

Synthèse des tables rondes : mesures concrètes et réalisables ?



Promouvoir la mixité en entreprise

Carrière/rémunération

- Salaire des femmes : Budget obligatoire pour financer le rattrapage
- Comité "Mixité" au niveau de la gouvernance
- Retraite des femmes : fonds de rattrapage pour trimestres manquants (maternité)

Equilibre vie pro vie perso

- Congés paternités allongés et obligatoires
- Plus de crèches
Réunions interdites à des heures indues
- # appel ou mail pour signaler des discriminations

Education/enseignement

- Identifier des "role models" femmes
- Intervention auprès des écoles/association anciens etc
- Education des filles aux métiers "réservés" aux hommes e.g. high tech/coding

Parental leave and flexibility at work

*Rencontre-débat PWN
« Agir Ensemble : Expériences et Résultats »
23 mars 2022*



Parental leave and flexibility at work by Mercer

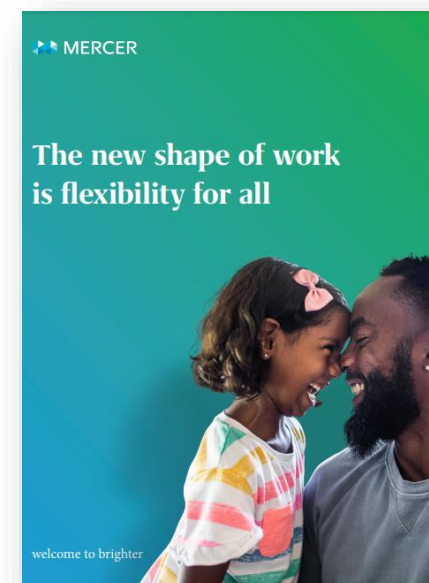
Global Parental Policies 2020 Mercer POV



- More information here : <https://www.mercer.com/our-thinking/parental-leave-in-a-post-pandemic-world.html>
- Surveys available per country / region : <https://shop.mercer.com/catalog/global-parental-leave-report.html>

Flexibility @work 2021 Mercer survey

- From mid-May to mid-July 2021
- +1000 survey submissions
- Participants completed questions that were applicable to their policies, therefore sample sizes vary by question
- More information here : <https://www.mercer.com/our-thinking/career/the-new-shape-of-work-is-flexibility-for-all-global.html#contactForm>



Global Parental Policies

Global Parental Policies - 2020 Mercer Point of View

In recent years, the tightening of talent markets and the changing skill requirements of jobs and organizations have led to fierce competition for talent.

An equitable and inclusive leave policy has become a key driver in attracting and retaining employees.

Globally, we have seen some trends emerging among companies leading the way in driving the parental leave agenda:

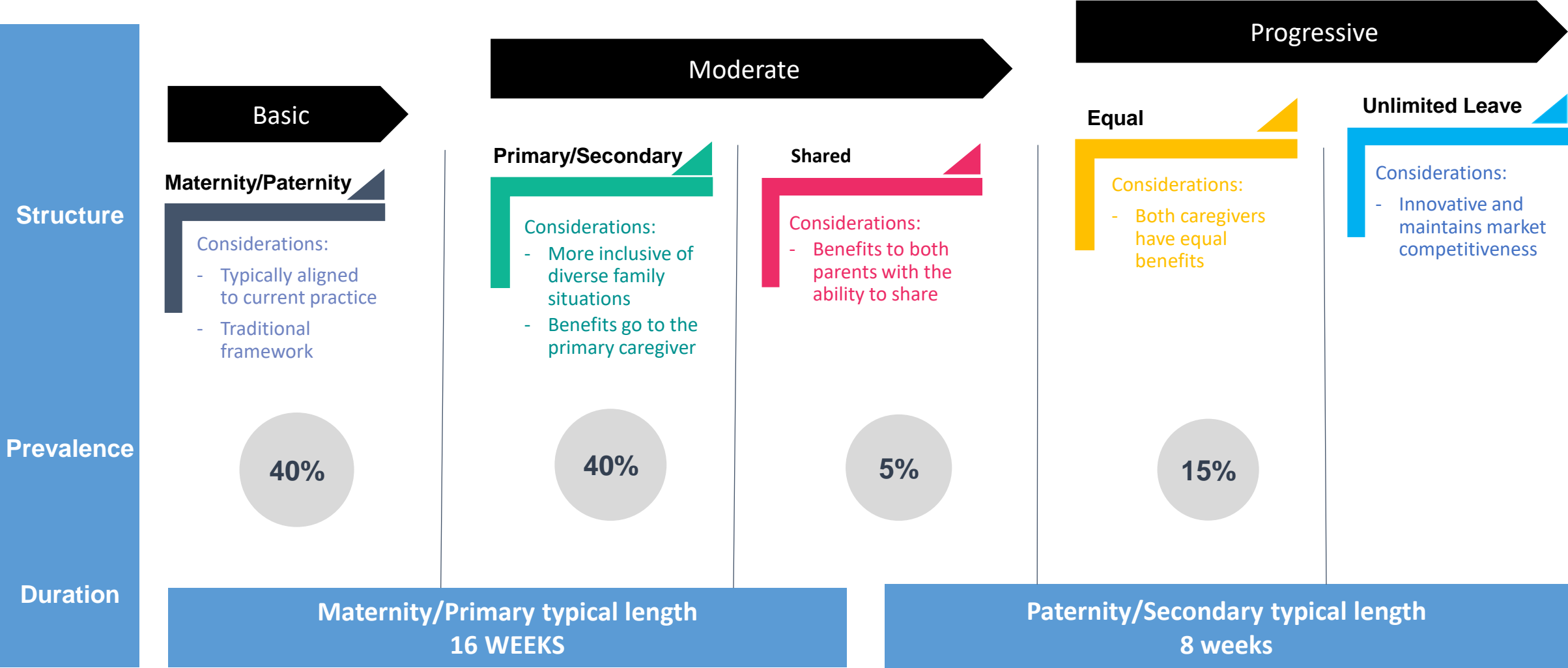
- **Equalizing benefits for all employees**
- **Increased sense of responsibility**
- **Focusing on attraction and retention**
- **Reintegration into the workplace**



Parental leave policies touch on three crucial employee decision points — whether to join a company, whether to remain with a company when starting a family, and whether to return to a company after taking leave.



Market practice of global parental leave



Flexibility @work

2021 Mercer survey

Future of Work

Emerging trends, progressive practices and future realities



Design for
flexibility & security



Foster
**employability & a
learning culture**



Nurture
**human-centric
leadership**



Deliver
on total wellbeing



Cultivate
**diversity, equity, &
purpose**



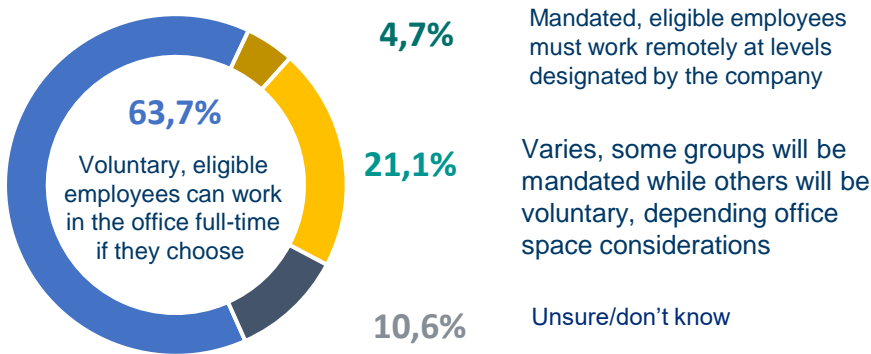
Drive
**sustainability &
resilience**

Flexibility @work 2021 Mercer survey

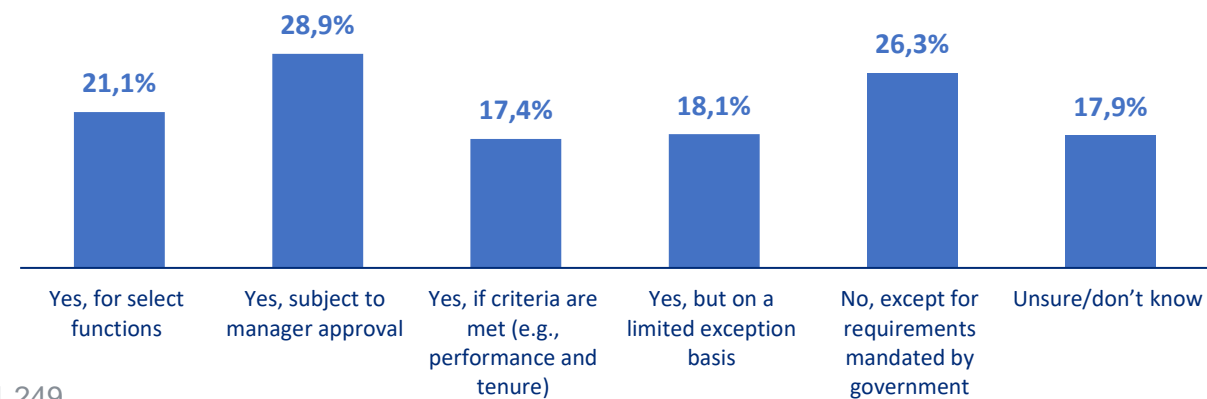
Which statement best describes company's plans with respect to flexible working?



For those eligible for remote working, is remote working voluntary or mandated?

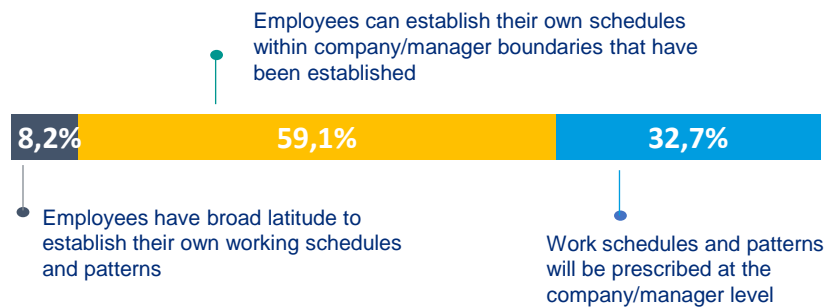


Will employees have an option for full-time remote work?



N=1,249

Employee choice in selecting flexible work arrangements



Impact on policies and people programs

29.3

Productivity has increased

67.1%

Productivity is consistent

3.6%

Productivity has decreased



Culture: creating a more supportive culture for flexible working

74.36%

Performance management: enhancing existing processes

51.77%

Communication: creating a comprehensive change strategy

63.99%

Onboarding: revamping processes for a remote workforce

55.06%

Employee/manager enablement: training and/or upskilling

58.12%

Risk management: addressing legal, tax, security or health risks

43.81%

Employee listening: understanding preferences, attitudes, and engagement

53.22%

Remote workplace setup: equipping employees to work effectively from home (equipment, reimbursements, etc.)

38.02%

Compensation: evolving strategies around geographic pay

13.42%

Talent acquisition: changing where/how to source talent

32.72%

Diversity, equity, and inclusion: driving alignment with DE&I goals

37.86%

Health and well-being: rethinking strategies to support a changing workforce

54.26%

Total rewards: rethinking benefits and other programs to support a changing workforce

35.69%

Real estate and space: changes to real estate footprint or configuration of space

40.27%

Technology: investments or other changes to support flexible working

44.53%

Do not intend to make any changes to any policies, people programs, and infrastructure

3.14%

Unsure/Don't know

5.95%

Other

0.64%