



*Observatoire
de la*
MIXITÉ

6

**EFFECTIVE MESURES TO
ACCELERATE GENDER
BALANCE IN THE WORPLACE**



L'OBSERVATOIRE

Supported by the Institute for Responsible Capitalism, sponsored by Michel Landel, independent Board Member and former CEO of Sodexo, and co-directed by Caroline de La Marnierre and Marie-Christine Mahéas, the Gender Balance Observatory is a think and do tank that brings together companies active in the field of gender balance, as well as recognized experts in the field.

Its objective is to make rapid and sustainable progress in gender balance within organizations by producing concrete recommendations for decision-makers, companies and institutions. It also aims to conduct research and communicate its work in greater depth and share its findings.

The Observatory also brings together within its Executive Club corporate executives who accompany, deepen and amplify the work aimed at advancing gender balance.

**A think & do tank supporting
Gender Balance**

1 Sponsor

Michel Landel, independant Board Member

2 Coordinators

Caroline de La Marnierre & Marie-Christine Mahéas

8 Partner Groups

Leading companies in terms of gender balance.

14 Experts

Fifteen institutions / associations represented by multi-disciplinary experts

PRÉFACE



Elisabeth Moreno

Deputy Minister to the Prime Minister, in charge of Gender Equality, Diversity and Equal Opportunities

Gender balance is an issue of equality and performance

In the land of equality, that which should reign between women and men has taken a long time to establish itself. Is it necessary to recall that it was not until 1945 that women could vote, 1965 that they could freely exercise a professional activity and 1974 that they regained full control of their bodies?

Equality is not innate, it is acquired. Despite the progress made due to the commitment of inspiring personalities such as Simone de Beauvoir, Gisèle Halimi or Simone Veil, the fight for gender equality is still relevant. The inequalities that young girls and women face throughout their lives, but also the sexist and sexual violence that many hashtags have brought out of the shadows in recent years, reveal to us the distance we still have to cover.

Indeed, gender inequality and violence that women are still victims of in France are a reality we cannot ignore. How can we accept that 30% of our fellow citizens have already been sexually harassed or assaulted in the workplace? How can we accept that 40% of women between 20 and 24 years old have been subjected to abusive behavior in the public space, in the streets of our country, during the last twelve months? How can we accept that 80% of violence against women takes place in the family home? How can we accept that even today, the wage gap between women and men is nearly 30%? How can we accept the fact that only 21% of our start-ups are launched by female executives?

In this respect, the French President has made equality between women and men the major cause of the five-year term. Key to the liberation of women, professional equality is one of the pillars of this cause. For this reason, the government has created the Professional Equality Index in 2018 to reduce salary inequalities, extended paternity leave from 14 to 28 days to allow women to better combine their professional and personal lives, and established a public alimony service to prevent the neglect of some from causing distress to others.

The bill introduced by Marie-Pierre Rixain and Christophe Castaner will also be an important step towards professional equality. Ten years after the Copé-Zimmermann law, it will not only establish quotas in the management bodies of companies but also tackle, in particular, the pools of talent in some of the less gender-balanced branches of higher education. Today, there are not enough young women taking the path to engineering, technology, science and mathematics, whereas in the next five years, the vast majority of jobs that will be created are in STEM. So we need to encourage girls to study more in these areas.

The issue of gender balance is a matter of social justice and equality, but also of competitiveness and attractiveness. And the fight for equality is not an impossible battle. It is a long and difficult change in society, but one that the Government has decided to lead with unwavering determination at all times. It is a change in society that requires the mobilization of all of our country's active forces: elected officials, associations, businesses, etc.

I therefore hail the work of the Gender Balance Observatory, which, through the precise and practical "6 effective measures to accelerate gender balance in the workplace", and through its club of committed executives, encourages and gives tools to companies so they can make their own contribution to the effort to achieve true gender balance.

ÉLISABETH MORENO

Deputy Minister to the Prime Minister, in charge of Gender Equality,
Diversity and Equal Opportunities



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 improve organizational processes, 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 criteria into managerial goals, with quantified and dated objectives. It also proposes to index variable compensation based on 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 management and employee awareness and promote the best practices identified in the organization.

6

Generalize the use of inclusive language

This measure advocates among other things to feminize 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.



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THE GENDER BALANCE OBSERVATORY

Why an Observatory?

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An evolving Green Book

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COMPILATION OF BEST PRACTISES

Examples of applications of the 6 measures

Crédit Mutuel Arkéa | ENGIE | Mazars
Nexity | Sanofi | SNCF | Sodexo

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THE GENDER BALANCE OBSERVATORY & MAZARS SELF-ASSESSMENT TOOL

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STEERING COMMITTEE

AN OBSERVATORY FOR GENDER BALANCE : WHY ?

SHARED FINDING : THE URGENT NEED TO IMPROVE GENDER BALANCE

135,6
YEARS

According to projections by the World Economic Forum (WEF) in its latest Global Gender Gap Report¹, it will not be until the year 2156 that the economic gap between men and women will disappear.

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.

¹ [Global Gender Report 2021](#)

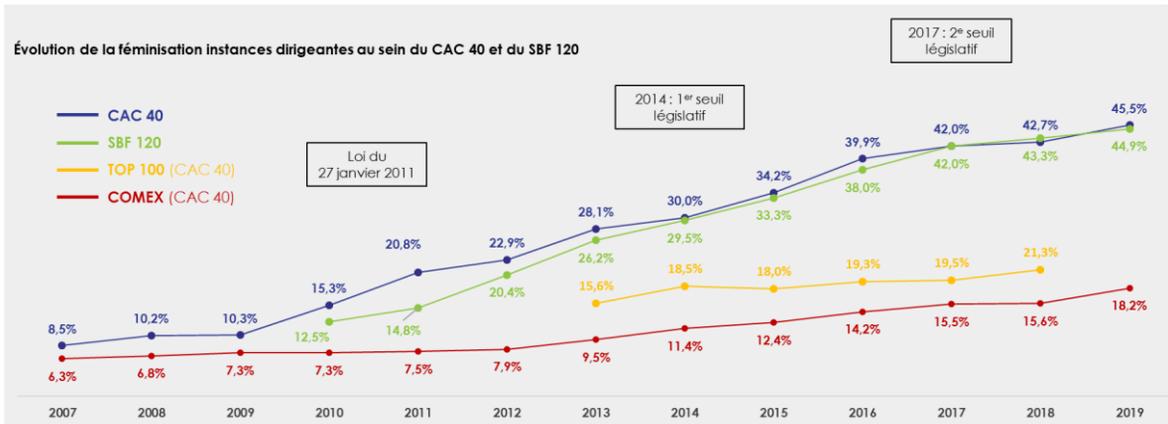
61,9
BILLION
EUROS

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

En France

- 10% wage gap remains unexplained in France in 2018;
- Women must work an additional 60 days to reach a man’s pay;
- In 2020, only a quarter of companies have near parity in their top 10 compensation packages;
- 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;
- Subsequently, wealth inequality has increased between men and women, from 9% in 1998 to 15% in 2015;
- 1 in 5 women has been a victim of sexual violence and/or harassment at work during her career.
- 1 in 5 women has been a victim of sexual violence and/or harassment 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.

COVID-19

For the UN, the year 2020 - which marks the twenty-fifth anniversary of the Beijing Platform for Action - was intended to be a groundbreaking year for gender equality. Instead, with the spread of the COVID-19 pandemic, the progress made over the past decades is in danger of being reversed. The pandemic accentuates pre-existing inequalities, exposing vulnerabilities in social, political, and economic systems that, in turn, amplify the effects of the pandemic. In all areas, from health to the economy, from security to social protection, the effects of COVID-19 are exacerbated for women and girls simply because of their gender. (Policy Brief: The impact of COVID-19 on Women” ONU – 9 avril 2020)

... and a global health crisis that exacerbates pre-existing inequalities.

These facts are all the more alarming when we take into account the triple burden of women in times of crisis (Le travail et ses aménagements : ce que la pandémie de Covid-19 a changé pour les Français, INED, n°579, juin 2020) :

- More women than men have had to give up their professional activities, either by choice or by constraint;
 - When they are teleworking, they are less likely to have their own room to work and more likely to have to take care of the children;
 - The mental load falls more on women. Confinement and the economic crisis that it has engendered may well accentuate the gaps between men and women, reinforcing pre-existing inequalities.
- Nearly 82% of women reported that their lives had been negatively affected by the pandemic, and nearly 70% of women who had experienced these disruptions were concerned about their future career advancement; (Understanding the pandemic’s impact on working women Deloitte – octobre 2020)
 - Women's jobs were 1.8 times more vulnerable than men's during the coronavirus crisis: while women accounted for 39% of global employment, they accounted for 54% of global job losses in May 2020; (McKinsey “COVID-19 and gender equality : Countering the regressive effects” – July 2020) ;
 - 15% of employed mothers have been or expect to be laid off. Of these, 46% said that the lack of childcare services played a role in their dismissal. These figures are more than worrisome, especially when we learn that 81% of employed mothers require childcare services to be able to work; (Childcare, “Covid and Career : The true scale of the crisis facing working mums - Pregnant Then Screwed” – July 2020)

² « Policy Brief: The impact of COVID-19 on Women » ONU – 9 avril 2020

³ « Le travail et ses aménagements : ce que la pandémie de Covid-19 a changé pour les Français » INED n°579 – Juin 2020

⁴ « Understanding the pandemic’s impact on working women » Deloitte – Octobre 2020

⁵ « COVID-19 and gender equality : Countering the regressive effects » McKinsey – Juillet 2020

⁶ « Childcare, Covid and Career : The true scale of the crisis facing working mums » Pregnant Then Screwed – Juillet 2020

COVID-19

- Throughout the confinement period, law enforcement responses to domestic violence incidents at home increased by 42% from 2019. This trend was observed from the beginning of the lockdown and continued to increase throughout the entire lockdown period. Between March 17 and May 12, 2020, the France Victimes network indeed observed a 14.19% increase in the number of victims of domestic violence taken in, including an 11.77% increase in the number of victims of domestic violence seeking the association for the first time (known as "new victims"), compared to the same period in 2019;
- While this unprecedented crisis has revealed many failings, it also highlighted the role of the company in supporting employees who are victims of domestic violence, whilst White Ribbon found that less than 20% of senior managers said they felt confident in helping a colleague who is experiencing violence outside of work; (9 common HR practices that can support domestic violence victims" UNSW Media – April 2020)
- The crisis also illustrated the persistent imbalance in gender representation in the media: 41% of women vs. 59% of men having spoken in the media. Moreover, women are over-represented among the average witness (55%) and in the testimonies of health professionals (52%), while their rate drops to 24% among political figures and 20% among experts;
- Lastly, many voices have highlighted the key role of women during the crisis. The sociologist Alain Touraine published an article in Le Monde on May 25, 2020, calling for this new era to be led by women as much as possible. For him, "the next society is a society of awareness that must be a new stage of democracy. It is above all a matter of defending life, freedom, equality and the dignity of every living being".

⁷ « Les violences conjugales pendant le confinement : évaluation, suivi et propositions » MIPROF – Juillet 2020

⁸ « 9 common HR practices that can support domestic violence victims » UNSW Media – 15 avril 2020

⁹ « Durant la crise du Covid, la parité n'a pas régné dans les médias » Challenges – 24 juin 2020

¹⁰ Tribune d'Alain Touraine – Le Monde – 25 mai 2020

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 emerge:

- Why have efforts 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 or even ineffective gender balance measures been implemented?
- Was the implementation of gender balance measures flawed or was it not specific enough?
- How to speed up the movement?
- Do managers know which way to go when faced with the requirement for gender balance?

The role of the Observatory

After an initial diagnostic cycle in France and abroad, the members of the Gender Balance 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, Mazars, Nexity, Sanofi, Sodexo and SNCF - for public and private organizations of all sizes.

The " Committed Managers' Club of the Gender Balance Observatory ", which has gathered for nearly three years a dozen of large companies' executives, adhering to all the measures of the Green Paper - in particular to the first one, "The strong commitment of the CEO" - is a testimony of the importance of the subject in companies. The Club meets twice a year to discuss the difficulties encountered in advancing gender balance within their companies, and also to share the best practices observed with other executives. Furthermore, the members published an article in Le Monde on January 26, 2021, calling for legislation to set binding targets for management bodies. As a result of this position, they were interviewed by the National Assembly's social affairs committee and the deputy Marie-Pierre Rixain as part of the proposed law to accelerate economic and professional equality.

¹¹ « Pour des objectifs de mixité contraignants à la tête des entreprises : l'appel de sept dirigeants de grandes entreprises » Le Monde -26 janvier 2021

¹² « Proposition de loi visant à accélérer l'égalité économique et professionnelle » Assemblée nationale – 23 mars 2021

6 EFFECTIVE MEASURES FOR GENDER BALANCE

1

DEMONSTRATE THE STRONG COMMITMENT OF CEOs

And of its management team

Top-ranking organizations in 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. It is therefore a matter of exemplarity.

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.

This commitment is all the more critical as there are various examples of "backsliding" when these efforts at the top are relegated to a secondary level - e.g., during a change in governance, a crisis, etc.

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 in cases of harassment or violence.
- The systematic denunciation of a sexist language.
- 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.
- The redefinition of an inclusive leadership style advocated by the organization, able to cover issues related to inclusion - such as gender-balanced speaking time in meetings, etc. - , harassment and sexism in the workplace, but also violence experienced by employees outside the workplace.

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 regarding 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. This includes among other things, a training or awareness program for all employees.

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 training or awareness-raising on various topics related to gender balance.
- This individualized approach aims at a better understanding and personal integration of the issues.

ACTION PLAN FOR MEASURE 2

The Gender Balance Observatory suggests deploying this awareness/training program in the following manner:

- 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/communication/the Diversity network when it exists, unions, etc., i.e. all the company's stakeholders.
- Adopting a systemic approach: raising the awareness of all employees, the managerial and operational layers.
- 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 real 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 of internal referents.
- 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 maternity and domestic load purposes, 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 a day 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.
- The Covid-19 health crisis has had a strong impact on households' daily life: the explosion of teleworking, the implementation of distance learning, childcare and home schooling, etc. While a quarter of French couples declare that they have altered the distribution of domestic tasks, only a third of women feel that the burden has decreased. The extra household chores - made heavier by the fact that French people are staying at home more and more - are absorbed by men, but this does not lighten the mental load on women. 31% of women declare that their mental load has increased during the confinement.
- 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 criteria.
- 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.

¹³ « Le temps domestique et parental des hommes et des femmes : quels facteurs d'évolution en 25 ans ? » INSEE – Octobre 2015

¹⁴ « Crise sanitaire, confinement : Quel impact sur la répartition des tâches ménagères au sein des couples ? » O2 Care Services – Mars 2021

¹⁵ « L'égalité femmes-hommes à l'épreuve du confinement » IPSOS – Mai 2020

ACTION PLAN FOR MEASURE 3

In order to better take into account, the difference between female and male career cycles, the Observatory recommends:

- **Raising awareness among HR, the management team and managers :**
 - To the issues of:
 - ❖ | Work/Life Balance – paternity leave, mental load, job/home combination, work flexibility, etc. –;
 - ❖ | 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;
 - To the predominantly female situation of working at home which would be related to the domestic load;
 - 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;
 - Establish gender balance in recruitment teams;
 - Testing for "biases" – both conscious and unconscious – before the interviews;
 - Facilitate the expatriation of women and the management of dual careers.
- **A consideration of the organization as a whole on the balance of personal and professional lifetime, and on the quality of life at work in general:**
 - Attention to meeting schedules;
 - Encouragement to reduce presenteeism;
 - A reflection on the work environment and working conditions.

PLAN D'ACTION POUR LA MESURE 3

- **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.
 - Study and challenge the importance given to geographic mobility in appointment and promotion criteria.

Final notes

- Digital technology can represent an opportunity to facilitate work time management in connection with managerial transformation. Beware, however, of the latent invisibility of women, who will tend, for example, to speak up less during remote meetings.
- 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 the variable compensation of executives and managers to the achievement of gender balance targets.

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 executives and managers compensation to the achievement of these targets 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 demonstrates top management's commitment to professional equality and encourages managers and employees to raise the issue of Gender Balance.
- Having concrete and quantified goals to reach could also serve as an argument allowing managers to justify their involvement and the usefulness of the actions implemented to reach these goals.

Notes

In France, in 2020, 90% 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

The Observatory suggests setting gender balance targets in the following manner:

- Index management team variable 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.
- 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

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

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, steppingstone 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.

THE WORLD NEEDS WOMEN'S LEADERSHIP

A call for action

Our manifesto for the 2018 G7 Summit

 WOMEN'S FORUM
FOR THE ECONOMY & SOCIETY

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

 **WOMEN'S FORUM**
FOR THE ECONOMY & SOCIETY

The Women's Forum for the Economy & Society is a platform to promote women's voices and perspectives on global issues. The organization believes in the ability of women leaders to create a positive impact on their employees, their communities and their society.

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. The Observatory's recommendation is to make this dashboard clearly available internally in the organization as well as publicly.

Why?

- Following the examples of the Annual HR Focus Awards, 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.

PLAN D'ACTION POUR LA MESURE 5

The Observatory suggests sharing these dashboards in the following manner:

- **Recruitment and talent pools**
 - Percentage of women represented in company talent pools, including those identified as high potential or “future executives”;
 - Share of women in shortlists and hires, with a focus on the executive layers;
 - 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;
 - The nature and quantity of partnerships with schools and universities, to discuss the attractiveness of fields of study for girls and boys.
- **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);
 - Focus (see action 3): It is recommended that the importance given to geographical mobility in the criteria for appointment and promotion be examined.

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;
 - Raise awareness, internally and externally.
- 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.

Example of indicators monitored by French CAC 40 companies - some of which are enshrined in 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.

The Gender Equality European & International Standard (GEEIS): an assessment and improvement tool for gender equality and inclusion



The GEEIS is an HR dashboard at both local and international levels based on measurement indicators and action plans. It includes a specific criterion on gender diversity in human resources management. The subject of gender diversity also cuts across all the criteria of the label.

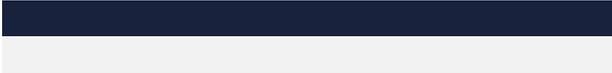
This label was created by Arborus* on the basis of a reference framework that includes criteria that are audited by Bureau Veritas Certification. The GEEIS is present in 41 countries, with Clubs of certified companies.

The 6 measures proposed by the Gender Balance Observatory are included in the GEEIS criteria.

The GEEIS enables the effort to be measured (nature, degree, impact) and the figures consistent with the effort made, by theme of the GEEIS benchmark: company commitment; HR practices /Mixture; parenthood; common culture of equality; social dialogue, etc. A dashboard by criterion and by audited entity/country provides the "Diversity and Inclusion" manager with an effective management tool. It also measures the impact on the ground of the actions implemented.

In 2019, the launch of the GEEIS-SDG will recognize the link between equality and the other United Nations Sustainable Development Goals (SDGs). In 2020, the GEEIS-AI verifies the inclusive use of artificial intelligence in companies.

* www.Arborus.org



The index of equal pay for women and men initiated by Muriel Pénicaud, Minister of Labour (2017-2020)

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.

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, the motivation and productivity of female staff.
- 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 2021, a study commissioned by the #StOpE collective (Stop "Ordinary" Sexism in the Workplace) highlighted the trivialization of sexist acts and comments in the workplace and revealed that 82% of respondents considered that they were regularly confronted with sexist attitudes or decisions in the workplace, an observation shared by 60% of men.
- 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

To ensure the adoption of an inclusive language within the company, the Observatory recommends:

- **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”:**
 - Don’t focus on the yin-yang aspect of Gender Balance (reinforcing stereotypes), 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 or avoid using a label when referring to leadership.
- **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 recruit.**

EXEMPLES

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

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

Feminine leadership
Leadership

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
Jeanne Durand, du service communication

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

I hired a woman
I hired the best candidate

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.

BUSINESS USE CASE

MEASURE 1 : DEMONSTRATE THE STRONG COMMITMENT OF CEOs



CONTEXT

The biggest challenge we face at Sodexo is achieving gender balance in leadership positions, particularly in operations, IT, digital and the businesses around data. We conducted our own gender balance study in 2018 among our leaders and managers, showing that business units with between 40% and 60% women in leadership positions outperformed others on metrics such as employee engagement and retention, client loyalty, safety performance, and our margin growth.

IMPLEMENTATION

At Sodexo, all levels of the company are involved, from the Board of Directors to the Executive Committee, from senior management to our local operational teams.

An advisory board has been created to improve equality between women and men at all levels of the company. Named SoTogether, it decides on the strategic direction of our gender policy, in agreement with our CEO, and ensures that women and men have equal access to development and career opportunities. It also pushes us to lead initiatives to accelerate the promotion of women and encourage progress towards gender balance around the world.

SoTogether's goals are to achieve 40% female representation in the senior management population (1,600 leaders globally), to have 100% of our employees working in entities with gender-balanced leadership teams and to foster a culture of inclusion.

SoTogether influences human resource management processes such as recruitment, development and retention. Among other things, during 2020, through the actions of SoTogether and our gender networks, each HR team implemented a process to ensure diversity of candidates for operational positions.

TODAY

More than a commitment, the results prove that these initiatives can become concrete and be carried out over the long term:

- As of August 31, 2020, the Board of Directors is composed of 60% women and 40% men;
- 35% women on the Executive Committee;
- 36% of our top executives are women;
- 44% of women in management roles, 55% in the employee category;
- GEEIS certification in several countries, demonstrating that our gender balance initiatives are robust;
- WEPS signed by 57 countries.

BUSINESS USE CASE

MEASURE 2 : MAKE A LASTING CHANGE IN CULTURE, TOWARDS A CULTURE OF INCLUSION



CONTEXT

"Tous Inclusifs": changing views in a sustainable way

The goal was ambitious: to raise awareness of gender balance, diversity and inclusion among Crédit Mutuel Arkéa's 11,000 employees and to support a change in attitudes. This initiative was fully in line with the "Mixité Inside" project, a direct result of the group's strategic plan.

IMPLEMENTATION

The means deployed to encourage a new approach are original, "off the beaten track" and "a little bit different", reflecting the uniqueness of the Crédit Mutuel Arkéa group within the banking landscape. Today, the company has a community of "gender balance" ambassadors that includes more than 400 volunteer employees. Within this community, some one hundred "facilitators" have been trained to lead workshops called "Tous Inclusifs", developed in partnership with a consulting firm specializing in inclusion strategies and programs.

Built on a participative model, these workshops allowed everyone to discover and become aware of the stereotypes that can animate all of us. It seemed essential to remember that an individual is not only the result of a genetic history but also of a social and familial history. It is the sum of these personal histories that defines people individually, but also collectively in their thought patterns.

Within this context, we witness daily injustices and discriminations, probably unintentional, that need to be questioned.

This is the spirit of the "Tous Inclusifs" workshops. Several sessions were organized in the different entities of the group, run by mixed pairs

With the Covid-19 crisis in mind, the workshops, which until then had been held in person, had to be adapted to meet health constraints. Thus, since October 2020, they have been offered in a new virtual format that integrates the use of the Klaxoon application to maintain maximum interactivity.

TODAY

To date, more than 8,000 employees have been trained. Crédit Mutuel Arkéa aims to have 100% of its employees trained by the end of 2021. This is a major step towards sustainable inclusion for a group that considers human capital to be its main asset.

BUSINESS USE CASE

MEASURE 3 : TAKE INTO ACCOUNT THE DIFFERENCE BETWEEN FEMALE AND MALE CAREER CYCLES



CONTEXT

On the subject of gender balance, the place of senior women remains an issue of concern.

A report by the High Council for Professional Equality between Women and Men (CSEP), submitted in 2019 to the Ministry of Gender Equality, confirms this double discrimination against senior women.

Webinars and focus groups organized within ENGIE, after the first confinement, indicated a real difficulty in progressing from the age of 50 and a feeling, accentuated by the health crisis, of greater vulnerability due to prejudices and representations related to age.

ENGIE has been committed to a proactive gender balance policy for over 15 years and is accelerating the inclusion of women through its Fifty-Fifty project, which aims to create the conditions necessary to achieve managerial parity by 2030 and to strengthen the cultural anchoring of managerial practices over time.

IMPLEMENTATION

In this context, and in addition to the actions already carried out on gender balance, the Group has decided to launch a specific and unique support program for senior women.

Called "Light'Her", the program aims to bring out and reveal the profiles of senior women, immediately operational, to take up positions of responsibility by helping them to develop their soft skills and gain confidence in order to strengthen their posture and be more impactful.

Indeed, despite a successful career in the Group, some senior women find it difficult to position themselves in leadership positions: lack of visibility, self-promotion and the victim of age-related stereotypes that skew self-perception and foster false beliefs that prevent them from advancing and asserting themselves.

The program wishes to tackle a concrete issue that is rarely addressed openly: how to overcome the internalized prejudices of senior women, who tend to consider themselves obsolete and outdated, and how to see themselves in a different way in order to avoid being ostracized?

This 6-month intensive program aims to change the perception that women over 50 have of themselves in order to rise to key positions, through 3 axes:

- (Re)give them confidence in their potential;
- Enhance their soft skills and behavioral competencies;
- Identify their strengths, style and personality to enhance their uniqueness.

TODAY

This ambitious program, initiated jointly by the Women In Networking network, Diversity and the University, was launched in June 2021 with a first pilot group of 11 women, before being rolled out on a larger scale.

Already, the first feedbacks are encouraging. The participants have expressed that they have a different view of their position and of certain issues, with a greater awareness of themselves and their potential, enabling them to adopt a positive "filter" to see "bigger" and to shine more widely. Translated with www.DeepL.com/Translator (free version)

A follow-up assessment will be organized in December to measure the impact on career development and to identify areas for improvement.

BUSINESS USE CASE

MEASURE 3 : TAKE INTO ACCOUNT THE DIFFERENCE BETWEEN FEMALE AND MALE CAREER CYCLES



CONTEXT

The promotion of gender balance is at the heart of Sanofi's strategy. Increasing female talent is one of the objectives included in the individual variable compensation of Executive Committee members. Sanofi is committed to achieving gender parity among its senior leaders by 2025 (38.8% women in 2020 compared to 37.2% women in 2019) and to reaching a proportion of 40% women in its Executive population (31.3% women in 2020 compared to 29.9% women in 2019).

Sanofi's compensation principles and practices, which are reviewed annually, are designed to ensure that all employees are treated fairly for a given job level and for the same level of individual performance. In 2020, Sanofi is once again in the top third of companies rated in the Gender Equality Index with scores between 75 and 99 (weighted average of 90), the average for companies with over 1,000 employees is 87/100.

IMPLEMENTATION

Since 2018, Sanofi has been rolling out its Elevate program, aimed at women with the ambition of developing future female senior leaders. 136 women have participated since its launch.

In 2020, Sanofi has deployed several actions by proposing a targeted development of 100 female Leaders (grade 5) for specific positions (accompanied by bi-annual reviews of female talent, "risk-taking" on promotions with personalized development), balanced recruitment lists/candidate panels (commitments: at least 60% female candidates on external short lists; 50% women in all interview panels), but also integrating gender balance of the management teams in its performance indicators by adding it as a performance measure for the Executive population.

In addition, Sanofi sets aside specific budgets each year to combat gender pay disparities (0.1% of its payroll in France).

AUJOURD'HUI

Sanofi is implementing these actions and would now like to develop a sourcing system that promotes greater diversity in the profiles recruited. The Group is therefore setting up a mapping system to identify internal and external female talent (based, for example, on People Reviews, Succession Planning, Market Analysis Insight, etc.). In addition, the company is building its pool of female talent in partnership with HR Talent Speed networking, its Mobility Committee, etc., while developing its relationships with schools, universities and local partners (Capital filles, student mentoring engineer/pharmacist profile, etc.).

To attract more female talent, Sanofi has made sure that its job offers have changed (review of the job title, job description eliminating gendered terminology, highlighting work flexibility and career development prospects). The company also offers a long list and a short list of equal opportunity candidates (50% female candidates). In addition, a new approach to interviews and evaluations is being introduced, based less on experience and more on examining the talents/competencies of female candidates, avoiding stereotypical biases thanks to Hiring Manager/ TA/ HR coaching training. These actions are accompanied by reporting (quantitative and qualitative) to monitor changes in the Group.

Through its many commitments (a "gender balanced" recruitment roadmap, highlighted to Hiring Managers and HR, mentoring during management onboarding, internal publication of testimonials from female Senior Leaders, as well as raising awareness among its partners (schools, recruitment agencies, etc.) of its Inclusion & Diversity commitments), Sanofi is both attracting new talent and retaining its employees.

BUSINESS USE CASE

MEASURE 4 : SET PRECISE AND AMBITIOUS INDIVIDUAL GENDER BALANCE GOALS



CONTEXT

Nexity adopted a professional equality action plan in 2017, approved by the Board of Directors. To build momentum and achieve the desired results more quickly, this plan was accompanied by numerical targets for:

- The increase in the number of women in leadership positions;
- Gender balance within the pool of potentials.

This approach illustrates the Group's determination to implement a committed policy on gender balance.

«The setting of quantified targets in this area seems necessary to me. We should not be afraid to implement proactive policies to promote women to management positions. We must seek them out and encourage them to seize opportunities that they would not have considered for themselves! Everyone benefits from living in a balanced environment. » - Véronique Bédague – CEO of Nexity

IMPLEMENTATION

To meet the goals it had set, the Group deployed various measures as of 2018:

- The creation of an Gender Balance Network, made up of men and women from all of the Group's divisions, which now has about 100 members;
- Awareness-raising activities for employees: a series of testimonials from female employees in positions of responsibility or so-called "male" positions, a conference on stereotypes, and coding workshops for employees' daughters;
- The implementation of training and programs dedicated to the development of female employees: "Booster Career" training to understand and remove the obstacles that women are likely to face in the workplace, a Mentoring program supported by the Gender Balance Network, and special attention paid to identifying potential.

At the same time, it was decided to index a portion of the variable compensation of managers to the achievement of gender balance targets.

In this respect, 5% of their variable compensation is linked to the number of women in management bodies.

Top management has thus supported the system, which has led to real results with the achievement of the targets set for the end of 2020:

- 43% of women on the Executive Committee (vs. 16% in 2016)
- 36% of women executives (vs. 23% in 2016)
- 48% women among potentials (vs. 33% in 2016).

Nexity has also been included in the Bloomberg GEI index in 2020 and 2021.

TODAY

In order to maintain its momentum, the Group has defined new objectives for 2023:

- Maintain at least 40% of women on the Executive Committee;
- Achieve at least 40% women in the executive population;
- Reach 50% of women among potentials.

Gender balance in management bodies is one of Nexity's CSR objectives. In addition, the criteria for executive compensation have also changed accordingly.

BUSINESS USE CASE

MEASURE 5 : SHARE GENDER BALANCE INDICATORS DASHBOARD



CONTEXT

Gender balance is a priority in our new 2020-2024 strategic plan, and was already one of the twelve commitments in the previous "manifesto" - a document that was co-constructed with hundreds of partners around the world and on the basis of which our executive team is elected every four years. At the beginning of 2021, our group set and communicated realistic but ambitious gender balance objectives, taking into account our cultural diversity (Mazars is established in over 90 countries in all regions of the world) and the "associative" nature of our organization.

By the end of 2024, we have set a target of 30% women on our national executive committees and 25% women associates, which means that we must carefully monitor and nurture the pool of women who are co-opted each year (i.e., eligible to be elected as associates). We must therefore ensure a good gender balance at all levels of the talent pyramid. In particular, like many consulting and audit firms, the challenge for Mazars is at the level of senior managers: it is essential to strengthen this function if we want to increase the proportion of women at the top level, that of partners and executive functions.

IMPLEMENTATION

Among other measures, Mazars has set up a global reporting system for gender balance indicators over the past three years. 80% of the group's entities track and share their indicators on multiple dimensions; in particular, we monitor the evolution of the share of women:

- Overall and at each level of the organization (from trainees and assistants to associates) and for each practice;
- In leadership and executive roles (at global and national levels);
- Among new hires, for each level or function;
- Among departures;
- In promotions and pools of potentials or co-optations;
- Among collaborators who receive training.

We also monitor the gender balance by type of employment contract (permanent, fixed-term, part-time), which makes it possible to identify trends and discrepancies, and have begun to identify the number of maternity and paternity leaves within the group.

Beyond the "situation" indicators, we monitor "action" indicators to identify the quality and relevance of the measures implemented in our various group entities. In 2021, we have launched a mandatory program for all countries in our group, consisting of completing the self-assessment tool co-developed by Mazars and the Gender Balance Observatory, in order to identify the gender balance actions implemented and the gaps.

TODAY

All these indicators are collected and consolidated at group level and are the subject of an internal report, presenting the global and regional scorecards, with recommendations for group-wide initiatives. In addition, the Diversity and Inclusion team conducts dialogues with each regional committee and our 20 largest countries to analyze their talent pyramid, discuss indicators and their self-assessment of implemented measures. As a result of these annual dialogues, each country prepares or adjusts and shares an action plan focused on the issues identified.

MESURE 5 : PARTAGER LE TABLEAU DE BORD DES INDICATEURS MIXITÉ



CONTEXT

Acting for gender balance, yes, but where do we start? This was the question asked by nearly 250 directors of the SNCF group's establishments. An establishment is, for example, all the stations in a region or a rolling stock maintenance technicenter, each of which has more than 1,000 employees. While the management charts and steering tools existed at the level of the companies and the group, this was not the case at the level of the establishments.

IMPLEMENTATION

When SNCF launched its 10-year strategic plan called "Tous SNCF" in 2020, it was based on a culture of realism, listening and action, and it was on this same basis that the OptiMixte approach was created. It is a gender balance diagnostic tool that allows establishments to compare themselves with similar establishments and thus create local action plans. The basis of OptiMixte is two surveys: a survey for the establishment describing the results and actions implemented, and a perception survey for male and female employees. The surveys are based on the themes of our group's agreement on professional equality and gender diversity, which has five main components:

- Recruit, welcome and integrate women;
- Improve the work environment;
- Ensure equality in career paths;
- Fight against all forms of sexism;
- Promote work-life balance.

Once these surveys have been completed, a report is made to the establishment's board of directors in order to define local priorities. For some, this will involve removing the obstacles to taking paternity leave, for others it will be a matter of better communicating on the remedies available in the event of sexism, or even promoting technical professions to a female audience. The corresponding action plan is then determined thanks to a workshop involving volunteer male and female employees who are brought together around a "serious game".

This entire approach was designed by a small group of members of the SNCF Gender Balance Network, a cross-functional and hierarchical network of the SNCF Group that aims to move the gender lines. It was tested in the spring of 2021 in 13 pilot establishments representing all of the group's professions and very different territories. More than 1,700 employees responded to the survey, validating its relevance and highlighting the strengths and areas of work for each establishment.

TODAY

Following the success of these pilots, the SNCF group plans to roll out the approach to all its establishments by the end of 2022 to support its ambitious gender balance trajectory. Some establishments have also created new links around these subjects: the fact that the gender balance data is quantified and shared makes it possible, for example, for an establishment to identify a performance leap from a similar establishment and thus to inquire about the good practices that led to this result.

The name of the OptiMixte approach marks not only its objective – optimizing gender balance – but also what presided over its development: we see that by objectifying results, comparing, inspiring and sharing, we can create the conditions for greater efficiency: there is reason to be optimistic!



Michel Landel

**Independant Board Member
Sponsor of the Observatory**

MEASURE 6 : GENERALIZE THE USE OF INCLUSIVE LANGUAGE

I believe there is often a lack of exemplarity in the way we express ourselves, and this weighs on everyone's subconscious. It may come from the highest level, even though leaders should be setting an example as representatives of the company.

When we systematically express ourselves in masculine terms when communicating internally and externally, it devalues women. It is therefore necessary to find a balance on these sensitive subjects. In organizations, not only in companies, there is a widespread tendency to devalue women's place, often unconsciously, through paternalistic or even sexist discourse, or through jokes. Some companies are trying to eliminate this type of behavior. Carrefour, for example, has produced a practical guide for its employees on "the nine reflexes of the inclusive leader". Crédit Mutuel Arkéa also promotes the use of egalitarian and benevolent language on a daily basis, both through the gradual feminization of titles and through training to prevent "ordinary sexism" in the workplace.

There are therefore a number of very concrete ways to make people understand that language and gender are intrinsically linked, and that it is possible to establish very simple good practices. Moreover, it is also better to talk about "gender diversity" than "feminization" or "gender parity".

In my opinion, the feminization of all titles, both spoken and written, is crucial to bring about real change. We should also not be afraid to create new terms if they do not yet exist within the company.

At the same time, it is crucial to ensure that gender balance in corporate communications is respected both in the number of women and men speaking, but also in their titles, to give them equal visibility. In addition, the topics covered in these communications are also important, and personal life issues should not be reserved for women.

However, the key element for such approaches to work remains the sincerity of companies, combined with the alignment of acts with words. It is only when these elements are gathered that a global awareness is created within the company, that the lines move, that the subject takes all its importance. The sustainability of the groups is also at stake, because younger generations' expectations have also changed, and they are now asking for exemplarity from companies in this area.

GENDER DIVERSITY IN ACTION: SELF-ASSESSMENT QUESTIONNAIRE FOR BUSINESS LEADERS WHO WANT TO ACCELERATE GENDER BALANCE – A TOOL CODEVELOPED BY MAZARS AND THE OBSERVATORY OF GENDER BALANCE

Many companies implement multiple gender diversity measures, yet still fail to generate the change they want. Indeed, when it comes to gender diversity, more measures do not necessarily mean better results.

Companies today need to know if they are implementing the “right” actions - those which have been proven to deliver results and drive progress. Members of the French think tank, the Observatory for Gender Balance - l'Observatoire de la Mixité, have worked together to identify six measures proven to effectively accelerate corporate gender diversity. Mazars – a partner of the Observatory - co-developed this self-assessment questionnaire to give CEOs a practical tool to quickly assess if their company has implemented the “six measures that work.” This questionnaire also helps CEOs identify potential gaps and the areas in their gender-diversity programmes that need the most attention.

This self-assessment tool is featured in this latest edition of the Observatory for Gender Balance Green Paper, as well as the publication “Gender Diversity: From Commitment to Action”, co-published by Mazars and the Observatory for Gender Balance. The development of this tool was led by Cécile Kossoff, Global Leader for Diversity and Inclusion at Mazars Group, and produced in collaboration with the Observatory for Gender Balance under the coordination of Marie-Christine Mahéas, and with the exceptional contribution of Dr. Rohini Anand, former SVP Corporate Responsibility and Global Chief Diversity Officer at Sodexo and Senior Diversity, Equity and Inclusion Advisor at Rohini Anand LLC.

Note : The self-assessment tool is available online on demand

We invite the leaders of businesses of all sizes and sectors to complete this self-assessment, individually or in collaboration with other stakeholders. This questionnaire highlights all the actions they need to consider if they want to successfully implement each of the six measures recommended by the Observatory for Gender Balance. With this detailed questionnaire, the head of the company will be able to identify the right actions needed to take to build, or complement, their gender diversity roadmaps in order to create sustainable results.

This questionnaire was developed under the direction of Mazars, jointly with the Observatory of Gender Balance, and with the exceptional contribution of Rohini Anand, Former SVP Corporate Responsibility and Global Chief Diversity Officer, Sodexo and Senior Diversity, Equity and Inclusion Advisor at Rohini Anand LLC. The "Self-assessment questionnaire for business leaders who want to accelerate gender diversity" is a collective work protected by French and international copyright laws (c), submitted to the INPI, jointly owned by MAZARS and the Observatory of Gender Balance.

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MEASURE 1

Demonstrate strong personal commitment from the CEO

Please rate the level of implementation for the following actions with a rating of 1 to 5: 1 meaning that they are not at all implemented and 5 meaning that they are fully implemented within your company/organisation.

I. Make gender diversity a visible component of the organisation's strategy and business plan							
	1	2	3	4	5	I don't know	I don't know but I will look into it
1. Gender diversity is included as an objective in the strategic plan, with a clear timeline (e.g. over 1-3-5 years).	<input type="radio"/>						
2. The management committee has validated a clear action plan for gender diversity, including people responsible for its execution, and regularly monitored progress.	<input type="radio"/>						
3. Each business line, division, or role is required to submit a gender diversity strategy accompanied by an action plan.	<input type="radio"/>						
4. Gender diversity is included in our values and our code of conduct.	<input type="radio"/>						
5. The vision and strategy for gender diversity are formally communicated to all employees (e.g. at seminars or general meetings, in newsletters, internal memos, etc.)	<input type="radio"/>						

II. The CEO must lead by example

	1	2	3	4	5	I don't know	I don't know but I will look into it
6. My team and I are leading by example in inclusive leadership: we refuse to participate in all-male roundtables, we use inclusive and equal terminology, we are considerate of meeting schedules and we take care to give women the floor in meetings, etc.	<input type="radio"/>						
7. My team and I feel responsible and take appropriate action in the event of any anti-inclusive behaviour within the leadership team (e.g. inappropriate language or behaviour).	<input type="radio"/>						
8. My team and I personally support women (with high potential), for example, acting as sponsors by explicitly advocating for their nomination and ensuring that they are in the promotion pools for senior positions.	<input type="radio"/>						
9. I nominated a woman as one of the latest appointments to my management team, and if not, I could justify my choice objectively.	<input type="radio"/>						
10. My management team and I are personally involved (as sponsors) in an internal initiative or network promoting gender diversity.	<input type="radio"/>						

III. Appointment of a senior executive to drive gender diversity

	1	2	3	4	5	I don't know	I don't know but I will look into it
11. My company has appointed a full-time senior executive to lead gender diversity (can be adjusted based on company size).	<input type="radio"/>						
12. They report to me directly (reports to the CEO)	<input type="radio"/>						

IV. Affectation d'un budget pertinent

	1	2	3	4	5	I don't know	I don't know but I will look into it
13. The diversity manager has a dedicated team to help make this change happen.	<input type="radio"/>						
14. We have dedicated enough resources to support our ambition in terms of gender diversity, in line with the size of my organisation and the scale of the changes to be made.	<input type="radio"/>						

V. Gender diversity is regularly on the Board of Directors/Executive Committee's agenda

	1	2	3	4	5	I don't know	I don't know but I will look into it
15. We regularly monitor and measure the results of our gender diversity programmes and monitor the evolution of our KPIs in this area.	<input type="radio"/>						
16. Gender diversity is regularly on the agenda of management committees and we devote sufficient time to discussing progress. .	<input type="radio"/>						

VI. Mise en place de programmes de formation/sensibilisation à destination du management et des équipes

	1	2	3	4	5	I don't know	I don't know but I will look into it
17. My management team and I participate in at least one training session on gender diversity or inclusion every year (e.g. face-to-face training, benchmarking sessions with other companies and two-way mentoring)).	<input type="radio"/>						
18. Our first priority was to make the management committee or leading team aware of discrimination and unconscious bias issues.	<input type="radio"/>						

VII. Gender diversity has a devoted section in all internal publications and external reports

	1	2	3	4	5	I don't know	I don't know but I will look into it
19. We communicate on gender diversity and uphold our support of performance indicators in our organisation's internal and external reports (e.g. newsletters, annual reports, CSR reports).	<input type="radio"/>						

VIII. Internal and external communication from the CEO

	1	2	3	4	5	I don't know	I don't know but I will look into it
20. As CEO, I personally and publicly advocate for gender diversity by expressing myself both internally (e.g. in general meetings, newsletters, and events) and externally (e.g. in forums, conferences, newspapers and on social networks).	<input type="radio"/>						

Please count the responses with a score of 4 or 5 and enter your score: x / 20

MEASURE 2

Achieve a broad-based permanent shift to a more welcoming, inclusive corporate culture

Please rate the level of implementation for the following actions with a rating of 1 to 5: 1 meaning that they are not at all implemented and 5 meaning that they are fully implemented within your company/organisation.

I. Understand the barriers to gender diversity in your company							
	1	2	3	4	5	I don't know	I don't know but I will look into it
21. My management team and I are aware of the stereotypes and barriers that women tend to impose on themselves, such as reluctance to seek a promotion, the need to justify 100% of the required qualifications, etc.).	<input type="radio"/>						
22. We carried out an analysis of the organisation's current situation to identify the barriers to gender diversity (e.g. cultural, organisational, and personal barriers). (See questions #33 – 34 and Appendix 1).	<input type="radio"/>						
23. . We have identified stereotypes that hinder the advancement of women of equal ability within our organisation (e.g. leadership styles, penalising motherhood).	<input type="radio"/>						

II. Develop a solid case and communicate it to all levels

	1	2	3	4	5	I don't know	I don't know but I will look into it
24. We analysed our internal data and compared it with the data and practices of other organisations to develop a well-founded and solid internal case for gender diversity, in line with our business and our mission.	<input type="radio"/>						
25. We outlined the reasons for change based on our business case study: shared a compelling and fact-based argumentation, e.g. highlighting the better performance of our more gender-diverse divisions or the benefits and imperatives for clients, for business development, and for talent attraction and retention.	<input type="radio"/>						
26. Based on our findings, our organisation created a mission that clearly states its vision on gender diversity.	<input type="radio"/>						
27. We communicated this mission to the entire organisation to strengthen adherence.	<input type="radio"/>						

III. Make inclusive leadership part of the corporate culture

	1	2	3	4	5	I don't know	I don't know but I will look into it
28. We identified the inclusive leadership styles and behaviours that we want to see adopted by the leadership team and managers.	<input type="radio"/>						
29. We communicated on inclusive leadership behaviours, and they are now established as important and valued criteria in our processes for evaluating the performance of our managers.	<input type="radio"/>						
30. We make women visible role models within our organisation (through key initiatives and our business communication).	<input type="radio"/>						
31. We developed inclusive leadership training for all managers and integrated this training into management development programmes.	<input type="radio"/>						

Please count the responses with a score of 4 or 5 and enter your score: x / 11

MEASURE 3

Take into account the difference between men's career cycles and women's career cycles

Please rate the level of implementation for the following actions with a rating of 1 to 5: 1 meaning that they are not at all implemented and 5 meaning that they are fully implemented within your company/organisation.

I. Conduct a gender balance analysis by level and role							
	1	2	3	4	5	I don't know	I don't know but I will look into it
32. We collected data on the promotion and retention of women at every level and role in our company	<input type="radio"/>						
33. We analysed this data to understand the barriers to women's advancement and the reasons for turnover at each level and role.	<input type="radio"/>						
34. Based on these conclusions, we conducted exit interviews and a profound analysis of annual reviews to identify the barriers specific to women and the reasons behind their turnover rate or disengagement (see Appendix 1).	<input type="radio"/>						

II. Overcome barriers with targeted and effective approaches

	1	2	3	4	5	I don't know	I don't know but I will look into it
35. We reviewed our HR processes (evaluations, flexibility, promotions, maternity and paternity leave, etc.) to remove the barriers specific to women's careers (see Appendix 2).	<input type="radio"/>						
36. We identified the awareness and training programmes needed to overcome these barriers	<input type="radio"/>						
37. We implemented some of these training programs (e.g. training on stereotypes and unconscious biases, common barriers and sexism; two-way mentoring; training for HR staff on understanding and managing gender diversity, etc.).	<input type="radio"/>						
38. We made some of these training courses compulsory, and some are delivered face-to-face and based on "experiential" learning.	<input type="radio"/>						
39. I personally participate, and I request that my management team attend these trainings.	<input type="radio"/>						
40. We asked union representatives to support and participate in these trainings.	<input type="radio"/>						
41. We assess behavioural changes before/after these training programmes.	<input type="radio"/>						
42. The organisation has validated an ongoing training programme with an allocated budget to offer this training at all levels.	<input type="radio"/>						
43. We appointed and trained champions or ambassadors - including male champions - capable of raising awareness among employees at all levels of our organisation.	<input type="radio"/>						
44. We offer peer-coaching to all women in the shortlist to access N-2 and N-1 positions.	<input type="radio"/>						

Please count the responses with a score of 4 or 5 and enter your score : x / 13

MEASURE 4

Set precise, targeted, and ambitious individual goals for gender diversity

Please rate the level of implementation for the following actions with a rating of 1 to 5: 1 meaning that they are not at all implemented and 5 meaning that they are fully implemented within your company/organisation.

I. Formulate clear ambitions and objectives around gender diversity and close identified gaps

	1	2	3	4	5	I don't know	I don't know but I will look into it
45. We compared the situation of our organisation with that of other organisations with regards to gender equality policies, targets and results.	<input type="radio"/>						
46. We carried out predictive analyses to forecast our talent pool.	<input type="radio"/>						

II. Set clear goals for the representation, promotion, recruitment, training, qualification, working conditions, retention, and engagement of women

	1	2	3	4	5	I don't know	I don't know but I will look into it
47. We set objectives at different levels (including at every hierarchical and seniority level, and among high performers and senior management positions) to build and maintain a flawless and dynamic pool of female talent.	<input type="radio"/>						
48. We defined SMART (specific, measurable, attainable, realistic, timely) goals organisation-wide, and at every level.	<input type="radio"/>						
49. We communicated the goals for all levels and roles internally.	<input type="radio"/>						
50. We publicly communicated our ambitions in terms of gender diversity.	<input type="radio"/>						

III. Make variable compensation pay-outs conditional on achieving objectives

	1	2	3	4	5	I don't know	I don't know but I will look into it
51. Our leadership and management teams are accountable for achieving these objectives, which are discussed during annual performance reviews.	<input type="radio"/>						
52. We integrated our gender diversity objectives and expectations regarding inclusive leadership styles at different levels into our executive evaluation and variable compensation processes.	<input type="radio"/>						
53. We make sure that variable compensation is significantly inked to the achievement of gender diversity goals (e.g. at a minimum, in our incentive and bonus plans).	<input type="radio"/>						

IV. Include « inclusive leadership » as a performance criterion for leaders and managers

	1	2	3	4	5	I don't know	I don't know but I will look into it
54. We defined the criteria for “inclusive leadership” at all levels of the organisation and these criteria are included in manager evaluation processes.	<input type="radio"/>						

Please count the responses with a score of 4 or 5 and enter your score: x / 10

MEASURE 5

Share gender diversity performance dashboard

Please rate the level of implementation for the following actions with a rating of 1 to 5: 1 meaning that they are not at all implemented and 5 meaning that they are fully implemented within your company/organisation.

I. Collect data on gender diversity to identify gaps								
	1	2	3	4	5	I don't know	I don't know but I will look into it	
55. Our organisation collects gender-specific data on the representation and advancement of women in the talent pool.	<input type="radio"/>							
56. This data is regularly updated (e.g. at least once a year).	<input type="radio"/>							
II. Build and monitor a comprehensive database of solid indicators								
	1	2	3	4	5	I don't know	I don't know but I will look into it	
57. We measure the proportion of women to men on a wide range of criteria with a global and narrow focus. For example, we focus on different levels, cohorts, lifecycles, and stages of talent advancement (i.e. recruitment, promotion, turnover, salary, etc.). (See appendix 3 for a detailed checklist to consult with HR).	<input type="radio"/>							

III. Effectively share data on gender diversity

	1	2	3	4	5	I don't know	I don't know but I will look into it
58. Performance indicators on gender diversity are available to all employees and staff in our organisation so they can easily access it (e.g. on the company intranet).	<input type="radio"/>						
59. When we communicate or report data, we are not just submitting raw data, but providing a situational analysis supported by action-oriented key messages.	<input type="radio"/>						
60. This data is published externally in our annual report, CSR report or in the media	<input type="radio"/>						
61. We are attentive to how our performance indicators are communicated internally, as well as how data is interpreted and messages are transmitted, so that they are not perceived negatively by men in particular.	<input type="radio"/>						

Please count the responses with a score of 4 or 5 and enter your score: x / 7

MEASURE 6

Establish inclusive behaviours and inclusive language

Please rate the level of implementation for the following actions with a rating of 1 to 5: 1 meaning that they are not at all implemented and 5 meaning that they are fully implemented within your company/organisation.

I. Pay attention to word choices when talking about diversity within the organisation so as to reflect the company's level of maturity and address specific issues facing the company

	1	2	3	4	5	I don't know	I don't know but I will look into it
62. We reflected on appropriate language and adapted to our organisation's level of maturity to discuss diversity and inclusion (e.g. we emphasised the notion of gender "balance," rather than "parity" (focused on legality), diversity (generic) or "equality" (vague), in order to make our employees more aware of the importance of word choices when discussing gender).	<input type="radio"/>						

II. Promote inclusive language within the organisation void of sexist connotations

	1	2	3	4	5	I don't know	I don't know but I will look into it
63. My team and I always and systematically refer to “men and women” without distinction (e.g. by consistently and equally using their first or last name, or titles such as Mr./ Ms., Dr., etc., or by using gender-inclusive language in our communications: “he or she” or introducing names in alphabetical order).	<input type="radio"/>						
64. In all circumstances, my team and I take care not to reveal any personal information such as marital status or children when we present an employee.	<input type="radio"/>						
65. My team and I avoid patronising attitudes when talking about women (e.g. calling them “girls”), and we make no sexist remarks or comments about their physical characteristics.	<input type="radio"/>						
66. My team and I are consistent in recognising personal achievements, without distinguishing between women and men.	<input type="radio"/>						
67. In languages that distinguish between feminine and masculine (e.g. romance languages) - and where it's culturally appropriate - we automatically use the feminine version of job titles.	<input type="radio"/>						

III. Ensure women have space for expression and visibility

	1	2	3	4	5	I don't know	I don't know but I will look into it
68. We are mindful of the equal representation of women/men in forums, public engagements, etc.	<input type="radio"/>						
69. We make sure to give the floor to women during meetings and promote their endeavours, as we do for men.	<input type="radio"/>						
70. I correct myself or my team when we unwittingly fall into discriminating biases, such as cutting off women or repeating identical ideas put forward by women and making them our own.	<input type="radio"/>						
71. My team and I always put an end to any inappropriate behaviour or language brought to our attention.	<input type="radio"/>						

Please count the marks with a score of 4 or 5 and enter your score: x / 10

Please add up all of your subtotals and enter your total score: xx/71

Annexe 1 : *Checklist* for analysing the cause of female employee turnover (Measure 3)

To understand the reasons for female talent drain, it is essential to conduct exit interviews with those departing and examine annual reviews. This makes it possible to identify any shortcomings in a precise and factual manner, become aware of biases and build more inclusive ecosystems and environments.

The specific barriers commonly encountered by women and the reasons behind their turnover rate or disengagement often include :

- Lack of promotion opportunities;
- A non-existent career plan;
- lack of stimulating projects;
- Isolation within a strongly masculine team
- The predominance of male codes and biases
- Lack of flexibility in the system or opportunities to reintegrate into the workforce after maternity leave
- Insufficient internal or external personal networks
- Absent role models
- Lack of work-life balance and flexible working options

Annexe 2 : Checklist for reviewing HR policies and processes to overcome barriers to women's advancement (Measure 3)

To overcome the barriers to women's advancement in organisations, it is essential to review and strengthen HR processes and policies, respond to the issues identified, suppress decision-making biases, and create equal opportunities. The HR functions and tools that support an inclusive culture and equal opportunity are as follows:

1. Creating flexible working arrangements, as well as adopting attitudes and policies for work-life balance.
2. Decorrelating performance from physical presence (e.g. by offering flexible working hours, making in person working time irrelevant in evaluations, saving early or late meetings for exceptional circumstances, promoting remote work, etc.).
3. Ensuring women are offered rewarding and ambitious assignments (e.g. by requiring that one or more candidates be eligible for a position or assignment, writing job titles in a neutral and/or attractive way for women that is free from gender bias).
4. When appointing or promoting managers to strategic or ambitious roles, systematically including women on an equal basis, without requiring them to provide additional proof of their expertise.
5. Establishing a process to systematically detect "invisible high-performing women," and thus constitute a shortlist of "high-potential women" based on their skills, without regard to age.

6. Studying the profiles of women with relevant skills for operational management positions, without limiting them to support functions.
7. Reviewing all evaluation processes, as well as promotion criteria and processes, and erasing any connotations or sexist biases, so that men and women of equal qualifications benefit from the same promotion opportunities. For example, evaluation committees should be made up of men and women; managers and recruiters must engage in targeted training and awareness campaigns on gender bias.
8. Establishing objective benchmarks for the entire organisation on performance evaluation, including the desired inclusive management styles.
9. Separating assessment and promotion processes from career interruptions due to personal reasons (e.g. parental leave or sabbaticals).
10. Allowing and encouraging sabbaticals for all employees (for example to carry out personal projects) in order to make "personal life" time part of the corporate culture.
11. Supporting parental leave for both women and men, helping prepare the leave as well as the return to work.
12. Encouraging men to take paternity leaves.
13. Setting up specific programmes by level or cohort to help women advance to the next level. These initiatives are intended to break down the barriers women face at each level (e.g. setting up return-to-work programmes after maternity leave, organising discussion groups between women in N-2 and N-1 positions, in order to advise and help those on their way to access higher roles).
14. Offering overseas positions to women and men by ensuring that they can be compatible with their family life while supporting the mobility of couples in which both wish to advance their careers.

Annexe 3 : Detailed performance indicators to compile and analyse Gender diversity data (Measure 5)

The collection and analysis of specific data on the situation of gender diversity is an essential pillar and comes before any improvement programme. It is, therefore, necessary to build and share specific performance indicators that make it possible to identify and analyse the gaps between men and women across a series of measurements::

1. The overall rate of progress for women compared to men
2. The average salary of men and women, at each level and for every role
3. The retention rate for women compared to men
4. The proportion of women and men
 - ❖ In the pool of candidates for recruitment
 - ❖ By seniority: entry-level, middle management, senior executives, top management, executive committee
 - ❖ By role: operational roles and managerial functions related to support roles
 - ❖ Promoted to a new position or included on exhaustive/restricted promotion lists
 - ❖ In our high-potential pools
 - ❖ Among the candidates for new roles
 - ❖ Working overseas or remotely
 - ❖ On parental leave and working part-time
 - ❖ Leaving the organisation

STEERING COMMITTEE



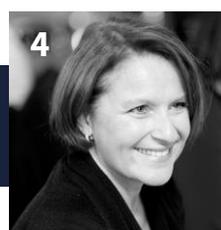
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A sponsor to reach out, initiate discussions and help spread the word about the Observatory's findings

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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...

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*Observatoire
de la*
MIXITÉ

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.



The Observatories of the Institut du Capitalisme Responsable

Gender Balance Observatory

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