

# **Corporate Partnership Board Gender Workstream**

## **Company Initiatives – 2<sup>nd</sup> Edition**





## **Foreword**

Gender equality and women's empowerment are integral to achieving the United Nations SDGs. In particular, Goal 5 aims to 'achieve gender equality and empower all women and girls.'

The importance of private sector engagement in advancing gender equality is widely acknowledged. Through collaboration and knowledge sharing between the public and private sectors, common goals toward equity can be achieved.

In 2019, the CPB launched its **Gender Workstream** on International Women's Day, 8 March, discussing the importance of hiring and retaining a diverse workforce. Ultimately, achieving a more diverse and inclusive transport sector requires action from both governments and the private sector.

With nearly **3 million** employees worldwide, the approximately 30 companies belonging to the ITF's Corporate Partnership Board play an important role in helping achieve these objectives.

With the aim of providing a platform to all its members to share their initiatives, **this compendium is a compilation of the best practices** across different sectors undertaken by our CPB members to 'Retain and Hire a Gender Diverse Workforce'. This is the second edition, following the publication of a [first document](#).





## **BFB 'Balance For Business'**

### **Number of worldwide participants in the initiative**

The name of the initiative is the Balance For Business (commonly referred to as BFB) employee resource group platform. Today this platform brings over 10K volunteer employees from across the company.

### **Aim of the initiative**

The aim of the BFB is to harness everyone's potential in a more open, inclusive and balanced Airbus environment to create a greater business impact and employee engagement.

### **Description of the initiative and its impacts so far**

The Balance For Business platform has proved itself to be a value adding platform for the employees as well as for the company.

For the employees it has continued to provide:

- Networking & Collaborating opportunities.
- Visibility through impactful activities.
- A voice to management (on what matters, new ideas...).
- Professional & personal development (Leadership skills, cross-mentoring, coaching, training seminars...).
- Support and recognition.

### **Elements of the initiative that Airbus would consider to be unique, and which may be of particular interest to other companies (sharing best practices)**

As single platform, Airbus has been able through this initiative to provide a place of interaction from over 26 Airbus sites worldwide. Employees have thus been able to share on what matters in terms of inclusion and diversity and to make their voices heard. This way the employee resource groups have acted as partners with the business in supporting a more inclusive and diverse Airbus. What we see also is that it has increased employee engagement as well and a sense of belonging.

### **Webpage of the initiative**

<https://www.airbus.com/careers/working-for-airbus/balance-for-business.html>





## **WILL 'Women in Leadership Level'**

### **Number of worldwide participants in the initiative**

15 Women of Talent in the WILL Global program and 15 Women of Talent in local WILL Asia Pacific Program

### **Aim of the initiative**

The higher we look in the company, the fewer women we see. Despite last modest improvements, women are still underrepresented at every level in the corporate pipeline, and the disparity is greatest in senior leadership positions. This initiative aims at helping talented women prepare for higher management positions as well as develop their visibility and globally raise awareness of top management on the potential of talented women for the company.

### **Description of the initiative and its impacts so far**

The members of our Executive Committee act as 'Career Mentor' for each 'Mentee'. The Executives can leverage your personal and organisational authority to guide and support these women in achieving senior positions.

Target population: Women enrolled in the last years Alstom Leadership Program with the potential to grow in highest level positions in 2/3 years.

Mentors and mentees have been matched on a Cross Region base and skills development need base.

### **Elements of the initiative that Alstom would consider to be unique, and which may be of particular interest to other companies (sharing best practices)**

1) The global feedback from the mentees is extremely positive.

The mentoring program has positively benefitted those who need to develop to achieve highest level of responsibility in the company:

- Self-promotion and confidence in sharing achievements (5)
- Get the global picture (2)
- Planning and organisation (2)
- Broadening my perspective (2)
- Confidence in myself and the company (2)

2) This initiative has helped to put these women in the 'radar' of our Executive Committee as now they are better known at company level for potential new career opportunities.

3) The feedback from the mentors are highly positive as they explain that this sharing with the mentees has helped in better understanding barriers that the organisation can have to prevent women advancement in the company.

### **Webpage of the initiative**

<https://www.alstom.com/company/commitments/diversity-and-inclusion>





*The D&I Division has been supporting employees and organizations since 2015 through women development programs, inclusive leader programs, collaboration projects, and steered the adoption of the Corporate diversity and inclusion strategy. Three major programs (or initiatives) are:*

**Number of worldwide participants in the initiatives**

**GROW:** 750 – 3 virtual webinars, 86-member organizations

**Mentorship Program:** Around 500 participants ranging in disciplines, age, experience and locations across the Kingdom and abroad.

**Women in Business Program:** Over 2,000 women employed at Saudi Aramco have participated in the workshop since it was introduced in 2010.

**Aim of the initiatives**

**GROW (Gulf Region Organization for Women) Network:** To create a collective of member companies working together for the purpose of advancing women within their organizations to generate better business outcomes.

**Mentorship Program:** To connect mentees with quality mentors by following a structured framework that enables both to improve their mentorship skills.

**Women in Business Program:** To help women be successful in the corporate environment and give them the motivation and tools to excel at work. To gain greater personal credibility and value to their organization.

**Description of the initiatives**

**GROW:** A forum that connects corporations, educational institutes, service providers, individual women, and men champions to build a collectively impactful model to enable the advancement of women and create opportunities through a coordinated effort that expedites and optimizes results.

**Mentorship Program:** A twelve-month commitment in which mentors and mentees connect for one hour each month. It connects younger colleagues with experienced mentors to help them build and develop their professional skills, share best practices, set goals and enhance their network.

**Women in Business Program:** Three-day workshop (in person or virtual) participants focus on: their personal brand, inter-gender communication skills, achieving work-life balance, networking strategies, and attend a panel discuss with female leaders at Saudi Aramco.

**Unique Elements of the Initiative**

**GROW:** Creating access to thought leaders in the gender equality space; best practice sharing activities; member organizations come from the private sector and from different countries.

**Mentorship Program:** Accredited by the International Mentoring Association, it has 63% of male participation.

**Women in Business Program:** Content was created in house by experienced instructional designers and facilitators knowledgeable about the Company's culture as well as the culture in Saudi Arabia. As alumni they are able to participate in other women development programs like: Emerging Women in Leadership, Women in Leadership and the Mentorship Program. Role Model Panel where participants get to hear from female supervisors and leaders about their journey in the workforce. For many participants the role models as an example of possibility and hope of what can be possible at Saudi Aramco.

**Webpage of the initiative:** <https://www.aramco.com/en/making-a-difference/people-and-community/diversity-and-inclusion>



# ARRIVAL



## Arrival Women's Forum

### Number of worldwide participants in the initiative

The Arrival Women's Forum is a network of over 290 people in the organisation and supported by senior leadership.

### Aim of the initiative

The Arrival Women's Forum brings together women and allies from across the business to create a safe space for women to share their ideas and experiences to create an inclusive environment in which all people feel supported, empowered and equal. It aims to create a community in which women champion other women and ensure all voices are heard.

### Description of the initiative and its impacts so far

The Arrival Women's Forum has three core pillars: STEM Education and Outreach, Social Events, Professional Development. So far the forum has been able to:

- Host networking opportunities
- Host Panel debates and discussions
- Conduct workshops and collaboration opportunities
- Serve as a voice to Diversity and Inclusion Group and Management
- Bring support and recognition to issues such as unconscious bias in the workplace
- Engage with universities and schools to showcase young women and girls possible STEM careers

### Elements of the initiative that Alstom would consider to be unique, and which may be of particular interest to other companies (sharing best practices)

Arrival has hired a large number of people over the course of the pandemic, many of whom are working remotely. The Women's Forum has hosted monthly meet ups of groups of 3 - 4 women randomly put together. This has successfully connected multiple women across the business both professionally and socially, aiding collaboration and information sharing.



**BOSCH**

Invented for life

**Remarkable Women initiative****Number of worldwide participants in the initiative**

More than 40 inspiring role models on global website representing the 111,000 remarkable women at Bosch worldwide.

**Aim of the initiative**

The Remarkable Women initiative at Bosch tries to inspire women and girls to work in technology and for Bosch.

**Description of the initiative and its impacts so far**

Diversity was established as an integral part of the corporate strategy in 2011. The Remarkable Women initiative at Bosch was created in 2019, on International Women's Day.

Since its creation, the initiative has highlighted several female careers, working at all levels and in all positions (with a focus on tech functions). This has helped other women inside and outside of Bosch to find role models to develop further.

**Elements of the initiative that Bosch would consider to be unique, and which may be of particular interest to other companies (sharing best practices)**

Selected gender highlights and activities of the overall Diversity Initiative at Bosch:

- Mentoring programmes and seminar series like the "Business Women's Programme" for women in senior, project management and leading functions.
- Associate Networks Women@Bosch, GlobalFemaleLeaders@Bosch, the female engineers' network and the "women in technology" forum.
- Working towards Equal Pay
- Trainings on Unconscious Bias

Bosch also partners with [PANDA \(the Women Leadership Network\)](#), [Total E-Quality](#) and [#SheTransformsIT](#).

**Webpage of the initiative**

<https://www.bosch.com/careers/diversity/>

<https://www.bosch.com/careers/remarkable-women/>





## **Women's Economic Opportunity Initiative**

### **Number of worldwide participants in the initiative**

Tens of thousands of women in more than 90 countries in ExxonMobil.

### **Aim of the initiative**

When women move forwards, the world moves with them. When women control their income, they invest in the health, education and well-being of their families and communities. In 2005, ExxonMobil launched its Women's Economic Opportunity Initiative, a global effort that helps women fulfill their economic potential and drive economic and social change in their communities.

### **Description of the initiative and its impacts so far**

To date, ExxonMobil has invested more than \$120 million to help community-based and global partners implement programs, improving the lives of tens of thousands of women in more than 90 countries. Working closely with our partners, ExxonMobil focuses on developing women entrepreneurs, deploying technologies that accelerate women's economic empowerment and advancing the field through research.

### **Elements of the initiative that ExxonMobil would consider to be unique, and which may be of particular interest to other companies (sharing best practices)**

ExxonMobil and ExxonMobil Foundation work together with community based organisations, global NGOs, universities and government agencies to advance economic opportunity for women in developing countries and emerging markets.

### **Webpage of the initiative**

<https://corporate.exxonmobil.com/en/Community-engagement/womens-economic-opportunity>





## **WoMen Forward**

### **A bottom-up initiative to promote gender diversity within Michelin**

#### **Aim of the initiative**

WoMen Forward is an independent network that gathers volunteers – both women and men – in order to promote gender diversity in the workplace. It resonates with Michelin's ambition to achieve a sustainable performance meeting three inseparable criteria: people, profit, planet.

#### **Description of the initiative and its impacts so far**

Launched in 2014 by around 30 women at Michelin's headquarters in Clermont-Ferrand, this initiative is based on the idea that gender diversity progress benefits not only women, but also the company and society as a whole.

This independent network has over 600 members across Europe. It provides a forum for networking and supports professional and personal development in order to achieve gender diversity. It also ambitions to highlight the diverse experiences and inspiring paths of the women working at Michelin.

In particular, it offers mentoring sessions (for more than 150 women and men to this day) and training to improve essential soft skills, such as self-confidence, that aims to overcome internal brakes and dare have an ambitious and successful carrier.

It is also an independent network that proposes initiatives and co-building with Michelin on specific actions related to gender diversity (programs on biases and stereotypes, gender diversity diagnosis in voluntary departments, promotion of role models, digital mentoring, and many others.)

On 8<sup>th</sup> March 2021, members of the network/company will spend the whole day with women looking for work or undergoing career transition, to help them discover their missions within Michelin. In partnership with *Pôle emploi*, about 40 tutors will assist these women in understanding professional expectations, identifying the skills required and becoming aware of Michelin's organization.

#### **Elements of the initiative that Michelin consider to be unique**

This initiative's uniqueness lies on its "bottom-up" approach that is fully supported by Michelin group.

Another specific feature relates to the commitment of men, as they still make up the majority of the company's workforce. Today, 15% of network's members are men, and the ambition is to rise to 40% by 2025. The network strongly believes a balanced gender diversity cannot be reached without men.

Finally, the network provides the opportunity to evaluate the skills developed by the members, especially in terms of leadership (adaptability, impact & influence, risk taking...).



## **Increasing the Representation of Women Within NXP**

### **Number of worldwide participants in the initiative**

Tens of thousands of women in more than 30 countries.

### **Aim of the initiative**

Improve the representation of women at all levels within the company, globally.

### **Description of the initiative and its impacts so far**

Today, women represent 36% of NXP's global workforce, and the company has implemented a comprehensive strategy to increase the number of women within the organization. NXP continues to make noticeable improvement in hiring and retaining women across all global sites and is committed to developing and promoting more women into technical and leadership positions.

### **Elements of the initiative that NXP would consider to be unique, and which may be of particular interest to other companies (sharing best practices)**

NXP's commitment from leadership begins at the top, starting with our President and CEO, Kurt Sievers. Kurt recently joined the Board of Directors for the Global Semiconductor Alliance (GSA), and signed the [GSA Women's Leadership Initiative CEO Pledge](#).

In addition, for the first time, NXP recently published representation data in the company's [2020 CSR Report](#), including a breakdown of NXP employees' ethnic and gender diversification.

Finally, internally NXP announced its long-term strategy to increase gender representation by 2025.

### **Webpage of the initiative**

Information about NXP gender representation can be found at: [Diversity, Equality and Inclusion | NXP Semiconductors](#)





## **DiverCITY -Technical Career Path at PTV GROUP**

### **Number of worldwide participants in the initiative**

262 participants, including 60 female (22 %)

### **Aim of the initiative**

The technical career at PTV is aimed at those, who want to advance in their careers, regardless of their gender, but continue working on technology as experts. Our understanding of a technical career is that specialist expertise is indeed the basis of further development. However, the purpose of this path is not only to value and promote professional knowledge. It is also a tool to motivate employees to share their knowledge and skills with others and to encourage them to play an active role in shaping the company's actions and development. There is a need to ensure that PTV's solutions contribute to an inclusive urban development - and the participation of a diverse workforce is the route for this initiative.

### **Description of the initiative and its impacts so far**

Classically, employees rise by assuming more management responsibility. But not everyone wants that. Therefore, in addition to the classic managerial career, a technical career path was introduced at PTV several years ago. In our software development and product management departments, levels from Junior to Executive have been defined. The salary bands are equivalent to those levels. In our concept, responsibility is the only criterion for classifying employees - not expertise per se, nor performance. At first glance, this definition may be surprising, because the name "technical/professional career" can be understood as if, first and foremost, expertise was decisive. A rise to a higher level is possible in principle if the employee has the necessary ability and the desire to assume more responsibility.

### **Elements of the initiative that PTV Group would consider to be unique, and which may be of particular interest to other companies (sharing best practices)**

High level of expertise is extremely important, but only unfolds ideally when it is embedded in a team. In the long run, experts are particularly valuable if they can impart their special knowledge to others and regularly expand it in contact with other colleagues and represent the company to the outside world. At PTV Group this has been particularly attractive for female technical staff.



## **GLOW@Siemens (Global Leadership Organization of Women)**

### **Number of worldwide participants in the initiative**

>1500 Worldwide

### **Aim of the initiative**

GLOW is a Siemens global initiative since 2009 to attract, develop and retain talented women within Siemens. It empowers women to unleash their full potential; and nurtures an innovation culture through strong networks across departments and organisations.

### **Description of the initiative and its impacts so far**

Increase women in senior management worldwide from c.a. 7% in 2008 to c.a. 12% in 2018.  
Increase of women in management from 11% in 2005 to 16% in 2018.

More than 50 major gender diversity events worldwide with top management participation  
Active involvement in local cross-company initiatives such as Chefsache

### **Elements of the initiative that Siemens would consider to be unique, and which may be of particular interest to other companies (sharing best practices)**

More than 30 sub networks and initiatives in Siemens Divisions and Countries and having Global CEO commitment and strong support.

Best practice examples: GROW 2GLOW provides highly professional coaching to women employees. GLOW@TI has over 500 members implementing structured measure also involving board members for greater gender balance in Siemens.

### **Webpage of the initiative**

<https://new.siemens.com/global/en/company/sustainability/diversity.html>





## **SNCF au Féminin**

### **Number of worldwide participants in the initiative**

9,300 members within SNCF Group.

### **Aim of the initiative**

Created in 2012, the company network SNCF au Féminin aims to empower women employees, in order to make their voice count and to help them place better their experience and talents at the service of SNCF.

The network seeks to develop new management methods that are inclusive, personal and considerate. It helps company departments to recruit and retain more women, by meeting their specific expectations and needs, and to guarantee equal career opportunities to both women and men.

### **Description of the initiative and its impacts so far**

At the beginning, SNCF au Féminin put the focus on training and bringing women together to gain self-confidence and specific leadership and personal skills.

Very quickly, the members of the network wished to contribute added value to the company. Think/Do Tanks were created, which produced propositions that have been implemented concretely.

A Mentoring Programme is very successful and growing. The first Intrapreneurship Programme was initiated by the network.

### **Elements of the initiative that SNCF would consider to be unique, and which may be of particular interest to other companies (sharing best practices)**

From the outset of SNCF au Féminin, men were and are welcome to join the network and participate actively in its organisation and events. The objective is to create a more gender-balanced work place. The network is free of any hierarchy considerations and all can express themselves freely, associate together to launch projects.

### **Webpage of the initiative**

<https://www.sncf.com/fr/engagements/sncf-au-feminin>



## **Women of TIER**

### **Number of worldwide participants in the initiative**

Women of TIER has several forums through which we bring women together. We have 285 members who follow the Women of TIER podcast, regularly listen to our webinars and [subscribe to our monthly newsletter](#).

### **Aim of the initiative**

TIER is committed to closing the gender gap, and to making mobility accessible for all. Women of TIER is a grassroots initiative paving the way to a smoother ride for women – at work and on the way. The Women of TIER strive for a diverse and inclusive workplace and industry by showcasing female role models, advocating for inclusive mobility, and providing a network for our employees, mobility professionals, and aspiring leaders around the globe. In order to change mobility for good we need to ensure women's voices are heard and continue innovating with all genders in mind.

### **Description of the initiative and its impacts so far**

Women of TIER have created a platform to improve gender equality in the workplace and within micro-mobility. As a result of Women of TIER there has been an increased focus on diversity and inclusion. This means TIER now has added more women to its senior leadership team, implemented leadership training and rolled out a new code of conduct. Through the Women of TIER webinar, monthly newsletters and podcast series female employees have shared their experiences and knowledge with peers, whilst also creating a platform to showcase women in mobility.

### **Elements of the initiative that TIER would consider to be unique, and which may be of particular interest to other companies (sharing best practices)**

Women of TIER has collaborated with TIER's research team to better understand female users and their needs, in order to make mobility more inclusive. This research will inform potential product and service updates, which are needed to make the service more attractive to female users. Following customer insights that women would like more support and training, Women of TIER ran bespoke safety training for female riders, which helped attendees feel more confident and empowered to use TIER's e-mopeds. Through our 'Mind the Mobility Gap' event series we have shared learnings across the mobility sector, which aims to address the fact that currently only 22% of the workforce in the mobility sector are women.

### **Webpage of the initiative**

<https://www.tier.app/women-of-tier/>





**TotalEnergies**

## **Gender diversity in the workplace, a key issue for our Group**

### **Number of worldwide participants in the initiative**

More than 150 nationalities represented in our workforce, a presence in more than 130 countries and more than 500 professions.

### **Aim of the initiative**

The ambition of TOTAL is “becoming the responsible energy major”, also means being a responsible employer for our teams. The Group has therefore built its sustainability approach, which includes “developing each individual's talents and promoting diversity”. Gender equality is considered as direct contributor to its responsible business approach, the Group aims to offer and ensure equal opportunities for women and men in all areas.

### **Description of the initiative and its impacts so far**

Equality between women and men in the workplace has been an essential issue for the Group for many years, and is something that we always strive to achieve. Gender diversity is a key factor for success in business. By 2025, the Group aims for women to account for:

- 30% of senior management positions, executives positions and management committees.

Total’s commitment to this issue begins at the hiring stage and continues throughout any individual’s career. Even prior to recruitment, the Group promotes gender diversity in science, by:

- Raising awareness of careers in science among young women.
- Hiring women in proportions that reflect the percentages of female students in our target schools and training programs.
- Attracting more women to technical and business careers.

The Group manages skills mobility with a particular focus on attracting more women to technical and business careers (as of December 31, 2020, 21.9% of women were among managers on permanent contracts in technical or sales positions).

To encourage young women to opt for careers in technical fields, TOTAL has partnered with France’s Elles Bougent (Women on the Move) since 2011. Some 132 female engineers regularly meet with highschool girls to talk about careers in science. Throughout the Group, female engineers and technicians from all backgrounds are encouraged to serve as role models for female high school and university students so as to illustrate women’s contributions to the fields of science and technology.

### **Elements of the initiative that Total would consider to be unique, and which may be of particular interest to other companies (sharing best practices)**

Through its mentoring activities and development workshops, the TWICE (Total Women’s Initiative for Communication and Exchange) network helps to expand the gender diversity policy. Its goal is to help women advance within the Group, particularly into management roles, and assist them in their career development. Established in 2006, it is currently active in France and abroad (with 50 local networks) and boasts nearly 4,000 members. A mentoring program operates in France and internationally to help women gain insight into key phases of their career. In 2020, senior executives represent 11.6% of the mentors. More than 2,000 women have taken part in the program since 2010.

### **Webpage of the initiative**

<https://www.total.com/special-features/gender-diversity-workplace-key-issue-our-group>





### **Number of worldwide participants in the initiative**

30 562, which corresponds to the total of managers and professionals in Valeo. All countries have indeed the obligation to calculate the gender equity index on their M&Ps populations.

### **Aim of the initiative**

The aim of the Index is to follow the evolution of the Group, at country level, regarding gender equity. The index is a tool that allows HR managers to monitor 5 indicators:

- Weighted pay gap between women and men
- Weighted differences in the proportion of women and men increased
- Weighted differences in the proportion of women and men promoted
- Percentage of people increased in return from maternity leave
- Percentage of women among the Top 10 highest remunerations

According to their results, each country has to develop a yearly action plan to reduce the gender gaps at all levels.

### **Description of the initiative and its impacts so far**

A pioneer in this approach, Valeo has, in March 2019, decided to extend the Gender Equity Index (compulsory in France) to all countries where it operates. Based on five indicators, the index makes it possible to measure the weighted differences in remuneration, increase and promotion as well as the percentage of women among the 10 highest paid.

The Group average is 82.6 / 100, an increase 0.6 point over one year. The lowest score is 73 and the higher at 92. Thanks to the action plans carried out in each country, Valeo has made progress on most criteria. Among its priorities, Valeo wants to ensure that all women returning from maternity leave are increased and in a longer term perspective, increase the share of women in the highest wages.

### **Elements of the initiative that Valeo would consider to be unique, and which may be of particular interest to other companies (sharing best practices)**

In 2020, Valeo has decided to include the gender equity index results to the variable remuneration of its managers. It will impact 20% of the variable remuneration target of all executives in the Group, including its CEO. In order to incite countries to keep on progressing, Valeo set itself the Group objective of obtaining an average result of 90/100 in 2025 and 85/100 in 2021.

### **Webpage of the initiative**

[Valeo's Universal Registration Document, page 276.](#)



## **Family Bond Initiative: Parental leave for everyone**

### **Number of worldwide participants in the initiative**

All permanent employees with one year's service out of 40,000+ employees around the globe, in all plants, factories and offices, are eligible for parental leave.

### **Aim of the initiative**

We want to create a culture that supports equal parenting for all genders as we believe this drives equality, diversity and inclusion within the workplace which is good for our people, our brand and our business. It follows a parental leave pilot scheme launched in the EMEA region in 2019. It is born from our belief that our people make the difference and that our success as a company is a direct result of a collaborative, diverse and inclusive work environment. We know that a new addition to the family provides a source of immense joy, but also upheaval and stress. This is our way of helping our employees through this crucial period of transition in ways that keeps their families safe.

### **Description of the initiative and its impacts so far**

The global policy follows a parental leave pilot scheme launched in the EMEA region in 2019. When everyone takes parental leave, the gender gap narrows and all parents – especially women – can move forward in their career. We want to create a culture where everyone is encouraged and accepted to take the full time allocated for parental leave. We believe opting in our employees into parental leave is one way of encouraging a diverse and inclusive workforce that will drive the best innovation, increase performance and strength our business.

### **Elements of the initiative that Volvo would consider to be unique, and which may be of particular interest to other companies (sharing best practices)**

The 'Family Bond' policy will offer all our employees with one year's service a total of 24 weeks of leave, at 80% of their base pay even where local legislation requires less. The policy is innovative because it includes non-birth parents of same sex couples, as well as adoptive, permanent care foster, and surrogate parents.

### **Webpage of the initiative**

<https://group.volvocars.com/news/people/2021/the-family-bond-by-volvo-cars-parental-leave-for-everyone>



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