



# Gender Equality in the Workplace

Study of 2011-2014 agreements and action plans  
Poitou-Charentes Region

## **SWOPS Project**

The partnership between CRGE and CERGE and CISTE (Carrefour de l'Innovation Sociale du Travail et l'Emploi), regional association of employers and trade unions, working about employment issues, allows us to profit of the results of this study which was led with the enterprises of the region Poitou-Charentes. It is important to mention, that CISTE is an institution, which is piloted by the social partners, its objective is to support the local social dialogue.

As an contribution to the SWOPS project, we revised the study according to the questions of the project and highlighted the topics in question.

# Gender Equality in the Workplace

STUDY OF 2011 - 2014 AGREEMENTS AND ACTION PLANS  
POITOU - CHARENTES REGION

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### INTRODUCTION

The Carrefour de l'Innovation Sociale du Travail et de l'Emploi (CISTE) [*Forum for Work and Employment Social Innovation*] promotes social dialogue and brings together representatives of employers' organizations and employee unions in Poitou-Charentes. The forum runs territorial initiatives addressing major economic and social issues. As part of its task coordinating social dialogue projects, CISTE runs the Observatoire Régional du Dialogue Social (ORDS) [*Regional Social Dialogue Observatory*]. ORDO's social-dialogue related activities – raising awareness and providing territorial actors with information and tools – are based on the two dimensions of social dialogue, as practised at the company level and at the territorial level. As part of the *Territoires d'Excellence* programme and following on from its signature of the *Commitments to Gender equality in the workplace in Poitou-Charentes*, the DIRECCTE [*decentralized state business and employment service*] has asked CISTE to create a new tool to promote gender equality in the workplace by means of negotiation. Following two studies looking at comparative situation reports in 2011 and 2012, a study of agreements and action plans emerged<sup>1</sup> as a possible complementary tool for improving the efficacy of gender equality in the workplace efforts.

The goal of this ORDO study is to provide social partners with an overview of gender equality in the workplace action plans and agreements in the Poitou-Charentes region, highlight innovative measures as well as the actions most often implemented by companies, and outline what lies ahead. To help contribute to this task, the DIRECCTE has provided access to its software, both the earlier and the new versions, which archives all the documents companies have provided to the institution. 49 action plans and 59 agreements, dating from 1 January 2012 to November 2014, have been compiled and studied. The study respects companies' anonymity. A table of 22 indicators was filled in for each company. The data was then cross-referenced and analysed, resulting in a document validated by the CISTE board of directors.

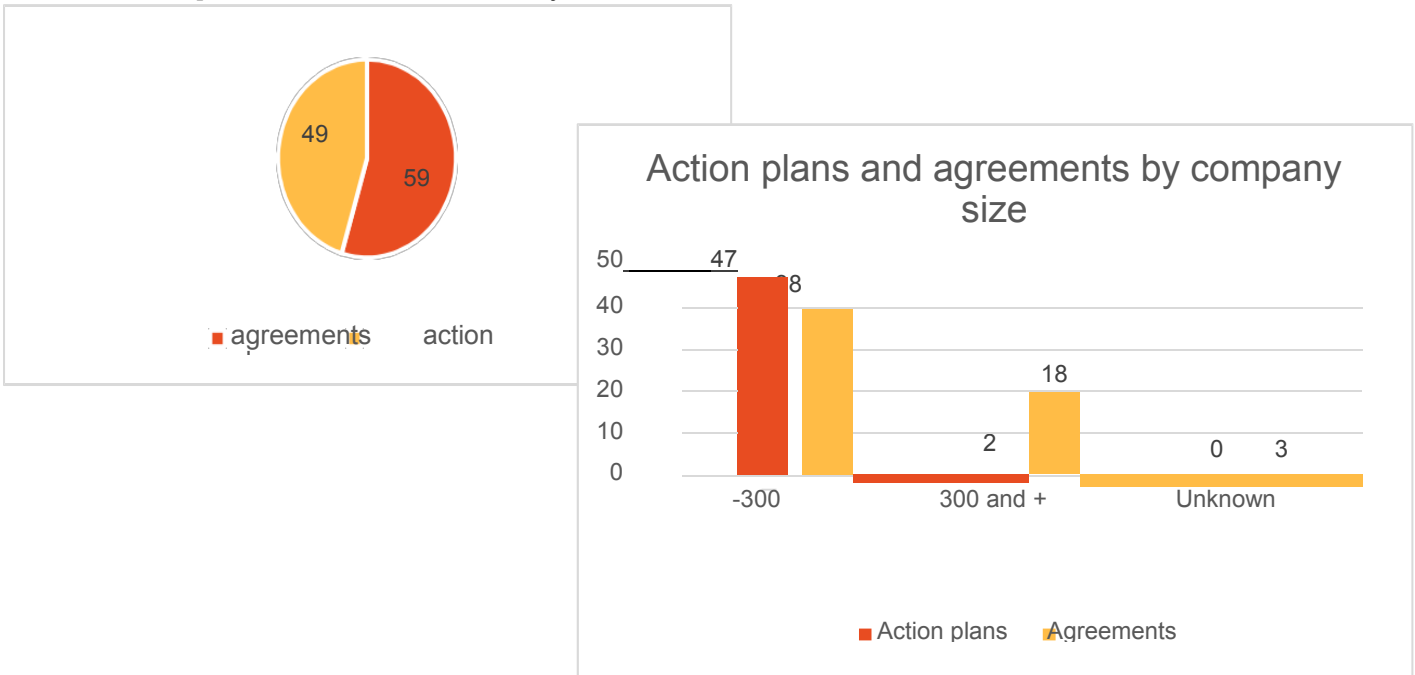
The first part of the document presents the study's quantitative data. Action plans and agreements have been classified by department, year, signatory trade union, etc., thus providing an overview of the documents studied. The second chapter lists the actions undertaken along with the corresponding quantified indicators and classifies them according to areas for action. The third and final chapter offers a selection of comments on the quantitative and qualitative data, putting them into context and proposing recommendations.

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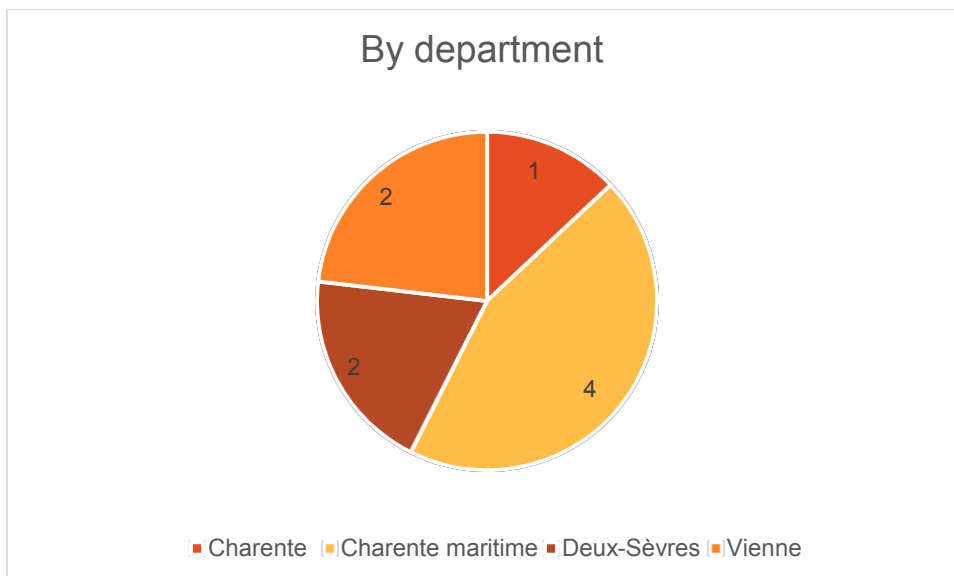
<sup>1</sup> Companies with less than 50 employees have to negotiate and sign a collective agreement on gender equality in the workplace for a three-year period. In the event of failure, the company has to present an annual action plan. *Article L.2242-5; L.2242-5-1 and R.2242-8.*

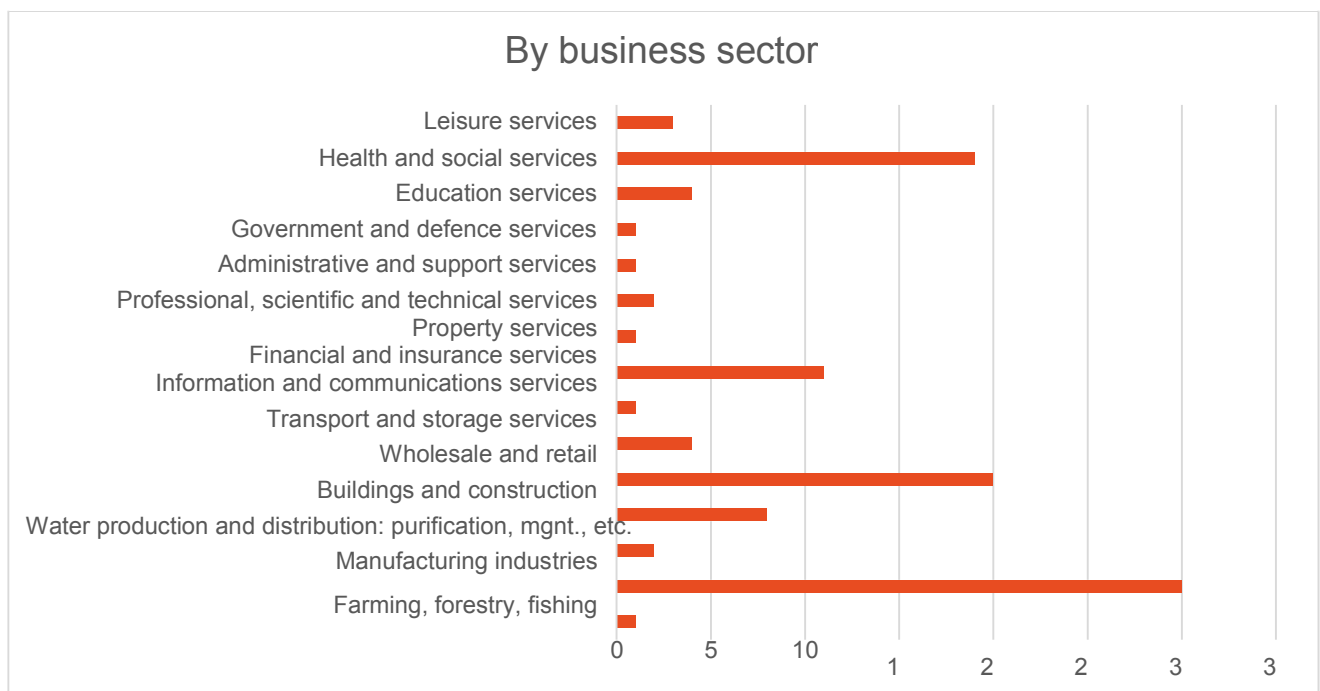
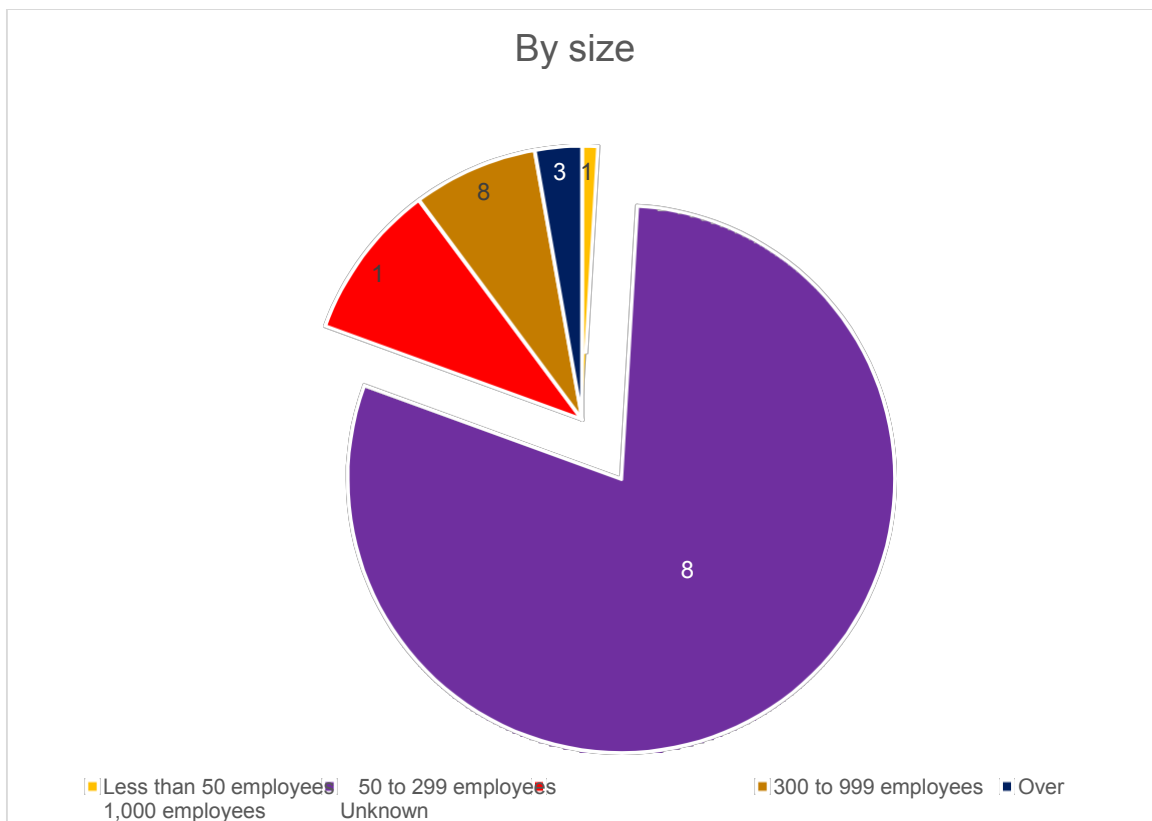
## I. QUANTITATIVE DATA

108 documents were studied: **49 action plans** and **59 agreements**. 13 companies stated that they have an equality commission, 20 that they had consulted the workers' council and three that they had signed up for a renewal (two agreements and one action plan). 56 companies referred to, or partially or entirely included, their diagnostic or comparative situation report. One company mentioned having benefited from support from ARACT [*regional association for improving work conditions*] as part of the TEMPO project. Five companies specified that they had established a **link** between their gender equality in the workplace action plan or agreement and their obligation in terms of difficult working conditions; seven established a link with obligatory annual negotiations; two with the *contrat de génération* [*intergenerational contract*], and two with the diversity charter.



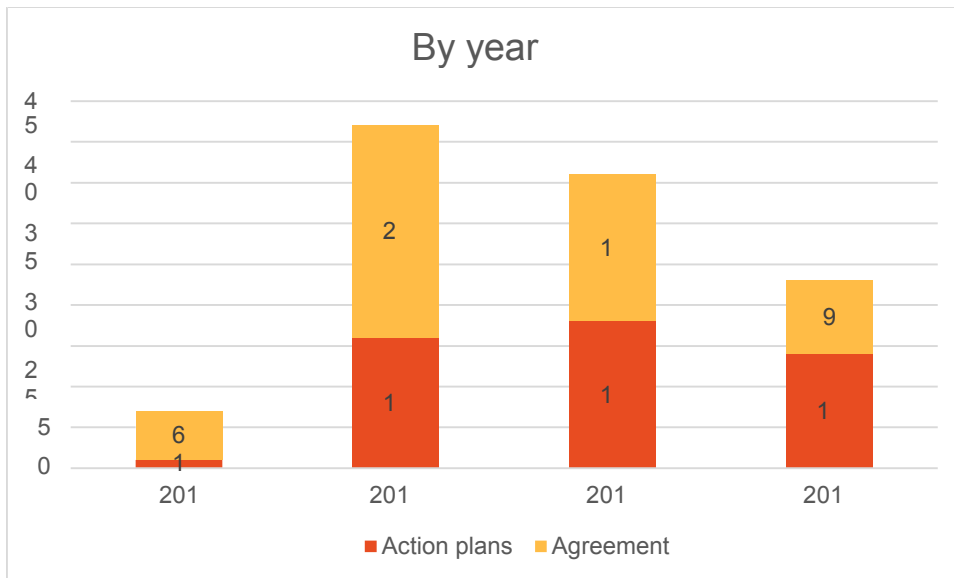
The 108 action plans and agreements were classified according to the different criteria shown below.



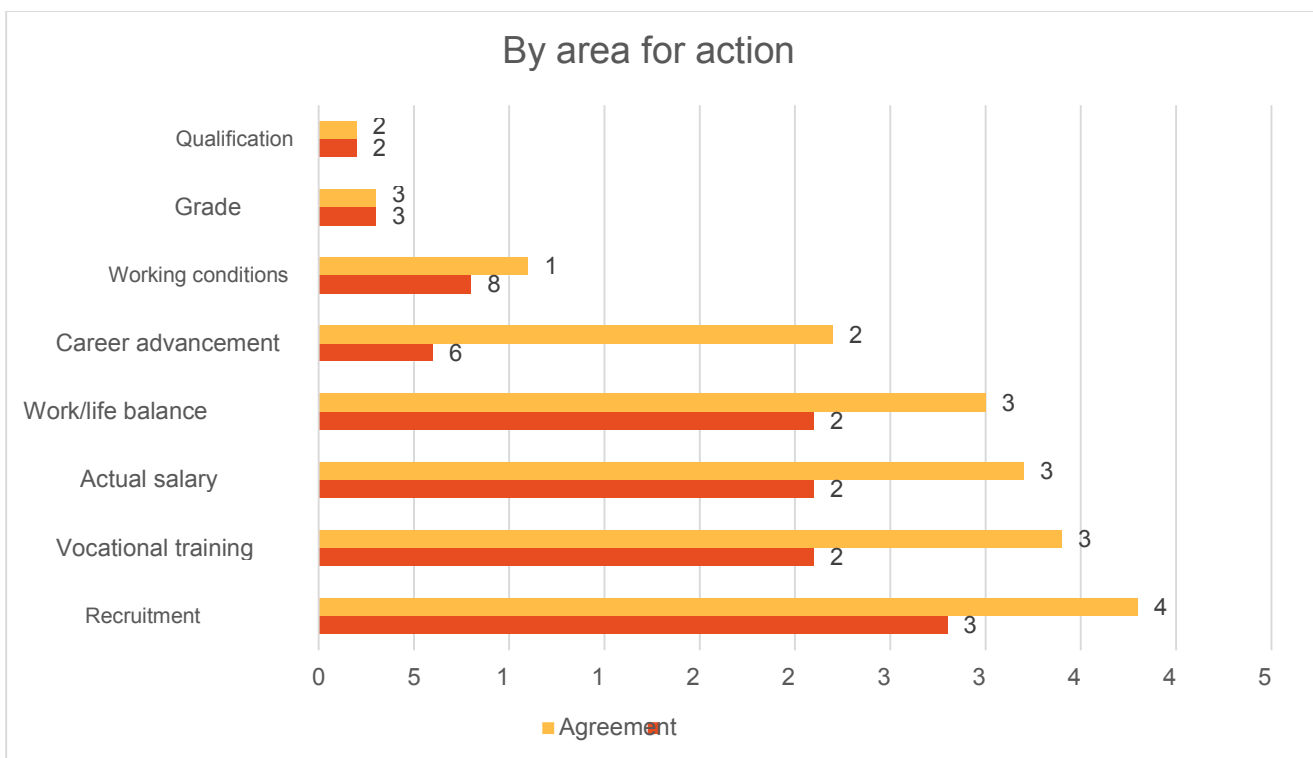


The five most represented business sectors are *manufacturing industries, wholesale and retail, health and social services, financial services and buildings and construction.*

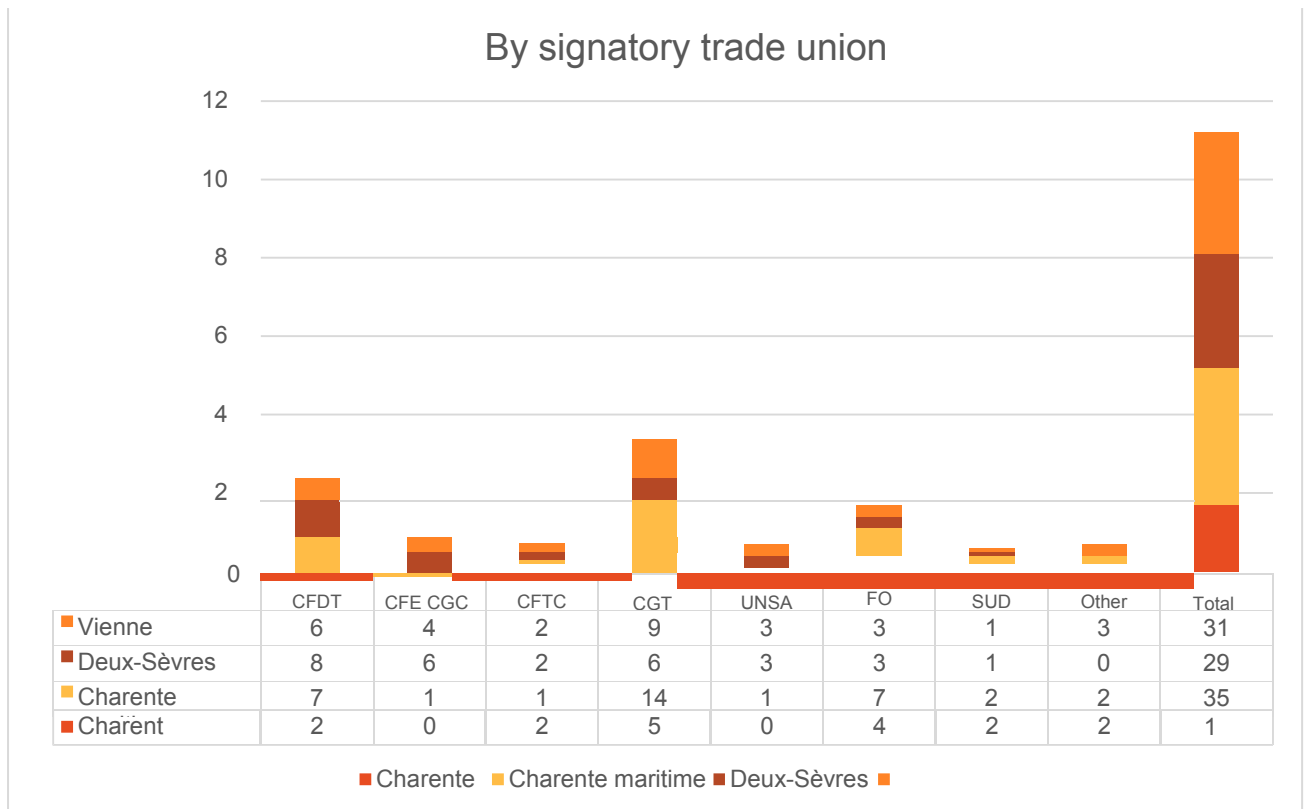
## Gender Equality in the Workplace



It should be noted that eight companies that signed agreements in 2013 or 2014 did not tackle the salary issue in their action plan as required by law.



The four most frequently tackled areas for action are recruitment (76), vocational training (65), actual salary (63) and work/life balance (61). This table and analysis tell us that certain companies do not respect the number of areas for action that need to be addressed, i.e. three areas for action for companies with 50 to 299 employees and four areas for action for companies with over 300 employees.



CGT signed 34 agreements, CFDT 23, FO 17, CFE CGC 11, CFTC 7, UNSA 7, SUD 6 and SNECA, SNATE, the CEREP workers' union, the autonomous casino union, BSST and SNPTS (*Other* category in the table above) 7.



## II. QUALITATIVE DATA

The examples of actions listed in this second part cover all proposals made by the 108 companies.

It should be noted that the actions have been classified in line with the areas for action chosen by the companies. The classification is the subject of comments at the end of the document. The areas for action have been classified according to the number of times the companies chose them (between brackets in the titles).

The corresponding quantified indicator is specified for each action. The code AI designates the absence of an indicator.

### a. Recruitment (76)

#### *Recruitment method*

- Use terminology for job offers and defining posts that is non-discriminatory and opens the door, without distinction, to applications from both women and men, internally and externally.  
AI
- If the company is in charge of the recruitment process, the list of applicants must include at least four people and the lists must have equal numbers of women and men when the number of candidates with the same skills makes it possible.  
Indicator: figures by gender on appointments and departures. Breakdown of appointments by professional category and type of contract. Breakdown of departures into professional category and reason.
- Information from external partners (state employment agency and temping agency) on the policy implemented concerning women's employment at the company.  
Indicator: list of applications, letters sent.
- Promote the recruitment of female or male trainees in areas where they are underrepresented and consider them as a source of recruitment.  
Indicator: number of staff recruitment interviews for open-ended contracts carried out over the year by job category, specifying the number of men and women seen; number of trainees taken on for each establishment and department over the year, specifying the number of female and male trainees.
- The simulation recruitment method will be tested out on the recruitment of a new intake of call centre advisors.  
Indicator: breakdown of appointments by method used.
- Analyse applicants and increase the number of women recruited: by increasing the proportion of female applicants for driver/worker jobs, by increasing the proportion of male applications for other job areas.  
Indicator: number of recruitments, number of applicants seen by gender, number of applicants hired by gender.
- Formalize the recruitment and integration process: internal demand, requests made to employment agencies, processing CVs, integration/training procedure.  
Indicator: recruitment rate by age group and by gender, women recruited/total staff, women appointed/total staff, number of applicants presented/performance rate for integration/requests.

## Gender Equality in the Workplace

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- As far as possible, implement diagnostic tests to make recruitment criteria even more objective and ensure that communication about available posts addresses all personnel.  
-Indicator : number of male/female applications, number of interviews carried out with men/women, number of female/male applicants selected.
- Sign the diversity charter.  
-AI
- A statement of commitment, recapitulating the diversity charter's principles and non-discrimination rules governing recruitment and working life will be drawn up locally and published on the general intranet.  
-Indicator: number of information messages from the external organization on the different job areas, dissemination to all managers of the document on non-discriminatory recruitment.
- Learning through immersion: employees will benefit from an immersion period at the establishment or department where a post needs filling. The immersion period will be determined on a case-by-case basis.  
-AI

### *Awareness-raising*

- The company undertakes to promote gender equality in the workplace by encouraging the communication of successful appointments of women to posts mostly held by men.  
Indicator: breakdown of fixed-term/open-ended contracts by gender and job area; breakdown of departures of employees on fixed-term/open-ended contracts by gender and job area; rate of annual increase in the number of women and men in these job areas.
- Organize communications actions targeting women on external recruitment for posts held primarily by men and vice-versa.  
-AI
- Establish a partnership with the state employment services to provide information about different job areas, diversify recruitment and promote and improve the image of jobs that are little-known or seen as feminine in the medical-social sector.  
-Indicator: number of attendances at job fairs and forums per year.
- Strengthen the visibility of our job areas by organizing site visits and talks at teaching establishments.  
-Indicator: number of external interventions completed.
- Set up a communications plan for employees providing information on the company's different job areas.  
-Indicator: number of communications actions carried out.
- Organize Open Days and participate in three job forums and the week for employing handicapped people in order to improve the company's image among women and make it easier to hire women.  
-AI
- Train staff involved in the recruitment process about the risk of direct or indirect discrimination during recruitment. Example: make it standard practice to circulate a memo or guide on promoting diversity and the fight against discrimination to everyone in charge of recruitment and to operational management.  
-AI
- Raise awareness among the HR team and managerial staff in charge of recruitment about gender stereotypes and non-discrimination.  
-Indicator: number of recruiters whose awareness of the issue has been raised.
- Set up a special edition of the in-house newspaper with the focus on posts held in unusual ways and the training tools available to the company's employees.  
-AI

## Gender Equality in the Workplace

Include the company's commitment to gender equality in the workplace in the talks given during days for welcoming and integrating newly recruited staff.

-Indicator: breakdown of newly recruited staff on open-ended contracts by job level and with identical qualifications.

### **b. Vocational training (65)**

#### *Training content*

- Training programmes and/or tutoring help to ensure that female staff can succeed when seeking promotion to middle and/or senior management roles.  
-Indicator: number of training courses carried out to provide access to managerial posts in relation to the number of requests.
- Management training programmes systematically include a module on the principles of gender equality in the workplace.  
-Indicator: number of management training programmes including a module on the principles of gender equality in the workplace in relation to the number of management training programmes organized.

#### *Organizing training*

- Pay employees who are bringing up one or more children alone an allowance for training courses involving a long absence.  
-AI
- Make it easier for employees working on specific posts and who need to attend training to adapt their schedules.  
-AI
- The company undertakes to tackle the problems of travel by proposing solutions including remote learning modules and e-learning provided by approved organizations.  
-Indicator: breakdown of training actions by type of actions according to gender, actions designed to ensure employees can adapt to their work post or linked to maintaining or advancing their jobs at the company, actions designed to develop employee skills.
- Ensure as far as possible that training courses for employees working part time do not take place on a day when they do not work.  
-Indicator: number of in-house training courses for women and men, number of remote training courses for women and men.
- Group together training actions so that the trainer goes to the employees rather than vice-versa.  
-Indicator: number of training courses carried out locally.
- Prepare the different phases for organizing, monitoring, funding and concluding training courses.
- Indicator: number of newly recruited staff benefitting from training/total number of new recruits, followed by indicators showing the success rate for obtaining a diploma or Public certificate.
- Identify the people who have not benefited from vocational training over the last five years and analyse the reasons behind the situation. If required, the company will take all necessary measures to rectify nonconforming situations. Analysis will be based on staff interviews.  
-Indicator: average amount of teaching costs involved broken down into women and men, rate of access to training for women and for men.
- Employees who come back to work after maternity or paternity leave are among the priority targets for access to vocational focus periods.

## Gender Equality in the Workplace

- Indicator: number of employees who have received training according to socio-professional category and gender, average number of training action hours per employee, percentage of women and men who have not received training for over three years, total number of training hours assigned to women and men compared to the percentage of men and women in the socio-professional category.
- Analyse the proportion of women/men during elaboration of the training plan.
- Indicator: number of training requests from men/women, number of requests from men/women accepted, number of requests from women/men met, number of training hours for women/men carried out.

### **c. Actual salary (63)**

#### *Adjustment, operational measures*

- Increase the average salary of women level V sales representatives so it reaches the reported current salary for men by the end of 2014.  
-AI
- Provide a mechanism for closing the wage gap for employees returning to work after maternity, adoption or parental leave.  
-AI
- When there is a wage gap for the same post which cannot be justified by any objective reason, the company commits to introducing a measure for closing the gap in line with a predefined schedule. To meet this commitment, the company agrees to set up a specific budget for absorbing the wage gaps between women and men with identical skills, qualifications and work experience.  
-Indicator: average monthly gross salary by professional category and by gender, observed minimum and maximum salaries for managers and non-managers by gender and by professional category, observed typical gap for managers and non-managers by gender and by coefficient.
- The company guarantees to continue including employees' length of service in the salary scale during parental leave.  
-Indicator: number of employees on maternity, paternity or adoption leave with over a year of service who benefit from a salary top-up.
- The salary paid to employees returning from maternity, paternity or adoption leave will be topped up by the average individual raises received by the company's employees in the same category during the leave period.  
-AI

### *Adjustment, objectives without written operational terms*

- To reduce wage gaps between women and men, the company undertakes to pay particular attention to this point and adapt basic salaries with the budget for individual pay increases negotiated with the trade union during annual pay negotiations.  
-Indicator: the number of employees who have benefited from a wage increase out of the number of employees by gender, and the number of employees who have benefited from wage adjustment out of the total number of employees.
- The company will make every effort to ensure that periods when maternity and adoption leaves are taken do not have any negative impact on individual wage increases and career advancement.  
-AI
- In the case of individual increases, employees returning from long-term leave benefit from an individual raise which cannot be lower than the average rate of raises for employees in the same professional category.  
-Indicator: number of women concerned over the year.

### *Methodology to foster equality*

- Design a chart for tracking appointments with a breakdown by gender, year they obtained their qualifications and number of proven years' experience linked to the qualifications, reference salary in the contractual salary scale and actual salary accepted.  
-Indicator: number of appointments that conform to the classification on the contractual scale in terms of qualifications and professional experience out of the total number of appointments.
- Set up a mechanism for monitoring changes in salary for men and women in order to maintain the principle of equality.  
-Indicator: average monthly gross salary by professional category and by gender, observed minimum and maximum salaries for managers and non-managers by gender and by professional category, observed typical gap for managers and non-managers by gender and by coefficient.
- In the managers' guidelines, reiterate the principle that decisions affecting the management of salaries, careers and promotions must be based exclusively on criteria that are not only professional but also clear, objective, measurable and attainable. To help with this task, set up an employee evaluation table based on factual and objective elements.  
-Indicator: employee evaluation table based on factual and objective elements.
- Establish monitoring by the HR department of employees returning from long-term leave (maternity/paternity) to check their salary and grade level.  
-Indicator: average salary by category of employee returning from leave compared to the average salary of other employees in the same category.
- Every year in February, the company will carry out an exhaustive analysis of every single one of its employees' wages. This process applies to all categories.  
-Indicator: comparison of average, minimum and maximum salaries by status and grade between women and men.
- Carry out an annual review of appointments to check, for the same post, that equality is being applied to recruitment for equivalent skills and experience regardless of gender.  
-Indicator: annual review.
- In order to produce an objective diagnostic of wage equality, the company has set up a wage analysis tool based on panels comparing women and men who:
  - have identical ages and grade levels;
  - are representative (each panel includes at least eight men and eight women).-Indicator: number of panels showing an unjustified gap.

### *Part time*

- Help employees working part time to acquire dual functions so they can make up their hours, compare annual changes in wages of employees carrying out the same function working part time and full time.  
-Indicator: number of employees benefitting from a dual function, average change between full-time and part-time employees carrying out the same function.
- For employees whose part-time post is equivalent to four-fifths of a full-time job and with at least one dependent child under 15, the employer will cover the differential of employer and employee pension plan contributions, including top-up pension contributions, between full-time and part-time employment.  
-AI

### **d. Work/life balance (61)**

### *Work organization*

- Before employees go on maternity leave, the work doctor must play a preventive role in terms of protecting pregnant women and fitness for their workstations.  
-AI
- Automation of certain tasks on the new production lines as well as modification of workstations to encourage more women to take up the posts.  
-AI
- Aside from emergency and serious situations and travel abroad, professional trips will be organized so as to avoid leaving on a Sunday night or returning late on Friday.  
-AI
- In addition, management has set up a videoconference system to limit travel.  
-AI
- Invitations to meetings must specify start and end times.  
-AI
- Propose the option of working at home in response to requests for family leave and facilitate the switch to part-time work.  
-AI
- Allow 14 hours of absence (for a full-time job) for personal reasons; 12 days for ill children and one day for ill parents; start discussions with the employer (particularly for part-time jobs) to ensure that work organization coincides with employees' schedule.  
-Indicator: the social audit provides quantitative information on the gender ratio.
- Administrative help in drawing up forms for the switch to part-time work and amendments to work contracts to adapt working hours to family obligations.  
-Indicator: number of actions providing help to employees, number of amendments to work contracts.
- Set up a time savings account.  
-AI
- Provide support for long-term absences, at least 12 months; a professional audit may be proposed to the employee. A week of immersion will systematically be offered to all employees returning from long-term leave. Employees working in a network may be offered work experience in the head office's departments during the immersion week.  
-Indicator: percentage of men and women who have benefited from training on their return from long-term leave compared to the total number of men and women absent for less than 12 months. Rate of interviews before maternity leave and on return from parental leave (anticipate departures and returns).

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- The company undertakes to examine all requests for modifications to work organization made by employees, particularly the choice of part-time work, and to make every effort to answer favourably.  
-AI
- To ensure working continuity in the event of an employee becoming unavailable due to issues relating to her/his person life, the company may make an exception and authorize working from home.  
-Indicator: an annual review of requests and actions will be carried out to assess the impact of this measure.

### *Facilitating parenting*

- As a first step, management wishes to develop more widespread communication on the measures and mechanisms for taking maternity/paternity leave and parental leave. Management will encourage access to this type of leave, linked to the arrival of a child, for women and men equally by developing widespread communication on the mechanism. The company will provide accessible information on special leave so that both women and men can benefit from it.  
-AI
- From the fifth month of pregnancy, employees who are pregnant have the right to three days paid leave. This leave is considered as work time and paid on that basis. The paid leave can be taken in line with the terms to be defined with an agreement between the employee and HR department, with the stipulation that these terms can be considered if the employee initiates the request.  
-AI
- All employees with a dependent child under 15 on 30 April of the current year have the right to one "dependent child" day per child when the need for leave is proven. The day's leave can only be taken once during the legal period of paid holidays for the same child.  
-AI
- The company will also ensure that the future fathers' professional travel commitments are minimized during the two weeks before and after the estimated birth or adoption date, and will also make it easy for them to take leave during the same period.  
-AI
- The company will pay a salary top-up that supplements the health service daily allowance for paternity leave.  
-Indicator: number of employees concerned.
- Promote paternal leave while maintaining the employee's full salary during his absence.  
-Indicator: amount of actual annual remuneration paid for paternity leave.
- The company will ensure that employees benefiting from paternity or maternity leave receive 100% of their gross salary. In addition, subrogation will systematically be applied to paternity or maternity leave for all managers.  
-AI
- Where possible, facilitate associating leave with time savings account/reduced working time mechanisms to increase the 11 legal days of paternity leave.  
-Indicator: number and duration of paternity or adoption leaves per category.
- During a parental, maternity or adoption leave, the company will send out individual information on in-house job offers, the company newsletter, invitations to events and any other information of interest to the person on leave while her/his contract is suspended.  
-AI
- Requests from employees returning after parental leave and expressing the wish to be appointed to vacancies by means of calls for in-house applications will be studied very carefully by the HR department.  
-Number of people who have requested a sabbatical leave during year N-1.
- Grant a nurse allowance covering a proportion of the childminding costs of one or more children.



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-AI

- Study the possibilities for setting up an intercompany day nursery.  
-Indicator: opening of a day nursery and signing up for places.
- Allow DIF [*individual training entitlement*] to be acquired during parental leave.  
-Indicator: number of individual training entitlement hours acquired.
- Hours for starting work must be flexible enough to ensure that working life is compatible with family responsibilities for employees looking after young children.  
-AI
- Ill child leave to rise from 10 days to two weeks. Fathers' access to a three-day ill child leave.  
-Indicator: number of employees who have benefited from ill child leave and number of ill child leave taken.
- Arrange special hours for employees with children the day school term starts. This arrangement is open to parents with children going to nursery school, primary school and the first year of secondary school.  
-Indicator: number of employees who have benefited from this arrangement.
- Provide information on fathers' contractual right to "ill child" days.  
-Indicator: number of women and men per category who have benefited from this mechanism; number of days' leave taken by women and men per category.
- The company will provide CESU [*vouchers used to pay for services provided by private individuals*], with 14 a month 70% funded by the company.  
-Indicator: annual amount the company finances CESU.
- Maternity leave is part of women employees' professional life as well as their private life. This period, when they are unable to work, is considered as time actually worked, particularly for determining the rights associated with length of service, distributing profit shares and participation and calculating paid leave and the 13th salary.  
-AI

### Information

- Send employees absent for over a month important documents via internet.  
-Indicator: percentage of employees absent for over a month who have accepted or even refused access to important information online, number of uses made of new information technologies.
- Launch an immediate survey of employees to find out about their needs in detail.  
-Indicator: number of employees who answered the survey out of the total number of employees.
- Create an online section specifically addressing the equality in the workplace theme. It will feature the commitments in terms of equality in the workplace. It will be updated via an external monitoring mechanism, including with the latest information on gender equality.  
-Indicator: during the company's social audit, measure the degree of awareness of equality in the workplace.
- Provide information on the right to paternity and parental leave.  
-Indicator: number of interviews carried out/number of returns from maternity or parental leave. Number of requests for part-time jobs formulated and number of requests accepted by management.

### Other

- The company will raise awareness among employees about domestic violence situations by providing training.  
-Indicator: percentage of employees who have received training on awareness of domestic violence situations.



*Adjustment*

- Build a progress-based process to work towards gender equality in the area of promotions.  
-AI
- Reduce time between promotions in order to attain gender balance.  
-AI
- For internal transfers, the company will offer to provide support to the transferred employee's partner from a recruitment consultancy, paid for by the company, to help to identify alternative employment.  
-AI
- Employees who work part-time for the company and who wish to switch to full-time are invited to a career development meeting to discuss their career path and prospects.  
-Indicator: number of employees promoted to a higher grade (with breakdown by gender), percentage of employees promoted in comparison to the number of employees in the socio-professional category (with breakdown by gender), number of women in the top 10 wage-earners.
- Carefully examine all requests to hold a part-time managerial post.  
-AI
- Where skills are equal, give priority to female candidates for promotion to vacant positions at their site or within their local labour market.  
-Indicator: number of times women are prioritized in sectors where they are under-represented.
- Priority access to training for less-qualified employees who wish to gain further skills and qualifications.  
-Indicator: number of promotions made compared to the number of people who have successfully completed training courses and changes in the male-female percentage.
- Prefer promotions for employees who have shown commitment and who have successfully completed the training courses.  
-Indicator: number of promotions made compared to the number of people who have successfully completed training courses and evolution of the male-female percentage.
- Where there is an internal gender imbalance, the company undertakes to ensure that persons of the least-represented gender will receive a number of training hours greater than the percentage of overall staff numbers that they represent.  
-Indicator: percentage of training hours delivered as part of a training plan.
- As part of the work on job descriptions and grades, a study to define coefficients for all non-management staff will be carried out during the first half of 2014. This analysis may lead to adjustments to certain coefficients for certain staff, and consequent wage changes if necessary.  
-Indicator: number of employees (by gender) benefitting from an enhanced coefficient, status and/or post within the company, number of newly hired staff, number of posts available internally, number of staff (by gender) who benefitted from a promotion/change of coefficient following the revised job descriptions.
- When seeking to fill a vacant post at a higher grade than currently occupied, insofar as there is a gender imbalance at the establishment concerned, women will be accorded priority in cases where they are equally skilled.  
-AI
- When drafting succession plans, special attention will be given to promoting and facilitating women's access to the planned processes.  
-AI
- Adapting to gender imbalances in management category posts: every time a

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management post becomes available, and on every occasion where the number of applicants allows, the HR department will put forward at least one male and one female candidate, each with comparable profiles and skill sets.

The HR department will pay special attention to ensure that the number of women applicants presented for promotions to the Careers and Employment Committee is consistent with the number of women in the category concerned.

-Indicator: management promotion rate by category and gender. Percentage of women in a category

6. Percentage of women in category 7. Percentage of women in senior management roles. Women's promotion rate from category 6 to category 7. Women's promotion rate from category 7 to senior management roles. Number of women among the top 10 wage-earners at the company. Average salary by category. Median salary by category. Minimum salary by category and gender. Maximum salary by category and gender.

- Make sure that part-time and full-time staff enjoy equal access to supervisory posts.

-Indicator: part-time staff promotion rate. Number of part-time employees occupying supervisory posts.

- The trade union signatory to the agreement undertakes to improve the gender balance when presenting lists for professional elections.

-AI

## Information

- The company undertakes to communicate in ways that put the emphasis on skills, to help staff capitalize on their experience and to offer skills appraisals and individual training plans. It is further agreed that the request will be supported by the HR department in the form of individual mentoring to help make a success of the project, up to a maximum of 5 people.

-AI

- Inform all staff of the company management's determination to address the gender imbalance among supervisory and management staff where women are under-represented, and encourage motivated women to direct their career path towards job areas covered by these levels.

-Indicator: number of information documents distributed.

- Organize sessions where women managers can talk about their experiences to other women who are potentially candidates for supervisory posts.

-AI

- Provide all managers with information about the overall theme of equality (workplace gender balance, disabled workers, older workers and ethnic diversity) via a dedicated section on the company intranet: the 'managers' area'.

-AI

- Send all workers an HR handbook on the overall theme of equality (workplace gender balance, disabled workers, older workers and ethnic diversity).

-AI

- Creation of a 'mobility' section on the intranet site.

-Indicator: number of training hours delivered to women in the company by status and as a proportion relative to men, number of women receiving training during the year and as a proportion relative to men, number of women promoted within the company.

- Set up Careers Committees.

-Indicator: the number of cases concerning women.

**f. Working conditions (19)**

- Draw up gender guidelines on difficult working conditions and risks.  
-Indicator: number of questionnaires filled in and returned.

*Suitable working environment*

- A report will be drawn up identifying the posts and job areas that have not yet been properly adapted for female staff. Solutions for adapting them will be implemented during 2013 in line with the above-mentioned report's conclusions. They will be designed to make the posts more attractive to women once the necessary adaptations have been made (cloakrooms, toilets, adapted design, clothing, work tools, etc.).  
-Indicator: list of studies and adaptations covering sensitive workstations and recommendations.
- The focus will be on a forward-looking approach so that all projects for changing job areas or tools incorporate the gender equality issue right from the project design phase.  
-Indicator: number of requests for switches to part-time work/accepted, number of request for switches to full-time work/accepted, number of special modifications to working hours and prior notice, number of work accidents by gender and job area, number of meetings organized during work time out of the total number of meetings organized.
- Studies and completed projects for improving working conditions and ergonomic design of workstations.  
-Indicator: number of studies carried out and number of workstations.
- Carry out a psychosocial survey of employees, with the survey to be examined in detail by a work psychologist. The results will then be studied by a steering committee with a view to adopting corrective measures validated by management. Organize adapted training actions in the workplace, the purchase of suitable equipment, reorganization of working time and, in some cases, refitting of premises.  
-Indicator: a review of results from the different psychosocial surveys and their follow-up will be drawn up during presentation of the n-1 social audit at the workers' council.
- Adapt working conditions to the needs of pregnant women.  
-Indicator: number and type of modifications carried out, number of employees concerned.

*Work organization*

- Requests for part-time work following parental leave or for a parent of a child under six will be examined with the same concern for equity between all the requests for part-time work.  
-Indicator: number of employees obtaining part-time work over the year under consideration (with breakdown by gender).
- Allow daily arrivals and departures outside of usual working hours for pregnant women in line with legal provisions and in consultation with the employees concerned.  
-AI

- Parental leave can be extended up to the child's 4th birthday. This extension has to be applied in line with the same working organization conditions as those determined during the 3rd year, i.e. either on a part-time basis and for the same working time if this was the chosen option during the 3rd year, or as suspended full-time work if this was the chosen option during the 3rd year. It should be noted that in this situation, the employees concerned benefit from health and maternity benefits up to their child's 4th birthday. However, during the 4th year of parental leave, they cannot claim daily health and maternity allowances, since this is unpaid leave.  
-Indicator: number of requests.
- Management will give each pregnant employee a badge authorizing her to park as close as possible to the company entrance from the 5th month of pregnancy.  
-Indicator: number of employees who have declared a pregnancy, number of parking badges provided.
- Fit out a room for use by women who want to continue breastfeeding their babies after their return to work.  
-Indicator: fitting out of a special breastfeeding room.
- Modification of an employee's work organization or working hours may be considered for a given period according to the difficulties relating to the distance from work, family obligations or health problems.  
-Indicator: once a year, comparative monitoring from one year to another of the number of modifications to working hours linked to the recognition of family responsibilities for a given period.
- Creation of a detailed mapping of part-time jobs.  
-Indicator: number of part-time jobs by gender and category and by "chosen part-time work" and "imposed part-time work" item.
- In the case of part-time work, the possibility of retaining the same basis for pension contributions as for a full-time salary, and the conditions whereby the employer can cover all or part of the top-up contributions.  
-Indicator: number of women and men who have obtained access to chosen part-time work.
- As part of premises repair and renovation, organization of separate cloakrooms for women and men and separate toilets for women and men throughout the premises.  
-Indicator: presence of operational cloakrooms, number of signs installed.

**g. Grade (6)**

- Ensure that managers in charge of putting forward suggestions in terms of changes in grades and salary are aware that wage discrimination based on gender, family situation or pregnancy is forbidden by implementing training actions and organizing at least one awareness-raising meeting.  
-Indicator: percentage of managerial employees who have been to an awareness-raising meeting.
- Carry out an analysis per socio-professional category and per job area of minimum grade levels, check if coefficient discrepancies exist in terms of gender equality, implement corrective action (coefficient and/or minimum salary if justified).  
-Indicator: number of grade changes per female/male socio-professional category, number of female/male employees by main job areas and by coefficient.
- Study of coefficients in the first year, implementation of coefficients for the second and third years.  
-Indicator: number of women and men with a coefficient at the end of the three-year period.

**h. Qualifications (4)**

- Spend the same percentage of payroll on training for women and men.  
-Indicator: percentage of payroll invested in training.
- At the end of any absence of at least 12 months, organize an interview to examine the employee's training needs with a view to possible job changes.  
-AI
- For posts mainly held by men: more detailed examination of internal and external applications from women.  
-AI

### III. ANALYSIS AND ACTION STRATEGIES

#### Findings

- Certain recorded actions formalize actions that already exist within the company, or even reproduce the regulations.
- Not all the companies are clear about how to identify an objective, action and indicator. The direct consequence is the large number of actions without written operational terms, which are in fact objectives.
- Similarly, areas for action do not seem to be clearly understood. One example is the action “Automation of certain tasks on the new production lines as well as modification of workstations to encourage more women to take up the posts”, cited in the document in the *Work/life balance* area rather than *Working conditions*.
- Although the quantified indicators provided are often relevant, they are frequently absent. It should be noted that at least five companies specify the budget that will be allocated to actions.
- 23 agreements were signed in 2012 and 15 action plans in 2014, which need to be followed up to ensure renewal in 2015.
- Not many companies mention monitoring mechanisms. When they do, the workers’ council is the body that carries out monitoring.
- No direct link was made to pensions, a major factor in gender inequality in the workplace.
- The action plans often opt for the same types of action:
  - for recruitment: the use of non-discriminatory terms in job offers and job titles;
  - for vocational training: geographical location of training courses.
- In terms of work/life balance, the link between work and domestic violence has already produced a number of publications.
- Thanks to their proposals for actions, the companies provide a wide range of tools, particularly in the wage area. Will these tools favour gender equality in the workplace? The agreements do not always lead to this conclusion.
- While we recommend (below) clear communication of legal obligations (gender equality in the workplace, difficult working conditions, intergenerational contract), some companies already do it. They demonstrate links between their gender equality in the workplace agreement and:
  - the annual interview;
  - obligatory annual negotiations;
  - skills planning;
  - quality of life at the workplace;
  - the intergenerational contract.
- The different actions sometimes create relationships between the company and various public or private institutions:
  - state employment services;
  - occupational medicine services;
  - CAF [*social security*];
  - national education;
  - training organizations.
- **Different data from the study show that collective bargaining makes a qualitative contribution compared to unilateral negotiation.** Given the size of the companies and the number of action plans and agreements, we can see that the number of areas for

action addressed by the companies who signed an agreement is exactly the right amount (3.33), whereas the number of actions tackled in the action plans is below what it should be (2.6 instead of 3).

- The wage issue is addressed by one in two companies as part of the action plans and over one in two companies (1.2/2) as part of agreements.

*The definition and monitoring of actions as well as the renewal of gender equality in the workplace agreements is a major challenge for social dialogue. To bring about the necessary improvements in this sphere, we recommend:*

- raising awareness about gender equality in the workplace among social partners:
  - o by sending this study to social partners as well as members of the Réseau pour l'EPFH en Poitou-Charentes [*gender equality in the workplace network in Poitou-Charentes*];
  - o by disseminating the CISTE 2014 brochure;
  - o with the CISTE 2014 support module;
- following an in-depth exploration, disseminating relevant tools encouraging companies to take effective action;
- setting up a monitoring committee:
  - o for employee trade unions, to list the companies where they have signed gender equality in the workplace agreements so they can monitor renewals and work on raising awareness in companies where they are present but no agreement has been signed;
  - o to form work groups for signatory activists so they do not feel so isolated in their companies and to enhance their expertise and thereby produce a quantitative and qualitative improvement in the content of agreements.

*Regardless of the action, it will important to:*

- supply examples of actions for each area;
- promote equality commissions (or even diversity commissions);
- promote the effective communication of legal obligations.