



Company Testimony : L'Oréal



L'Oréal in the world : 2012 key figures

1st Cosmetic
Group worldwide

130 countries

27 international
brands⁽¹⁾

72,600 collaborators

22.5 billion euros
business volume

611 patents
registered in 2012



L'Oréal in France : 2012 key figures

11,721 collaborators

60% women

41.7 years
average age

4.8% turn over

13.8 years
of service

45%
Managers

7939 Long term
contracts since 2000

31%
Supervisors



Focus on Women: 2012 key figures

Women represent in France:

- **59.9% of total number of employees**
- **57.4% of managers**
- **43% of the members of the principal international Executive Committees**
- **40% of the members of the Executive Committees in France**
- **59.8% of trained collaborators**
- **39% of expatriates in place**
- **46% of first expatriations**



L'Oréal, a remarkable company for its business and its strategy

- The majority of our employees and our clientele are women.
- A senior management team and social partners who are convinced that diversity and synergy of views are absolutely essential.
- Recruitment and loyalty of our personnel is strategic.



L'Oréal, a remarkable company for its history

1960's

- Birth of Schueller leave, 4 additional weeks of maternity leave, paid at 100% (at the time, maternity leave was 14 weeks)

1976

- Creation of the "Mother's Wednesday"
- Schueller leave is extended to adoption

1998

- "For Women in Science", prize, launched by L'Oréal and UNESCO, was the first international achievement award dedicated to women of science.

2000

- Ethical Charter

2004

- Launch of the Kids intranet website dedicated to child care
- Diversity Charter

2006

- First L'Oréal inter-company childcare center

2007

- Agreement on the conditions concerning Men-Women salary equality and maternity leave and adoption leave

April 2008

- Co-foundation of the Parenthood Charter with the association SOS Préma

**December
2008**

- Signature of Agreement of Professional Equality for Men/Women
- Signature of Agreement for the Conciliation of Private/Professional Lives

2012

- 11 inter-company childcare centers, 5 concierge services



OUR OUTLOOK

- **Deep convictions**

- Believe in the richness of the diversity and synergy of views
- Develop a positive work environment
- Maintain a “One step advanced” by being innovative in regards to social issues and by tuning into societal evolutions.

- **Our approach**

- Capitalize on company culture and improve already existing measures
- Create new measures in phase with the environment and needs
- Develop a global approach for everyone, both women and men.



Professional equality between women and men and conciliation of private/professional lives : founding principals

- A balanced recruitment of Women/Men
- **No discrimination** either for **remuneration** or **career** advancement
- Particular attention in regards to the **career path** of women, specifically following absences for maternity leave
- **Flexible scheduling**
- **Parenthood support**
- An external commitment to promote **equality and the professional promotion of women** :
 - For women in sciences
 - Capital Filles



A constant social dialogue

- A L'Oréal SA **company agreement** signed 4 December 2008 by all the Unions.
- **Mandatory Annual Negotiations** with analysis of remuneration differences between men and women within the main benchmarks.
- Examination of the **Company/Establishment Social Report**.
- Examination of the **Comparative Situation Report** at the time of the **Professional Quality Commission**.

- **Professional Equality French Label** (2013).



- **Gender Equality European Standard (GEE'S)** (2011).





Two illustrations

- A global parenthood policy:
*“from maternity/paternity support to
... flexible scheduling”*
- A private/professional lives conciliation policy
available to everyone



A coordinated approach

- A process shared and built with the Personnel Representatives
- Two company agreements signed unanimously with the Unions
 - => Professional equality between Women and Men
 - => Conciliation of private/professional lives



A parenthood policy: from maternity/paternity to organisation of work

1. Accompanying maternity/paternity leave

- paid at 100% of salary during the entire maternity leave (16 weeks) with no obligation of length of service
- “Schueller” leave : 4 additional weeks of maternity leave, paid at 100% by the company.
 - => Prolongation up to 20 weeks of maternity leave
 - => Possibility to fraction by period of 5 days until the child’s 3rd birthday
- Extension to adoption leave (father or mother of adopted child)
- Paternity leave paid by company (11 days)
- Rights, for family events, for everyone, whatever the makeup of the parental home



A parenthood policy : from maternity/paternity to organisation of work


2. Career path accompaniment

- Personal interview before, and upon return from, maternity leave
- Guaranteed salary evolution for the collaborator during the period of absence
- Part-time possibilities known as "Father's and Mother's Wednesday" until child's 12th birthday
- Possibility to finance parental leave with banked vacation days and funded at +25% by the company
- Continued adhesion to health insurance, under the same conditions



A parenthood policy : from maternity/paternity to organisation of work

3. Services available to collaborators

- Health and social services available
- Development of inter-company childcare centers
- An intranet website L'Oréal  dedicated to child care
- A day devoted to the family : Family day



Parenthood – some figures

(data L'Oréal France – 2012)

PARENTHOOD

Maternity headcount/Feminine headcount

6,8 % of feminine headcount

Schueller leave

640 collaborators

Parental leave

188 people of which 54,2% managerial staff



PART TIME

• 8,8% of global headcount

• 13,3% of feminine headcount

• 8,8% of feminine managerial headcount

• 2,2% of men

• for a mainly family related reason: 61,3% of which 38,4% benefitting from the "Father's and Mother's Wednesday" program

Inter-company childcare centers

11 structures (149 cribs)

An intranet website L'Oréal Kids dedicated to child care

Family DAY : Once a year





Two illustrations

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A diversified policy for multiple needs

1. FLEXIBLE SCHEDULING

- Variable work hours
- Choice of part-time work encouraged
 - For parent-collaborators
 - For collaborators at the end of their career
- Teleworking



Teleworking, a new approach

- Within the framework of a company agreement concerning the Conciliation of private/professional lives
- Desire to experiment with teleworking, as a new approach, based on several basic principals:
 - ✓ in certain positions,
 - ✓ on a double-voluntary basis,
 - ✓ for a limited time period,
 - ✓ when the organisation of work allows for it,
 - ✓ in the framework of the workweek to preserve the social link.



Teleworking: benchmarks

- Internal survey -

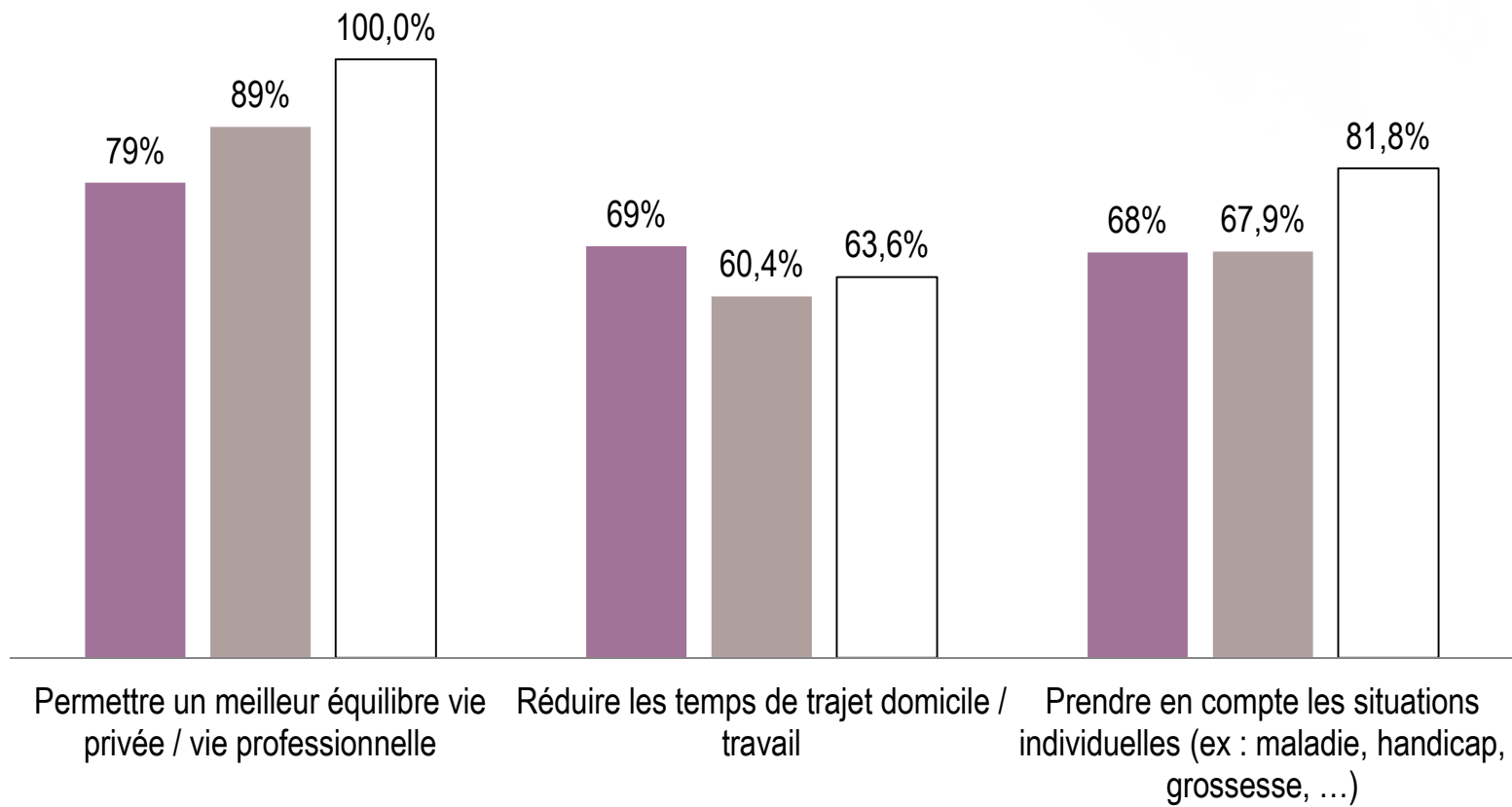
- 353 collaborators
 - 14% men / 86% women
 - 34% Supervisors / 66% Managers
 - Main areas:
 - Research (research engineer, research assistant)
 - HR (Administration Manager, Recruitment)
 - Operations (engineer packaging, Dvlpt, Quality, Purchasing,...)
 - Management/Accounting
 - Main motivations:
 - Travel time home-work
 - Health situation (including pre-maternity)
 - Family situation
 - Personal Organisation
 - Average rhythm: between 1 to 2 days/week
- Average age: 44 years
Average years of service: 17 years



Perception of teleworking – 2011 survey

Reasons for teleworking at L'Oréal according to each player

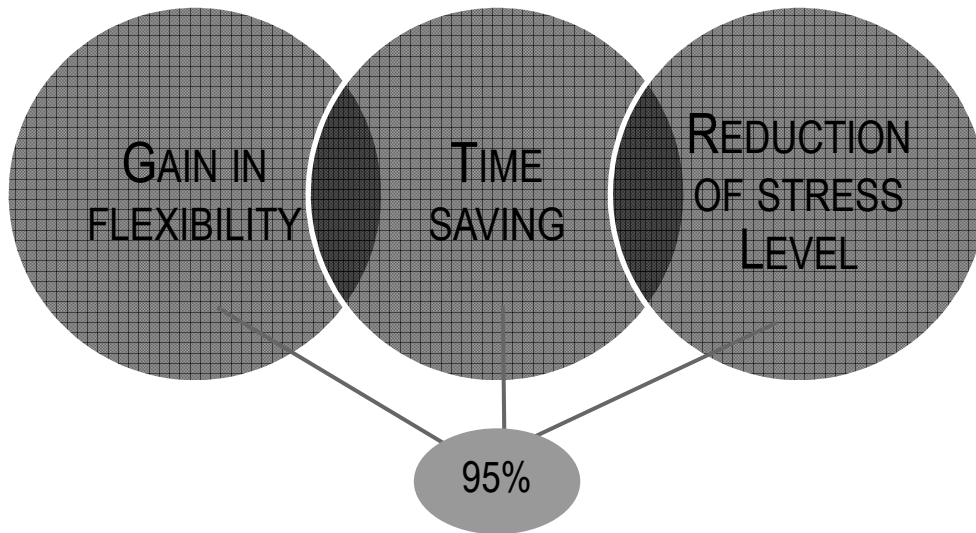
■ Collaborateurs en télétravail ■ Managers □ RH



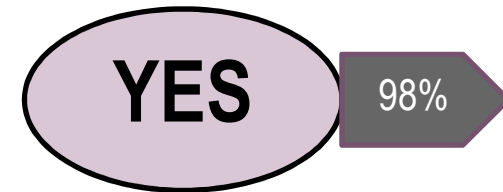


A POSITIVE PERCEPTION...

For collaborators :



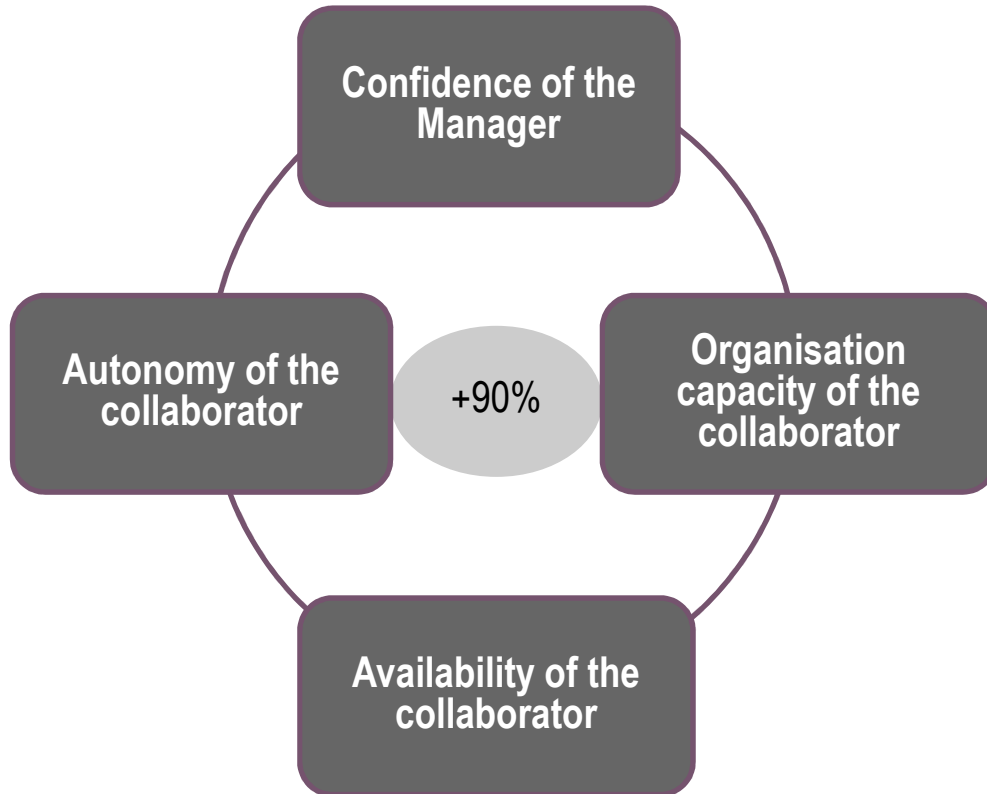
Collaborators
"Are you satisfied with your teleworking situation?"





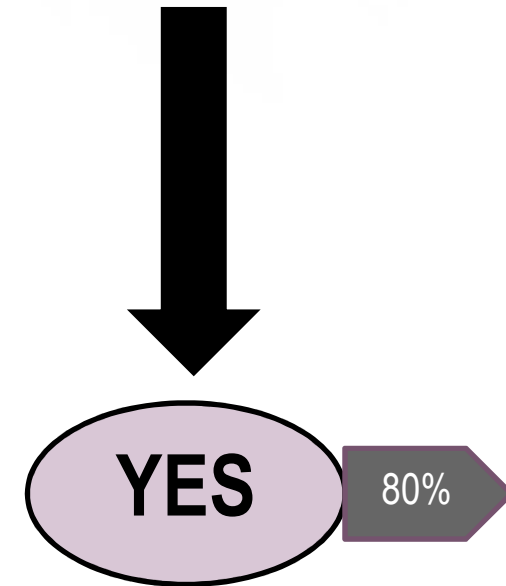
A POSITIVE PERCEPTION...

For managers :



Managers

“Are you satisfied with teleworking?”





A diversified policy for multiple needs

2. Services available for all collaborators

- Health and social services available
- Concierge services and gyms available whenever possible

The key to success : Information and Communication

- Regular exchanges with social partners :
 - at recurrent meetings
 - at follow-up commissions of company agreements
 - on the occasion of shared study and survey (Teleworking – INED on salary discrepancies)

- Specific communications for managers

- Inform collaborators of measures (*intranet site, brochures and leaflets, information meetings, etc...*)

Le Télétravail & Moi : Conseils pratiques

Une enquête menée auprès de 300 collaborateurs de L'Oréal a montré que le télétravail représente « une avancée » et « un avantage social » pour près de 90% des télétravailleurs.

Plus de 57% des collaborateurs en télétravail et 80% des managers concernés se déclarent satisfaits par ce dispositif.

A un moment de leurs parcours, vos collaborateurs peuvent entreprendre des démarches pour bénéficier du télétravail. Pour traiter ces demandes, il convient de :

- ➔ RECEVOIR LE COLLABORATEUR POUR ÉVALUER L'OPPORTUNITÉ ET LA PÉRIABILITÉ DE SA DEMANDE
- ➔ METTRE EN REGARD LA DEMANDE AVEC LA RÉALITÉ OPÉRATIONNELLE AVANT DE DONNER UNE RÉPONSE MOTIVÉE
- ➔ ORGANISER LE TRAVAIL DU COLLABORATEUR ET LE VOTRE

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Direction des Relations sociales

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Direction des Relations sociales

Le télétravail chez L'Oréal

Un sommaire riche d'informations de travail pour les collaborateurs

Pour une meilleure conciliation de votre vie privée & votre professionnelle

L'ORÉAL
D'Oréal Sciences

Guide Pratique

Pour une meilleure conciliation entre vie familiale et vie professionnelle

L'ORÉAL
D'Oréal Sciences