

PRACTICAL GUIDE: How to Implement an International Diversity Policy?





This Practical Guide on *"How to Implement an International Diversity Policy?"* is the logical adjunct to the ORSE *"Guide on preventing discrimination and promoting diversity in companies"*, issued in July 2011 (in French: *"Prévention des discriminations et promotion de la diversité dans les entreprises"*).

The new Guide targets companies that are considering the development of a group diversity policy to be implemented globally, as well as those that have already adopted this approach and are now seeking to enhance it.

It is specifically directed at diversity and human resources directors, managers and operational staff in general, as well as trade unions and staff representatives (who are confronted with the management of diverse teams on a daily basis), and diversity advisory networks, both at group and local level, and in foreign subsidiaries.

This Guide is purposefully practical and educational, offering actual benchmarks for each stage of global implementation of diversity policy:

- in the conception, design and formalization of diversity policy at group level, developed with an express engagement by the company Board in favour of the values promoted by international organizations and the company itself, in the framework of a corporate culture integrating its own strategic issues, but also in the context of social dialogue through European works councils, for example, with the support of the global trade union organizations (Chapter I - *"Group Diversity Policy"*)
- in the practical international implementation of diversity policy, with an emphasis on how companies articulate the realities of the local context (law, culture, maturity concerning the subject, etc.) with strategic issues and general values, consistent with:
 - business organization
 - financial and human resources available
 - degree of autonomy of subsidiaries.

(Chapter II - *"The international implementation of a diversity policy"*)

In some cases, local subsidiaries whose context is more favourable to diversity have moved ahead more rapidly with the implementation of practical action as compared with Group diversity policy. Accordingly, we chose to add a third chapter promoting best practices initiated at local level, whether or not the action was based on prior consultation at Group level (Chapter III - *"Local initiatives"*).

This Guide does not purport to present an exhaustive list of the means of implementing global diversity policies of companies throughout the world. The choice was made to present primarily policies of French companies (with some exceptions), without contending that their approaches be the only valid model but rather as an illustration of the range of global diversity strategies throughout the world.

This method allowed us to showcase the wealth, variety and originality of French approaches.

Finally, it must be emphasized that there is no necessary correlation between the number of good practices presented (or the amount of detail provided for each practice) and the quality of these mechanisms and actions. Indeed, each company has provided us with information based on its internal communication policy, level of advancement concerning this issue, internal organization (at local and group level), corporate history and availability at the time of drafting the Guide.

We are grateful for their painstaking and time consuming efforts, as well as the members of the Committee that re-read the contributions.

We hope this Guide will help lay the groundwork for discussions involving all stakeholders and enrich the debate on diversity launched by ORSE at the time of publishing its *"Guide on preventing discrimination and promoting diversity in companies"* (in French: *"Prévention des discriminations et promotion de la diversité dans les entreprises"*), in 2011.

INTRODUCTION	3		
GROUP DIVERSITY POLICY	5		
Strategic Issues	5		
Engagement by the Board	7		
Values and Principles	8		
Respect for the principles laid down by international organizations	8		
Develop company specific principles internally	9		
Diversity and corporate culture	9		
Diversity in internal and external processes	11		
Formalization of the diversity policy	16		
Charters and agreements	16		
Internal structures	17		
Involvement of staff representatives and trade unions	18		
INTERNATIONAL IMPLEMENTATION OF A DIVERSITY POLICY	21		
General Issues	21		
Global or thematic approach	21		
Choice of perimeter	22		
Choice of priorities or themes	22		
Choice of countries	23		
Adaptation to the local context	24		
Degree of autonomy of subsidiaries	24		
Taking into account local good practice	27		
Step by step introduction	28		
Players	28		
During diversity policy initiation	28		
		During diversity policy design	29
		During diversity policy validation	30
		During diversity policy implementation	31
		During diversity policy follow-up	32
		Tools	32
		Diagnostic Tools	32
		Outreach tools	34
		Communication tools	36
		Training Tools	38
		Monitoring tools	39
		Funding	41
		LOCAL INITIATIVES	43
		Raising awareness and training	43
		Raising awareness	43
		Training	45
		Communication actions	46
		Internal communication	46
		External communication	47
		HR processes	48
		Recruitment	48
		Career development	50
		Staff evaluation	51
		Promotion	51
		Training and skills development	52
		Remuneration	53
		Internal staff networks	54
		Internal networks created as a staff initiative	54
		Internal networks created at the company's initiative	55



Group diversity policy

STRATEGIC ISSUES

Each company's strategic issues is defined with respect to the characteristics of its business and the economic and political environments in which it operates, at both group and international subsidiaries' levels.

In a context of globalization based on the rapid spread of information and cause-effect processes, companies must develop effective reflexes and greater adaptability of their economic models and operations.

Is there any sustainable role for diversity when the distribution of corporate priorities may evolve significantly due to the external environment of the company? What values and benefits does diversity generate that allow it to become a strategic priority? Is diversity a strategic issue in its own right, or is it subsidiary to the main "conventional" strategic issues (economic, risk management, ethical, etc.)?

Some companies have chosen to place diversity among the group's strategic goals, whilst others see it as a key element of their social responsibility and sustainable development policy.

This approach implies engagement at the highest level of the corporate hierarchy and a show of willingness to implement a strategy of global organizational change. As such, it must translate into principles and values expressed in the corporate culture of the group.

The starting point for these companies is the belief that diversity represents a competitive advantage that should not be ignored, even if it is not always easy to quantify (the business case for diversity):

- conquer new international markets (understanding, anticipation) and increase brand attractiveness, or at least strengthened customer proximity
- increase attractiveness and capacity to retain top talents
- improve staff performance
- represent diverse talents
- seek new skills resulting from the diversification of operations and markets
- innovate
- add a criterion for customer choice when tendering.

Other aspects should not be ignored:

- from the risk management perspective:
 - prevention of litigation risks due to lack of knowledge of applicable law (global, European, local) in the establishment of internal processes (HR, purchasing...)
- from the ethical viewpoint:
 - promotion of internal social cohesion
 - guaranteeing equality of treatment
 - respecting the external environment

- from a societal perspective:

- satisfying stakeholder expectations:
 - investors, relayed by non-financial rating agencies
 - shareholders
 - employees
 - staff representatives
 - suppliers and customers
 - local communities and authorities
 - public authorities
 - civil Society
 - media...

→ Key questions

Why is diversity a strategic goal?

Have the company's subsidiaries understood the issues involved?

What is the business case for the group and for each subsidiary? What other issues should be highlighted?

Have the directors and managers understood that applying the principles of diversity is not an added layer of complexity, but a matter of common sense, to the same extent as governance and good human resource management?

- ! **Strategic issues differ across time periods. In particular, their priority will differ in times of growth and recession.**

Accor

Human resources policy: three stakes

The Accor human resources policy, inseparable from its development strategy and challenges, is based on three major stakes:

- social responsibility: Accor, as an equitable, sustainable employer, has a duty to respect and reflect the diversity of the communities in which it operates
- attractive employer: a diverse company is a company in tune with the times
- commercial: integrating diversity also means decoding client diversity and designing solutions to meet all expectations.

Alstom

Diversity: a source of value

Alstom intends to reflect, in its workforce, the diversity of the communities in and for which it works, and believes that integrating all kinds of differences is a source of value worth seeking.

Sodexo

Diversity, a pillar of the Group's strategy

The Group has made diversity a cornerstone of its strategy, with defined priorities and goals.

As such, the Group Diversity Department reports directly to the CEO. The Group Executive Committee monitors a number of indicators, particularly concerning the representation of women in management, and includes diversity in its meeting agendas. Since 2008, Sodexo has released an annual group diversity report, which is available on its website.

The business case for diversity

For Sodexo, diversity is much more than a moral obligation or a societal goal: it is an economic imperative. Its growth targets require development of the entire pool of available talent, while the diversity of its consumers and their needs make diversity a key factor of rapprochement with clients, like innovation and effective HR management.

Being recognized as a benchmark for diversity and inclusion enhances the company's image and is a useful tool for differentiation.

Deloitte

Diversity, a strategic priority of the Global Talent Council

The Deloitte Global Talent Council has defined co-creating a shared global diversity vision, mission and targets as well as enhancing awareness of diversity practices and successes within its member firms, as one of Deloitte's six strategic priorities. Diversity effectiveness helps Deloitte adapt to a dynamic global environment and deliver on its vision.

Key Business Drivers

Clients – the users of Deloitte services are diverse; maintaining and increasing revenue depends on tailoring our service delivery to their needs and expectations

Talent - Deloitte's targeted talent demographic is changing rapidly, is highly mobile, and gravitates to organizations where they can realize their full potential. Deloitte needs to attract, engage, and retain top diverse talent to continuously deliver excellence

Growth - the ability of Deloitte's diverse talent to meeting the needs of locally and globally diverse clients will increase opportunities for growth

Force for good/right thing to do - *"Strength from cultural diversity"* is a value shared by Deloitte's member firm network.

BNP Paribas

Group Diversity Objectives

BNP Paribas' Board of Directors engaged in favour of Diversity as soon as 2006 by defining discrimination as one of the Group's 30 major operational risks, on a par with corruption and fraud. The CEO of the bank reaffirmed his engagement with a letter called *"Promoting Diversity"* sent to all the employees by inviting them to become Diversity actors in everyday life.

Diversity Objectives were also fixed in two strategic axes in 2009:

- promotion of women in senior management positions with an objective of 20% to be met by the end of 2012.
- internalization of profiles at all levels.

Danone

"The Danone Way"

"Diversity and Equal opportunities" is one of the 16 *"Danone Way"* topics on which, since 2001, all subsidiaries assess themselves every year. The assessment, based on a scale with 4 levels, is part of the business, reviewed by external audits and partially linked with the executives' bonus.

Orange

An expression of vision by the directors

A *"Statement"* by the CEO in 2008 reflects the company's vision concerning diversity. It concretises the importance of professional equality between women and men and the fact that it is considered both imperative for all subsidiaries and acceptable in all cultures, whereas other issues must emerge in different local cultural and regulatory contexts. In France, this statement resulted in a version adapted to take account of social issues and collective agreements in place. In 2010, the strategic plan entitled *"Conquests for 2015"* included professional gender equality and the new CEO has raised follow-up on the subject to Executive Committee level and communicates thereon regularly. A summary of the Group's vision of diversity is included in the *"People Charter"*, Orange's engagement with respect to its employees, the French version of which is called the *"New Social Contract"*.

An efficient combination

The Orange diversity policy was established in response to both economic and societal challenges. It is designed as a lever for economic and social performance. The position of the Group Diversity Department within Corporate HR is a strategic choice recognising that effects on people are at the heart of this performance. Naturally, the Orange diversity policy is integrated with its overall CSR policy through frequent interaction between the HR and CSR departments. This feeds into CSR reporting and the report-drafting schedule is synchronized to facilitate the work of subsidiaries.

PPR

A proactive diversity policy

PPR has long been in favour of diversity and was one of the initial signatories of the Diversity Charter in 2004. Gucci and Puma, respectively, also signed the Italian and German equivalents of this charter in 2011.

Training managers in diversity issues is a cornerstone of the PPR diversity policy: as players in team recruitment and career development, managers are indeed key elements. Thus, between 2008 and 2010, more than 15,000 managers (France and international) have been trained in diversity issues.

While the Group promotes diversity in all of its manifestations, since 2010 particular emphasis has been placed on professional gender balance throughout the hierarchy. The *"Leadership and Gender Diversity"* program was launched to halt the loss of female talent as they rise through the hierarchy, by spreading a culture of equality within the Group.

Quantified feminization targets for PPR's managing bodies by 2015 support this program.

PSA Peugeot Citroën

The World Diversity Engagement

Diversity has been one of PSA Peugeot Citroën's major social policy axes for more than 10 years. In 2003, the Group signed its first French Diversity and Social Cohesion agreement and, in recent years, many initiatives have been developed in other European countries.

In 2010, in order to promote and globalize its approach to diversity, the Group decided to formalize its action in a "global diversity commitment", applicable in all countries where it operates. This framework, made up of seven founding principles, allows global integration of diversity and its challenges. It aims to assist all companies within the Group to progress in the promotion and implementation of diversity.

Renault

Performance factor

Most large corporations are globalised today. Although Renault's market is global, it must adapt its management, products and services to different cultures and profiles. Diversity is a decisive competitive advantage.

For Renault, diversity is a key lever for market performance and employee motivation. Innovation is born out of the diversity of cultures and experiences, training, talents and backgrounds of its employees. In a globalized economy, reflecting the many faces of the 118 countries where Renault sells cars is key to the company's ability to understand, and respond better to, the expectations of its stakeholders.

Schneider Electric

Diversity: a key competitive advantage

Since 2002, diversity and equal opportunities are an integral part of "Our Principles of Responsibility", the Schneider Electric code of conduct, as they stem from the Group's vision:

- diversity is a key competitive advantage;
- the range of views that result from this diversity promotes innovation and business success;
- treating employees with dignity and respect helps to create and maintain a motivating, open environment in which every individual can maximize his or her potential.

By promoting the integration of new talents and multiple skills, diversity is a source of innovation, performance and competitiveness. Beyond this, we need to look beyond simply promoting diversity and develop concrete systems to manage it on a daily basis.

Lafarge

Ambitions for 2020

Lafarge has progressively introduced goals and ambitions for diversity since 2007. The "Ambitions for 2012" published in 2007 set the goal of doubling the number of women in "senior management" positions, to reach 20% by end 2012 (17.2% reached in 2012). The Ambitions for 2020 project sets a target of 35% women by end 2020. Indeed, having an ambition defined in terms of targets and KPI per year can focus managers' attention on this issue.

Total

Diversity: a key challenge for HR policy

Diversity is a key element of the Group Human Resources Policy. Diversity of talent and management is an imperative to ensure long-term, global performance: it is crucial to Total's competitiveness, innovation and attractiveness. Internationalization and diversity of management as well as the diversification of profiles are at the core of the Group's concerns and social responsibility.

Promoting diversity also means fighting all forms of workplace discrimination, whether it involves openness to different social settings, professional equality or integration and job retention of people with disabilities.

Veolia

A business model built on strong values

Veolia's business model is based on services and local employment. Thus, Veolia's response to environmental challenges and the growing demands of its public institutional and industrial customers depends not only on the technical expertise of its employees, but also on the performance of its social model. This model is built on strong values promoting the integration of employees in all their diversity, respect for their differences, skills and professional development, safety, openness and social cohesion and the guarantee of equitable remuneration. Veolia wants to be a key player and an employer of choice in the territories in which it operates.

Diversity commitments included in the Sustainability Charter

Since 2008, Veolia has integrated its diversity commitments into a Sustainability Charter disseminated in all the countries where it operates (3 clauses out of 12):

"Veolia will:

- Clause 7. Promote diversity and fight against discrimination to ensure equal opportunities.
- Clause 8. Promote skills development and social advancement of its employees throughout their working lives.
- Clause 9. Gradually set its own environmental and social standards for all sites throughout the world".

ENGAGEMENT BY THE BOARD

It is essential for senior management to engage in the diversity promotion process throughout the Group.

This commitment may be disseminated in various forms:

- signing a code of ethical values or a diversity charter
- engaging in the process of seeking a Diversity Label in countries where such labels exist
- sending messages at various times (season's greetings...)
- a letter from the Chairman, published on the website or intranet, or sent to staff with their pay slip...
- establishing monitoring indicators (KPI...),...

Accor

Editorial signed by the Chief Executive Officer of Accor
"Beyond the multiple origins, cultures and nationalities that come together every day in our hotels around the world, beyond the constant sharing of ideas, diversity at Accor has a deeper meaning, both ethical and social. These commitments have been integrated into the Group's International Diversity Charter, with the ambition to implement them in all the countries where we operate whilst taking account of the history and heritage of each country and supporting any action going in the right direction in a spirit of mutual trust".

Alstom

Discussions with managers
Since 2003, the CEO holds a breakfast meeting once a month with a dozen executives, selected with a focus on cultural diversity, to discuss Group policy and get feedback from root level.

Lafarge

The CEO's vision
Diversity is part of the Group's Principles of Action since 1995. It is also seen as one of three priorities (under the People Development heading). Diversity is also included in the Group's strategic vision, as presented by the CEO of Lafarge, and is a routine part of his speeches (for example, during the season's greetings for 2012).

Renault

Engagement by the Renault-Nissan CEO
"Our commitment to diversity gives us a competitive edge that helps us respond to the expectations of our customers worldwide, at a time when emerging markets are taking the lead of the economy" (Carlos Ghosn, CEO of the Renault-Nissan alliance).

Veolia

Widespread dissemination of Board's Commitments
As part of its diversity and equal opportunities action plan for 2008-2011, Board commitment to the promotion of diversity and the fight against discrimination has been affirmed repeatedly in the specialised business press throughout the world and during season's greetings by the CEO. Since 2012, diversity has been confirmed as a key element of culture and social cohesion in the process of transformation of the VE Group.

Companies may disseminate these principles in different forms:

- through codes of ethics, diversity charters and in-house values charters
- through international framework agreements and global or European agreements on the promotion of diversity and non-discrimination
- through the internet and intranet,...

Respect for the principles laid down by international organizations

Respect for the principles adopted by international organizations such as the Global Compact, the ILO, the OECD or the UN enables companies to build a common base of comprehensible values that are applicable in all their subsidiaries throughout the world, regardless of local legal particularities.

Examples of principles

UN

- Universal Declaration of Human Rights (1948)
- Convention on the Elimination of All Forms of Racial Discrimination (1965)
- International Covenant on Economic, Social and Cultural Rights (1966)
- Convention on the Elimination of All Forms of Discrimination against Women (1979)
- United Nations Global Compact (2000)
- Convention on the Rights of Persons with Disabilities (2006)

UNESCO

- Universal Declaration on Cultural Diversity (2001)

ILO

- Convention No. 100 (1951) concerning Equal Remuneration for Men and Women Workers for Work of Equal Value
- Convention No. 111 (1958) concerning Non-discrimination (Employment and Occupation)

OECD

- 1976 Declaration and Decisions on International Investment and Multinational Enterprises

Areva

International engagements

The Areva Group was established in 2001 and joined the UN Global Compact in 2003. This initiative brings together various volunteer companies, UN agencies, the labour world and civil society around ten principles relating in particular to human rights and labour standards. In this context, Areva has formalized its commitment to promote diversity and fight against all forms of discrimination in all its host countries.

This engagement is reflected in the Areva Values Charter.

In mid-2010, following on from the agreement, Areva was the first industrial corporation to sign the international charter on professional equality, the UN *"Women's Empowerment Principles"* (and its seven commitments), in the framework of the Global Compact.

VALUES AND PRINCIPLES

The principles developed by international organizations such as the Global Compact, the ILO, the OECD and the UN, in addition to principles developed in-house, enable companies to build a corporate culture shared by all their employees.

Accor**International agreement signed with the IUF**

An international agreement was signed with the IUF (International Union of Food Workers) in 1995. The agreement covers compliance with ILO Conventions 87, 98 and 135, relating to freedom of association and respect for trade union rights. It commits the Group to the proper implementation of these conventions in all of the Group's establishments.

BNP Paribas**Signature of the Women's Empowerment Principles (WEP)**

After joining the United Nations Global Compact in 2003, BNP Paribas signed the Statement of Support for the seven WEP "Women's Empowerment Principles" in 2011.

This Statement is an initiative of UNIFEM (United Nations Development Fund for Women), a UN organization exclusively dedicated to gender equality and women's empowerment. The signing of this Statement allows BNP Paribas to join a community sharing best practices on how to implement the WEP principles.

Carrefour**Global agreement on social dialogue with UNI (Union Network International) and Handicap agreement with the ILO (International Labour Organisation)**

The global agreement signed with UNI in 2000 concerns fundamental rights under the ILO Conventions within Group establishments and among suppliers.

In 2011, Carrefour became a member of the ILO Global Business and Disability Network and signed an agreement with the ILO committing it to work towards compliance with the ILO Code concerning disabled persons in the workplace.

Orange**Global Commitments**

Orange has signed the Global Compact and an agreement on fundamental social rights with UNI (Union Network International) in order to ensure a global commitment to non-discrimination, applicable to all geographical areas. These commitments recall that, even if discriminatory motives are not condemned in a particular country, there is still an international approach to the subject. This stand promotes flexibility in changing attitudes by highlighting cultural relativity. The global agreements are completed by local variations for each country, notable taking account of local regulations.

Total**Professional Equality between men and women**

In addition to various collective agreements evidencing its commitment to professional equality between men and women, in 2010, Total signed the "Women's Empowerment Principles - Equality Means Business", established by the United Nations Global Compact.

PPR**Compliance with the principles promoted by international organizations**

PPR joined the Global Compact in 2008, reaffirming its commitment to the 10 principles defended by the United Nations on human rights, labour law, respect for the environment and the fight against corruption.

The PPR Code of Business Conduct, disseminated to all Group employees since 2005, is also integrated into the framework of the international reference texts on the subject: Universal Declaration of Human Rights, UN Convention on the Rights of the Child and ILO core conventions.

Veolia Environnement**Fundamental principles and consideration for cultural diversity**

With its signature of the UN Global Compact on 12 June 2003, Veolia committed itself to respect human rights in its activities, but also in all areas where the company operates. Tests conducted in many developing countries (Morocco, Niger, India, Ecuador...) show that it is possible to reconcile quality and accessibility of services, and promote the human rights and cultural diversity of the population receiving those services.

Develop company specific principles internally**Diversity and corporate culture**

Companies can go beyond respect for the basic principles adopted by international organisations. They may identify and adopt values and principles that form the basis of a common corporate culture in accordance with their own internal characteristics.

As regards the promotion of diversity and non-discrimination, these values are based on the acknowledgment that diversity is a reality we must accept, at the very least. This is primarily reflected by the desire to ensure equal treatment and the same potential for career development for all employees, leaving everyone free to assert their own identity. But diversity can also be a source of enrichment for every employee and for the organization, which does not come naturally, because diversity is also a powerful social requirement. Therefore, it is necessary to support managers and equip them to effectively manage and make the most of diverse teams.

The most important issues in sharing a corporate culture based on the principles of diversity, inclusion and equal treatment are:

- ensuring that the values and principles adopted at group level are understood and shared by all employees, regardless of their cultural differences
- achieving the same level of commitment in all countries or at least a certain level of commitment by all, given local conditions (socially and legally constrained environments), etc.

Group diversity policy

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→ Key questions

- What does a diversity policy include?
- In which language(s) should the principles be drafted?
- How may the principles be adapted smoothly in all countries?
- What words should you choose?
- What must be done in countries where certain topics are taboo?
- What form of communication concerning these values will foster a strong rights based corporate culture?
- How may one ensure that all subsidiaries have fully integrated the principles?
- How to ensure that practical action does not run counter to the underlying goal?



It is important to ensure that:

- the principles are understood worldwide
- all subsidiaries play by the rules of the "group game" (within the limits of local conditions) and that the terms employed have the same meaning and connotations (for example, in some countries, remember that "discrimination" does not only concern ethnic issues).

Areva

Diversity, the secret of successful organizations

At Areva, diversity is not a concept but a conviction rooted in its values:

- the conviction that a company must reflect the society in which it operates
- the belief that employees can flourish, grow and build their future and that of their business
- the belief that staff cultural diversity is an asset for market knowledge and therefore contributes to economic performance and success.

The Values Charter disseminated, with commentary, to all new staff presents Areva's values, principles of action and rules of conduct.

Orange

A common culture integrating diversity

The new management standards include diversity management in the criteria for evaluating managers. The variable part of Orange directors' remuneration includes societal indicators including increases in the percentage of female directors.

The common culture is also reflected in membership of transnational processes such as the Gender Equality European Standard (GEES), the primary European label for workplace equality, established by the Arborus Fund under the patronage of the European Commission. This European label, awarded to Orange in 2011, recognizes a commitment to workplace equality, initially within the French sphere, but also at Orange Spain and Mobistar in Belgium, Orange Business Services (corporate market) and its activities in Germany and Italy.

Deloitte

Global Diversity Framework

Deloitte encourages its member firms to follow its Global Diversity Framework, based on four pillars:

- **Commit:** diversity is one of the Group's strategic goals
- **Equip:** all employees are aware of the available tools (dedicated training, organization...)
- **Embed:** development of indicators for all action for which diversity is a transversal dimension
- **Measure & Reward:** celebration of success, integration into performance measurement.

The overall trend is to:

- better reflect and serve customers, regardless of their characteristics
- promote a work environment facilitating the integration and retention of the Group's diverse talents
- establishing performance indicators relating to diversity and its integration within member firms
- communicate continuously on best practices, studies, and testimonials.

Sodexo

The inclusion of staff as the foundation of corporate culture

The real challenge for Sodexo is to ensure the inclusion of all employees, whatever their profile, age, gender or origins...

Diversity is a reality (we are all different and many profiles are present in the company), but to take full advantage thereof, so that everyone can develop their full potential and diversity is reflected at all levels of the company, inclusion must be developed, requiring in-depth work to promote corporate culture.

Training is one of the cornerstones of the overall strategy for diversity and inclusion, and essential to serious changes in the mind-sets, both for individuals and the company... so that in future everyone is able to respect, enhance and maximize the diversity of their colleagues.

The "Spirit of Inclusion" workshop (designed to promote awareness, increase skills and provide management tools for an inclusive work environment), has already been attended by more than 28,000 managers from Europe, North America and Latin America.

Lafarge

Diversity and performance

For Lafarge, the topic of diversity goes beyond HR processes and towards management and is closely linked to performance. Emphasis is placed not only on processes (HR and business) but also on two other areas:

- changing attitudes and behaviour
- awareness and communication.

Diversity in all its forms (especially profile diversity) is an asset to society and a real lever for increased performance.

Lafarge also believes in the value of inclusion: the organization must also be flexible enough to enable all these different profiles to flourish and give their best.

Danone**Diversity leads to innovation**

"Innovation comes from positive "frictions" between different personalities and backgrounds", Franck Riboud, Danone CEO. Due to the extreme speed with which the social and economic contexts change in countries, the disappearance of traditional consumer categories and the spectacular geographical transformation of Danone in few years, Danone needs more mixed teams to keep high its mental agility, mobilizing collective intelligence and thinking out of the box to achieve breakthrough results.

Veolia**A traditional social model of equal opportunity**

Veolia is a "multi-territorial" company, one might even say that *"its client is the territory"* and not just the local authorities who use its services. For these territories, as for companies, training is a development accelerator. Training centres located close to local needs, thus strengthening the local economy, is Veolia's traditional social model for equal opportunities. Veolia has six campuses in France (19 diplomas and 8 professional qualifications up to Masters level, for environmental services) and 18 others throughout the World. The values of solidarity and responsibility are also reflected in the priority accorded to a wide range of local recruitment, training and hosting youths in difficulty.

Diversity in internal and external processes

Once diversity is integrated into basic values, ensuring cohesion amongst the group's employees, it will cross-fertilise all other business processes and operations.

1. Internally - HR processes

The diversity of talent and management models is a key issue for HR policy, as it is crucial to competitiveness, innovative capacity and the attractiveness of the company.

To promote equal treatment of all group employees and foster diversity of talent, some companies have chosen:

- either to implement globalized processes, uniform for all subsidiaries, in line with corporate commitments
- or to ensure that existing processes are consistent with these commitments.

Several mechanisms are available:

- competency based recruitment mechanisms
- "people reviews" based on objectified assessments
- annual interviews based on a standard group format
- job evaluation frameworks
- management incentive systems including a diversity objective
- egalitarian communication concerning job offers, including messages consistent with team diversity
- messages concerning non-discrimination and equal treatment through the job market, etc.

Particular emphasis is placed on managing high potential jobs:

- awareness raising for those responsible for the selection of high potential staff

- reflection on the criteria for defining high potential (age, sex, degrees, geographical origins...)
- taking account not only of expatriation policy, but also a policy of integrating local talent in the high potential group level, etc.



HR processes may vary in subsidiaries due to legislation, the local labour code or the degree of autonomy granted to subsidiaries. However, regardless of the HR process chosen, it is important to remain vigilant concerning non-discrimination principles.

It is important to put the reasons in favour of diversity to directors and human resource managers and hold them accountable at their level.

Accor**Recruitment guide and charter**

On the Group's Intranet, the recruitment advertising guide provides managers around the world with all the tools needed to recruit staff: press ads, "online" and non-media tools, and the 11 point "Recruitment Charter".

"International Hospitality Management Program" dedicated to managerial diversity

In order to create a pool of international managers ready to take up higher operational responsibilities in the short to medium term, the Group has implemented an ambitious program of training and teaching hotel management since 1997, called the "International Hospitality Management Program" (IHMP).

Conducted by the Human Resources Operations Department in partnership with the ESSEC Business School, and accredited by the American Association for Collegiate Schools of Business, this program is aimed at managers of Accor subsidiaries and managed hotels.

The objectives of this program are wide-ranging:

- provide high-level hotel management training, customized to Group needs
- increase performance in the conduct of profit centres
- promote inter-brand, inter-country and inter-continental mobility.

Beyond nationality, the diverse backgrounds, age and representativeness of applicants are closely observed during the selection process to avoid any form of discrimination.

For example, the class of 2011 included 30 employees, including one third women and two-thirds men, aged from 28 to 49 years old and involving 16 different nationalities.

Danone**A worldwide Diversity agreement built on the HR process**

Signed in 2007 with the IUF (International Union of Food workers), this agreement was built on HR Processes (sourcing, recruitment, induction, training, professional evolution, remuneration, conditions at work, social dialogue and communication). The aim is to allow each subsidiary to discover and eliminate possible bias and to promote best practices that are already successful in some subsidiaries.

Alstom

Raising awareness of recruiters and managers

In addition to a range of advocacy, when managers and recruiters access the Group's online recruitment tool, a pop-up appears to reiterate the importance of diversity for the Group.

Job postings available to all countries

Job posting policy accessible in all countries and in 6 languages.

Access to training with an international emphasis

Establishment of five regional campuses of Alstom University since 2007 to facilitate access to its internationally directed multicultural courses for employees from all countries.

Training managers from emerging countries

Alstom has developed a specific program, the Accelerated Management Program (AMP), aimed at identifying and training managers from emerging countries, to enable them to evolve within the Group. This program follows a pilot project implemented successfully in Asia.

In different countries: specific programs to allow affirmative action in France, Poland, Romania, Brazil, etc.

Areva

HR processes that support the policy of promoting diversity and equal opportunities

There is no specific diversity process within Areva, which may be erroneous, since diversity and equal opportunities must be an integral part of group management and all processes. To this end, human resources processes support the policy of promoting diversity and equal opportunities; for example, the annual professional interview which, for executives, is globally focused by the AGORA tool, uses a common standard, traceability and common implementation to ensure a fair assessment and equal treatment of all 12,000 Group executives.

This is supplemented by an annual personnel review, also implemented globally, using collective assessment (N +1 and the N's, review their N-1), to provide an objectified evaluation.

Within this framework, to promote gender equality, women's issues are discussed first in all fairness ("Women First" principle).

Deloitte

Succession planning

The "ideal state" of succession planning at Deloitte is a member firm that can predict the diverse talent in the pipeline and monitor its progress.

Deloitte's objective is to recruit the best talent, identify their expectations in terms of working conditions and work-life balance in order to adopt together a tailored incentive program, particularly through targeted technical and non-technical training.

Diversity training

The "ideal state" of diversity training at Deloitte is having provided advanced diversity training at all levels within a member firm. Deloitte has developed training tools online offering analysis on a wide range of subjects related to culture in the corporate world to promote general awareness.

In addition, leadership training is provided every year for women designated for management responsibilities, to help them extend their influence, visibility and impact.

BNP Paribas

Strong commitment to Diversity starting with recruitment

Through its Ethical recruitment Charter, BNP Paribas is committed to ensuring transparent recruitment processes, objective appraisals and the respect of all the stakeholders.

As a complement of the HR recruitment teams' local expertise, the "International Recruitment Community" shares and disseminates best practices on non-discrimination and equal treatment. Finally, an IT recruitment tool was designed and deployed in many countries in 2011 and continued to be extended in 2012. This solution guarantees the traceability of applications, allows standardized communication with applicants and the monitoring of the fight against discrimination in the recruitment process.

A global process for identifying "Talents"

At BNP Paribas, local HR and managers identify the members of the Talent Development Program through a Potential Analysis Assistance framework designed by the project team.

This identification process is based on performance criteria, on the applicant's potentials (based on an eleven criteria list) and on his/her multicultural dimension (desire to work in an international environment and/or in another profession or field of activities). The process is thus based on fair and objective criteria.

Lafarge

Emphasis on the career development of women

In process terms, Lafarge has set up systems for evaluating talent, identifying women with potential, and action plans to support (mentoring) and promote them.

A list of good practices for recruiting and promoting women has been established (for example, always have a woman on the short list of candidates for internal promotion or external recruitment).

Special HR review processes for women were also set up, and a new "employee branding" approach, more in line with diversity objectives was considered in 2010, as well as internal communication systems, since 2011.

Orange

Diversity at the heart of integrated HR processes

Orange integrates the issue of diversity in its HR processes "natively" (remuneration, career assessment, recruitment, talent management, but also team composition to reflect society, which goes beyond non-discrimination...). The entire process has been revised to eliminate all implicit and explicit discriminatory factors for all categories of employees (e.g. age for detection of high potential, or marital status for equal rights between spouses).

HR Excellence, a specific training course for global HR Excellence

Orange has established a specific training course for global HR Excellence. The course includes training in diversity issues and related conferences, such as the conference in November 2012 on "Taking account of religion in business and practical requests by employees from different cultures while maintaining good collective spirit and performance".

PPR**Non-discriminatory HR processes**

Equal treatment is promoted at PPR by non-discriminatory performance evaluation and professional development processes:

- annual performance evaluation
- careers Committee with collegiate decision-making
- validation Committee as part of pay review
- computerised communication on training access procedures
- availability of job offers to all.

Procedures exist for identifying, selecting and evaluating potential and leaders: assessment, 360° feedback, development centre, people review...

PSA Peugeot Citroën**Objectifying HR processes**

In Principle 4 of its World Diversity Commitment, PSA Peugeot Citroën recalls that the objectification of human resource management processes is essential to ensure non-discrimination and equal opportunities in access to employment and career development.

Choices should be based solely on objective criteria and competencies. The Group uses tools (standards, recruitment simulation, competency frameworks, tutoring, recruiter's guide, etc.) that are embedded in human resource management processes at all levels to ensure compliance with this commitment.

Internal and external audits complement the mechanism and ensure compliance with established standards.

Renault**World human resources programme**

The automotive business is traditionally a male dominated profession. Thus women's advancement is a priority area for promoting diversity at Renault, implemented through a dedicated plan throughout the world: Women@Renault. This plan aims to increase diversity within teams.

One aspect of the program concerns the evolution of HR processes, including recruitment and career management. For example:

- Renault has set a goal of recruiting 50% women in the commercial sector and 30% women in engineering and scientific areas
- with regards to career management, Renault has decided to ensure the presence of women in all succession planning for key positions within the Company To achieve this goal, new methods are being implemented such as specific interviews allowing top management to discover new female talent. On the other hand, Renault is also working upstream, with educational partners and community groups, to generate more feminine vocations in the engineering industry (France, Romania, Turkey, Spain...).

A mentoring program was launched in October 2012 with 50 pairs (woman with potential paired with a man or woman at director level or above) in five countries (France [RSAS], Russia, Romania, Morocco and Great Britain).

Carrefour**The global Women Leaders plan**

"Women at the heart of career decisions" is one of the priorities of Carrefour Group's global Women Leaders plan.

It is expected that career committees always include presentations of career statistics on the proportion of women already in the workforce and in talent pools.

Schneider Electric**International programs promoting diversity policy**

Several international programs have been developed to promote the Schneider Electric diversity policy:

- the "People Review" talent identification process helps promote equality and diversity at all levels of the company to ensure egalitarian professional development; in 2011, this process was extended to all Schneider Electric entities, including recent acquisitions, enabling the Group to use a single approach and offer all employees the same means to manage their career development
- creation of a talent pool to develop high potential around the world and offer women access to key positions
- all recruitment, succession planning, access to training, talent management and promotion policies place special emphasis on gender equality and the representation of emerging economies
- degree courses and qualifications for our workers, administrative staff, technicians and supervisors, which have a major impact on the promotion and compensation of women, especially for workers and assistants.

Emphasis is also placed on the representation of emerging economies in the Group's talent pool: among the 2,650 high potentials identified at the end of 2012, 36% were from emerging economies. The share of talent from emerging economies is a key indicator of performance included in the new company program for the 2012-2014 period.

Total**Processes based on the skills and only skills**

Total HR teams consciously implement fair processes in recruitment, access to training, career development, remuneration policies, etc.

Total takes special care, right from the sourcing of candidates, to promote the diversity of profiles, career paths, training and professional experience. In addition, all recruiters have a practical guide presenting the fundamental principles for "Recruiting without discrimination". Respect for diversity is one of the evaluation criteria for Group recruiters during their individual evaluation interviews.

Total EP**Internationalization of management positions**

The Horizon program is an international program for the most talented local staff. It involves long-term, structured support for their development, through exposure to different situations that are not currently available locally.

Group diversity policy

1

Sodexo

Evaluation of directors on diversity goals

The Group's directors have diversity goals on which they are evaluated. In the U.S., all Sodexo managers have diversity and inclusion related indicators in their objectives.

Training for recruiters

"Recruit all differences" is a training program for the Group's recruiters. Aiming to give them the keys to taking advantage of the diversity of the talent pool, this module looks at the entire recruitment process, from defining positions and sourcing methods, to presenting "atypical" profiles to managers. Initially tested in France, it is now available to all other group entities.

Veolia

A "Career Portal" focused on equal opportunities

The "Career Portal" is the Group's recruitment management and mobility tool that allows communication by Veolia on job openings and equal opportunities, and access to job offers.

This principle was reaffirmed in the French Group Collective Agreement on provisional management of jobs and skills, dated 3 February 2011.

Harmonisation of processes and traceability through the tool facilitates the establishment of a user community, the sharing of best practices and the production of specific statistics for diversity reporting.

Internationalization and feminization of senior executives

Veolia's executive management service (TOP 300) has prioritised more diversity through feminization and internationalization. This approach addresses the need to retain talent (only 8% of directors are women despite 27% female managers) and to better anticipate the needs of local customers (customers are women too).

This policy has resulted in a commitment by the CEO, on 8 March 2011, to implement voluntary action:

- creation of a women's network Evoila
- training: self-marketing and female leadership
- setting up a women's think tank
- launching a mentoring process between female and male executives
- launching a talent pool of women to help build career plans
- selection of profiles to increase the feminization of boards.

2. Externally, in relations with external stakeholders (suppliers, consumers)

Companies can pass on the underlying values of their policy of preventing discrimination and promoting diversity to all their suppliers and subcontractors, as well as their clientele.

a. Suppliers

There are several reasons why companies decide to launch outreach processes for their suppliers and subcontractors, including:

- acting as responsible businesses, to expand the number of suppliers and subcontractors within their sphere of influence that adhere to these principles
- to improve their image and non-financial ratings
- to improve the quality of their relations with suppliers and subcontractors

- through their suppliers, to increase diversity within their organization (recruitment...), etc.

Companies may face a number of obstacles in implementing such processes:

- deeply entrenched selection processes for suppliers
- economic pressure (cost reduction)
- internal reluctance of decision-makers and purchasing departments due to lack of knowledge of the issues
- global sourcing (bulk buying from vetted suppliers) and presence in countries where some issues are difficult to confront (child labour, gender equality...).

In most cases, companies take action through:

- supplier evaluation including non-discriminatory criteria
- supporting supplier respect for diversity based on the same principles as the purchaser
- supplier diversity.



Companies need to establish a coherent, commonly defined policy to prevent discrimination and promote diversity, covering the HR, corporate social responsibility and purchasing departments, particularly through appropriate performance indicators.

Collaboration between differing players (purchasers, diversity and professional equality project managers...) plays an important role.

Accor

Sustainable Procurement Charter

ACCOR has developed a sustainable procurement strategy to better address the social and environmental challenges to its business, which includes sharing its sustainable development (SD) commitments with suppliers as well as assessing and monitoring their SD performance. To this end, Accor launched a Sustainable Procurement Charter in 2002. This Charter is distributed to vetted suppliers, asking them to meet specific social practice and environmental consideration criteria complying with ILO core conventions. This Charter, updated in 2010, raises expectations, including: ensuring that its suppliers and subcontractors meet the same criteria and allowing Accor or a delegated third party to conduct a sustainable development audit and implement any required action plan. 220 suppliers from priority purchasing categories have been assessed since 2010.

Carrefour

Social Charter and ethical suppliers

Carrefour's approach is based on respect for and promotion of international core principles, in particular: the Universal Declaration of Human Rights; the International Labour Organisation (ILO) Declaration on Fundamental Principles and Rights at Work and the relevant ILO conventions, including the eight fundamental Conventions; and the OECD guidelines. Principle 6 of the Charter promotes the elimination of employment and professional discrimination.

Orange**Tapping into the sheltered employment sector: a reflex**

Recourse to the sheltered employment sector is developing along with the awareness of the relevant purchasers and managers and greater in-house visibility of companies in this sector through targeted communication. The "protected and sheltered sector for people with disabilities" reflex has been included in the sub-contracting policy: it is promoted systematically, subject to the need to conserve internal employment.

PSA Peugeot Citroën**Shared social requirements**

Just as for quality, timing and costs, compliance with social requirements is a major focus of the PSA Peugeot Citroën purchasing policy. The 13th article of PSA Peugeot Citroën's global framework agreement on corporate social responsibility commits it to disseminate the agreement to its suppliers and require compliance with the International Labour Organisation (ILO) conventions. PSA Peugeot Citroën also requests them to make a similar commitment with respect to their own suppliers and subcontractors.

In order to harmonise its approach, the Group has formalized its corporate social responsibility requirements in a standard setting out the social and environmental requirements of PSA Peugeot Citroën vis-à-vis its suppliers. The purchasing department is responsible for disseminating this standard amongst the Group's suppliers, which must make a formal commitment to respect it.

In addition, the Group conducts social audits of those suppliers identified as potentially at risk (ranked 1 to 3).

PPR**Supplier Charter**

PPR's Supplier Charter incorporates clauses to be included by buyers in their tenders and contracts: "The Supplier has read the Code of Business Conduct available on the PPR website and shall organize and manage its services in compliance with the Code of Business Conduct and, in particular, agrees to comply with the following fundamental principles...".

Amongst these principles: the prohibition of discrimination, especially of a racial, ethnic or sexual nature.

Adhesion of suppliers to these principles and the proposal of action plans are essential elements crucial to their selection.

Veolia**Evaluation of suppliers' CSR performance**

Veolia Environnement integrates references to or requirements for sustainable development at every stage of the purchasing process, including non-discrimination principles. Group's commitments in this regard are presented to suppliers in the Supplier Charter, the Group's Diversity Action Plan is annexed to the sustainable development clause included in contracts, and non-discrimination is one of the evaluation criteria for suppliers' corporate social responsibility performance. This process is applicable across the Group's entire range of activity and the countries in which it operates.

b. Business to Business Clientele

Customers may include diversity as a selection criterion in tenders. Meeting the increasing demands of customers in terms of corporate social responsibility can thus become a competitive advantage for businesses.

Accor**"Global Sales Services Referential" brochure**

The "Global Sales Services Referential" brochure for B to B customers was produced in 2011 by the Group global sales department. The document was prepared as a contribution to commercial discourse and to highlight issues and action on the environment, ethics and diversity.

Deloitte**Customer satisfaction**

The "ideal state" of customer satisfaction (vis-à-vis diversity) at Deloitte is leveraging a diverse workforce and competence to service diverse customers.

Deloitte's clients have a multitude of needs and operate in various industries and in different cultural environments. They seek appropriate solutions and often expect their service providers to reflect their own diversity. This requires Deloitte to offer varied profiles that may intervene in a range of environments and on various issues. That's why Deloitte values diversity within its teams.

In addition, these customers take the commitment to diversity of their suppliers into account when choosing and verifying that their accounts are assigned to a service-provider promoting diversity within its own structures.

c. Business to Consumer clientele

Representations of the diversity of the population in advertising should no longer be a taboo subject. Consumers are paying more attention to the way commercial advertising incorporates and reflects the diversity of companies and choose products and services as a function of to this new issue.

Companies have realized that the way they take account of the diversity of the population may influence their image and, implicitly, develop or hamper their economic strength.



In an advertising campaign, several aspects may be considered:

- maintaining consistency:
 - between the consumers for specific products and the actors used in commercials
 - between advertising messages and the values promoted by the company's diversity and non-discrimination policy
- avoiding stereotypes and discriminatory messages
- taking account of the cultural specificity of each country.

Orange

Responsible communication

A code of responsible advertising has been developed to cover all communication by Orange, whether for clients, employees or other stakeholders. A chapter is devoted to the importance of representing the diversity of clientele. The Group's PR staff have received practical training on the Code that includes awareness of stereotypes, particularly gender stereotypes, through the use of numerous internal and external examples.

Orange's advertising communication earned recognition in this respect in France by the professional advertising regulatory authority (ARPP - Autorité de Régulation Professionnelle de la Publicité).

Renault

A "people-centric" stance

Through its resolutely "people-centric" stance, Renault was naturally led to represent diversity in communicating with the wide, multicultural public to whom its message is addressed. Its product choices rather value consumer use of the products as a mean of achieving personal goals rather than as ends in themselves. An illustration of these strategic choices is the saga "at one with the times, at one with the Twingo" - combining the growing diversity in society with a car that creates links through its attractive, warm design.

Accor

Group International Diversity Charter

In 2011, Accor introduced a Group International Diversity Charter. The Charter is based on seven commitments:

- "give everyone a chance to succeed, taking account of their skills at all stages of professional life
- fight all forms of discrimination related to ethnicity, social or cultural origin, gender, age, physical characteristics, disability, religious beliefs, language, family status, trade union activities, sexual orientation, etc.
- develop diversity diagnostics in each country where the Group operates
- provide each manager with internal training or awareness-raising on diversity issues, taking account of local realities and using the available training tools
- communicate our policy to all our employees and partners
- be ambassadors for diversity among our customers and partners (suppliers, hotel owners, investors...) in a shared ethical commitment
- report annually to the Executive Committee on diversity action undertaken within the Group and seek its guidance and recommendations for the way forward."

Danone

The Diversity Agreement, part of a long practice of international social dialogue

Danone has signed nine agreements with the IUF (International Union of Food Workers) since 1989. In each agreement, subsidiaries are invited to initiate dialogue with local union representatives with a view to implementing the agreements, while taking account of the social and cultural context. Concerning diversity, the focus on HR processes leads to local action plans.

Every year, IUF and Danone measure the progress in implementation of the agreement and identify good practices for dissemination.

Orange

A formal policy for adaptation

Orange has formalized its diversity policy at Group level, with intangibles to be achieved in each country along with means of implementation allowing adaptation to all contexts. Orange has requested its subsidiaries to formalize their own policy and share it with their management and employees.

A kit providing a 10-step key to establishing a policy was made available through country correspondents. The first step is to establish an inventory of existing economic and societal issues for the subsidiary, as well as local regulatory requirements concerning diversity. The kit suggests using local commitments where they exist (e.g. Diversity Charter). In December 2012, a memorandum from the Group HR Director redefined the means of implementation of this policy.

For example, Orange Spain and Orange Poland signed local diversity charters when they were launched. In February 2012, Orange Poland initiated the Diversity Charter, following a Divers Europe meeting held on its premises in 2011, and became a "main partner".

FORMALIZATION OF THE DIVERSITY POLICY

Diversity policy can be formalized at group or local level:

- using different tools:
 - general charter of values or code of ethics
 - charter of local diversity
 - Code of Conduct
 - publicly displayed principles and commitments
 - global or European agreements on diversity, corporate social responsibility, equal opportunities, etc.
 - international framework agreement
 - action plan, etc.
- by the creation of dedicated internal structures: Diversity Department, Correspondents Network, Disability project team, etc.

Charters and agreements

In some cases, businesses do not formulate a diversity policy, but rather adopt principles and commitments that may assume different forms (charters, codes of ethics...).

Carrefour

Code of professional conduct

The Code of Professional Conduct is provided to all managers and translated into the languages of all countries where Carrefour is located.

Principle # 3: "Commit to diversity and respectful working conditions."

EDF

EDF Group Global Agreement on Corporate Social Responsibility

Diversity is the subject of a formal commitment in the EDF Group Global Agreement on Corporate Social Responsibility, signed by 14 companies in 2009.

EDF has formalized its non-discrimination principles to provide Group companies with a framework for action, to be adapted to the local context:

- “We want to attract talent from the widest possible pool and reflect the diversity of the communities in which we operate”
- “We create an environment where all individuals are valued, in order to maximise engagement and performance”
- “We want every employee and manager to take responsibility for making Diversity & Inclusion a daily reality”.

PPR

Code of Business Conduct

The PPR Code of Business Conduct is the foundation for all of the Group’s Social and Environmental Responsibility processes. It formalizes PPR’s commitments towards its main internal and external audiences and the ethical principles that should guide the action and behaviour of each employee. Aimed at every Group employee, the Code is downloadable online in the main languages spoken within the Group. In addition to its dissemination since 2005, an Ethics Committee for Corporate Social Responsibility has been set up, which monitors implementation of the Code and the principles it defends.

European charters for the employment of older and disabled people

In 2008, two charters were also negotiated with the European Works Council, to promote employment for seniors, on the one hand, and disabled people on the other.

Sodexo

Signature of diversity charters in European countries

Sodexo has developed a group diversity policy adapted to each country, and has signed all the European diversity charters, in Germany, Austria, Belgium, Spain, France, Italy, Sweden, Poland, Ireland, Finland and Luxembourg.

The Group also actively contributed to setting up many of them, along with other businesses. This is the case, for example, for the charter launched in Poland in February 2012.

Lafarge

Ambitions 2012 and 2020

The Lafarge Principles of Action (published in 1995) recognize diversity as an added value. These principles are reiterated in “Ambitions 2012”, soon to be supplemented by “Ambitions 2020”.

The “Diversity and Inclusion” brochure contains definitions and explains the benefits of diversity and inclusion, as well as company’s vision and recommendations in terms of practical action to be implemented

Total

Instructions and Directives of the Diversity Council

The Instructions and Directives of the Diversity Council aim to ensure the implementation of Group commitments in terms of gender diversity and management internationalization at all levels of the company by setting specific goals, defining the means to implement them and the monitoring indicators to measure progress.

PSA Peugeot Citroën

A global framework agreement on corporate social responsibility

PSA Peugeot Citroën signed its first global framework agreement on corporate social responsibility on 1 March 2006, with the International Metalworkers’ Federation (IMF) and the European Metalworkers’ Federation (EMF), representing more than 90 labour organizations around the world.

Through this agreement, renewed in 2010, the Group undertakes to respect and promote fundamental human rights under the Universal Declaration of Human Rights, and to implement best management and human resource development practices.

PSA Peugeot Citroën has internationalized its diversity policy by devoting one of its 15 commitments under the agreement to the elimination of discrimination and the promotion of diversity.

Veolia

The Group “Diversity-Equal Opportunity” Actions Plans 2008-2011 and 2012 - 2014

The Group “Diversity-Equal Opportunity” Action Plan - 2008-2011 favoured a dual approach:

- promoting diversity through high profile action in favour of women (job diversity), people from diverse backgrounds, older people and people with disabilities, as well as the feminization and internationalization of top management profiles
- promoting equal treatment through non-discriminatory HR processes, awareness-raising for managers on respect for differences and vigilance on fundamental human rights.

In 2012, when Veolia was fully engaged in its transformation and performance improvement project, the Department of Human Resources renewed its commitment to make the richness of diversity and equal opportunities a tool for the new Veolia’s culture and social cohesion.

Internal structures

The company’s ability to embed its commitments depends largely on how it runs the functions and structures involved in implementing the diversity policy, whether it be:

- structures and functions that already exist (human resources, communication, managers...)
- existing structures that integrate the functions of diversity officer, ambassador, diversity advisor
- dedicated structures and functions (Diversity Department, Diversity Director, advisory networks for diversity / equality / disability, ambassadors...), (see also the section on “Players”).

→ Key questions

How to identify the skills needed for the job of diversity director?

Is there a need for professionalization through training advisors, HR managers...?

How to avoid confusion in the messages from headquarters if the focal point has several functions?

! The establishment of dedicated functions and structures must take account of the organizational specificities of each company (centralized or not, the presence of franchises, several brands...).

The constraints of remote team management should also be taken into account.

Pay attention to the workload of those who wear many hats, including that of diversity officer.

BNP Paribas

Diversity Governance

BNP Paribas has decided to launch structured Diversity governance in order to formalize its Diversity policy worldwide.

The Diversity Committee Group, composed of Diversity Officers from both HR teams and operational management, representing all the entities of the group, meets twice a year in order to define strategic Diversity development axes and to ensure reporting of existing actions.

Locally, the Diversity Officers will adapt the Group's objectives and their own goals according to local challenges and laws.

Areva

Structured governance

A diversity standard is identified for each group entity. Each Business Group implements the Group's policy, adapting it as appropriate to business specific issues. To this end, a BG diversity officer is named. Regional implementation is ensured via the nomination of a regional diversity officer.

Carrefour

Women Leaders ambassadors

Women Leaders ambassadors were appointed for each country in order to implement the plan within their sector.

PPR

Network of diversity focal points

Through its Diversity Committee, the PPR Human Resources Department coordinates the Group's diversity policy based on a network of contacts within each brand entity.

→ Methodological note for the establishment of a network of diversity / disability / professional equality focal points

Examples of issues related to:

- the identification of resource persons:
 - personal qualities and skills: ability to manage projects, mobilize around values, sensitivity to diversity, credibility, authority, internal network...
 - knowledge of the company's business, culture and operations
 - profile (HR or not)
- the organization of the network:
 - connecting issues (gender equality, disability, diversity...) with structures (CSR management, HR, Board...)
 - number of hats one focal point may wear (gender equality, disability, diversity...) and time devoted to each activity
 - potential Work overload of focal points
 - number of centre level focal points for network correspondents
- the means of coordination and sphere of action of focal points
- the mode of appointment of focal points
- the function of diversity focal points (HR or operational).
- the content of network activities:
 - taking account of local realities for each corporate entity (type of business conducted by subsidiaries, constraints due to the employment pool...).

INVOLVEMENT OF STAFF REPRESENTATIVES AND TRADE UNIONS

Diversity policy is more effective if it is shared by a large number of stakeholders, including staff representatives and trade unions.

Trust is built on the basis of an open exchange of information, which may, in some cases, lead to a collective agreement on diversity. Being outside the negotiated framework, these exchanges may take place during plenary or restricted meetings of a range of structures:

- European Committees, CSR-specific Steering Committees
- European Group Committees
- Diversity and Equal Opportunities Committees, etc.

Social stakeholders can also be included in diversity training programs provided by companies.

If the company opts for a negotiated framework, it will have to consider:

- the opportunity to discuss these issues at European or global levels
- the opportunity to address these issues during specific negotiations or wider discussions
- the harmonization of the topics for negotiation
- the national legislative variations
- the harmonization of the level of understanding of these issues by players in the negotiations
- the level of conduct of negotiations
- the choice of players and the articulation between various entities
- the establishment of commitment monitoring, including the establishment of measurement tools
- the process of adaptation of commitments at the local level
- the support programs by international organizations.

The interest of initiating a transnational social dialogue on these questions lies in:

- the harmonisation of the commitments made at group level with commitments that may be made in other countries
- meeting the expectations of investors and socially engaged non-financial rating agencies that judge the company as a global whole
- the implementation of a homogeneous recruitment, remuneration and training policy promoting employee mobility, and more global employee management
- the possibility for entities in different countries to exchange good practices
- the creation of a group culture based on principles such as non-discrimination, job welfare, and CSR generally
- the positive image of the company among consumers, job candidates and investors.

Areva

Involvement of staff representatives by stimulating a spirit of partnership

Areva was the first company to sign a European framework agreement with the European Metalworkers' Federation to promote equal opportunities, on 6 November 2006, with a supplementary agreement dated 1 April 2010. The European Group Committee has requested financial support from the European Commission to assist with implementation, as part of the "Open Dialogue Through Equal Opportunities" project.

PPR

Charters negotiated with the European Works Council

In 2008, two charters were negotiated with members of the European Works Council, to promote senior employment on the one hand and disabled people on the other. These charters extend the Group's commitment to promote diversity to European level. The Charters have been presented to the staff representative bodies in each entity.

Orange

Agreement on fundamental social rights

The agreement on fundamental social rights that the Group signed with Union Network International (UNI) in late 2006 reaffirms the importance of social dialogue at global level. In case of difficulties, UNI Telecom and the French Group agree to work together to find common solutions before resorting to external initiatives. With this agreement, the Group has committed to implement a policy of global labour relations that respects fundamental social rights and individual freedoms. The scope of the agreement covers:

- the defence of fundamental human rights
- the implementation of a proactive employment policy
- the application of ethical principles in dealings with suppliers and subcontractors.

The agreement applies to all companies controlled by France Telecom - Orange and is subject to regular monitoring by the signatories.

NB: Orange has set up a European Group Committee and a World Group Committee.

Carrefour

Sharing information with members of the European Committee

Diversity policy is shared with the social stakeholders during each European Committee meeting: annual meetings and Sustainability / Corporate Social Responsibility working groups organized three times a year.

Information on disability, gender equality, youth and senior employment policy are disseminated and the best practices of countries regularly highlighted.

PSA Peugeot Citroën

Integrating social stakeholders

PSA Peugeot Citroën places diversity at the heart of on-going social dialogue and its social partners are thus consulted regularly on implementation of the principles in the World Diversity Commitment and its commitments in the Global Framework Agreement.

Monitoring of the World Diversity Commitment with staff representatives is achieved through an annual self-assessment to measure the commitment of each subsidiary to diversity and progress in this area.

Monitoring of the Global Framework Agreement with our social partners is based on the presentation of an annual appraisal of the action plans to the "World Committee" and a self-assessment prepared every 3 years, covering all 15 commitments.

Veolia

Renewed agreement with the European Group Committee

The social stakeholders have included the establishment of working groups and sharing of good practice at European level in their new collective agreement (October 2010), particularly in the area of diversity. The EGC has discussed the theme of corporate social responsibility and the involvement/role of European social partners with management and Syndex. He requested the firm to conduct a study to clarify the Committee's corporate social responsibility priorities in a constrained economic context.

A Working Group was established within the Committee in September 2012, to define ten indicators for monitoring and evaluating global CSR performance.



Collaboration with staff representatives and trade unions may lead to the joint drafting of action plans and tools, thus avoiding resistance on the subject, both locally and at group level.

Some aspects that should be taken into account in social dialogue at local level:

- differing levels of maturity in the culture of negotiation and mastery of the subject
- differing contexts in each country.



International implementation of a diversity policy

GENERAL ISSUES

The introduction of a diversity policy across an entire group should address a number of issues:

- the internal organization and specific history of each company
- the range of sectors involved
- the host country context (cultural models, legislation...)
- the size and structure of the company
- the business sector
- the importance placed on diversity within the company
- the power bases to be used in introducing this approach (recruitment policy, competency-based approach, expansion, business development...)
- the tools and resources available
- the potential partners.

Global or thematic approach

Companies may choose to address diversity policy:

- either through a global “*diversity*” approach, by formulating general principles (with or without establishing common priorities for the entire group)
- or through an approach focusing on specific “*sub-themes*”, the number of which may vary.

Carrefour

Thematic approaches to diversity policy

In addition to the global agreement with UNI (Union International Network), relating to freedom of association, the right to collective bargaining and non-discrimination in trade union matters, Carrefour has adopted a thematic approach for its diversity policy (disability and gender equality) as well as country specific approaches. On equality, the Women Leaders plan, launched globally in 2011, aims to increase the percentage of women in management.

Accor, Areva, Deloitte, EDF, Orange, Renault, Sodexo

Comprehensive approaches to diversity policy, with priority issues

Accor

Accor has identified four priorities for its worldwide Group:

- background diversity
- professional gender equality
- disability
- age diversity.

Areva

Areva has a European diversity policy implemented through the European Agreement, which develops general principles for equal opportunities, with a specific focus on gender equality and the employment of people with disabilities.

Deloitte

Deloitte's approach is globalised in all network firms and aims to contribute to implementation of the strategy by attracting and retaining talent in order to develop and sustain the brand. However, the sub-themes, priorities and means of action are left to the choice of each member firm, allowing for cultural or legal specificities. Despite this, gender equity is the common denominator.

EDF

At EDF there is no international “*diversity policy*” as such. Currently, there are only key principles that are not accompanied by targets.

Nevertheless, women's access to Group technical professions and management positions remains a major focus for all Group companies, as is the integration of people with disabilities.

Orange

The global Orange Professional Equality Policy is based on four pillars: equal pay; women's access to responsibilities; balanced distribution of women and men in the Group's various businesses (in particular, the feminization of technical professions); and reconciling private and professional life, with particular attention to parenthood.

Renault

The Renault diversity policy is particularly concerned with strengthening equal opportunities, whether it be for gender, ethnic or national origin, disability or age.

Sodexo

Sodexo has chosen five pillars (gender, generations, disability, origin and sexual orientation) to develop a culture that respects difference and highlights the ideas, perspectives, experience and individual talents of everyone.

Each country / entity chooses priorities based on its starting position.



Choice of perimeter

Several geographical frameworks for action are available when it comes to introducing a diversity policy within the subsidiaries of an international group:

- global
- European
- national.

Some companies have chosen to pursue “*multi-speed*” policies adapted to the legislative requirements within differing perimeters.

The choice of perimeter may also be affected by:

- the existence of undertakings given to trade unions (global collective agreement, European collective agreement...)
- the economic model (subsidiary, franchise...), which may require a diversity policy approach by region or by country.

→ Key questions

Is it in the interest of the company to differentiate a comprehensive European policy from a global policy?

What is the relative importance (in terms of number and strategic interest) of European subsidiaries as compared with global subsidiaries?

 The choice of a perimeter is one of the main difficulties in defining and implementing a diversity policy internationally.

Lafarge, Veolia

Global perimeter

Lafarge

Lafarge has chosen a global perimeter because it is a subject for which no difference in treatment between employees is acceptable. Lafarge has the same values and ambitions in all the countries where it does business.

Veolia

Veolia has established a Group Diversity-Equal Opportunities plan of action with a global perimeter, yet including the principle of local adaptation to take account of the institutional constraints of countries and zones. The local version is piloted by each of its divisions.

Choice of priorities or themes

Whether part of a global or thematic “*diversity*” approach, the choice of priorities may be achieved:

- across the whole group
- locally, depending on the degree of autonomy of local subsidiaries (see below the section on “*Degree of autonomy of subsidiaries*”).

The choice of priorities will be based on:

- business requirements
- social and / or societal issues
- local laws
- cultural specificities
- the company’s risk analysis
- the starting position of the entity concerned, etc.

Carrefour, Lafarge, Orange, PPR

Focus on equal opportunities

Carrefour

The issue of lower representation of women in management positions is common to all countries, although some countries have higher rates of managers than others (65% in Poland against a Group average of 34.5%).

The Group has chosen to work for a better gender balance in leadership positions for reasons of performance (80% of clients are women) and talent detection.

Transparent access to gender statistics for all countries facilitates the establishment of an overview and quantitative targets.

The availability of numerous studies and surveys allows external benchmarking and helps define measures for the Action Plan.

Lafarge

Gender is the main priority in terms of diversity within the Group, for several reasons, including:

- because the heavy industry sector traditionally attracts more men than women
- because 50% of the population are women and this is true all over the world, so Lafarge wants to access 100% of global talent
- because it is easily measurable.

This does not mean that other aspects of diversity are not considered (nationality, sexual orientation, disability, etc. with a specific focus on varied profiles).

Orange

Professional equality has been chosen as a common theme for all countries because of its impact on performance. The subject, as defined, is acceptable to all laws and cultures. Each country must conduct a diagnosis to identify at least one other diversity theme needing action, which is consistent with both economic and societal issues (e.g. age structure, scarcity of resources, ethnic specialization of tasks, inter-ethnic conflicts, legislation on employment of disabled workers...). For example, because of its high average age, the Polish subsidiary chose to focus on intergenerational issues; whereas Cameroon chose the integration of HIV positive workers into the company, given the existing discrimination vis-à-vis this group, and Central Africa chose disability because there is a national target employment rate.

PPR

Promoting legal and practical gender equality is a priority for the PPR CEO. That is why the PPR Foundation for Dignity and Rights of Women was launched in 2009. This is also why PPR launched the “*Leadership and Gender Diversity*” program in 2010, which aims to reduce the loss of female talent as one climbs up the hierarchical steps. Ambitious five-year targets have been set for the entire Group to feminize all the PPR governing bodies and to achieve parity amongst senior executives.

Accor

Choosing two out of the 4 group priorities

Each country must choose two high priorities among the four Group priorities, based on the cultural context and legislative framework in the country.

Total**Choice of priorities based on local context**

Since 2004, the Group Diversity policy has set two priorities for the Total Group: management internationalization and gender diversity.

Of course, depending on the local context, other issues can be taken into consideration (location management, disability, seniors...) with a performance based perspective.

Thus, in France, specific attention is paid to the integration of people with disabilities and social diversity.

Total**Actions plans based on local priorities**

Due to the diversity of their activities, each major Group entity is required to implement an action plan specific to its own diversity issues and needs. Thus the disabled persons and the senior citizens are strong focuses in France because of the legal requirements concerning these issues.

Carrefour**Choice of the disability theme**

As regards disability, the policy choice is to use the maturity of some countries on this subject and proven best practices to influence and inspire less developed countries.

Choice of countries

Companies may choose to introduce their diversity policy:

- country by country
- in a small number of pilot countries
- in all countries simultaneously.

The choice will depend on:

- the maturity of the countries concerned
- the business structure of the company (structure of subsidiaries, franchises...)
- the available financial and human resources at group and local levels
- the level of commitment of local leaders
- the degree of autonomy allowed to each entity in each country, etc.



Some companies cannot work with all countries at the same time because of differences in their degree of maturity on the subject, the local context, cultural differences, or reduced staff resources.

Carrefour, Lafarge, PPR**Diversity policies deployed in all countries****Carrefour**

The Women Leaders plan must be implemented throughout the world, each country adapting the plan by setting its own goals and identifying priority action under the framework established at Group level.

Lafarge

For Lafarge, diversity is seen as a value throughout the Group and related actions are implemented in all countries. This is a good practice that goes beyond national regulations, which Lafarge already applies to other topics such as health and safety.

PPR

In 2008, PPR established seven priority issues of corporate social responsibility, including training every manager in all countries on diversity issues. Each brand is required to adopt this goal and implement it throughout its geographical area of operations, over a three-year period.

PSA Peugeot Citroën, Renault, Veolia**Diversity policies introduced in pilot countries****PSA Peugeot Citroën**

PSA Peugeot Citroën chose to launch its Global Diversity Commitment in eleven pilot countries: Italy, Spain, Portugal, Russia, Argentina, Brazil, Belgium, France, Switzerland, Germany and Slovakia. These countries were seen as being representative of the Group as a whole, but also due to their cultural diversity. All countries where the Group operates will gradually join the process.

Renault

For most measures, Renault counts on France to highlight best practices. Eleven countries are particularly active in empowering the social network called Women@Renault (representing 15% of the women in the Renault Group workforce).

Veolia

Veolia has selected two means of implementation:

- accelerated implementation in France, through the diversity label, which focuses on non-discriminatory procedures and leverage rather than targets for diversity; this approach is both demanding (AFNOR on-site audits every 18 months) and global, including suppliers and customers (123 branches are now labelled, covering 43.2% of all employees in France)
- a more flexible international approach through shared values (internal communication), the establishment of a non-discriminatory Group recruitment and mobility management portal, objectives for the internationalization and feminization of top managers, a reporting tool that allows you to monitor diversity indicators and an annual compendium of local social initiatives. However, for the 2012-2013 period, the same targets for improvement have been set for the entire perimeter, using 7 associated indicators.

Sodexo

Diversity policies introduced country by country

The Group diversity policy is introduced on a country-by-country basis, as each local executive committee adopts it. Belgium was the first country outside the United States to formalize its diversity strategy, in 2008, by participating in establishment of the "Spirit of Inclusion" workshop and launching an in-depth study on older generations. Since then, other countries have defined their own strategy in Europe, Asia and North and South America.

Veolia Environnement

Local versions of the "Career Portal"

The "Career Portal" is the Veolia Environnement group's recruitment and mobility management tool, already introduced in France, the USA, the UK, Germany, the Nordic countries, Australia and China. Local adaptation was achieved by customizing a diversity page for each country, thus ensuring compliance of recruitment criteria with local institutional requirements.

To strengthen the fight against discrimination, the "Career Portal" includes a semantic check on the wording of job offers in France (Lingway).

PSA Peugeot Citroën

An internal benchmark

In order to create a common commitment to diversity, applicable in its varying host countries, PSA Peugeot Citroën has introduced an internal benchmark. Through a self-diagnostic questionnaire, the Group has noted the differences in perception and approach to the topic of diversity, whether legislative, political or cultural.

PPR

Adaptation to local specificities

Decentralized management style is a PPR hallmark. In this way, each brand has discretion to adapt its action plan at the local level to best fit that country and its operations, in accordance with the common framework set by the Group.

Adaptation to the local context

A group diversity policy laying down common commitments and strategic objectives for all subsidiaries throughout the world will have to be introduced at local level whilst taking account of the differing contexts in the countries where the group conducts its activities, such as:

- the legal context
- the level of maturity of subsidiaries concerning specific issues
- culture and attitudes vis-à-vis certain subjects, etc.

Respect for territorial diversity is an essential principle for the success of such group initiatives. The company must ensure:

- employment and integration of people from these territories
- mapping of those local stakeholders who are able to facilitate promotion of this principle in the implementation of the diversity policy, etc.

→ Key questions

What are the local priorities vis-à-vis the establishment of a diversity policy?

What is the local business case, how can the policy be adapted to local conditions?



There are major cultural differences and local laws even within the European Union, despite the existence of common diversity guidelines.

It is important to define "local", which may refer to a zone, a country or a subsidiary, site or factory...

Deloitte

The vision and definition of diversity based on the local needs

Each member firm has created its own vision and definition of diversity based on local needs (and challenges) in order to be able to realistically manage and deliver effective diversity (i.e. certain metrics that one member firm measures are not legally allowed to be measured by another member firm). So, although the global organization can provide some guidelines, a certain level of flexibility at the local level is the key to succeeding in effective diversity. Through sharing this information among member firms, elements introduced/practiced by one member firm can be applied to others as appropriate. This generally broadens the approach to diversity as it shows that various cultures have different (diverse!) ways to approach the topic in itself.

Degree of autonomy of subsidiaries

Companies choose the model for implementation of their international diversity policy and the degree of autonomy to be afforded to local subsidiaries based on:

- their own internal organization
- corporate history (acquisitions, takeovers, mergers...)
- maturity concerning certain subjects (both at the group and local levels)
- the local environment (laws, culture, taboos...), etc.

The autonomy of subsidiaries is relevant at all stages of the international implementation of diversity policy, particularly during:

- policy design (choice of priorities...)
- validation
- implementation through action plans
- monitoring.

Depending on the degree of autonomy of subsidiaries, numerous factors may be considered:

- as regards the choice of themes:
 - all priorities defined in the group level policy are imposed at the local level
 - among all the priorities defined in the group-level policy, only some are imposed at local level (each country is free to choose additional priorities)
 - all priorities are chosen at country level

- regarding the design of action plans:
 - common action plans adopted by the group at global / European level and applied as such in each country
 - specific action plans designed by local subsidiaries
- as regards the monitoring of action plans:
 - annual monitoring targets, with mandatory indicators, conducted by the group
 - annual monitoring conducted by local subsidiaries.

→ Key questions

- Should the group merely suggest guidelines for further thoughts?
- What degree of autonomy should be afforded to subsidiaries?
- What type of implementation (centralized or not) can provide greatest added value?
- How can one ensure consistency between local policies and the group policy?



A common group diversity policy may be implemented despite the fact that some companies have already taken action at local level.

The common global action plan can either impose objectives and actions, or allow countries to implement their own forms of action, provided they meet targets set at group level.

Several action plans may coexist if there is sufficient willingness to address several themes simultaneously.

One drawback of wide delegation to countries may be the lack of a consistent format for reporting to the group.

Some companies encourage subsidiaries to address those issues on which they are weakest so as to catch up on specific themes.

Accor, BNP Paribas, Carrefour, Danone, Deloitte, Lafarge, PPR

Examples of different degrees of autonomy of subsidiaries

Accor

Each country and each brand determines its own diversity action plan, which is then introduced hotel-by-hotel and supported by the local human resources manager and the operational team in place.

BNP Paribas

BNP Paribas has developed a dynamic Diversity policy since 2004 through the commitment of the Global Head of Human Resources and senior management members. Group objectives were fixed in 2009 and many actions are initiated on a local level. A structured Diversity Governance was launched in 2012 in order to promote the dissemination of the global Diversity policy, to allow reporting and the exchange of best practices.

Carrefour

Countries are autonomous in defining their commitment to diversity and their working priorities.

However, gender diversity is a common work priority for all countries. The Women Leaders Plan is common to the whole group and each country must participate.

Danone

Global diversity policy is a Corporate responsibility, under the leadership of the CEO, defined by the Human Resources Department and supported by the Diversity Team. The Social Responsibility Committee, a governance body within the Administration Committee, is regularly informed and gives advice, as do global trade union bodies (IUF).

Locally, each Board evaluates itself on Danone Way, conducts diversity mapping based on the Global Diversity Agreement and adapts its Action Plan to include Group priorities. The HR Director, and sometimes local working groups, are directly involved in the design of these plans.

Deloitte

Deloitte strongly encourages its member firms to follow its Global Diversity Framework (Commit; Equip; Embed; Measure & Recognize).

However, each member firm in the Deloitte network is independent and autonomous in its management as long as it respects the overall strategic plan and does not alter the Deloitte DNA. Member firms do not all measure the same indicators, nor have the same priorities (gender equity, cultural diversity, respect and integration), do not all use the same tools (e-learning, mentoring, reporting, intranet, etc.) and have not all reached the same level in terms of initiatives.

Lafarge

Diversity action plans are developed locally in relation to country needs and local business priorities, with a focus on a range of aspects (women, the disabled, profiles, etc.), but in keeping with Group policy. Most often, this goes far beyond specific local requirements.

For example, the gender performance indicator is the same for all countries (20% women in senior management by end 2012). Yet each country develops and implements its own specific action plan to achieve this objective.

PPR

True to its decentralized management style, PPR has set priorities for the entire group (example: the "Leadership and Gender Diversity" program), promotes the sharing of best practice and works with brands in the implementation of their action plans, whilst allowing them a certain freedom in defining and implementing them. Precise reporting (based on quantitative and qualitative indicators) is conducted annually by each brand to measure the progress of its action plans and identify follow-up actions.

Renault, Sodexo, Total, Veolia

Examples of different degrees of autonomy of subsidiaries Renault

Each country is free to conduct its action in line with the Corporate Social Responsibility strategy (Sustainable Mobility, Diversity, Road Safety, Education). Regular meetings are organized to identify and share best practices.

With regard to gender diversity, in 2010 Renault launched a mixed network to promote women within the company. Originally a corporate website, Women@Renault has grown internationally and now boasts more than 3,400 members. The social network organizes events and runs a blog in 11 countries. Indeed, at Renault, each country is invited to launch a local network managed by a team of volunteer leaders, operating in the local language and supported by the heads of the subsidiary and the Women@Renault governance committee. These teams work together to define priorities in relation with their specific markets.

Sodexo

Clearly defined following the *"think global, act local"* principle, the company's diversity strategy is global but is implemented through local action plans, specific to the characteristics of each entity.

The local companies are therefore free to set their own priorities and action plans, with one prerequisite: the conduct of a *"Spirit of Inclusion"* training session. Some countries move forward very quickly on some points, while others prefer to take time to establish a more comprehensive strategy.

The Diversity Department plays an advocacy role, promotes the group diversity policy and supports countries in defining their own approaches.

Total

In order to ensure the deployment of the diversity policy right down to the most operational level, each major entity must develop a diversity action plan.

The Diversity Council decided to create a roadmap to provide a common framework for progress. This roadmap sets out the essential levers, the main related objectives and the action required to achieve the Total Group's ambitious Diversity strategy. Each entity can then take ownership of the road map and complete it according to their specific needs and challenges.

Veolia

Veolia has 317,034 employees working in over 77 countries and 1,400 entities. Subsidiary autonomy is high, there are now three Divisions (Water, Waste, Energy), the Group having decided in December 2011 to gradually phase out Transport. These Divisions supervise implementation of the group diversity action plan for their subsidiaries (e.g. diversity workshops in the global HR agreements in each division: diagnosis, sharing best practice, recommendations) and compile an annual corporate report. The Group Diversity and Social Innovation Office develops and supports the diversity policy, forges promotion tools for use by the Divisions and consolidates local advances through social reporting and the social innovation award.

Danone

Examples of levels of autonomy in the implementation of targeted programs

A global women's plan

The *"women plan"* has the goal of removing barriers to women's development through measures for women themselves (mentoring, networking and training) and human resources measures:

- women in short lists of candidates
- raising awareness of board members concerning diversity
- precise annual monitoring of gender-specific statistics by function and level, and at the time of recruitment, promotion and departure, and examination of this data in career committees with associated collective and individual action plans
- deletion of the mobility criterion from the "high potential" criteria and development of cross-offers to remove the obstacle of geographical mobility
- a ban on permanently replacing a person on maternity leave unless an alternative return post is identified and accepted, and a systematic exit interview when leaving employment...).

Total

International Scholarships Program

Inaugurated in 2004, the Total International Scholarships Program is a contribution to education in twenty Group host countries and is based on a close partnership with the leading universities in these countries.

The scholars follow engineering diplomas, Masters or PhD's in France. Nearly 400 students have been admitted since 2004. The program is currently available in over twenty countries: the Middle East (UAE, Qatar, Yemen, etc.), Asia (China and Indonesia), South America (Argentina, Venezuela and Bolivia), Russia, Kazakhstan and Azerbaijan. Several countries are also involved in Africa (Gabon, Nigeria, Libya and South Africa). Implementation of the program in a country requires a decision by the local subsidiaries, as well as appropriate candidate profiles.

The group's role is perceived in different ways locally, depending on the degree of autonomy allowed to subsidiaries:

- a supporting role (guidelines, provision of tools, help in asking the right questions, sharing best practice...)
- a supervisory role, with annually tracked targets and indicators, etc.

! Ensure that the group's presence is perceived locally as providing added value, regardless of the degree of autonomy of its subsidiaries, and not as a burden or something imposed from above (the group must be an internal service provider).

Lafarge, PPR

The Group's role Lafarge

The Lafarge Group's role is to provide vision and common guidelines, as well as the support needed for implementation of its ambitions.

The common policy is then adapted to each country, taking account of the local business context. Countries have autonomy and freedom of initiative in how they implement this vision in the local context.

PPR

The Group's role is to set and disseminate a common framework for all its brands, promote sharing of good practice between them and accompany them in the operational implementation of their action plans.

Taking into account local good practice

Companies may also take account of local initiatives during international introduction of their diversity policy, i.e. good practice already applied by subsidiaries, by:

- disseminating such action on group communication media (website, intranet, newsletter...)
- integrating it into group level action (with or without adaptation)
- advising on the relevance of action at the request of subsidiaries, etc.

Best practice may be developed:

- internally (HR processes, advocacy and dissemination, relations with suppliers...)
- externally (signing charters, obtain labels or awards, participating in initiatives by specialized local networks...).

These initiatives may be fed back up to the group level by a range of players:

- HR
- Diversity focal points
- Communication director, etc.

→ Key questions

How to choose which forms of good practice to highlight? In some countries a practice may appear innovative, while in others it has already been implemented a long time ago and the subject is no longer topical.

! Some companies have chosen not to disseminate the good practice of subsidiaries as such, considering this approach to be contrary to diversity.

Care is needed to ensure consistency between local good practice and group policy (adaptation may be necessary). Sometimes the cultural or legislative context is so different that it does not allow adaptation of best practice to all subsidiaries worldwide.

What works well in one country may not be appropriate to another context.

In order to keep minds open, it is important to quote examples from other countries, but recall that they may not apply in all places where the group is present, for legal reasons.

Alstom

The Swiss WAVE network model introduced at Group level

In Switzerland, a network of 20 nationalities called WAVE (Women Adding Value to Engineering) has been established to promote women's careers and work life balance. The Group is now proposing this model initiative under its WEB plan (Women Empowerment for Business). Each country is free to adapt the model to its own needs.

Carrefour

Showcasing best practice

Good practice concerning Diversity is showcased:

- in-house: to Country HRDs, through the establishment of an annual Diversity / CSR Assessment; and to social stakeholders during European committee meetings and Sustainable Development / CSR working groups of the European Committee
- externally, through publication of the Group Sustainable Development Report.

Danone

From Bottom Up to Top Down

At Danone, the process of transforming the Company is mainly based on the identification of what works at local level, in a way that Corporate can formalize and disseminate as "best practice". The same approach is used to establish global policy and agreements.

International implementation of a diversity policy

2

Deloitte

Sharing local good practice

Best practice and “*success stories*” in this area are disseminated and accessible to all member firms (each Deloitte network entity). CEOs and Talent Leaders at Deloitte share best practice via webcasts and newsletters, so that they are accessible to all employees. A body called the Global Executive Talent & Diversity Council is responsible for reporting and conducting studies on this subject. Some Deloitte firms have also established their own local Diversity Councils.

PSA Peugeot Citroën

The network of global diversity focal points

The network of global diversity focal points at PSA Peugeot Citroën meets once a year with a view to objective exchange and sharing of good practice. In addition, a good practice guide, structured around the seven principles of the Global Diversity Commitment, promotes the sharing of best practice and guides the choice of action plans. It is supplemented each year with internally and externally implemented good practice. Colour coding helps distinguish good practice that is more useful in tertiary or industrial areas, based on the trade sectors present at each site.

EDF

Local initiatives, sources of group mobilization

EDF Energy, the UK subsidiary of the EDF Group, is engaged in a proactive “*Diversity & Inclusion*” policy and a labelling process. A team is dedicated to achieving this objective, supported by business sponsors, and publishes a regular newsletter on the progress of specific projects. This local initiative may provide leverage to mobilize the entire Group.

EDF energy also supports employee networks: Black, Asian & Minority Ethnic Network (BAME); Disability & Carers Network; Lesbian, Gay & Bisexual Network; and Women’s Network.

Lafarge

“Cement Awards” program: diversity award

Lafarge promotes the sharing of experience and good practice between countries. For the first time, in 2011, a diversity prize was introduced as part of the “*Cement Awards*”. The results are announced and disseminated on internal sharing and communication intranet sites.

Veolia Environnement

Social Initiatives Awards

The inclusion of specific population groups, promotion of diversity and non-discrimination... are among the many subjects for which Veolia Environnement wished to identify practical field action.

More than 300 social initiatives reported by its Divisions allowed the company to identify best practice relating to diversity in a broad sense, through the promotion of corporate values, training, recruitment tools and career tracking...

A specific publication and an awards ceremony took place in 2012 to reward employee commitment.

STEP BY STEP INTRODUCTION

The introduction of an international diversity policy involves a number of stages:

- initiation
- design
- validation
- implementation
- monitoring and measuring progress.

The persons involved in each step will vary depending on the internal organization of the company and the degree of autonomy of local subsidiaries (see the section on “*Players*”).

Depending on the financial and human resources at their disposal, companies may choose between a large number of tools relating to diagnostic, awareness-raising, communication, training and monitoring (see the section on “*Tools*”).

PLAYERS

People with a range of profiles intervene at each step in the international deployment of a diversity policy, both at group and local levels.

During diversity policy initiation

- group level:
 - governance bodies: CEO, Executive committee, Management Committee, Board...
 - different departments: HR, diversity, CSR...
- local level:
 - local Chairman, zone or country HRD...

Accor, Carrefour, Orange, PPR, PSA Peugeot Citroën, Renault, Sodexo, Total, Veolia

Examples of players

Accor

- group level: Executive Committee and Human Resources Department
- local level: brand and country operational departments, zone and country HRD

Carrefour

- group level: Social and Institutional Relations Department, with support from the Group HRD
- local level: Zone HRD, as well as the country HRD for the identification of local themes

Orange

- group level: Executive Committee, Professional Equality Strategic Committee (an offshoot of the ExCom including representatives of each geographic area).
- local level: varies between countries depending on size and local challenges (eg France: the Diversity Committee groups the Diversity Departments of the divisions operating in France under the authority of the French Diversity Director).

PPR

- group level: Executive Committee and Human Resources Department
- brand level: Human Resources Department

PSA Peugeot Citroën

- group level: Group HR Director (Member of Management Committee)
- local level: Country HRD

Renault

- group level: CSR and HR Departments, cross-functional teams: diversity action governance committees (Women@Renault, Handi@Renault)
- local level: HR, public affairs and CSR teams; country network steering committees Women@Renault

Sodexo

- group level: the group diversity policy was initiated by the Group CEO
- local level: the strategies of entities are routinely led by the country managing director and ExCom

Total

- group level: issues and objectives defined by the HRD (Recruitment, Careers and Diversity Department) in collaboration with the Diversity Council. The policy is then rolled out by each brand's HRD depending on the context.

Veolia

- group level: Group Human Resources Department, commissioned by the CEO

Orange

A high level monitoring mechanism

The Professional Equality Strategic Committee, established at the request of the President, is chaired by the Group 2iC. It brings together members of the Executive Committee and representatives of geographical areas. Its aim is to frame Professional Equality policy by integrating it into the Group's strategy, particularly through implementation of internal studies and company specific data. It also ensures policy implementation.

Deloitte

Global and local ExComs

The Deloitte Global Executive Committee is composed of Senior Partners from the management bodies of the major firms in the network. This Committee is responsible for determining the strategic priorities of the Deloitte brand name worldwide and disseminating them throughout the entire network. There are also local Executive Committees within the Deloitte member firms. The Partners on these Committees provide overall management in line with the strategic objectives defined by the Global ExCom.

Total

Diversity Council

Since 2004, the Diversity Council is a 12-member think tank (member of Executive Committee, Executive Management, HR), set up to provide leadership, identify and correct barriers to equity and take action, particularly on the promotion of women and persons of non-French origins. This management structure irrigates the diversity policy of all Group entities and subsidiaries. It has a supporting role in defining issues relevant to the branches and identifying the specific needs of each country. The issues are set out in the Instructions and Directives of the Diversity Council. These messages are included in HR, business and training seminars.

During diversity policy design

- group level:
 - governance bodies: ExCom, Management committee...
 - various Departments: HR, diversity, CSR...
 - staff representatives
 - international working groups composed of Group level representatives, as well as country and operational HRD's, etc.
- local level:
 - country HRD's
 - country ExComs
 - country Diversity Councils, etc.

→ Key questions

- Can we set quantitative targets? and quotas?
- What is the business case for subsidiaries?



When establishing their diversity policy, companies may first choose to set up international working groups on various topics (gender, disability, sexual orientation...), with the objective of:

- sharing information
- establishing common tools to implement diversity policy. Depending on the business organization, these groups may be facilitated by the Diversity Department or the Human Resources Department.

It is important to ensure collective awareness of these issues by involving all stakeholders in the conception of diversity policy.

Carrefour, Lafarge, Orange, PSA Peugeot Citroën

Examples of players

Carrefour

- group level: the Social Development Manager chairs an international working group comprised of HRD and line managers
- local level: local HRD and the HR team

Lafarge

- group level: Group Executive Committee, Group VPHR teams

Orange

- group level: Department of professional equality HR policy
- local level: country HRDs for other subjects

PSA Peugeot Citroën

- group level: CSR Reference Centre
- local level: country HRDs

Accor

International discussion and working group

An international discussion and working group, chaired by the Group Diversity Department, was set up comprising Human Resources representatives from the USA, South America, Asia/Pacific and European regions, with the aim of:

- defining the Group's diversity commitments based on the fundamental principles to which Accor is historically committed since its inception
- state these commitments in summary form
- specify the nature of each commitment and its scope by adding one or more tangible principles.

Renault

Women@Renault Governance Committee

The Women@Renault strategy and action plan are defined by a governance committee, the W5, composed of five members, including one member of the executive committee and one representative from each of the HR, CSR, diversity and communication departments. They are then validated and implemented in-house by a committee representing the transversal corporate sectors: the W20.

Locally, a country steering committee with support from the country CEO defines the action plan for the country network in line with the corporate objectives of Women@Renault. Women@Renault has already been implemented in eleven countries.

Orange

Implementation assistance for countries

A kit entitled "*Building a diversity policy in 10 steps*" has been provided to all country subsidiaries. This basic text is available in English and French. It describes the steps in identifying and analysing economic, societal and regulatory issues prior to the definition of a diversity policy. It advocates taking account of the expectations of all stakeholders in this area and integrating Group guidelines (e.g. the global policy on professional gender equality). It offers criteria for selecting topics to be addressed in local diversity policy and suggests initiatives to put them into effect. It also refers to the final steps of dissemination and communication of the diversity policy.

Sodexo

Thematic taskforces on disability and sexual orientation

Two thematic taskforces contribute to group level action plans on disability and sexual orientation issues.

Comprised of representatives from different countries and continents, they work with the Office of Diversity in the definition of Group strategy, and contribute to their adaptation at local level.

Deloitte

Global Executive Talent & Diversity Council

Once strategic priorities are identified by the Global Executive Committee, the Deloitte Global Executive Talent & Diversity Council develops and disseminates the common strategy to the Talent Management bodies of member firms in the network, integrating the differing dimensions of diversity.

Veolia

International Steering Committee

Developed from the results of a global diagnosis including 250 internal contributors (composed of members of the ExCom, HR, managers, staff representatives and experts, by region, country and business), the first Diversity / Equal Opportunities Action Plan (2008-2011) was monitored by a dedicated steering committee. Its recommendations for 2012-2013 were discussed by a HR steering committee, submitted for opinion to the French Group Committee and approved by the ExCom.

During diversity policy validation

- group level:
 - governance bodies: Board, ExCom, Management Committee...
- local level:
 - local governance bodies: country Board, ExCom, Management committees...



Diversity policy should be validated at the highest hierarchical level of the group and local entities.

Accor

Executive Committee

The Group Human Resources Department and Group Diversity Department report annually to the Executive Committee, through the diversity reporting mechanism, on diversity action undertaken within the Group and also receive guidelines and recommendations for the future.

The Executive Committee sees diversity as a strategic approach to be conducted by top management. It monitors the implementation of diversity policy in each country and compliance with the commitments in the Group's International Diversity Charter. It administers complaints from employees faced with non-compliance with diversity rules within the Group.

Areva, PPR, PSA Peugeot Citroën, Renault, Total

Examples of players

Areva

- group level: Group diversity policy is approved by the Group HRD; common European action plans (diversity and disability) are validated by the group HRD and social stakeholders
- local level: action plans for other non-mandatory themes are validated by the local country management committees (business group and factory)..

PPR

- group level: Group HRD (Group strategic objectives)
- brand level: brand HRD (conception and implementation of brand action plans)

PSA Peugeot Citroën

- group level: Group HRD
- local level: country HRD

Renault

- group level: HRD, CSR Director, Group Executive Committee
- local level: HRD, CSR Director, country Steering Committees

Total

- group level: HRD (Recruitment, Careers and Diversity Department), Diversity Council

During diversity policy implementation

- group level:
 - various Departments: HR, Diversity, CSR, Communication...
 - think tanks or international taskforces
 - operational managers, etc.
- local level:
 - Country Diversity Council
 - Country Diversity officers (usually the country HRD, but a dedicated function may also be created)
 - geographical focal points
 - country ambassadors
 - local stakeholders (associations and local businesses), etc.

→ Key questions

What is the local business case for diversity? What other arguments may be identified?

Are the skills needed for the job of diversity manager available locally?

! It is essential to:

- maintain flexibility in the organizational structures dedicated to the implementation of diversity policy (diversity managers, network of diversity focal points, HR networks...) so they can continue operating even if a change in governance at senior levels changes the operation of the company as a whole.
- ensure that diversity is not implemented solely by the HR department, but also by operational divisions; for example, through structures such as the Diversity Council, international working groups, think tanks, etc.

Commitment to diversity policy should filter down through all levels of local management.

It is important to obtain a commitment by the CEO of local subsidiaries by showing that diversity is a strategic objective at both group and country levels. The arguments for the benefits of diversity are to be found primarily in the business case.

Attention must be paid to the workload of those who bear several responsibilities, including that of diversity focal point.

Areva, Carrefour, Deloitte, Lafarge, PSA Peugeot Citroën, Renault

Examples of players

Areva

- group level: European Group diversity policy is implemented by the Group HRD and the Diversity Department.
- local level: the country HRD, staff representatives, depending on the country's culture and European focal points (the "ODEO" network reporting action plans up to the group).

Carrefour

- group level: the "Women Leaders Action Tank" working group, chaired by the Social Development Manager
- local level: country HRDs and ambassadors responsible for relaying Group projects

Deloitte

- group level: the global diversity director is a member of the Global Executive Talent & Diversity Council
- local level: the post may vary from one country to another, country diversity officer, HR, CSR, ethics, diversity ambassadors...

Lafarge

- group level: Diversity Director and SVP Group Talent Management
- local level: Country HRD and HR teams

PSA Peugeot Citroën

- group level: Group HR, CSR Referral Centre
- local level: Country HRDs, country diversity heads and diversity focal points (local)

Renault

- group level: HRD, CSR Director
- local level: a "pilot" (HRD, communication, public affairs...)

Sodexo

- group level: action plans are implemented by the Group Diversity director and local diversity relays, in partnership with human resources, diversity councils and working groups
- local level: local diversity focal points, generally part of HR teams

Total

- group level : HRD (Recruitment Department, Careers and Diversity), Group Diversity Council, 3 Diversity focal points (1 per branch) who manage a network of local HR focal points.

Lafarge

Diversity Sponsor

Lafarge has appointed a Diversity sponsor at every level of the country Comex and at the Group Comex level, in addition to the Director of Human Resources (who, by default, is already deeply involved in the cause of diversity). This allows the creation of a greater correlation between diversity issues in business and management processes rather than purely through HR.

International implementation of a diversity policy

2

Deloitte

The global organization

One of the functions of the global organization is to share best practice among its members firms, to provide them with access and choice to adapt various initiatives. Thus, member firms share the following key elements of their diversity strategy/approach:

- diversity definition and goals
- current statistics
- overview of diversity programs and status
- successes and challenges
- future diversity plans.

Such sharing allows for direct exchange between member firms as well as generating global ideas on how to address some elements of diversity at a global level.

PPR

Diversity Committee

The Diversity Committee is composed of the PPR Diversity focal points for each brand, representatives of PPR Home and the PPR HRD, coordinated by the PPR Diversity Manager. This committee meets every three months since 2004, to report on and monitor progress of the brands in their action plans and objectives, share best practice and initiate new projects.

Sodexo

Group Diversity and Inclusion Taskforce

The Global Diversity and Inclusion Working Group was established in 2006 to develop and implement diversity related initiatives in all Sodexo activities worldwide. It is run by Jean-Michel Monnot, European Diversity Director, with 70 participants from five continents.

Members meet every two months, by video-conference, and twice a year face-to-face. These meetings are an essential platform for exchange of good practice and dissemination of programs. For example, the U.S. helped Canada develop their mentoring program and the Netherlands attended awareness-raising sessions organized in Belgium before adapting them in-house.

SWIFt, Sodexo Women's International Forum for talent

Established in 2009 under the leadership of the CEO, the SWIFt (Sodexo Women's International Forum for talent) identifies and implements actions to assist the Group achieve 25% representation of women in its "Top 300" by 2015 (starting at 16%).

It has 25 active members representing 15 countries, who are assisted by a group of former members.

During diversity policy follow-up

- group level:
 - Diversity Department
- local level:
 - the HRD network or diversity managers
 - country CEOs, country ExComs.

Veolia

Examples of players

- group level: The Diversity and Social Innovation Department consolidates Group data from reports by divisional focal points
- local level: in France, a network of 70 diversity focal points and monitors follow up on action plans. A steering committee composed of the diversity focal points for the four business lines, as well as Campus and Veolia France meets every two months to share best practice. Each labelled division establishes an annual diversity report, which is then consolidated by the Diversity Department at Group level.

Sodexo

Tips for Diversity

Seven countries have created dedicated councils to embed diversity and inclusion policies at the local level, ensure implementation and monitor progress.

These councils bring together staff from all levels and/or all areas of the organization and meet several times a year.

TOOLS

The conception, implementation and monitoring of international diversity policy, at group or subsidiary level, can be achieved using tools aimed at:

- diagnosis
- outreach / awareness-raising
- communication
- promotion
- training
- monitoring and measurement.

These tools may be:

- mandatory under the law of the countries where the company operates
- voluntary, introduced by the company and adapted to local contexts.

Diagnostic Tools

Taking stock allows companies to:

- understand the importance of diversity:
 - employee expectations and perceptions, and how they experience their differences in everyday life
 - the risks they run as a result of discriminatory HR processes and management methods (legal, loss of talent, poor performance and image...)
- obtain a snapshot of the current corporate situation and identify the causes of this situation
- compare the situation in several subsidiaries
- obtain information enabling them to consider options and make relevant management tools available to managers
- establish a negotiating platform, etc.

Examples of mechanisms:

- quantitative and qualitative self-diagnosis
- diversity assessments
- auditing
- think tanks and international working groups
- social barometers, climate surveys, etc.
- summary surveys on how subsidiaries integrate diversity given their cultural specificity.

These tools may include:

- a single HR process (recruitment, remuneration, evaluation and promotion...) or all HR processes within the company and its management style
- a single aspect of diversity or diversity as a whole.

They may be introduced:

- as a Group initiative, with a predefined format
- at the initiative of subsidiaries.

Areva

Self-appraisal formalized in the Europe Agreement

As part of the implementation of the Europe Agreement, the "ODEO" partnership approach was formalised by an amendment in 2010.

Early each year, all European entities conduct a self-diagnosis based on 21 indicators (including gender equality and the employment of people with disabilities), focusing on year N-1, as well as their action plan for the year N. In June, a discussion and enrichment seminar is organized in Brussels, with equivalent numbers of human resources managers and staff representatives. This seminar is followed by a year-end meeting between the Monitoring Committee and the Office of the EWC and a representative of the EMF.

BNP Paribas

European self-diagnostic

BNP Paribas has carried out a European self-diagnostic in order to have a better visibility of actions undertaken in Europe as well as to increase local awareness on Diversity.

A questionnaire, including a summary of European and local laws, was sent to HR and union representatives of the 20 member countries of the Group European Committee. The diagnostic allowed gathering existing Diversity policies and identifying best practices.

Global People Survey

The Global People survey, BNP Paribas' internal staff survey, composed of 100 questions, is carried out annually amongst all the employees of the Group.

Eight specific questions on Diversity included in the survey allow gathering employees' feedback on Diversity actions.

The results are analyzed on a global basis, by activity, by entity and by country. They allow identifying strengths as well as axes to be improved.

Carrefour

Preliminary diagnosis before adopting the global Women Leaders plan

A plan grew out of analysis of the situation of women in different socio-professional categories within the Group and the available external analysis of impediments to change (Women Matter - McKinsey, Michel Ferrary - Catalyst). The plan was then disseminated and validated by an in-house steering committee before being presented to the Executive Committee for approval and launching.

Identification of new work organizations

Work Life Balance: every country must establish a working group to consider and test new methods of work organization. In France, a preliminary enquiry targeting operational managers was conducted by HEC business school students.

Danone

Diagnostic Framework

The diagnostic framework, based on "Danone Way" and the Diversity agreement, starts with the questions:

- what's your current CBU score for the Diversity and Equal Opportunity topic in the "Danone Way"?
- have you reviewed HR policies according to the Diversity Agreement?

In addition, subsidiaries are invited to:

- collect a range of statistics
- analyse their people satisfaction survey results (which includes equal opportunities and diversity issues)
- collect internal and external benchmarks.

Deloitte

Tracking down groups that are critical to the business

Subject to variations in laws and appropriate metrics within local cultures, member firms may measure a range of demographics (gender, nationality, citizenship, ethnicity, disability, sexual orientation, age or religion...) in order to determine the current state of the representation of groups critical to reflecting Deloitte's future client and talent base and execute its business strategy.

Survey measuring people's perceptions of inclusiveness

In addition to its annual talent/people engagement survey, Deloitte's Global Diversity Team is developing an additional dedicated survey measuring people's perceptions of inclusiveness, which will be available for optional use by member firms as a tool. This gives the added benefit of measuring the perceptions of various groups about all of the critical success factors that have been identified globally in Deloitte's diversity framework.

PPR

An annual diversity self-assessment by each brand

The PPR Human Resources Department has laid down a quantitative and qualitative diversity self-assessment mechanism to be conducted by each brand every year since 2007. It integrates their commitments to equal opportunities and diversity (taking on board the subject, recruitment, career management, HR processes...) and the description of associated action. This assessment is presented to PPR annually for action.

Lafarge

The pyramid of female presence at various hierarchical levels

Lafarge launched its action plan on gender diversity with an initial diagnosis (a pyramid of female presence at a range of corporate levels). This diagnosis allowed them to understand the specificity of the industry, and the need for further work on the talent pool in order to attract more women at lower levels so they can be trained to take up management positions, and on employer branding. Actual targets were also set, challenging but achievable (20% women in senior management positions by end 2012).

Renault

Diagnosis prior to the action plan

In 2010, Renault conducted a diversity diagnosis through an external agency, focusing on four categories of diversity: gender, health status/disability, age and origin. The diagnosis covered 17 sites around the world, representing almost 60% of the workforce.

The findings showed positive trends that were expressed through tangible action fostering equal opportunities on these four priority issues:

- a deliberate policy of feminization in business lines
- an ambitious policy to prevent hardship and psychosocial risks, as well as positive results on job retention and workstation organisation (disability)
- a process-led policy of equal treatment (origin)
- a protective policy throughout professional life (age).

This diagnosis accurately identified strengths, but also areas for improvement requiring the development of an action plan.

Cross-functional Diversity Team

A cross-functional team is dedicated to assisting Renault sectors to diversify by offering a new and uncompromising perspective, providing constant assistance to each business line on the implementation of recommendations and monitoring action.

The proposals and recommendations of the cross-functional team are added to an action plan for approval by the COO, to test their feasibility and provide an implementation base for each business line.

Veolia

Internal diagnostic launched by the Directorate General

At the request of the CEO of Veolia Environnement, the HR Department launched an extensive internal diagnosis in the summer of 2007 in order to improve diversity management as a source of wealth and increased efficiency, as well as a means of recognition and career development for all. The challenge was to accompany the group's growth in international diversity, with a target of doubling its workforce over the next 5 years. Beyond this growing diversity, the aim was, and is, to unite all employees around shared values. In 2012, when Veolia was fully engaged in its transformation and performance improvement project, and after a review of its achievements from 2008 to 2011, the Group proposed to transform its diversity and its model for equality opportunities into a tool for the new Veolia culture and social cohesion.

Outreach tools

Raising the awareness of subsidiaries concerning stereotypes and prejudice is essential for the successful introduction of a diversity policy.

The targets of outreach campaigns are varied:

- governance bodies (General management, ExCom, Management committee...), which must understand the interest and added value of diversity within their organization, so as to take on board Group diversity policy
- managers, who need to understand that diversity should not be seen as an additional burden, but a daily reflex in team management
- HR directors
- the Departments of Communication, CSR, Purchasing...
- line managers
- employees who, thanks to the vigilance of their organization, will not suffer from direct or indirect discrimination.

Examples of mechanisms:

- outreach by the country ExCom (whether mandatory or not)
- e-learning for employee outreach
- outreach day using presentation software
- conference calls with area / country / subsidiary officials
- obtaining local diversity labels or awards
- paper media (brochures, newsletter...)
- electronic media (internet, intranet, newsletter...)
- video or photo content
- serious games, etc..

(See also Chapter III, "Raising Awareness and Training")

These mechanisms may be designed in different ways:

- globally, to be implemented by all subsidiaries
- individually for each subsidiary.



It is important to develop awareness in foreign subsidiaries before they launch a diversity policy. Some firms adjust global outreach mechanisms to local specificities.

Account must be taken of the availability of human resources to maintain a regular site or newsletter.

HR processes, just as communication tools and outreach, will be counted among the tools for implementation of diversity policy.

Areva

European Days for occupational desegregation and integration of persons with disabilities

At the recommendation of the European Works Council, European days have been established since 2009 concerning professional equality (with the assistance and support of the WE network), on the one hand, and the integration of persons with disabilities on the other (the third Thursday of November, during French disability week). Each entity must conduct at least one form of action to promote each of these two themes. This action is identified, designed and carried out in partnership with staff representatives.

Accor**Group diversity website**

The Group diversity page, uploaded on the Intranet in January 2011, notifies staff on Accor's commitment to promote diversity and fight discrimination. It includes the Group's International Diversity Charter in 14 languages, fosters outreach to all staff concerning stereotypes and, above all, disseminates key action and good practices developed in-country.

Carrefour**Outreach tools for managers**

- brochure: A brochure on Women Leaders was drafted for dissemination to the Group's senior executives and made available to countries for wider distribution to management.
- videos: The different perspectives of managers and their attitudes towards women in leadership positions, and the visibility of successful women, have been highlighted in videos screened during in-house management seminars and induction seminars for executives executives, as well as in supermarket staff rooms in Argentina.

Deloitte**The "Cultural Navigator"**

The "Cultural Navigator", is a tool accessible to staff of all member firms that directly addresses awareness-raising on diversity, providing comprehensive and timely cultural and business intelligence.

There are 6 primary channels in the Cultural Navigator:

Assessment: The Cultural Orientations Indicator® (COI®) is a validated tool that allows individuals to assess their personal cultural preferences (this is an online awareness tool that places employees on a cultural barometer to provide perspective on how they may react to different cultures/types of people. Employees answer a series of questions that capture preferences, behavior based on their background, education, stereotypes etc. and then receive output)

Country Scope: CountryScope is a reference tool that provides information on over 100 countries, covering management, culture, travel and relocation

Learning zone: contains a number of web-based training sessions such as "Cultural orientations at work", "Doing business with China" etc.

Cultural Simulator: presents users with a selection of scenarios to test their cultural knowledge. There are 4 simulators: (1) COM™ Dimensions & Continua, (2) Countries, (3) Business Issues and (4) Random

Global Management Toolbox: This channel provides users with access to a variety of InfoPacks that contain concise, resolution-oriented information, tips and tools that address key global management issues

Exchange: The Exchange Forum provides access to the Cultural Navigator's worldwide network of advisors and subject matter experts at no cost.

Danone**"A gender diversity workshop"**

In 2011 a successful half-day workshop was tested on 60 general managers (both men and women), who learnt about differences and stereotypes and became conscious of gender barriers within the Company through videos, theater, and paired and group exercises.

As regards diversity, sales managers are trained to avoid discrimination when recruiting.

EVE Community for a better gender dialogue

In keeping with the Women action plan, the EVE program was initiated in 2010 at the request of Franck Riboud, Danone CEO, in partnership with 6 other major companies, including a dedicated Annual Leadership Seminar (the theme of which is "Dare to be empowered") and an active community (including a Blog, a website, a LinkedIn group and a Twitter Account, in addition to meetings). This initiative works on two levels: making individuals stronger and transforming organizations. To do so, each partner chooses 30 participants, including a majority of women (20% men), both rising talents and senior managers. The community has now grown to over 900 people and will continue to grow every year.

Lafarge**Outreach to Executive Committee members**

Diversity is part of the agendas of each member of ExCom (visits, meetings, question and answer sessions) and also discussion sessions with the CEO of Lafarge.

The diversity brochure

At Group level, Lafarge published a brochure on diversity in 2010 (diversity and inclusion) that defines diversity from all angles: gender, cultural, sexual orientation, disability, etc., especially diversity in mind-sets.

Orange**Playful outreach tools**

In order to reach a large number of employees in an initial approach to diversity issues, Orange dreamed up a "serious game". The game is based on the induction process for new employees at Orange. The first step is to create an avatar to represent the player in the game, such creation being the first step in diversity since all its visible components are up for choice (age, physical appearance, disabilities, appearance, religious signs...). The player is then faced with a range of scenes evoking stereotypes, answers questions and receives a debriefing. The game is available to staff in several languages on the diversity intranet page.

Implicit Association Tests (designed by Harvard University) are used during training and outreach campaigns on diversity issues (via Intranet). Their goal is to raise awareness among staff members that they have a greater tendency to associate certain concepts than others (eg, women and family rather than women and careers) and that this highlights the possibility of decisional bias. Assistance in combatting such bias is proposed. The playful aspect of the diagnosis avoids stigmatization.

EDF

Diversity Day

Since 2007, EDF has promoted diversity through an annual event: the Diversity Day, a unifying event facilitated by the HRD and the Communication Department, mobilizing all Group companies around a diversity related theme. It is about creating an opportunity to discuss topics related to diversity through friendly events held at each site.

Schneider Electric

Sensitising workshops for management teams

Workshops for gender equality managers (half-day seminars) were organized by the management teams of the major entities. By end 2011, 120 senior managers had participated in these events; in 2012, these workshops were offered to managers, starting with Asia (150 participants). In 2012, 27% of the 2,650 talents identified within the Group were women. In the new company program for 2012-2014, the percentage of women in key positions and in the talent pool are key performance indicators. The Planet & Society Barometer aims to achieve 30% women in the talent pool by 2014.

Sodexo

International Women's Day

Sodexo celebrates International Women's Rights Day on 8 March every year. In 2010, the "Sodexo Women's International Forum for talent" (Swift) created a toolbox dedicated to this day: presentations, discussion, videos, games... the initiative aims to facilitate events organized by Sodexo entities worldwide. Thirty countries on five continents contributed to the event in 2012, and the goal is to involve more countries every year.

Total

Global Diversity Days

The Total Group has established Global Diversity Days, an event designed to be held every two years, to educate all staff on diversity issues and associated business challenges. The objective was to allow subsidiaries and their teams to take on board the subject, allow staff to discuss their specific problems, and give the event a practical angle by encouraging reporting of good practices.

During 2011, over 50 countries participated in the event, which took place at 25 sites in France.

These sites communicated widely on their local priorities: ethnic or social origin, religion, degrees and atypical careers...

They also engaged in very practical action as a result of this event:

- creation of a Diversity Council at Bostik, a subsidiary of Total
- launching of women's networks in China, Belgium and even Nigeria
- establishment of a research project in Indonesia
- reflection in working groups in Canada.

The next Diversity Days will be held from 20 to 24 May 2013.

Veolia

Tools for conducting outreach events and action

At Veolia, the Group HRD provides outreach media on diversity values that allow local players to host and organise events and awareness-raising:

- "Diversity is our wealth, equal opportunity our social model": a film on diversity in English and French with a version for the visually and audibly impaired
- two traveling exhibitions in French and English: "Policy and key figures of our diversity" & "Women in our trades".

Veolia Propreté

A cookbook of international recipes for customers and staff

Foreign workers play an important part at Veolia Environmental Services, a group dealing with management, treatment and recovery of waste, present in 31 countries. It is a source of performance and wealth, as shown through the cookbook "All Cooks!" published by the human resources department, for its customers and 77,466 employees. This book of recipes from their country of origin, provided by over forty employees who are expatriates in the countries where they work, is a beautiful testimony to the cultural richness of Veolia Environmental Services teams around the world.

Communication tools

Internal communication during the introduction of an international diversity policy can play several roles:

- emphasise the Group's commitment, especially at Board level
- disseminate information on the mechanisms to be used
- provide information on the respective roles of the Group and its subsidiaries in the introduction of the diversity policy
- explain the Group's expectations vis-à-vis its subsidiaries and the level of autonomy they will enjoy
- share the best practice of other companies or subsidiaries
- provide updates on progress of implementation and results achieved to date.

The targets (at the Group and local level) will vary according to the goal of communication:

- governing bodies (Board, ExCom, Management committee...)
- managers
- HR managers
- diversity focal points
- the Communication, CSR and Purchasing Departments...
- operational managers
- staff, etc.

Examples of tools:

- PowerPoint presentation of the global diversity policy
- intranet website in several languages allowing subsidiaries to access documents related to the diversity policy and discuss the subject
- global newsletter in several languages
- HR processes

- annual, Sustainable Development, CSR and Diversity reports
 - diversity assessments
 - the company website or newsletter
 - annual calendar of scheduled meetings, etc.
- (See also Chapter III, “Communication action”)

→ **Key questions**

How to mobilize local actors, given differing degrees of maturity on the subject?

How to build up and sustain the motivation of these players?



It is important:

- to ensure the fluidity of internal communication, from top management down to hierarchical subordinates and vice versa
- to communicate strongly to subsidiaries when a stereotype is successfully broken down (eg role models)
- that countries understand why and how to act, what the group expects from them in their establishment of a diversity policy
- to choose the right tone for communication from headquarters.

The implementation tools will be communication and outreach, but also HR processes.

Accor

Short presentation to the Board

The diversity policy is introduced through the Board in each country, using a summary that highlights the issues and proposes a collaborative effort based on key indicators for each country and each brand.

Alstom

Outreach to new staff members

Alstom has established a program of meetings between a hundred employees at a time (at least 20 nationalities represented at each meeting), called “Alstom Connection”, which allows new staff members to discover the Group and establish an initial internal network.

BNP Paribas

Diversity on the internal social network

BNP Paribas’ internal social network allows staff to create workgroups or communities on different professional topics. A Diversity community was created in order to ease communication between Diversity correspondents as well as between all the employees within the group.

Diversity Newsletter

BNP Paribas issues an internal Diversity newsletter (“Diversité-news”) in French and English twice a year. Addressed to all the employees around the group, it aims at increasing awareness on Diversity, exchanging best practices, as well as encouraging managers to undertake Diversity actions.

Carrefour

Road show by the group COMEX in subsidiaries

Information on Women Leaders was presented to Group executives in the geographical areas where Carrefour is present. Presentation of the Women Leaders plan by the Group HRD. The presentation was made to:

- zone HRD
- HR teams in international plenary meetings.

Presentation to the country COMEX made by country HRD Communication actions

- quarterly conference calls to the HR community hosted by the group HRD
- presentation of good practice to the European Committee in the presence of country HRD’s.

Danone

Newsletter, intranet, leaflets and social networks

There is one leaflet which targets General managers, an eight-page document summarizing the Group’s commitments, where it is at and where it is going, the business case, work in progress and what is expected of subsidiaries. There is another leaflet for all staff, published yearly, which presents the range of best practice and tools to manage Diversity at the local level. This leaflet is available on the Group Intranet.

For the women’s plan, we use events as well as social networks (Blog, twitter, website...) and an electronic newsletter that is circulated worldwide.

Lafarge

Communication, one of three levers for action plans

Communication / awareness-raising is one of the three levers for Lafarge’s diversity action plans. Several communication tools are available:

- shared spaces on the Lafarge intranet
- group Information Tools
- new spaces such as Wiki Lafarge and the sharing platform (Facebook inter Lafarge).

Outreach on commitments, ambitions and results

Lafarge conducts outreach on its commitments and ambitions, as well as results relating to the evolution of its KPIs in annual reports and sustainability reports. The percentage of women in management positions is included in these reports, as well as qualitative comments on this issue.

Diversity is part of more comprehensive information available internally at Lafarge.

PSA Peugeot Citroën

Diversity Newsletter

In 2012, the reference centre created a diversity newsletter that is distributed to all equality / diversity focal points throughout the world. It is issued every two months. The newsletter includes a press review and news topics relating to equality / diversity.

International implementation of a diversity policy

2

Renault

Launching W@R networks

The network is based on the work of a think tank called Women@Renault presented at the Women's Forum in 2009 and approved by the Executive Committee, in line with the Group's equal opportunities HR policy, as well as its Corporate Social Responsibility policy.

The launching of Women@Renault networks in each country is always conducted in the presence of the managing director and a member of the Women@Renault governance body. This is also an opportunity for face-to-face networking. The country then sets up a local steering group in which each volunteer coordinates a specific theme (blog, conferences...). An HR representative sets specific targets for recruiting women and career development. Country bodies are supported by the corporate Women@Renault network through the exchange of best practice.

Sodexo

"Global Inclusion News" newsletter

Published 3 times per year, the "Global Inclusion News" provides an update on all action undertaken at Group and country levels and a sounding board for employees. Its interactive format allows the incorporation of photos, videos and web links.

It is available in English, French and Spanish and sent to managers and other staff involved in diversity action. It is also available on the Group website.

Total

Several communication tools

Total communicates via its intranet and various paper (brochures, posters...) and digital (video, online quiz...) media.

Strategic diversity issues are addressed in the Diversity Council's Instructions and Directives. These messages are included in HR, business and training seminars.

The Women's Network TWICE (2000 members) also has an internal social network that allows its members to share news about the network and promote debate.

Veolia

Corporate communication activities on diversity policy

Diversity policy and its results are widely disseminated in the Group's corporate communication (intranet, reference document, annual and sustainability reports) and, for the last two years, has been considered a full aspect of CSR performance specifications, supported by key indicators. Implementation of the diversity action plan was also the subject-matter of an editorial in the letter to shareholders and, for the second consecutive year, a report on the comparative situation of men and women (worldwide) was presented at the end of the year to the Board of Directors.

Training Tools

Like outreach, training in diversity issues is at the heart of successful introduction of an international diversity policy.

These training activities may target:

- preventing discrimination and promoting diversity
- the use of existing mechanisms at the Group and local levels.

Training may be provided to a range of players at the Groups and local levels:

- managers
- HR directors
- diversity focal points
- the Communication, CSR and Purchasing Departments...
- staff, etc.

Examples of mechanisms and tools:

- intercultural, intergenerational training for management, HR...
- training starter kits
- kits for the introduction of diversity policy in subsidiaries
- arguments to "sell" diversity to local managers
- implementation guide with annual self-assessment tools for each country, etc.

(See also Chapter III, "Training and Skills Development")



It is important to highlight the methodology to be used in setting up local training.

Joint action by managers and staff representatives may be envisaged to facilitate common vocabulary and levels of understanding.

There are "platform" websites that provide information on several countries (see the ILO site's information on disability legislation).

Lafarge

Diversity on the agendas of HR and top management meetings

In terms of training, diversity is part of the agendas of HR and top management meetings. Diversity workshops were held for three days during the HR Academy (aimed at senior Group and country HR) and at the annual management meeting of the Lafarge TOP 200 managers (which includes all "country CEOs").

Danone

Framework to set up training modules as part of communication leaflets

The leaflet on "Best practices and solutions" not only presents practices issuing from subsidiaries, but also invites the Diversity focal point to conduct a diagnosis and establish dedicated workshops to train employees.

This chapter starts by: "You are an HRD, or a management committee member appointed as Diversity referent, or a Diversity manager or a sustainability manager, herewith the tools you can use to go further".

Total**"Diversity" training and courses for employees**

Total sensitises its employees to diversity and its challenges through training and has developed numerous courses at the local and corporate levels.

Through a wide range of choices, the Group proposes:

- language training to ensure that mastery of a language is not a discriminating factor.
- an e-learning module for intercultural awareness: "*Embracing other people's culture*". Indeed, for successful internationalization, the Group encourages openness, respect for differences and mutual adaptation.
- tailor-made training programs in intercultural management for employees, managers, HR managers and multicultural teams (Approximately 700 per year).
- training for women to accompany them in their specific situations.

Deloitte**Global Diversity Framework kit**

One of the key tools used (and often referred to as the "*ideal state*" for various diversity components) providing guidelines and cohesion among its member firms is Deloitte's Global Diversity Framework. It illustrates the various components and critical success factors for effective diversity. It is available and shared with all member firms and may be customized at local level. The high-level components of this framework are as follows: **Commit:** diversity as a strategic objective/The Business Case/Top-management commitment/Appropriate resources have been allocated/Roles and Responsibilities in relation to diversity have been defined

Equip: values and behaviour have been defined and our people know what success looks like/Leaders have been equipped with inclusive Leadership Skills/Leaders and staff at all levels have received diversity training/Organizational enablers and infrastructure have been put in place to facilitate implementation of the diversity strategy

Embed: KPI's which are performance managed/Regular two-way communication with all staff about diversity issues/Item on Agendas/Succession Planning/Targets/Retention/Rewards/Performance Management/Learning and Development Opportunities/Leadership Behaviours/Networks/Functional communication

Measure and reward: Governance/Workforce representation/Targets/

Career flexibility tool/Inclusiveness/Employee perceptions of inclusiveness/Behaviours/Ensure that diversity performance has consequences in terms of sanctions and rewards/Celebrate successes and role models/Share case studies and success stories

External stakeholder diversity activities: External Partnerships/Promoting the Corporate Brand/Client Satisfaction/Innovation and Product Differentiation.

BNP Paribas**A Managerial Steering Tool**

BNP Paribas has developed a managerial steering tool, the "*People Management Dashboard*" based on three objectives:

- career management
- equal opportunities
- mobility.

Managers are provided with different indicators which help them carry out their responsibilities. Two "*Diversity*" indicators are included so as to monitor the application of the Group objectives on gender equality and the internationalization of profiles within the teams.

- the percentage of women
- the proportion of "*international*" employees in teams.

The dashboard is regularly consulted by the Executive Committee.

PPR**Training in diversity issues for managers**

As part of its commitment to train all of its managers in diversity issues and respect for the decentralized management specific to PPR, each brand has established its own programs, mechanisms and modules (face-to-face or by e-learning). PPR monitors progress on a regular basis. The Group recommends that training should, at least, include the following: reminder of the legislative context, definition of concepts (direct/indirect discrimination, stereotypes...), simulation exercises and lessons in managerial terms...

PSA Peugeot Citroën**Arguments in favour of diversity**

In the World Diversity Commitment introductory kit, PSA Peugeot Citroën provides managers and HR directors with a "*diversity rationale*" designed to help them rally global support for its diversity policy. The content explains that the company must pass from the risk associated with discrimination, to the opportunities related to diversity in five key steps: the legal aspects, corporate image, response to social and societal expectations, fostering the human capital and economic performance of the company.

Monitoring tools

An integral part of implementing an international diversity policy, the monitoring of commitments made at both group and local levels, allows the Group to:

- provide subsidiaries with the level of supervision necessary for the implementation of the diversity policy
- identify strengths and weaknesses in the approach to diversity adopted by subsidiaries
- ensure compliance with the mechanisms set out in group commitments
- ensure progress in and evaluate the results of commitments
- compare the results of subsidiaries, benchmark with other companies
- sustain the process of preventing discrimination and promoting diversity.

Monitoring tools may either be:

- created by the company
- adopted from external sources (GRI...).

→ Standardization initiative for global sustainable development reporting indicators: the GRI

As regards diversity and equal opportunities, the GRI provides the following indicators:

- LA13: Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.
- LA14: Ratio of basic salary of men to women by employee category.

On non-discrimination, it offers the following indicator:

- HR4: total number of incidents of discrimination and actions taken.

For more information:

<https://www.globalreporting.org/Pages/default.aspx>

Examples of mechanisms and tools:

- a scorecard or monitoring chart (may be identical in all countries or not)
- quantitative and qualitative indicators (common to all countries or not)
- quantitative self-assessment
- annual audits
- annual self-assessment implementation guide for each country.

→ Key questions

Should diversity indicators or HR indicators be adopted?

How best to measure the effectiveness of international implementation?

What possible unintended effects might arise (job difficulty...) for further monitoring and evaluation?

- ! As part of the establishment of global indicators, it is important for the subject itself to be perfectly integrated into the culture of subsidiaries.

Care must be taken to include consideration of indicators imposed by local law in the establishment of monitoring for subsidiaries.

Unlike headquarters, subsidiaries do not often have access to research and studies by specialized associations and networks, and do not know how to initiate action plans; hence the importance of indicators monitored at group level.

The complexity of some subjects makes the establishment of common global indicators a challenging enterprise (subjects that are taboo in some countries, different definitions of what constitutes a discriminatory class...).

Some areas, such as workplace gender equality, allow a higher degree of harmonization of indicators (since the indicators are available in most countries). This is why it is often chosen for the implementation of joint global plans.

Accor

Standard qualitative and quantitative diversity indicators

Since June 2011, quantitative and qualitative indicators relating to diversity are centralised bi-annually for the entire Group. The indicators are based on four Group Diversity priorities (diversity of background, professional gender equality, disability and age) and focus on the hospitality business sector, from hotel director up to membership of the country Board.

This standard has the advantage of giving a clear picture country by country for each indicator, particularly in the form of histograms. Once all of these indicators have been collected, each country must develop action plans and report annually to the Executive Committee, through the country diversity report, on action taken and progress made.

Danone

A mix of mandatory and optional indicators

In Danone Way Fundamentals, the assessment is based on diversity policies (how far the subsidiaries have come in global implementation) and precise indicators: some of them are mandatory for all subsidiaries, such as gender data (aiming for balanced representation at all levels), and age figures (percentage of over-45s who have not had a career move for more than 5 years).

For women, figures are required (on recruitment, promotions, departures, training, etc.) for the current year and the preceding two years (allowing trends to emerge and inter-country/unit comparison).

Some indicators are optional, such as disability (legislation differs between countries), and the subsidiary may choose a local indicator (for example: local recruitment).

PSA Peugeot Citroën

Annual self-assessment of subsidiaries

Each year, each country must self-assess its compliance with the 7 principles of the Global Diversity Commitment. The results of this self-assessment are centralised to take stock of action taken and progress made. In a spirit of openness, transparency and involvement, staff representatives are involved in this process and give feedback on results.

Moreover, quantitative indicators are monitored annually at Group level to ensure the absence of discrimination (recruitment, access to training, career development, etc.) and the promotion of diversity (percentage of women in the Group, inclusion of disabled people, youth integration, etc.).

Sodexo

Global scorecard

Diversity and inclusion are long-term issues. The scorecard to measure the quantitative and qualitative performance of the Group covers progress in recruitment, development, commitment and loyalty of a range of staff members.

It is presented to the Group Executive Committee annually and serves to check that the objectives are achieved. Between 2007 and 2012, the representation of women in the Group's top management increased from 16% to 23%.

Carrefour**Monitoring the Women Leaders plan**

A steering committee called the "Women Leaders Action Tank" meets twice a year to monitor the implementation of the global plan. Quantitative and qualitative indicators are set beforehand.

PPR**Annual monitoring of commitments and action**

The quantitative and qualitative assessment conducted annually since 2007 by each brand helps them comply with their commitments and take action on diversity (appropriation of the subject, recruitment, career management, HR processes...).

Total**Annual monitoring of indicators at group level**

Total has established eight indicators for numbers of women and the non-French, tracked annually (globally and by branch): hiring of managers, number of managers (NP10+ to NP14+), number of senior managers, number of High Potentials, number of directors, board members, training courses.

Between 2005 and 2011, the number of international managers increased from 56% to 60%, women managers from 19% to 23% and women executives from 6% to 16%.

The Executive Committee has set ambitious targets for 2020: 22% women among its executives and 38% of international origin. At local level, the roadmap is a tool for monitoring action plans.

Veolia**Social reporting, a tool for HR management**

Bringing the Veolia Environnement social project to over 300,000 employees requires the implementation of reliable and comprehensive social data collection by all the Group entities. A network on 800 correspondents around the world collects annual social data on 1,400 entities concerning recruitment, departures, remuneration, training, and of course, diversity. In total, nearly 200 separate indicators are collected on the basis of common, standard definitions shared by all divisions. A specific diversity questionnaire was developed in 2011 within the tool, to increase local monitoring of key indicators such as women managers, senior staff and disabled employees.

Questionnaires from rating agencies and "socially responsible" investors

The Group's diversity action is "challenged" through questionnaires from rating agencies and "socially responsible" investors who are deeply interested in our policies, processes and monitoring of their implementation. The initiatives launched by Veolia and its Divisions in this area, which cover all the challenges and levers for progress (training, networking, setting up alert mechanisms, measurement and evaluation through internal auditing and certification) are very well received, while creating high expectations that these external rating exercises allow them to identify and integrate to continue progressing.

Areva, Deloitte, Lafarge**Examples of Group indicators****Areva**

There are 28 KPIs in France, 21 in Europe including 13 in common with France (gender and disability) and 1 throughout the world (% of women on Boards).

Deloitte

Deloitte uses a range of diversity performance indicators:

- measuring the workforce by gender, nationality, age, etc.
- KPI (recruitment, departures, promotions, alternative working methods, mentoring, sharing opportunities, employee engagement, etc.)
- diversity checklist with a battery of criteria for each firm, each service line and each job level. All targets are set locally and measured locally, but reported globally for comparison/sharing purposes only.

Lafarge

KPI: % of women in management positions, an indicator covering a total population of 1,800 out of the 70,000 in the Group (a 20% target is set for end 2012; at end 2011: 16%).

FUNDING

The design of diversity policy is generally materialized by the provision of specific financial resources, i.e. budgets for promoting diversity.

Deloitte**Appropriate resources**

The "ideal state" of appropriate resources at Deloitte is systematically allocating appropriate resources in terms of budget, time and people towards diversity effectiveness.

The "ideal state" of roles and responsibilities at Deloitte is having defined, communicated and then monitoring such roles in relation to diversity.

Lafarge**A specific budget**

In late 2010, the Group appointed a Group level Diversity and Inclusion Project Manager (reporting to the OHR SVP - Director of HR - group) with a specific budget.

Veolia**A corporate budget for a progressive labelling strategy**

At Veolia, the Group Diversity Policy was developed by Corporate in coordination with its Divisions (250 internal contributors).

In France, the VE Group adopted a strategy of progressively labelling all entities, on a corporate budget. The Divisions are responsible for adapting the strategy to each of the four business lines and ensuring renewal of the label in 4 years' time.





Local initiatives

In some cases, the local context of foreign subsidiaries is more conducive to diversity action (comprehensive or issue-specific) for specific legislative, cultural or organizational reasons. Accordingly, subsidiaries have been able to design and implement action at local level, including outreach and training mechanisms, communication, networks and human resources processes, promoting fair treatment of all employees. Sometimes such action and mechanisms have provided wider inspiration and have even been adapted and integrated into group diversity policies.

RAISING AWARENESS AND TRAINING

Raising awareness

Raising awareness of stereotypes or prejudice and training in the management of diverse teams are core to the policy of preventing discrimination and promoting diversity.

Staff behaviour is a determining factor for sustainability of the systems implemented under such policies.

Beyond the fact that direct and indirect discrimination is illegal, awareness-raising action allows staff to understand that:

- they may discriminate without realizing it, because of preconceived notions fed by ignorance
- discriminatory behaviour may have negative effects on the career, health and even the private lives of the individuals against whom they discriminate
- working with people with different profiles (culture, origin, experience...) is rewarding for them and the company
- the skills of different people should not be perceived in a stereotypical manner, i.e. with respect to their actual or supposed origin, to their gender...

Once managers, HR directors and governance bodies are aware of the issues of non-discrimination and diversity, training activities may be introduced so that they have the necessary tools to manage this issue on a daily basis.

The company should ensure consistency between the messages conveyed by awareness-raising and training with the priorities in its diversity policy.

Examples of awareness-raising:

- internally:
 - organize conferences or educational seminars
 - disseminate good practice and highlight "role models" with successful careers
 - include diversity management in the evaluation criteria and remuneration of managers
 - organize or participate in conferences, forums or annual meetings (summer schools...) dedicated to diversity
 - organize internal competitions to find a motto or baseline expressing the company's commitment.

- externally:

- hold open days in business schools and universities
- participate in job fairs
- establish partnerships with Ministries of Education to promote universal access to all jobs
- launch corporate advertising campaigns to encourage applicants from diverse backgrounds
- speak at events relating to these topics (symposia, seminars...)
- provide training in labour law and respect for human rights to managers within supplier organizations, with an emphasis on non-discrimination
- insert non-discrimination clauses in framework contracts with suppliers.

Examples of awareness-raising tools:

- internally:

- *classical*:
 - internal newsletter, intranet, e-newsletter
 - information booklet or staff bulletin on the actions envisaged in thematic collective agreements (diversity, equal opportunity, seniors...)
 - films featuring members of staff
 - photo exhibitions, posters...
- *specific*:
 - diversity kit for managers, professional network kits for mobilizing companies
 - induction booklets
 - good Practice Guide for Diversity and Equal Opportunities
 - internal charter or code of conduct
 - activity reports (annual, CSR and Sustainability...)
 - theatre plays
 - role play (for instance in respect of disability).

- externally:

- press kit presenting the company's diversity policy, actions actually put in place, areas for improvement...
- diversity indicators
- annual Report and Sustainable Development or CSR Report
- diversity Assessment
- framework contracts with suppliers.



The company will:

- focus on specific actions put in place and not only its formal commitment
- adapt outreach to the target audience
- take account of the influence of "role models"
- warn staff concerning the risk of indirect discrimination.

Carrefour

France: Diversity e-learning for all staff of Carrefour Bank

The 120 managers took the awareness module first, then a training module 15 days later, allowing them to support their teams

Later, the awareness module was presented to all staff (530 persons at head office and based in the network). The training module was assessed by a test measuring knowledge acquisition.

Brazil: diversity policy training

In March 2011, Carrefour Brazil adopted a policy guiding managers and staff working on diversity issues, aimed at avoiding all forms of discrimination. This policy provides for sanctions in cases of non-compliance. All Carrefour staff in Brazil were trained in diversity policy as part of their training on the new Group Code of Conduct. New employees are trained on the subject upon arrival, during the Carrefour integration cycle.

Danone

Poland: breaking down stereotypes

At a Danone plant in Poland, posters and quarterly action through competitions and games are used to combat stereotypes with humor [contests asking women to replace wheels while men are invited to wash dishes, women wearing ties and men in pink]. Step by step, preconceived ideas (such as "some jobs are not for women", or "blondes can't manage") have disappeared, with tangible results: now there are as many women in management positions in this plant as men.

Orange

Awareness on sexual orientation

Organizing regular conferences in collaboration with Mobilisnoo (an LGBT employee association at Orange) to debrief the Quick Scan process (verification of non-discrimination between married and PACS [civil contract] couples).

Support for a poster campaign in the company.

Support for the Pride march in Poland in 2011 and the annual "Circle of the Other" (l'Autre Cercle) event in France

In 2013, Orange signed an LGBT Charter of engagement to promote an inclusive working environment.

PSA Peugeot Citroën

France: e-learning module on awareness of psychological harassment

An e-learning module on awareness of harassment was designed and distributed to all employees in France.

The objectives of this module are to:

- increase awareness of the risk factors and identify the possible causes of harassment
- present the PSA Peugeot Citroën Group's operational system
- mobilize all stakeholders (employees, managers, HR...) for the prevention and treatment of harassment.

More than 5,000 employees have logged on to the module since its launch in May 2012.

Sodexo

France: videos to raise awareness on disability agreements

At Sodexo France, "Mission Handicap" marked the launch of its first two disability collective agreements with videos interviewing employees with disabilities.

Designed to educate employees and reduce their fears about disability, both videos present a wide variety of disabilities and jobs, and tackle issues of recruitment and job retention.

Belgium: staff consultations on the employment of older workers

Four years ago, Sodexo Belgium chose to address the issue of employment of more senior workers through staff consultations within "focus groups". Organized in partnership with the University of Hasselt, these focus groups allowed staff to speak out on the subject and present their experience and expectations to senior management.

Furthermore, the communication surrounding this approach fostered dialogue, a first step towards a change in corporate culture.

France, Canada, the United Kingdom: partners for awareness on sexual orientation

Sodexo is in partnership with organizations dedicated to this issue, such as the Other Circle (l'Autre Cercle) in France, Pride at Work in Canada and Stonewall in the UK and Ireland. Through their investigations, seminars and other events, these organizations offer the company essential opportunities for training on the subject, and involve other staff.

Veolia

France: multiple channels for awareness and training

Since 2009, the group has widely disseminated a tool for self-assessment of stereotypes and prejudices to Group entities.

After having trained the entire network of recruiters on "non-discriminatory recruitment" in 2009, the offer of training through the Campus Network was widened to include diversity training for broader audiences (basic principles, following discrimination complaint proceedings, disability awareness and legal declaratory obligations for disabled staff in France (DOETH) and internal diversity audits).

In total, some 3,000 staff members have benefited from one or more of these actions in 2011.

These mechanisms earned the VE Group the AFPA prize for training in equal opportunities during the International Diversity Meeting in Corte in October 2010.

In 2011, the Environmental Services Division launched an e-learning training course for its managers, and a self-assessment quizz on diversity management practices will be introduced throughout the Group in 2012.

Colombia: establishment of a Cultural Committee

In order to strengthen corporate culture, Proactiva de Servicios Integrales, a subsidiary of Veolia, has established a Cultural Committee. The committee was first made aware of a range of issues: corporate culture, leadership, well-being at work etc. It now initiates activities and programs to promote social cohesion within the firm, including promoting staff meetings amongst various nationalities, or from different sites.

Total

France: implementation of various awareness measures

In order to fight stereotypes, conduct training and lead the Diversity policy, the Group:

- trains HR staff in non-discrimination and diversity (recruiters, career managers)
- integrates diversity in all Group organised general and management training
- organizes open diversity seminars
- participates in focus groups (European Professional Women Network, Women in Grandes Ecoles...)
- organized the 1st Global Diversity Day in 2011, held in over 70 subsidiaries and 25 sites in France.

- bringing people from different business lines together during training
- tailoring training to corporate needs and target audiences
- the appropriate length of training, given that short training may not allow sufficient depth
- testing the training through a pilot project before applying it to all staff
- going beyond senior staff to focus on the training of middle management
- making the right choice between an internal or external trainer (in-house knowledge, credibility...)
- paying rigorous attention to training content and the quality of trainers.

Training

More and more companies are setting up courses that develop managerial skills focused on preventing discrimination and promoting diversity. This training may be presented either as stand-alone modules on these subjects, or integrated into the curriculum of professional training for managers.

Examples of features and training tools:

- independent modules on stereotypes, diversity, non-discrimination, equal opportunities, psychological and sexual harassment for clearly defined target groups:
 - dedicated training module for new staff presenting the equality and diversity policy of the HR department
 - training modules for communicators
 - training modules for managers and recruiters
- diversity / equality modules integrated into the professional training curriculum for managers (team leaders...).
- recruitment guide (legislation, guidance for the conduct of an interview, focus on stereotypes and representations to avoid...)
- fact sheets on topics covered during training
- Code of conduct or Code of ethics for recruitment, etc.

Training modules may concentrate either on one category of diversity or on diversity in general and may take place as:

- face to face seminars
- e-learning modules
- workshops with role playing, staff interventions, etc.

Examples of training modules:

- recruitment, welcome and induction for persons with disabilities
- sexism and homophobia
- gender equality
- listening to and dealing with complaints relating to discrimination
- the development of legislation on non-discrimination, etc.

→ Training programs

When setting up such training programs, the company should consider the following aspects:

- communication on the personal benefit of undergoing such training
- ensuring the continuity of training over several years

Accor

Latin America: training program

"*Naturally Different*" is an innovative training program developed by the Accor Academy for the operational staff of all its brands in the Latin American zone. The aim is to train all staff in welcoming customers, whatever their origin, age, gender, etc. whilst respecting their characteristics and needs. Kits are sent to focal points in each hotel to assist in staff training on the topics of parenting, disability, sexual orientation and age. Objective: promote better service for a variety of clients. The modules include testimonials by customers and associations, to help clarify their expectations. Since this program was launched, more than 10,000 staff members have been trained. All staff joining the Group in 2011 also completed the program.

France: Diversity e-learning

In France, the e-learning program on "*Diversity Management*" was launched in 2011 for the managers of all Accor hotel brands. In December 2011, 1,007 managers were registered and 594 of them had already completed training. This initiative emphasizes the importance of preventing all forms of discrimination as an integral part of daily management at Accor. It also fosters the need to turn operational managers into efficient ambassadors of the company's diversity and non-discrimination policy. Accor was doubly rewarded in 2011 for the quality of its diversity e-learning: 7th international diversity meeting, in the training category; and the award of the French National Association for Adult Vocational Training (AFPA).

BNP Paribas

Belgium: Diversity training for managers and HR

At BNP Paribas Fortis in Belgium, different types of Diversity trainings are offered to managers and HR, including a compulsory e-learning on anti-discrimination legislation and its application on corporate life. With a focus on people with disabilities, a workshop called "*Don't be disabled when faced with disability*" is offered to recruitment officers and managers. Those trainings are very appreciated by the employees as they become truly aware of non-discrimination issues and are better prepared to deal with all types of differences.

Alstom

Australia: training on the fight against all forms of discrimination

Training takes place in two stages:

- two hours of face to face training to explain the wealth of diversity and the different aspects of discrimination
- online training with a quiz to verify that the content has been understood.

All staff must complete both modules this year and get a pass with at least 80% correct answers.

Orange

France: "I recruit, therefore I integrate" training

The "I recruit therefore I integrate" training aims to ensure that staff are in a position to be "gender neutral" in their recruitment decision making and that all HR processes are systematically "gender neutral".

France: training on gender stereotypes

Training relating to the Code of responsible communication targeting all Group communicators, which aims to combat the risks associated with gender stereotypes.

Sodexo

Europe and the United States: interactive workshop for managing intergenerational issues

I-Gen: "Connecting the Generations at Work" is an interactive "e-learning" workshop designed to help managers better understand, manage and value differences between generations in the workplace. This program is being rolled out in Europe and the United States.

Ireland: an interactive "Genderwork" workshop

Sodexo's "Genderwork" program is a tailor-made four-hour long interactive workshop, designed to strengthen understanding of diversity related issues and identify common barriers that may hinder it. Through this training, managers learn to foster an inclusive work environment. A pilot program for this workshop was launched in Ireland in 2011 and is now available to all entities.

The UK and Ireland: guides and fact sheets on managing intercultural issues

Sodexo UK & Ireland offers all of its managers a series of guides and fact sheets to help them meet the demands of their staff relating to religion, and to better support customers who celebrate holidays of various origins: guide on Ramadan; guidance on acceptable adaptation of uniforms; fact sheets on major religious holidays...

A company that chooses to establish a solid communication strategy on its diversity policy sends a strong message of corporate commitment at the highest level of management.

This commitment should be reinforced regularly through various media.

For a company adopting such an approach, the goal of communication is:

- to proclaim its commitment to the principles of respect for human rights, equality of treatment and opportunities, promoting diversity and the fight against all forms of discrimination
- to bring the measures chosen to uphold these principles to the attention of company's staff and external environment
- to promote this vision vis-à-vis internal and external stakeholders.

Communication will only be effective if it is based on actual measures taken, otherwise it may have a negative impact.

Every opportunity may be used to convey these messages as part of a communication campaign. The involvement of staff representative bodies in in-house communication action may promote better understanding by staff of the issues involved in this policy and ensure quality dialogue.

In its external communication, especially when it comes to advertisements, the company should ensure consistency between the message and the underlying values promoted by its non-discrimination and diversity policy.

Internal communication

Several aspects should be considered:

• timing and pace of communication

- *regular communication:*

- management meetings

- at the time of hiring, sending pay slips or staff evaluation

- *one-off communication related to specific events:*

- signing a Diversity Charter or diversity collective agreement on a specific theme (disability, equal opportunities, seniors...)

- obtaining a diversity award

- publication of the results of a survey or motivation enquiry

- pay rises, display of a training program

- dedicated days (women, the disabled, AIDS, homophobia...)

- communication targeting specific internal bodies or structures

• communication tools

- corporate newsletter, information leaflets

- posters, screens in entry halls or in elevators

- films, exhibitions, quizzes...

- display panels outside HRD offices (for candidates) and medical services (the idea to declare a disability may emerge before the appointment with the doctor)

- web-space dedicated to diversity (Intranet, Internet)

- diversity focal points (group and local levels)

- recruitment guide, induction booklet, code of ethics

- compulsory legal documents (annual report, comparative equality situation report [RSC]...)

- alert systems

- newsletters of partner organisations specialized in preventing discrimination and promoting diversity

COMMUNICATION ACTIONS

An internal and external corporate communication strategy is essential to the success of a policy on prevention of discrimination and promotion of diversity.

To do this, the company should ensure that there is no gap between overall corporate rhetoric and diversity related communication.

- **content**
 - highlighting the commitment of management and staff testimonials
 - defining the objectives of the chosen means of communication and monitoring progress
- **tools for measuring the effectiveness of communication**
 - a questionnaire after an in-house communication campaign to see whether staff can identify the company's disability or workplace equality focal point(s)... or what they have retained from the messages they received
 - staff Satisfaction surveys
 - number of people who visit the dedicated Intranet / Internet page.

! The message communicated will only be credible if it appears regularly in all communication, not just in the space devoted to diversity.

It is important to:

- ensure collaboration between relevant corporate departments (Communication, Diversity, CSR, HR)
- consider the corporate culture and targets in the choice of tools
- take time to listen to staff to understand how the communication is perceived.
- to ensure:
 - the use of an editorial line, visuals, logos and jingles that reflect the diversity of the company, or the to desired diversity
 - that the logo is not stereotypical (e.g. a wheelchair for the disabled)
 - that the models proposed by agencies reflect the reality of the business
 - an appropriate choice of terminology taking account of the multicultural context
 - that the speakers and participants at events are consistent with the intended message (eg. women and men at a roundtable on gender equality).

Accor

Poland: signature of the Diversity charter

The Polish Diversity Charter was signed on 14 February 2012. Orbis, and its strategic shareholder Accor, are official sponsors of this initiative supported by the "EU-level Exchange Platform".

Carrefour

Argentina, France, Romania, Spain: outreach on gender

In 2011 and 2012, videos were made to highlight the careers of several women directors in the company. These women talk about their background, challenges and successes. They also speak about their work-life balance. The videos are disseminated within the country to raise the awareness of managers on gender issues and inspire other women to evolve within the group.

Orange

France: careers of older staff

Development of an internal communication plan to enhance perceptions of the careers of older staff members within the Group, especially for recruiters and managers.

Renault

Romania: in-house communication campaign on diversity

In 2011, Romania conducted an in-house communication campaign on diversity, with posters and videos providing the following message: "Can you see beyond appearances?"

Teaser videos were followed by action on four diversity priorities: age, ethnicity, gender and disability. Each stage told the story of Renault Romania staff who had managed to change perceptions of stereotypes.

Sodexo

France: comic strips to disseminate the diversity commitment

Sodexo France chose humour, cartoon style, to communicate its commitment to diversity. Printed on hanging banners and bookmarks, signed by the CEO France, their visual appeal speaks stronger than words.

Finland: diversity and inclusion in job descriptions and annual interviews

In Finland, diversity and inclusion appears in all job descriptions and annual reviews. Through a simple question, "How have you highlighted the diversity and varied talents of your team?", the company invites all staff to be aware of the role they play, and each manager to develop inclusive behaviour.

France: free up speech on LGBT issues

Communication is essential to get staff to discuss LGBT issues and enable each employee to feel well and empowered at work. This is the priority of the LGBT taskforce for the year: Sodexo's commitment to communicate and facilitate discussion within the company. The Group's Intranet and website show visible results.

Veolia

Veolia France: take action to change the image of disability

Coordination of our 7 Handicap missions by the Diversity and Social Innovation department at the Group level has helped to develop common tools for communication on recruitment (totem, flyers...), coordinate the presence of our Divisions at dedicated fairs and forums and create a Handicap intranet across the Group.

External communication

Companies report on their commitments to non-discrimination and promoting diversity not only among staff, but also to their stakeholders (investors, customers, consumers, suppliers, subcontractors potential candidates...).

Examples of mechanisms:

- targeting potential candidates
 - occasionally (recruitment campaigns...)
 - regularly (Internet, Intranet, documents for external candidates...)
- targeting suppliers and customers
- targeting the general public
 - diversity reflected in visual and/or editorial content
 - sustainability reports, annual non-financial reporting
 - communication on best practice

- participation in national, European and international forums on these topics
- partnerships with associations...
- targeting consumers.

Danone

France: DanoneJobs FaceBook page

The FaceBook page for the Recruitment team at Danone is an innovation to set up dialogue with young graduates in a different way: videos explain what Danone is looking for in terms of personalities, or what kind of jobs Danone offers, or advises; this page is also the opportunity to create events, quizzes and special activities and for staff to tell their own stories. This creates a new link with youth and impacts positively on the diversity of people applying for jobs at Danone.

Total

France: Diversity Awards

At the Diversity Awards, Total was awarded the international communication award by the Diversity Council, IMS and the Secretariat of the Diversity Charter. These awards are for companies that have initiated a diversity policy rooted in their HR and managerial practices and that have introduced action relevant to operational realities.

Veolia

France: Alpha Award for Best Diversity Communication

In 2009, Veolia received the Alpha Award for the Best diversity communication during the 5th Corte international diversity meeting. The quality of the information provided by the Group in its annual sustainability report as regards gender equality was particularly appreciated.

France: "Communication on diversity management award" and "Age management award"

At the 2010 Corte international diversity meeting, Veolia won the award for "Communication on diversity management", and more particularly, the "Age management and other forms of discrimination" award. This recognizes the Group's policy of recruiting young staff members still in tertiary education and its management arrangements for senior workers (report on "Seniors-mentors" by the Campus to the Minister).

HR PROCESSES

Recruitment

Companies should ensure that their recruitment procedures comply with certain general principles of non-discrimination, by:

- focusing strictly on the skills and qualifications of candidates
- using the same recruitment procedures for the screening and selection of all candidates (including co-opted candidates)
- ensuring the traceability of the recruitment process by formalizing it and making it transparent.

The focus on HR processes will enable companies:

- to comply with the law
- not to miss out on valuable skills
- to improve HR management processes.

Companies should also consider a number of issues in relation to the recruitment tools in use:

- at what stage of the recruitment process and at what point in corporate life they may be used
- what needs of the company do they meet
- when should they be reassessed to ensure they still satisfy this need?
- how to correct discrepancies.

Within each company, the recruitment process may involve several stages:

- definition of the post
- job description
- increasing access to job offers
- widening profiles and competencies
- screening candidates
- job interview
- integration to the post and working conditions.

Examples of mechanisms:

- increasing access to job offers
 - *in-house*:
 - ads on the Intranet, briefings
 - *external*:
 - partnerships and collaboration with associations, the school system...
 - advertisements in media that reach novel targets
 - internship offers, study contracts...
 - participation in specialized job forums
 - internet gaming before processing CVs
 - information in schools, universities and training centres.
- widening profiles and competencies
 - outreach to "unusual" sectors or academic circles
 - take account of skills acquired in varied professional experiences and private life (sense of management, operational know-how, experience in NGOs/charities...)
 - consider and value atypical job profiles (including "blanks" in the CV due to parental leave, a trip abroad, a career change).
- screening of candidates
 - *traditional*:
 - universal CV, covering letter
 - *innovative*:
 - anonymous CVs, video CV
 - recruitment without a CV, by questionnaire or role play
 - evaluation by skills assessment centres...
- job interview
 - interview framework and candidate evaluation grid (list of questions, rating system for answers)
 - mechanism to ensure traceability of interviews.
- setting up systems to monitor commitments
 - internal, quantitative and qualitative social audits
 - alert systems to indicate internal malfunctions in recruitment

- solicited testing
- search Engine for discriminatory criteria and words and phrases in advertisements.

- integration to the post and working conditions
 - integration or induction booklet, code of ethics
 - sponsoring, tutoring, mentoring
 - adapting working conditions.

- ! It is important to ensure:
- that direct managers are involved in the identification of required skills
 - the recruitment criteria are relevant to the needs of the position
 - there is no risk of unnecessary over-qualification of profiles compared with the real needs of the position, because of high educational requirements.

The terms used in the job offer concerning the required profile and the company itself inform and give an image of the company's HR policy.

Diplomas enable students to acquire knowledge, but not always skills.

The company should take care not to "*prejudge*" training institutions according to their location.

The company should be careful about:

- the choice of the person to whom it delegates responsibility for sorting unsolicited applications (job sites, subcontractors or in-house recruiters...)
- the risk of indirect discrimination in the use of personal networks.

A selection grid may facilitate the sorting of applications.

The company should ensure:

- consistency of the selection method used with the skills sought
- that the user of the selection tool has been trained in its use.

Sodexo

Spain: increase the employability of Roma

In order to facilitate the access of Roma to the job market, Sodexo joined the ACCEDER ("*access*") program developed by the Gypsy foundation and then designed professional training specifically for members of the foundation. The goal? Transmit cooking and restaurant skills and know-how so as to enhance their employability. Sodexo teams covered many topics during the 80 hours of training, such as the preparation of sauces, food presentation, use of cooking appliances and health and safety... The success of this initiative shows that training helps to remove barriers that discriminate against ethnic minorities.

Alstom

U.S. & France: support for associations that promote equal opportunities

In the United States of America, Alstom is involved in numerous partnerships and programs for women, minorities, war veterans and the disabled. It is a member of the "*Equal Employment Advisory Council*" (EEAC), an organization dedicated exclusively to the implementation of practical, effective programs to eliminate discrimination in employment. Alstom is also a member of the "*Industrial Liaison Group*" (ILG), which supports affirmative action and equal opportunities by working closely with the Government Commission in charge of equal opportunity programs.

In France (at "*la Courneuve*"), Alstom Power Service and the "*IMS entreprendre*" association have chosen to participate in "*Déployons nos elles*", (spread our womens' wings) an outreach program that allows young female high school students to receive career advice from women having chosen a highly masculine profession.

Schneider Electric

Go Green in the City

Launched in 2011 by Schneider Electric, "*Go Green in the City*" is an international competition open to students at commercial and engineering schools and universities around the world, aiming to find smart solutions for energy management. This initiative, designed to promote the brand, is recognized as an excellent way of attracting young graduates, especially women, for an internship or a job, from more than 90 schools in 9 strategic countries: Brazil, Russia, India, China, France, the United States, Germany, Turkey, and Poland. As for the first year, candidates must present a case study on the subject of energy solutions in the city. Pairs of students (including at least one woman) proposed viable energy management solutions in five key areas of city management: residential, university, trade, water and hospital. The best proposals must reconcile growing energy demand with social progress and environmental protection.

Total

France: mainstreaming diversity in recruitment

Regarding gender, the major obstacle to hiring parity is the low number of women in the relevant technical training programs, particularly engineering schools.

The Group has thus committed to recruit in the same proportion as the gender mix in its target training programs, i.e. 20% women in technical sectors and 50% in the commercial and support sectors.

Efforts to improve the gender balance in hiring must also be made further upstream, to arouse the interest of young women and encourage them to choose technical fields, notably by presenting the wealth and diversity of jobs and careers in the industry. Thus, in France for example, the Group is working with associations such as "*Elles bougent*" (women on the move) to reach out to girls and women aged 15 to 25, directly in schools or at employment-related events.

Accor

India and Thailand: recruitment Programs for the Disabled

Thailand is a partner of the International Labour Organisation (ILO) and the international organization for people with disabilities. A program that was launched for people with disabilities revealed best practice concerning disability that was extended to all hotels in the country.

In India, Accor attended the 3rd ILO meeting on "Business and disability" in Bangalore. The Group is committed to increase the number of recruitments of people with disabilities and create suitable work environments. In particular, the commitment by the Ibis brand in India is reflected at the Ibis Delhi Airport by the launch of a disability awareness seminar, a workshop to facilitate disability mainstreaming in the hotel and participation in an employment fair specifically for disabled people.

Australia: Aboriginal induction program

In Australia, Perth hotels have joined with the Polytechnic West higher education school to support the Accor Aboriginal insertion program. In 2011, these hotels fostered the participation of a group of twenty-six Aborigines in a four-week vocational training program. This experience allowed them to discover the range of hotel trades. A total of eleven such workshops were held in 2011 in different regions of Australia, leading to the hiring of 80 Aborigines during the year.

Portugal: the Government's "New Opportunities" program

In Portugal, Accor is a partner of the government program called New Opportunities, which aims to increase staff skills and identify those in difficulty as well as those with high potential. Specific training courses are proposed on the basis of this analysis, in order to obtain a professional or school qualification. 90 staff members have enrolled in this program since 2009.

Veolia

Veolia France: two Divisions highly involved in the recruitment of persons with disabilities

In 2002, the Water Division signalled its commitment through a partnership agreement with the AGEFIPH body, then in 2006 by signing a tripartite agreement (companies / trade unions / public administration), which was renewed in 2010 for a further 3-year period.

Veolia Environmental Services France also signed an agreement with AGEFIPH in 2009 for the recruitment, induction and integration of disabled workers in the company, which was renewed in May 2011.

The combined action of the 7 VE Group disability missions led to a global employment rate of 5.23% disabled workers under the diversity label in France.

USA: team diversity rewarded at Veolia Water Indianapolis

In 2002, the city of Indianapolis signed a 20-year contract with Veolia Water for the management of its water services. In 2009, the authorities gave this Veolia subsidiary a Diversity Award for the gender balance and diversity of its staff. In particular, the city appreciated the presence of bilingual officers in the customer service centre and the work undertaken on the drafting of job offers with agencies specializing in the recruitment of minorities.

Carrefour

Poland: recruitment of people with disabilities

With the support of the Carrefour Foundation and Ekon, a Polish association, Carrefour Poland raised the level of employment of people with disabilities to 5.24% in 2012. In all stores, training helps employees to cooperate better with persons with disabilities. Recruitment of people with disabilities is one of the criteria in setting the variable remuneration of Directors, Stores Directors and Regional Directors.

France: Disability Agreements

Disability collective agreements were renewed in 2011 for Hypermarkets and Supermarkets

Fifth hypermarket agreement covering 5 main areas:

1. Job retention (priority)
2. Assistance with domestic tasks
3. Recruitment and integration
4. Communication, awareness and training
5. Action management.

Spain: employment of Disabled Persons

The stores sign agreements with local authorities and associations to promote the employment of disabled persons...

In 2011, stores in the Valladolid area integrated mentally impaired people in internships in order to facilitate their access to the job market.

Brazil: training young "coloured" people

A training program for "youth of colour" was launched in April 2011 for students from the Zumbi dos Palmares University, including 60% women.

The classes are taught by Carrefour's Executive Directors. The aim is to prepare these young people to enter the job market.

The program will run until December 2012 and will train four groups of 30 per year.

Argentina: Sumando Voluntades

For the fourth consecutive year, Carrefour Argentina has run the "Sumando Voluntades por los Jovenes con Futuro 2011" program with the Argentinian Ministry of Labour, Employment and Social Security, under ILO auspices.

More than 30 volunteer employees of Carrefour Argentina have organized training and exchanges of experience in a number of schools to promote entrepreneurship among young people.

Career development

Within each company, the same opportunities for career development should be granted to all employees.

Career discrimination may take the form of stagnation in promotions or wage differentials. Such discrimination may be direct or indirect, single or multiple.

Slow career development may be the result of one or more factors:

- discriminatory criteria for professional development
- the existence of stereotypes vis-à-vis:
 - the capacity and skills of certain people to assume responsibility for a position, due to unique characteristics specific to each person

- a career path different from that of the "classic" model employee (presenteeism, good degrees, right age, right colour, seniority, belonging to a strong network...)
- lack of recognition of certain skills (informal skills that are largely invisible, those acquired as part of domestic activity, or trade union, associative and charitable activities...)
- the undervaluation of certain jobs
- occupational segregation (sexist labelling of jobs, ethnic allocation of tasks...)
- evaluation of jobs without recognising that some work may have equal value despite not being identical.

The company should:

- identify gaps in career development and staff remuneration
- reduce such gaps (through financial compensation, remedial training, acceleration of promotions or repositioning for future career development...)
- develop measures to prevent re-occurrence of such situations throughout the company.

Staff evaluation

Staff evaluation has a strong influence on career development. Accordingly, staff assessment procedures should be:

- based on well-defined, non-discriminatory elements (methodology, rationale, objectives, resources available...)
- open to new skills
- transparent and traceable
- based on clearly defined management tools.

Examples of mechanisms:

- evaluation interview framework based on the same concepts of qualifications and skills for all staff
- interview framework based on factual, objective elements
- managerial guides and training aiming for better conduct of assessment interviews.

! The company should ensure that evaluators are well prepared (training...).

Promotion

Opportunities for career development must be based exclusively on objective criteria. Staff with the same skills and experience should have the same chances of promotion. The opportunity for employees to better articulate their professional and private life plays an important role.

Examples of mechanisms:

- equal access to internal information on job vacancies, including management or executive positions
- knowledge of business sectors
- non-discriminatory criteria for selecting high-potential staff
- equal access to geographical and functional mobility regardless of marital status:
 - organization of mobility based on the life cycles of staff members
 - ability to assume responsibility from home using information technology and short-term travel
 - assistance in finding employment for the employee's spouse
 - possibility of unpaid leave in case of joint mobility
- identical criteria used to analyse internal and external candidates.

! A management style based on presenteeism may be discriminatory for employees who wish to reconcile private and professional life, trade union or associative activities, etc.

Accor

Netherlands: "Talent to the top" Charter

In the Netherlands, Accor has signed the "Talent to the top" Charter, which commits signatories to implementing a sustainable policy through practical measures to increase the number of women at the highest levels of the organization.

Danone

Italy: Work Life Balance rules

In order to help women in their professional development and promote a good work life balance for all staff, one of the Italian subsidiaries of Danone has published precise rules for flexible hours, part time work for parents with a baby under 3 years and teleworking. These rules meet the expectations of both male and female employees.

Orange

Belgium (Mobistar): "The Mobikids" solution for school holiday periods

During the school holiday periods, parents must be able to find solutions for their children, without being obliged to take holidays themselves. Mobistar offers a solution by means of "The Mobikids" program, organized by an association called "Happy Kids". It is specifically designed for the 3 – 13 years who can participate from Monday to Friday, from 7.30 up to 18.00, in a school near the Mobistar premises. One monitor is designed for 8 children.

Spain: Orange apuesta por ti / "Orange Bets on You"

The program provides all employees with the option to ask for ad-hoc work-life balance measures to address special situations:

- 10 non paid extra vacation days
- 1-3 non paid months' leave
- reduced working schedule additional to the legal requirements (optional for all employees instead of only for employee's with familiar charges).

Spain: Tómate tu tiempo / "Take Your Time"

The program provides useful and convenient services (free or priced competitively) to the employees that facilitate balancing their professional needs with their personal lives. The services are structured in 5 categories :

- health (e.g. home-delivery pharmacy, ...)
- family (e.g. baby-sitting, elderly care, ...)
- administrative tasks (e.g. driving license, ...)
- home and vehicle (e.g. dry cleaning, car service & repair,...)
- leisure (e.g. discounts in groceries, delicatessen, entertainment, travel,...).

The access to the services is available 24/7 throughout the year, secure and confidential through user login and password.

Veolia

China: Charter on gender equality

In late 2009, Veolia Water Chengdu (China) developed a Charter on Gender Equality, which aims to:

- break down barriers and promote opportunities for women, including access to and participation in economic decision-making at all levels, including management
- take care of women, especially during periods of pregnancy and lactation (safety measures preventing corporeal damage due to their work)
- encourage a work life balance for all employees.

In total, 50 people were affected by this action, including 12 women.

Training and skills development

Since training is a key element in the development of the professional skills and capacity of staff, it may:

- ensure equal opportunities for promotion
- improve employability and thus professional career development
- reduce any inequalities and disparities in initial training.

Examples of mechanisms:

- dissemination of internal or external training opportunities to all employees
- taking staff constraints into consideration (full time / part time, family responsibilities, disability, seniors...) in the provision of training, by providing:
 - forward-planning of flexible dates and times
 - geographical distance
 - relevant forms of transport
 - specialized speakers (French Sign Language interpreters...)
 - the consolidation of training with other local businesses so as to move the trainer rather than the trainees
 - child care expenses paid for when training goes overtime
 - a professional assessment for employees who have not had any training for over 10 years
- remedial courses held during extended leave
- prevention of self-censorship by the establishment of a safe space to overcome cultural differences, lack of information, issues for part-time and temporary workers...
- establishing literacy training to develop new work skills.

 The key is to ensure that all staff receive the same training opportunities.

The annual assessment interview is an opportunity for staff to talk with their supervisors about the training available to develop job skills related to their current job or to prepare for professional evolution.

Alstom

Brazil, China: social advancement and increased diversity of social origin

In Brazil, a training program for around fifty workers within the Group allows them to acquire a diploma equivalent to the baccalaureate.

In China, the MAP (Management Advanced Program) and PAP (Professional Advanced Programme) programs also aim to assist employees who do not have the academic credentials to access certain jobs requiring such credentials.

Poland: increased diversity in management teams

In Poland, a program, partially funded by the European Union in 2010, was introduced to train more than 200 high potential employees with a view to greater job mobility within its subsidiaries. Pilot programs of this type were also conducted in Asia and South America in 2011. It has now been included in a Group level program called the AMP (Advanced Management Program).

Sodexo

Colombia: "Colombia Mentoring Program"

Sodexo reserves a special priority for mentoring, an effective way of developing talent within the company.

In Colombia, for example, Sodexo has launched the "Colombia Mentoring Program", a means of providing more effective training for its future leaders and promoting engagement, development and retention. This program also aims to promote diversity of gender, geographical origins and generations.

France: initiative for people over 45 years of age

Sodexo and the French Foundation for action against exclusion (FACE) are conducting a joint initiative for people over 45 years old who have been unemployed for more than a year. After long careers within the same company, these persons find themselves in very difficult situations on the job market, and need to learn how to market themselves, their career and skills acquired through experience.

This program allows them to join a group of people experiencing similar challenges. Together through mentoring, they discuss their careers, regain confidence and resume contact with the corporate world.

Sodexo managers assist their mentees towards a new professional future.

Danone

Americas and Asia: leadership seminars for women at senior levels

Several subsidiaries in the Americas and Asia have set up leadership seminars for senior female staff with an international personal development coach. This seminar, designed as a personal and collective journey (6 days over 18 months with hours of individual coaching in between) aims to develop self-confidence, personal leadership and mentoring attitudes and skills. As a result, women attending this seminar also spontaneously form networks and meet regularly.

Carrefour

Carrefour France Hypermarkets: literacy training "Evolupro"

665 people were trained. Evolupro is a 182 hour training course over 9 months for employees and executives at seven hypermarkets who want to learn to read and write, or upgrade their French. Groups are formed by capacity level.

The process was initiated in 2008 in four pilot Hypermarkets, then gradually expanded to 70 stores.

Brazil: "Educar" program

Classrooms are set up in shops for Carrefour staff who did not complete their school curricular. The content is the same as in secondary education. Participants have 3 years to pass a test to validate their training.

Veolia

Mexico, Brazil and Ecuador: personal development program

After having taken over the waste collection service from the town of Guadalupe 5 years ago, Proactiva, a Veolia subsidiary, launched a program with the National Institute of Adult Education to upgrade the education of staff so they can fully meet the requirements for their positions and continue their personal development.

Thanks to this program, 187 employees received diplomas during the 2003-2009 period: 38 in literacy, 90 primary certificates and 5 secondary school certificates.

The same subsidiary of Veolia, Proactiva, has developed literacy programs, the acquisition of basic concepts and personal development plans for employees, including family counselling, in Brazil (under an agreement with the Education Department) and Ecuador.

Veolia Environmental Services China: professional training for all newly hired workers

The professional training provided by Veolia in France, aiming for better integration of new workers, has been adapted for implementation in China. Considerable changes were made to align it with local culture whilst ensuring that these courses remain a vehicle for the communication of corporate culture. The course covered core Group issues such as diversity, environmental awareness, awareness of customer needs, respect for differences and teamwork.

Czech Republic: obtaining "Investor in People" certification

In July 2008, Dalkia Czech Republic (a subsidiary of Veolia Energy) was certified as an "Investor in People" (an international label that uses a standard based on 39 indicators of human resource management). In 2010, a new audit confirmed this certification for a further three years. This label recognises the quality of management action and skills development, the high degree of accountability of teams and individuals, and the quality of individual performance monitoring.

Loyalty programs and support for staff careers are an integral part of the Dalkia strategy.

Remuneration

In some situations wage gaps may occur due to:

- job segregation: the predominance, in trades and jobs that offer no potential for career development or pay rises, of women or disabled people, or people thought to be of a certain origin or nationality...
- the fact that some jobs or trades are not evaluated or recognized at their true value, even though they develop equivalent skills to other more highly valued trades and jobs.

In order to identify possible differences in treatment that are not justified by objective criteria, companies may conduct a remuneration analysis, either in-house or through an external audit. This should focus on measuring all differences in remuneration, both in base salaries and variable elements (bonuses, benefits in kind...), but also the process of allocating these variable elements.

A full understanding of such differences requires consideration of all factors that may impact remuneration, including:

- gender
- seniority
- job changes (promotions, mobility...)
- the job held (profession and level of responsibility)
- long absences
- the decrease in variable remuneration due to maternity leave
- trade union activities
- the employee's status (permanent / temporary staff)
- working time (part time / full time), etc.

Examples of mechanisms for correcting discrepancies:

- short-term, with a direct impact on salary and career development:
 - overall budget
 - application of general and individual wage increases during periods of prolonged absence
 - analyses of the allocation process for variable compensation and career advancement in the company
- long-term, with an indirect impact on salary and career development:
 - access to training
 - skill development
 - gateways to progression between jobs.

Veolia

Remuneration and social protection

As concerns the issue of equal pay for men and women, VE SA conducted a study in 2012 with the MERCER firm, based on the PCA (Principal Component Analysis) method. In addition, a Veolia article entitled "What social protection can multinationals adopt to cover all of their employees?" will be included in the next ORSE report on "CSR and social protection".

Orange

France: reducing wage gaps

Thanks to gap reduction action over the last five years, Orange no longer has any wage gaps when comparing wages for the same grade and age group.

This comes with special promotion budgets for women's access from "employee" to "masters" level.

Danone

France: remuneration and maternity leave

Danone French subsidiaries have signed agreements with Trade Union Representatives to ensure that the variable part of annual remuneration for women will not be reduced in case of maternity leave. In addition, annual pay rises should fall within the average for other employees.

INTERNAL STAFF NETWORKS

Internal staff networks can play a role in discussion, sharing and alerting on certain issues and push companies to really reflect on the interest of taking account of such issues in their diversity policy and ensuring that corporate values are respected.

Such networks unite staff around a range of topics:

- professional life (job vacancies, difficulties in accessing positions of responsibility, difficulties in reconciling professional and private life...)
- a profession or specific job (IT, educators for the transmission of know-how...)
- identity or status in society (ethnicity, gender, sexual orientation, disability, parents...)
- extracurricular activities.

Companies may take advantage of certain characteristics of staff networks, such as:

- the variety of member profiles
- the search for practical solutions that directly satisfy the lifestyles or working methods of members, but also the company's business as a whole
- ease of communication between members who are otherwise at different hierarchical levels in their working life
- focus on specific topics allowing in-depth discussions
- the motivation and friendliness that drive these discussions.

They may represent a real asset for companies:

- they provide tangible feedback from staff, with proposals for improving the management model and organization, as well as on products and business activities
- they offer better visibility to non-discrimination and diversity policy among employees, but also outside the company
- they help to improve the image as a "leader" of societal progress
- they help create a better working environment
- they promote risk prevention by supporting openness within the company.

Staff are sometimes reluctant to participate in internal networks in which the company is present (i.e. those created at the company's initiative, or those with which the company conducts joint action) because they do not know:

- whether the network will be exploited by the company
- whether the company will be offended by honest exchanges of views on some subjects
- how to justify working time spent in the network.

The company may consider creating new dynamics in its HR policies based on several types of structure:

- internal staff networks created spontaneously by employees in relation to a common theme
- internal networks created at its initiative on a specific topic.

Examples of areas for discussion and communication within the network or with the company:

- periodic meetings
- intranet blog
- surveys on specific topics
- presentations before Executive Committees.

Internal networks created as a staff initiative

These networks are structures created spontaneously by staff, organized around specific themes that meet their needs. Such networks may be informal or organized as a not for profit organisation.

The themes chosen by such networks may include non-discrimination between different groups of employees, awareness-raising about differing situations and problems (disability, sexual orientation, gender...).

→ Checklist for working with an existing network

- ensure that the objectives of the network correspond to priority projects under the diversity policy and corporate values
- enlist the support of the Board
- choose action that can be achieved through collaborative action
- come to agreement with the network on the level of corporate supervision of the action
- determine the human, financial and logistical means made available to the network
- ensure that the role and interests of the company in this collaboration are clearly explained to network members
- avoid circumventing the operations of the company's staff representative bodies and committees.

In most cases, they operate without any corporate interference in their operation (activities, resources, means used...).

Nevertheless, the company may choose to facilitate the creation and operation of a network and to finance certain activities, provided that the network meets its overall strategy and values.

The company may consider participation taking several forms:

- the company and the network may consult on the organization of specific activities
- the company may delegate some action to the network (mentoring...) with periodic monitoring

- the company may fully integrate the network as part of its internal structure.

Joint action will target:

- combatting discrimination
- information feedback and suggestions from the field to management
- information and outreach to management and staff in general
- interrelations with employees at remote sites.

! It is important to clarify the conditions under which staff may engage in the network (working time, relations with management...).

In the long run, a lack of resources may slow the work of the network.

BNP Paribas

United States: an Asian Business Network

Several ethnic networks have been set up by BNP Paribas staff in the United States in order to share experience and organize numerous actions.

For instance, the Asian Business Networking Group aims at easing professional and personal development of Asian employees, promoting their cultures and facilitating their integration in the company.

United Kingdom: BNP Paribas PRIDE

In the United Kingdom, BNP Paribas staff members have launched a LGBT community (Lesbians, Gays, Bisexuals and Transgender) called BNP Paribas PRIDE. A webpage on the Intranet has been created in addition to the official Equality, Diversity & Inclusion site. The new page gives the opportunity to share ideas and resources. The UK's HR team supports and funds the PRIDE network by helping it organize events and conferences.

Total

The "Twice" women's network (Total Women's Initiative for Communication and Exchange)

This network is open to all women within the Group who wish to join, regardless of their location in the world, business line or hierarchical level.

TWICE aims to enable the career development of women and optimum development of their potential within the Group by promoting experience sharing, networking and mentoring. It acts as a pilot/laboratory for ideas and the development of innovative practices.

The network offers cultural outings, personal development workshops, breakfast with guest speakers, annual events (Women's Day, Annual Meeting of the network...), and mentoring (since 2010). It aims to support women's professional development by helping them to better negotiate the key phases of their professional and private lives and assisting them with choices while allowing them to develop their own networks.

The network is now deployed in France, Belgium, Angola, the Congo, Nigeria, China, Indonesia, Singapore and Canada.

The network has its own dedicated social platform, the Twice-book. Members communicate with each other and follow the news network (in English and French).

Orange

France: networks criss-cross the company

The Orange Professional Equality Strategic Committee decided to foster workplace equality networks in all its divisions and regional offices. The HR department will provide support and financial resources. e.g.:

- the Orange Business Services (multinationals market) Women's network, created in 2011 - 150 executive and non-executive women
- the "Reso" Network in the Southern Branch - 90 Women and Men, both executives and non-executives
- Orange France women's network "Innov'Elles", open to all.

Sodexo

United States: "Employee Network Groups"

In the United States, Sodexo supports eight "Employee Network Groups" (ENG), with a total of over 5,000 members. Created by employees who share a common feature and wish to raise awareness concerning their specificity within the Group, these forums for the exchange of experience and ideas contribute to their professional development and, more generally, the success of Sodexo's efforts in support of diversity.

Several countries around the world: gender equality networks

Sodexo has developed gender equality networks throughout the world offering its male and female staff the opportunity to build relationships, raise awareness on issues related to gender diversity, share best practice and develop both professionally and personally. Already established in the United States, France, Belgium, Canada, the UK, Ireland, Chile, Sweden, Australia, China and India, projects are also underway in other European countries and South America.

Internal networks created at the company's initiative

These networks are tools that are integrated into the diversity policy and serve the company:

- to reflect on issues relating to non-discrimination and promoting diversity
- to reflect on improving the management model to avoid the risk of discrimination
- to implement priority projects under the company's diversity policy, such as:
 - women's access to positions of responsibility
 - the promotion of diversity
 - reconciling work / private life
 - raising awareness on issues related to disability, sexual orientation, religion and real or perceived origins...
 - the prevention of discrimination in general.

→ Check list for the creation of a corporate network

- ensure that the goals are well defined
- ensure that the profile of potential members will add value to these goals
- define the target audience
- define a mode of operation (frequency of meetings, admission requirements, who is in charge, need for a coordinating committee, local contact points, code of conduct, means of monitoring...)

- decide what human, financial and logistical means will be available to the network
- ensure that the role and interest of the company in this action are clearly explained to members of the network.

 The network's activities should be regularly monitored by the company to ensure overall consistency with its diversity policy. This may be achieved through a Steering Committee.

To avoid abuse, the company should be vigilant and keep abreast of the networks that are created, even if it is not directly involved in their operation.

It is important to promote networking, both internally and externally, and ensure it is recognized at the highest level of the hierarchy.

Be careful not to circumvent the operation of the company's staff representative bodies and committees.

Ensure that employee access to the network is not discriminatory and that the basis for recruitment is well defined.

The company may choose to open these networks to its customers or the staff of other companies.

BNP Paribas

France: Association BNP Paribas "MixCity"

BNP Paribas professional women's network, created in France in 2004 at the instigation of Group Human Resources, took the form of an association called the "Association BNP Paribas MixCity" in 2009. The goal of this association is to offer women the opportunity to join a professional network of exchange and experience sharing.

The association organizes numerous actions: breakfasts with senior managers, trainings, coaching, conferences, etc... Around 700 women have joined the network (2012).

Similar networks have been set up around the world (Bahrain, Belgium, Italy, Luxembourg, Singapore, United Kingdom, United States, etc.)

Veolia

The "Evoila" network, created on 8 March 2012

This internal corporate diversity network aims to support the new Veolia in promoting job diversity. Accessible via the Internet, the network is open to all employees of Veolia and currently has 167 members. It organizes thematic breakfasts, and highlights best practices at VE and other companies in the diversity field.

Danone

France: Women's network

Efficient Women's networks at Danone are based on placing women's commitments first (management of meetings, speakers etc. organized by them), rhythm and regularity of meetings. The mindset is important as well (free speaking, confidentiality, mutual aid) and the way women explain these networks to their male colleagues.

PSA Peugeot Citroën

France: "Women Engaged for PSA" network

A network of women has emerged within the Group over the past two years. The "Women Engaged for PSA" network currently brings together more than 150 senior managers from all branches of the Group.

This network, whose aim is to contribute to feminizing the top management of the Group, has found the means to identify and help women who have the ambition, the potential and the desire to take up senior management and executive posts one day.

Renault

Turkey: "Women@Renault" network

Launched on 11 May 2011, the Women@Renault network in Turkey is a real driver in terms of social responsibility for the Oyak Renault factory and has implemented initiatives that set an example to all employees. 80% of the 243 women at Oyak-Renault are members of the network, at a site where discrimination is not part of the decor, contrary to the rest of the country. Network members have decided to move forward in this area and are working first to change the mentality of women by helping them realize their capabilities, building confidence and providing guidance. Women@Renault Turkey aims to increase the visibility of women in society so that their social position also changes. This is what motivates the company's social responsibility and this spirit is expressed in the action conducted by the network, including collection of toys and books for disadvantaged schools in Bursa, work with the local municipality to provide wheelchairs to disabled people and work with not for profit organizations to give disadvantaged women fruit trees so they can benefit from their own crops.

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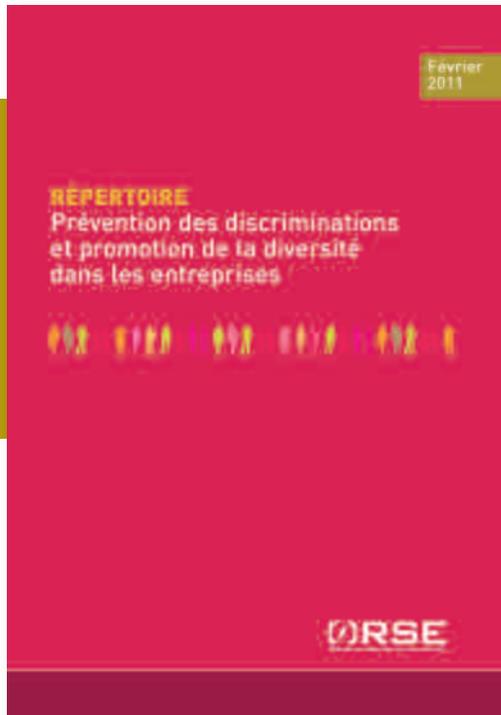
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This Practical Guide on *"How to Implement an International Diversity Policy?"* is the logical adjunct to the ORSE *"Guide on preventing discrimination and promoting diversity in companies"*, issued in July 2011 (in French: *"Prévention des discriminations et promotion de la diversité dans les entreprises"*).

The new Practical Guide targets companies that are considering the development of a group diversity policy to be implemented globally, as well as those that have already adopted this approach and are now seeking to enhance it.

It is specifically directed at diversity and human resources directors, managers and operational staff in general, as well as trade unions and staff representatives (who are confronted with the management of diverse teams on a daily basis), and diversity advisory networks, both at group and local level, and in foreign subsidiaries.