number of people trained, the duration of training courses, etc.

Final notes

It is suggested that training elements that would be guilt-triggering or aggressive for both women and men should be discarded. (see measure 6 and the importance of language)

6 EFFECTIVE MEASURES FOR GENDER BALANCE



3

TAKE INTO ACCOUNT THE DIFFERENCE BETWEEN FEMALE AND MALE CAREER CYCLES

In HR and operational processes

The life and career cycles of women and men are different and continue to evolve for physiological reasons, including maternity, leading to variations in availability for work and ability to progress, depending on the period of life.

Why ?

- In 2018, women undertook 2.6 times more unpaid family and domestic work than men worldwide. In France, although the duration of domestic work has decreased in 25 years, women still spend more time on it than men: from 252 minutes to 183 minutes for women, from 114 minutes to 105 minutes for men. Similarly, women spend more time with their child(ren) than men: from 82 minutes to 95 minutes for women, from 22 minutes to 41 minutes for men.
- Organizations' current processes - such as formulating job descriptions, determining age thresholds to be eligible for the talent pool, determining criteria for promotion, expatriation or training - are for the most part based on male career cycles.
- Failure to take this difference into account has a concrete and mechanical impact on women's ability to progress within the hierarchy, and therefore a real impact on the organization.

ACTION PLAN FOR MEASURE 3

- **Raising awareness among HR, the management team and managers :**
 - To the issues of:
 - | Work/Life Balance ;
 - | Standardized management of career breaks or interruptions;
 - | Annual evaluation criteria and questionnaires ;
 - About career cycles:
 - | Discrepancy in career time between women and men ;
 - | Age of women to be identified as high potential / future leader;
 - | Consideration of parental, paternity and career's leave ;
 - Through physical meetings, to be repeated very regularly.
- **An evolution of HR processes:**
 - Develop the content of the job descriptions: redefinition of the criteria required for management positions, for example ;
 - Develop criteria to be considered "high potential", including the definition of age limits;
 - Facilitating women's access to "springboard positions" (key positions to become a manager), for example by taking action on the two previous points or by directing them towards training courses adapted to the ambitions of the employee, as identified during the annual interview ;
 - Encouraging bridges between support and operational functions ;
 - Facilitate the expatriation of women and the management of dual careers.
- **An accurate analysis of the share of women at each level of the hierarchical pyramid as well as an analysis of the reasons for the loss of women from one level to another:**
 - Carry out a study on the evolution at 10 years of a generation of women and men in the organization in order to perceive the career orientations of each one and to analyze precisely the reasons for the loss of women from one level to another;
 - Provide differentiated support to women depending on the level to be passed;
 - Offer particularly close support to women when they reach highly visible N-1 and N-2 positions and therefore with a negative symbolic effect in case of failure. It is suggested at this level to set up peer coaching, which allows to test one's leadership in a "safe" way.

Final notes

- Digital technology can represent an opportunity to facilitate work time management in connection with managerial transformation.
- It may be interesting to work on the valorization of "discrete competencies" (key competencies that are only noticed when the work is not done) or, more generally, to launch a reflection on new characteristics of leadership.
- Artificial intelligence can be used to reduce bias and gender stereotyping in resume analyses, being mindful of the potentially biased parameters used in artificial intelligence.

6 EFFECTIVE MEASURES FOR GENDER BALANCE

4

SET PRECISE AND AMBITIOUS INDIVIDUAL GENDER BALANCE GOALS

And, if possible, index executive compensation to the achievement of diversity objectives.

Since the "Roudy law" promulgated in 1983 in favour of professional equality between women and men, companies have been required to publish objectives in this area and ensure regular monitoring: training, promotion, qualifications, working conditions, remuneration, etc. To go even further, these objectives can be supplemented and clarified. In this sense, indexing management remuneration to the achievement of these objectives could take the message to the highest level and thus initiate real change.

Why ?

- Although many companies report each year on the representation of women on their boards, within the Top 100, and even more globally within their organisation, very few include quantified objectives within a fixed time horizon.
- According to the Women in the Workplace study conducted in the United States in 2016 by McKinsey, only 44% of the companies surveyed had set targets on the "glass ceiling".
- But goals do count! They help guide the organisation in the field of gender diversity and refocus attention on the subject internally.
- The indexation of executive team and managerial compensation to social performance - as already implemented in some companies - demonstrates top management's commitment to professional equality and encourages managers and employees to raise the issue of Gender Balance.
- This measure would allow each individual to justify his or her involvement to his or her hierarchy and colleagues, and even to convince his or her professional entourage of the usefulness of the actions implemented to achieve the objectives.

Notes

In France, in 2016, 72.5% of CAC 40 companies included environmental, social and societal indicators in the variable compensation of their management teams, compared with 4 companies in 2006.

ACTION PLAN FOR MEASURE 4

- Index management team compensation on the achievement of Gender Balance objectives and the success of the Gender Balance policy;

- Put in place realistic, but ambitious, quantitative and/or qualitative Gender Balance objectives and link financial incentives to the achievement of these objectives for all managers.

Notes

Depending on the culture and maturity of organization, the company may choose to use the term "target", "threshold", or "quota".

- Specify for each objective :
 - The nature: gross figures or evolution, declination or not in sub-objectives ;
 - Time horizon: annual, multi-year, 3-year, 5-year, etc. Depending on the initial situation, it can be adapted to give managers time to reach objectives, thus allowing them to modify the methods of recruitment, promotion, appointment, etc;
 - The context: individual objective or team objective.
- Among the possible objectives, depending on the scope of the employees and in accordance with the law :

Notes

The more precise the objective is, the more effective it is: the greater the responsibilities, the more long-term the objectives must be.

- Gender Balance ratio in the team or scope of responsibility;
- Gender Balance ratio in appointments, promotions and hirings (long list and short list) ;
- Gender Balance ratio among high potentials ;
- Gender Balance ratio by hierarchical level and by type of position ;
- Gender Balance ratio in operational positions, stepping stone positions, positions of responsibility, business units ;
- Gender Balance ratio in expatriations, etc.

Final notes

Each organization can plan progressive steps in the implementation of these objectives.

Contribution

- On the occasion of the G7 Summit on June 8 and 9, 2018 in Canada, the Women's Forum for the Economy & Society challenged the leaders of the 7 countries through a call for action, a ten-page manifesto entitled "The world needs women's leadership".
- Among the 7 actions to be presented, the 3rd action - Create the conditions for gender equality in the workforce and employment pipeline - draws on the work of the Gender Equality Observatory and measure 4 of the Green Paper, and recalls the need to specify, for each objective, the nature, the time horizon and the context.

We also thank the following for their invaluable advice on the development of this document:

- ▶ Peter Boehm, Deputy Minister for the G7 Summit and Personal Representative of the Prime Minister
- ▶ Nell Stewart and the members of the Gender Equality Advisory Council
- ▶ Strategic Members of the Women's Forum for the Economy & Society
- ▶ The Observatory for Gender Balance, Institute for Responsible Capitalism
- ▶ Philippe Etienne, Diplomatic Advisor to the President of the Republic of France, as well as the Diplomatic Unit.

IN FOCUS

Companies should be specific in their targets and transparent

To spur continued improvement in workplace gender equality, companies should report specific targets including:

- ▶ Different types of targets: for example, gender balance rate within a team or employee division; gender balance in nominations, promotions and hires; gender balance among employees identified as high-potential)
- ▶ The timescale involved: annual, multi-year, 3-year or longer
- ▶ The context: objectives and incentives for individuals or teams

THE WORLD NEEDS WOMEN'S LEADERSHIP

A call for action

Our manifesto for the 2018 G7 Summit



6 EFFECTIVE MEASURES FOR GENDER BALANCE



5

SHARE GENDER BALANCE INDICATORS DASHBOARD

Internally and externally, in three key areas: talent incubators, executive senior management boards and career mobility

Setting up a dashboard of Gender Balance performance indicators enables precise identification of potential roadblocks to professional equality – which are distinct to each organization – and therefore the launch of a targeted action plan. Applicable to all aspects of the organisation, the performance dashboard serves as a useful tool for managers. More generally, these indicators – some of which are now mandatory for the purposes of the Comparative Situational Report in France (RSC) – allow all stakeholders within the organization to be informed, as they are key players in promoting Gender Balance.

Why ?

- Following the examples of the Ethics Boards ranking and the Zimmermann index in France, which provide precise indications of how well companies are doing in matters of Gender Balance, “internal” indexes can also serve as a useful tool.
- Indeed, in order to encourage upward and horizontal mobility for women in the workplace, it is important to follow effective steering indicators, which for large companies should not be limited to the presence of women in the workforce or on Councils or Executive/Senior Management Committees, but also at intermediary hierarchy levels.
- The publication of this data enables internal justification of the actions being implemented, and increases awareness among both male and female employees on the progress that remains to be made. Externally, it enables comparison – and emulation – between various organisations, shining a spotlight on the best practices being employed by each one.

Final notes

Certain types of presentation of the performance indicators may be perceived as “triggers” for male or female staff members, causing them to feel they are experiencing positive discrimination. This is why we recommend inclusive communication of performance indicators, with a focus on gender “balance” rather than “having more women on staff”, for example.

The publication of indicators, among those monitored by CAC 40 companies, some of which are required by law:

- Proportion of women in total workforce;
- Proportion of women in operational roles as a percentage of total female workforce;
- Proportion of women in middle management roles as a percentage of total female workforce;
- Percentage of women in middle managerial roles as a percentage of total middle managerial staff;
- Middle management recruitment rate on total middle management promotion;
- Proportion of women in total number of senior management roles;
- Number of women having taken a parental leave;
- Number of men having taken paternity leave;
- Number of men having taken parental leave;
- Relation between the average salary of women and men;
- Gender Balance rate by geographical diversity.

Exemple



The **GEEIS international label**, certified by Bureau Veritas, is aimed at all types of businesses both nationally and internationally. It represents an opportunity to go beyond the legal framework and to draw up a measurable action plan using concrete and relevant indicators.

These indicators are targeted towards the processes put in place to promote the six measures recommended by the Green Paper. Focus is centered on female/male diversity, along with, among other things, the development of employees' skills in line with current and future business trends (digital, for example).



The index of equal pay for women and men initiated by Muriel Pénicaud, Minister of Labour

In order to achieve equal pay for women and men, the Freedom to Choose One's Professional Future Act places an obligation on companies to achieve results by setting up the Gender Equality Index to measure where companies stand in terms of professional equality by aggregating several indicators.

The Gender Equality Index is based on 4 to 5 indicators, depending on whether the company has fewer or more than 250 employees. It is rated on 100 points.

1. The gender pay gap, on 40 points,
2. The spread of individual increases, over 20 points,
3. The difference in the distribution of promotions (only in companies with more than 250 employees), out of 15 points,
4. The number of female employees who had a raise upon their return from maternity leave, by 15 points,
5. The number of people of the under-represented sex among the 10 highest paid, out of 10 points

Before March 1st, 2019, companies had to publish the overall score of the Gender Equality Index on their website and communicate it, detailing the various indicators, to their Social and Economic Committee (CSE) and to the Labour Inspection (Direccte).

An obligation to achieve results "equal pay for equal work" within 3 years.

Companies whose Index is less than 75 points must take measures to correct the situation within 3 years as part of the framework of compulsory negotiations on professional equality: wage catch-up package, promotion plan, etc.

Companies that have not reached 75 points within 3 years may be subjected to a financial penalty of up to 1% of their payroll.

Publications calendar

Companies of at least 1000 employees	Companies of at least 250 employees	Companies of at least 50 employees
March 1st, 2019	September 1st, 2019	March 1st, 2020

ACTION PLAN FOR MEASURE 5

- **Talent pools**

- Percentage of women represented in company talent pools, including those identified as high potential or “future executives”;
- Indicator consolidated at group wide level;
- Indicator designed to reflect the career cycle of women - the key ages for talent pools generally being seen as between 30 and 40 years, which often coincides with maternity leave.

- **Executive and Senior Management Committees**

- Percentage of women sitting on executive and senior management committees of organizations, their affiliates and regional entities, distinguishing between:
 - | Managerial and operational roles;
 - | Key roles within the group, which often correspond to core business or regional posts, and are considered to be “springboard posts”.

- **Career mobility and development**

- Percentage of women applying for roles each year, including via internal and external recruitment;
- Percentage of women in the total number of employees promoted each year - “promotion” indicating any increase in salary or professional responsibility;
- Percentages of men/women taking maternity/paternity/paternal leave;
- Percentage of women among expatriated staff (where applicable).

Launching the dashboard

- The performance indicator dashboard for gender balance must be made available for everyone, and updated on a very regular basis in order to:
 - Evaluate progress margins;
 - Encourage both male and female employees to feel thoroughly involved and continue to take action.
- The steering and communication of Gender Balance indicators may be implemented in a progressive fashion for all entities within the organisation in order to cover, and adjust to, each geographical area.
- The organisation can then publish the results of this report in its institutional documents, such as Reference Documents, Integrated reports, CSR reports, etc.
- It is suggested that these indicators are integrated with existing business indicators, both internal and external.

6 EFFECTIVE MEASURES FOR GENDER BALANCE

6 GENERALIZE THE USE OF INCLUSIVE LANGUAGE

In organisations, media and among the wider public

Interpersonal communications weighs heavily in the collective subconscious, and the type of vocabulary used can cause problems in working relations. At a time when professional equality is being recognised as a key issue for business development, we are still observing a number of shortfalls in our communication habits, both in the media and within organisations, which can subconsciously devalue the place of women in the workplace. So, how can we develop the language of inclusiveness in a positive way?

Why ?

- Lack of exemplary behaviour in language used from sexism to paternalism to inappropriate humour persists in major organisations. Begin by always using inclusive pronouns when speaking hypothetically about an unidentified person, use “he or she” rather than automatically assuming it’s a man. Though they may appear trivial, these gestures have a considerable impact on the collective subconscious, well-being in the workplace and productivity levels of female staff members.
- To work towards responsible communication and the use of inclusive language, a number of institutions have been gearing up their efforts. In 2008, the Council of Europe has adopted a recommendation aiming to "eliminate sexism in our language and promote a style of language that reflects the principle of gender equality". In 2016, a study by the Higher Council for Equality between Women and Men in the Workplace (CSEP) highlighted the banalization of sexist acts and statements at the national level and revealed that 74% of non-managerial women considered that they were regularly confronted with sexist attitudes or decisions.
- In light of these findings, several organizations have since published internal charters/guidelines aiming to promote the use of responsible and inclusive language, and recommending the adoption of a gender neutral style of communication.

ACTION PLAN FOR MEASURE 6

- **Feminize all job titles**
 - Enhancing the value of feminized job titles;
 - Making the management drive this reform.
- **Recommend the use of the term “Gender Balance” rather than “equality for women” or “increased female participation”:**
 - Avoid any mix-ups during discussions of the link between Gender Balance and Performance;
 - Don’t focus on the yin-yang aspect of Gender Balance (“men and women balance each other out”, etc.), but instead talk about the advantages of diversity in the wider sense;
 - Avoid the use of the term "feminine" when referring to a project or business run by a woman.
- **Whether using their surname or first name, be sure to refer to both men and women the same way:**
 - Always be consistent about what information you give when introducing people (avoid marital/family status, etc.)
- **Avoid any language that may be seen as infantilizing or condescending; especially phrases that only apply to women:**
 - Related: in lists, use alphabetical order.
- **Prohibit all negative expressions regarding parenting, as well as stereotypes regarding relative working time and male/female life cycles.**
- **Focus on the skill set rather than the gender of a new recruit.**

Final notes

While both male and female employees should be encouraged to employ more inclusive language, it is also possible for the organization to promote this language via its publications, notably in key documents carrying a strong message, such as job offers and job descriptions.



To go further

Practical guide for gender-neutral public communication, High Council for Equality between Women and Men. It proposes 10 practical recommendations to communicate in a gender-neutral way.

EXAMPLES

Having more women on the Board of Directors is a good thing for the organisation

Having a more diverse Board of Directors is good for the organization

This is Michelle, our CEO, she is married with three children, and this is Michael, our CSR director

This is Michelle, our CEO, and this Michael, our CSR director

That girl Jean, from the communication Department

Jean from the communication department

Looks like someone’s taking off early for the school again

I hired a woman

I hired the best candidate

ILLUSTRATIONS OF SUCCESSFUL APPLICATION OF THE MEASURES



Measure 1

In January 2016, Crédit Mutuel Arkéa set up its “Diversity Initiative”, whose aim was to define and deploy a plan of action that would help ensure a more balanced representation of men and women at all levels of the organization, including its managerial bodies.

Measure 4

Beginning in 2016, and again in 2017 and 2018, all of the Group’s senior managers have been assigned specific targets to achieve in terms of Gender Balance. The new 5-year strategic plan entitled “Arkéa 2020” places 3 cross-company subjects at the heart of the Group’s focus: CSR, Gender Balance and “customer obsession”. For each one of these subjects, the Managing Director has decided to set a series of KPIs for the group’s Senior Managers, both male and female. A proportion of their variable salary is now awarded based on the achievement of these KPIs. Among these indicators, the support for the deployment of inclusiveness training.

Indeed, Crédit Mutuel Arkéa has set itself the unique and ambitious objective of training 100% of its 10,000 employees in the spirit of inclusiveness by late 2020. Specifically, every employee, manager and executive will be invited to attend a one-day workshop exploring stereotypes and examples of subconscious bias. These workshops are led by 80 Gender Diversity ambassadors - employees who have volunteered to be trained to present these workshops. Roll-out of the training scheme began in April 2017, and has already led to the training to 1,400 staff - initial feedback shows a participant satisfaction rate of 98%. From 2018, some 2,500 staff members will be trained each year. Managers, meanwhile, will be offered additional training workshops examining three key notions identified as obstacles to equality of representation: self-censorship, sexism and the lack of support and guidance regarding maternity leave. Here too, voluntary staff members have been trained as Gender Diversity ambassadors in order to lead these workshops.

Measure 6

The Group has also taken measures to encourage the everyday use of language that is more inclusive and considerate. In the French language, this involves the use of feminine versions of job titles once reserved for men (a company director can now be a “Directeur” or a “Directrice”, depending on their gender), and more globally via the provision of training schemes to make people more aware of “everyday sexism” in the workplace. Among the main aims of these training schemes is to make individuals aware of the importance of language with regard to Gender Diversity, and to try to identify and discourage the use of certain inappropriate terms or phrases.

Measure 1

ENGIE's commitment to gender diversity is illustrated by its engagement in various external partnerships, including those with Capital Filles, an organisation that encourages young women to explore careers in technical sectors, the Women Business Mentoring Initiative, dedicated to mentoring female entrepreneurs, and the Science Factor Award, which aims to develop ideas and innovative projects from secondary and high-school students within teams led by young women. In 2016, ENGIE was the first company to sign the letter of commitment to the campaign entitled 'Sexisme, pas notre genre!' ('Sexism is not our thing!'). In doing so, ENGIE signed up to an action and mobilisation plan against sexism, by investing its own resources alongside those of public authorities.

To date, the Group's Executive Committee includes more than 30 women. ENGIE was awarded in 2017 and 2018 at the Gender Diversity Awards for its commitment to gender diversity.

Measure 2

In 2008, at the instigation of General Management, the Group created the Women In Networking (WIN) initiative, bringing together nearly 2,000 members in France and abroad to promote gender diversity within ENGIE. WIN regularly discusses professional challenges and the Group's development strategy. Isabelle Kocher, former Chief Executive Officer, has regularly mobilized the network to become "ambassadors of the Group's transformation".

Measure 4

For nearly 10 years, the announcement of numerical targets for gender diversity marked a new phase for the group, following precise indicators regarding the feminisation of high potential recruiting grounds and the appointment of Group senior executives. The increase in female representation within the group is therefore one of ENGIE's non financial indicators, which aims to ensure that women make up 50% of the workforce by 2030.

Measure 5

Internally, ENGIE has deployed a number of concrete actions in order to increase gender diversity and support its male and female staff in their career development. The Group has developed a number of programs, including the Mentoring for ENGIE program, to support women's career development in coordination with the Human Resources Department, and ENGIE University, a training module dedicated to women's leadership. In 2017 the rate of women benefiting from ENGIE University training was 48%.

Measure 2

The promotion of women to key positions within the Group is part of a continuous wave of actions pertaining to the initiatives already set in place by the group over the last several years, including:

- Awareness and training actions for managers in the principles of non-discrimination and how to combat stereotypes or everyday sexism;
- HR processes which comply with the principles of non-discrimination;
- The implementation of a network of professional equality guarantors;
- Development of a Gender Balance network;
- A charter of 15 commitments for work/life balance, unanimously ratified by the members of the Senior Management Committee.

Combating discrimination and promoting diversity are among the Group's priority commitments; in 2004 the company published its ethical charter, and formalised these orientations in 2009 via a Charter of Fundamental Values.

Measure 3

As part of its CSR strategy, the Group has established a new road map for the 2014-2018 period. One of the objectives set out in this road map involves Gender Balance. It aims to increase the number of women occupying key roles within the organization.

These key positions are considered to have a significant impact on the group's strategic orientations and the results of their respective entities - posts such as Affiliate or SBU Directors, or Operational Directors. The aim of increasing the proportion of women in key posts is being undertaken on a global level.

Measure 4

The Group's stated ambition to increase the rate by 25% between the end of 2013 and the end of 2018, on a like-for-like basis - i.e. also integrating new staff divisions that regularly join the Group by way of acquisitions. The achievement of the road map's objectives is used to calculate the variable salaries of the CEO, the members of the Senior Management Committee, and the Directors of company affiliates; it is also taken into account in the salary scales offered to certain managerial staff.

Measure 1

The commitment to better gender diversity is supported at the highest level of management by our global executive committee, and diversity is an electoral commitment renewed every four years by the team (at Mazars, all group and country executive leaders are directly elected by the partners). Gender diversity is one of the 12 strategic commitments of our Next20 plan, which covers the period 2016-2020. Beyond this collective commitment, our President and CEO, Hervé Hélias, has made this subject a strong personal battle - supported by a very vigilant and inspiring supervisory - and has imposed the first women's appointments, transforming a good intention in an actual movement. Gender diversity is discussed and measured at every meeting on the higher level, and is a global commitment for the Group and in all 90 countries of its partnerships.

Measure 2

Culture change is a two-level subject for Mazars; in the profession in general and within our own partnership. We work on several dimensions:

- Fight against strong cultural elements of the profession, such as long working hours, which are traditionally unfavorable to the equitable progression of women-
- Strengthen our culture of openness and inclusion, especially as our growth means that 60% of our partners were not partners at Mazars five years ago. We must therefore transform, evolve our identity to reflect this growing diversity and always be better at including gender, origins, generations. This is not new, Mazars had 50 countries and 12,000 people ten years ago, 40,000 people in 90 countries today.

Measure 3

Our sociology is unconventional: 80% of our workforce in the world is made up of members of generations Y and Z (born after 1980), and 90% of our teams stay on average less than 10 years in the group. The professional evolution through the 4 "promotion jumps" is played in about ten years. However, the countries where we have a partnership, we pay particular attention to promoting the professional advancement of women, parity in our talent pools and reducing the bias that can explain, for the top floor of professional promotions, that we lack diversity.

Measure 4

The Group Executive Board is committed to two key indicators, with a first horizon in 2002 and a second one in 2025: the significant increase in the share of women partners and women in leadership positions. Even if the intermediate term of this commitment is at the end of 2020, the acceleration of the gender diversity is already noticeable, for example in France, where the management committee is now composed of a third of women, but also in the management structures of the Mazars Group. (Group Leadership) who also count one third of women.

Measure 5

These indicators are systematically shared and discussed in all the meetings of directors that punctuate the life of the Group; annual meeting of international associates, decentralized forums of 90 country leaders (regional in the spring, global in the fall), semi-annual Group Leadership meetings and monthly Group Executive Board meetings.

Measure 1

The commitment of our Strategic Committee and our General Management is essential to the sustainability of the measures taken to promote inclusion and diversity. In particular, our Management has committed to increasing the number of women in management positions by setting targets and indexing part of the variable remuneration of the leaders on the rise of the number of women in their Management Committee.

Measure 2

Our action plan includes the integration of the notions of non-discrimination, diversity and inclusion in the mandatory managerial training for all managers of the Group, so that they also become agents of change. A major employee awareness campaign was conducted throughout the year with the organization of conferences on stereotypes and their impact in the workplace, the dissemination of our action plan for inclusion at various meetings management bodies, the delivery of summary documents to all employees and the organization of a roadshow in the main Nexity sites with the participation of volunteer members of the equality network. Our communication plan also included the monthly distribution, on Nexity's internal social network, of video testimonials from female employees in positions of responsibility or in a more traditional male occupation.

Measure 3

Our Equality Action Plan includes various measures to promote women's career development. In particular, we have engaged in 2019: a "Take Career in Training" course, designed for employees identified by HR.

The establishment of a mixed network dedicated to professional equality, currently counting around 60 male and female employees, engaged in the deployment of concrete actions. The network will also include a new mentorship project open to any volunteer employee, who will be introduced before the end of 2019.

Measure 4

Numerical targets have been set as part of our action plan: by 2020, 35% of women in the management population and 50% of women in high potential.

Gender equality was chosen this year as a criterion for achieving the objectives determining the amount of the variable compensation of all the group's managers and the allocation of bonus shares to managers.

Measure 5

Each year, an assessment of gender equality is presented to the Board of Directors.

Numerical data are regularly communicated to the governing bodies. Information is also distributed to employees throughout the year, via various media and at events related to this topic.

Measure 6

Recruitment employees have been trained to use inclusive language as part of the recruitment process.

Measure 1

The promotion of gender balance is at the heart of the Sanofi strategy. In order to achieve this major ambition, Sanofi has established a “Gender Balance Board” led by CEO Olivier Brandicourt.

The Board is made up of 12 business leaders (men and women), four of whom are also members of the Executive Committee. Workplace gender equality is therefore one of the annual priorities for each member of the Gender Balance Board..

Measure 2

In addition to the Board, there is also the “Global Gender Balance Network”. This network is active in all the Group’s regions and divisions throughout the world. It contributes to the implementation of the global strategy, and aids in the deployment of local initiatives in support of workplace equality and Gender Balance in over 100 countries.

Measure 3

A set of performance indicators have been put in place to measure levels of progress achieved at all levels of the company hierarchy. Two examples of measures acting as vectors for change:

- Significant increase in the percentage of women in leadership roles over the next three years, with the aim of achieving 50/50 balance by 2025;
- Inclusion of gender equality in talent recognition as one of the factors in calculating individual variable salaries of members of the Executive Committee.

Elsewhere, since 2016, Sanofi has rolled out the “Challenge Your Bias” program, a 3-hours workshop aimed at teams of male and female executive managers, with the aim of:

- Increasing awareness of the importance of diversity and inclusiveness at Sanofi;
- Identifying instances of bias and stereotypes impacting decisions / HR processes and interpersonal relationships;
- Taking action, both as individuals and as teams, to support inclusiveness via tangible actions (recruitment, promotion, training, nomination, career mobility, salary increases).

So far, over 1,000 employees have received training, 250 of whom were executive managerial staff (including members of the Executive Committee).

Measure 1

Professional and gender balance are brought to the highest level in the Company by its Executive Committee. A specific budget is dedicated to the subject within the framework of the Equality and Gender Balance company agreement supported by the Corporate HR department in order to deploy the policy. It allows financing training, awareness-raising, partnerships and actions to improve working conditions.

SNCF au Féminin, an in-house network, transversal to all functions, departments and branches, was launched in 2012, on the initiative of a group of women employees, with the support of the President. The network currently counts 8000 members of which 18% are men. It contributes by its actions to raise awareness on professional equality, to fight against sexism and gender stereotypes, to develop employee's self-confidence and empowerment in order for them to take their career path into their own hands. The network has its own budget and employs two people full-time.

Measure 2

SNCF has implemented several actions in order to change mentalities in an effort to become a more inclusive company. In order to raise awareness on gender balance and the fight against sexism 100% of the Management Committees attended the workshop "Mixité en jeu" (Gender equity at stake). These trainings may also be given to operational managers. An e-learning module to fight against sexism has been deployed since 2018 by SNCF au Féminin for managers and employees.

In addition to the Equality and Gender Balance company agreement, SNCF encourages all its Executive Committee members to take further commitments towards Gender Balance through the Manifesto "SNCF engaged for Gender Balance"

To support this policy and set-up actions, we rely on a network of gender-equity correspondents and Ambassadors SNCF au Féminin. To keep track of our developments we carry-out every 2 years a barometer to gauge the perception of sexism at SNCF.

Furthermore SNCF has been a partner of the EVE Seminar for the last 10 years, which gives further opportunity to foster inclusion within the organization through its employees.

Measure 6

SNCF made the choice to use inclusive writing for all its external recruitment communication and documentation related to Diversity and Inclusion policies. We favour as much as possible gender-neutral denominations. A synthesized notice for gender-neutral communication has been produced and is regularly distributed to the company communicators, gender-equality correspondents and SNCF au Féminin ambassadors.

Measure 1

Michel Landel, the former CEO of the Sodexo Group, is known for his active support of diversity in his business teams, and for achieving gender balance in management positions. Through his Executive Committee, Mr Landel has brought forth a community of leaders ready and able to actively support actions and progress of gender diversity. Twice a year, the subject of diversity is part of the Executive Committee agenda, which aims to foster the transformation toward a more inclusive business culture. Denis Machuel, the new CEO of the group, is continuing the actions that have been implemented: his commitment to improving equality between men and women extends beyond moral obligation; it also has business value.

As early as 2006, Michel Landel recruited a female Director of Diversity and Inclusion to head up a division working directly under him. A major department with a significant budget was created. In 2009, Mr Landel launched SWIFt, the Sodexo Women's Forum for Talent – a consultancy committee reporting to the Group Executive Committee, with the aim of ensuring improved gender balance at all levels of the organization, and in particular for executive management-level posts. Today, SWIFt is now SoTogether, to better reflect the progresses in this advisory body.

Measure 4

The multi-year study Sodexo's Gender Balance Study, conducted with 70 businesses and 50,000 employees worldwide, based on data from 2011 to 2016, reveals that on average, mixed managerial teams – where women occupy 40% to 60% of the positions – have an employee retention rate that is 8 points higher, a client retention rate that is 9 points higher, an employee engagement rate that is 14 points higher, an operating margin that is 8 points higher and have improved safety at work (12 points higher). As a result of this study, Sodexo has set the following objectives for 2025: 40% of female representation among the top 1,400 leaders of the group and 100% of employees working in teams where the management is balanced.

In 2016, in support of this commitment, Sodexo put in place individual performance targets related to gender diversity for the Top 200 leaders, representing 10% of their variable compensation, in order to increase women's representation at the global leadership level. For example, business divisions implemented the following actions: ensuring that every woman identified as 'high potential' is able to benefit from mentoring or another form of training; developing a talent review with a focus on gender diversity in order to feed more female talent in all business sectors; requiring gender diversity in all candidate lists (both internal and external) for executive management-level positions; providing women with significant potential with opportunities to increase their visibility; enrolling women with high-potential in the Women Leadership Program to support their career development.

Measure 5

In 2018, Sodexo began the GEEIS certification process. This certification, which is a powerful internal and external benchmarking tool for monitoring the strategy and actions that have been implemented, allows the improvement of practices to increase equality between men and women and to achieve greater diversity overall.

Measure 6

To maintain the momentum provided by Michel Landel – who believes that certain terms and expressions should be eliminated from our daily lives – the leaders of Sodexo pay close attention to their language and behaviour in order to combat stereotypes.

STEERING COMMITTEE



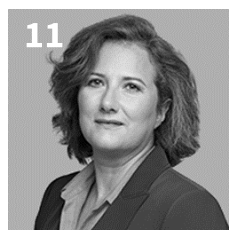
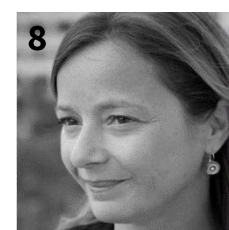
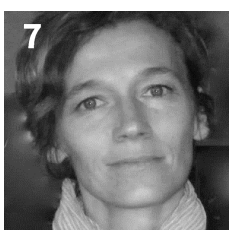
Sponsor of the Observatory

Michel Landel

Independent Administrator

A sponsor to reach out, initiate discussions and help spread the word about the Observatory's findings

8 PIONEER PARTNER GROUPS



1. **Francesca Aceto** President of SNCF au Féminin – SNCF
2. **Sophie Audebert** Group Human Resources Director - Nexity
3. **Jérôme du Bot** Head of HR societal issues - Legrand
4. **Nathalie Berthelot-Briday** Group Compensation and Benefits Director - Nexity
5. **Agnès Ceruti** Director of Human Resources Operations France & Support Functions - Sanofi
6. **Bernadette Giard** VP Global Diversity & Inclusion – Sodexo
7. **Sandrine Kergoat** HR Manager - Crédit Mutuel Arkéa
8. **Cécile Kossoff** Group Communication, Marketing & Brand Director - Mazars
9. **Aurélie Leblanc** Head of Diversity and Quality of Life at Work Department - Crédit Mutuel Arkéa
10. **Elisabeth Richard** Director Coordination Communication and Animation, in charge of the place of women - ENGIE
11. **Katherine Schminke** Head of Diversity and Inclusion for France - Sanofi
12. **Catherine Woronoff-Argaud** Head of Diversity & Diversity Policies - SNCF

LE COMITÉ D'ORIENTATION DE L'OBSERVATOIRE

DES EXPERTES ET EXPERTS RECONNUS D'ORGANISATIONS REPRÉSENTATIVES



Coordination de l'Observatoire

1. **Viviane de Beaufort** Professor at ESSEC Business School
2. **Ingrid Bianchi** Founding member of the Association Française des Managers de la Diversité (AFMD) and Director of the Club XXIe Siècle
3. **Arnaud de Bresson** Executive Director of Paris EUROPLACE
4. **Agnès Bricard** President of Business & Professional Women (BPW) France
5. **Marie-Louise Bigot** National Chair of the DFCG Women's Transversal Group
6. **Armelle Carminati** President of the Social and Managerial Innovation Commission of the MEDEF (French Business Confederation)
7. **Sylvie Gladieux** National Vice-Chair of the DFCG Women's Transversal Group
8. **Brigitte Grésy** President of the High Council for Equality between Women and Men (HCEfh)
9. **Annie Kahn** Administor of Delfingen/ Senior advisor of Wero /Ex-journalist Le Monde
10. **Cristina Lunghi** President and Founder of Arborus
11. **Hortense de Roux** President of Grandes Écoles au Féminin (GEF)
12. **Agnès Touraine** President Act III Consultants
13. **Olga Trostiansky** Member of the Economic, Social and Environmental Council (EESC) and President of the Equality Laboratory
14. **Hélène Valade** President of the Observatory of Corporate Social Responsibility (ORSE)
15. **Caroline de La Marnierre** Chief Executive and Founder of Institut du Capitalisme Responsable (ICR) and **coordinator of the Observatory**
16. **Marie-Christine Mahéas** Head of Business development SilverRail Technologies Director and author of the book "Mixité, quand les Hommes s'engagent (Eyrolles)" and **coordinator of the Observatory**



Sources

Secrétariat d'État chargé de l'Égalité entre les femmes et les hommes, B&L évolution, ONU, Le Monde, BPW, Eurostat, DREES, Ethics & Boards, Ansa, McKinsey & company, ONU Femmes, INSEE, Women's Forum, Arborus, Conseil de l'Europe, CSEP, HCEfh, AFEP...

Credits and acknowledgements

Sponsor of the Observatory
Coordinators of the Observatory
Steering Committee of the Observatory
Editing: Institut du Capitalisme Responsable
Graphic design : Sara Moisy et Lisa Mercier

Contacts

Institut du Capitalisme Responsable
Sarah Ménegaire Loubeyre
Head of Communication and Coordination
smenegaireloubeyre@institutcr.com
+33(0)1 84 25 03 71

Marie-Christine Mahéas
Coordinator of the Observatory
marie-christine.maheas@wanadoo.fr
+33(0)6 20 99 31 39



OUR ACTIVITY

The Institut du Capitalisme Responsable (ICR) is a research centre applied to business, investors, asset managers, public authorities and stakeholders on integrated and responsible thinking.

Its objective is to contribute to the construction of a new model of capitalism that takes into consideration financial, social and environmental issues.

The Institute designs, pilots and leads working groups between company and investment fund managers, civil society representatives and market experts, in order to involve as many economic and financial players as possible in a responsible capitalism approach.

OUR THINK AND DO TANKS | OUR EVENTS

Think and Do tanks and events bring together corporate and institutional partners, and consist of experts from the business and finance sectors, public authorities, universities, NGO's, etc.

Each is co-constructed and has its own governance. They share and promote good practices and develop reflections on a strategic theme.



Gender Balance Observatory
Materiality Observatory
Individual Shareholders Observatory



The Responsible Capitalism Meetings
Responsible Business and Governance Awards
General Meeting and Gender Diversity Awards