

Company Initiatives

Corporate Partnership Board Gender Workstream

**8 March 2019 in Room CC20
OECD Headquarters
2, rue André Pascal
75775 Paris Cedex 16, France**



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.



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, we have 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, we focus 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>



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. We need to ensure that our 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.

Webpage of the initiative: Only available internally



RENAULT NISSAN MITSUBISHI

Women@Renault

Aim of the initiative

Improve the representation of women at all levels of the company.

Description of the initiative and its impacts so far

The initiative is based on two complementary components: a Human Resource plan and a Social Network.

The first component, **Human Resources**, involves talent management (recruitment, training, career management). In addition, women are also offered tools to assist with their development, through specific mentoring and training schemes enabling them to fulfill their potential and demonstrate leadership.

The second component is based on an **internal social network** which from the outset has been mixed, international and multi-category, where men and women discuss the progress of the equality initiative and analyse best practices. The network currently has more than 4,600 members in 14 countries, 24% of whom are men (compared with 14% in 2014).

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

Since 2014, the Group has sought to engage men more closely in its gender diversity policy, as they still make up the majority of the Company's workforce (74.7%). Their involvement is therefore essential to further the issue within the business community.

The network organizes events and initiatives to promote diversity in the various countries: lunches, round tables and debates, in which both women and men took part. Professional and personal development workshops are organized by Women@Renault on topics such as "working with yourself to work better with others" and "what we can all gain from gender diversity." These events are open to both men and women to enhance the debate.

A few examples of Groupe Renault initiatives in different countries (2018):

- **Women@Renault Slovenia: Women@Renault let's race**
An all-female event was held in a traditionally male activity. Female employees took part in a Twingo RS drag race.
- **Women@Renault Argentina: Renault Argentina joined the W20 forum held in Buenos Aires on February 27, 2018, in preparation for the 2018 G20.** Its purpose was to influence the decisions made by the G20, by increasing female involvement in the global economy.
- **Women@Renault India: RNTBCI (Renault Nissan Technology and Business Center India) organized a marathon to support "Run for the Girl Child".** The cause supports education for disadvantaged girls in India, and pays for educational costs including school supplies, uniforms and school satchels. 850 RNTCI employees (85% men and 15% women) took part in the marathon with their families and friends.

In addition, the Group relies on partnerships to promote the gender equality with:

- **Elles Bougent** association in France. The goal of these female mentors, which include almost 100 Renault employee volunteers, is to create a dialog with these young women and encourage them to consider scientific and technical careers. "Elles Bougent" and its partners invited 120 young female high school and university students to an exclusive visit of the 2018 Paris Motor Show.
- **UN Women (France)** a commitment first made in 2016. On International Women's Day on March 8, Groupe Renault launched the HeForShe solidarity initiative. The Company decided to launch a mini website, on which people could register to support the initiative, with the aim of boosting the involvement of Groupe Renault employees (men, in particular) in gender equality and diversity issues.

Webpage of the initiative

<https://group.renault.com/en/news/blog-renault/blog-tag-women/>



Women's Initiatives Network (WIN)

Aim of the initiative

The mission of WIN is for members to help one another achieve personal satisfaction and professional excellence, while reaching into our communities to empower women and inspire students to pursue STEM-related careers.

Description of the initiative and its impacts so far

Members of WIN pursue the following activities by taking part and often leading both SAS-oriented and community-based education initiatives:

- Develop leadership capabilities among women workers.
- Expand and strengthen internal and external professional networks and affiliations.
- Showcase SAS thought leaders and expose participants to external visionaries.
- Contribute to community efforts to attract young women to careers in science and technology.
- Act as ambassadors for SAS and for careers in science and technology.
- Foster a global community that crosses geographic and socio-economic borders.

SAS is recognised as the Best Workplace for Women to work. Women make up nearly half of the SAS workforce and more than 40% of leadership.

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

SAS has set standards for fostering an environment that helps employees balance their careers and personal lives. Perks particularly beneficial to working mothers include subsidized childcare, meals to go, parenting workshops, lactation consultants, and work/life counsellors and seminars. Access to a free on-site health care center with a full-service pharmacy and a myriad of other convenient on-site services also reinforce why SAS appeals so strongly to all employees.

Webpage of the initiative

https://www.sas.com/en_us/company-information/diversity/women.html



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 world-wide 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 > 500 members with board members and implements structured measures for greater gender balance in Siemens.

Webpage of the initiative

<https://www.siemens.com/innovation/en/home/pictures-of-the-future/research-and-management/innovation-management-womens-initiative-at-siemens.html>



SNCF au Féminin

Number of worldwide participants in the initiative

7000 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 to better put their experience and talents at the service of SNCF.

The network seeks to develop new management methods—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 Program is very successful and growing. The first Intrapreneurship Program 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 organization 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>

■ NOTES

