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WE SUPPORT

BEST PRACTICES 2011

Company: Groupe SEB

Chairman's foreword:

I renew my commitment to the Global Compact's 10 principles and these best practices exemplify principles no. 1, 2 and 6 relating to Human Rights and labour rights.

Thierry de La Tour d'Artaise
Chairman of Groupe SEB



Title: Diversity, a key element in Groupe SEB's social policy

Global Compact principles adopted:

Principles no. 1, 2 and 6 relating to Human Rights and labour rights.

Respect for the individual is a fundamental value of Groupe SEB. Across the world, the Group abides unreservedly by the principle of non-discrimination and strives to foster diversity in all its forms within its teams: gender equality, ethnic and social diversity, integration of disabled people, the place given to young people and older workers. As regards cultural diversity, it stems naturally from the international nature of the Group.

Actions

➤ **National and international commitments**

The year 2003 marked the beginning of the process of strengthening and structuring Groupe SEB's diversity policy. That year, the Group embraced the 10 **Global Compact** principles three of which deal specifically with Human Rights and the elimination of discrimination in respect of employment or occupation.

Two years later, it pledged to uphold the **CECED Code of Conduct**: (European Committee of Domestic Equipment Manufacturers) which enshrines the requirements of non-discrimination, freedom of association and fight against harassment.

In 2005, Groupe SEB also signed the **Diversity Charter** in France. It is displayed on all the sites, confirming the Group's determination to embrace diversity as a corporate goal, to take it into account and to demonstrate a continuous improvement policy through concrete actions in this area.

➤ **First concrete actions from 2004**

In line with its commitments, Groupe SEB has implemented a series of actions from 2004 onwards to eliminate discrimination and promote diversity. Here are a few examples:

- Inclusion of the principle of non-discrimination in the global processes of human resource management: recruitment, promotion, etc.
- Creation, in 2006 in France, of the Diversity Committee composed of staff representatives (a forum for dialogue and proposal)
- Training of Human resource teams on diversity
- Integration of the promotion of diversity in Groupe SEB's Management Practices (frame of reference used during the Annual Appraisal Interview).
- Awareness-building actions (in-house press, intranet, "Stop to preconceived ideas" leaflets, events on the theme of disability, etc.)
- First contracts concluded with companies specialized in the recruitment of people from diverse backgrounds.

➤ **2009: a diagnosis to go further**

In 2009, the Group decided to take stock of its commitments and give new impetus to its Diversity journey. It requested Altidem, a specialised agency, to carry out a diagnosis on 4 pilot sites in France (3 production sites and the head office). Goal: to assess the employees' perception of the company's action in matters of diversity and non-discrimination in view of identifying avenues for improvement. 70 face-to-face interviews were conducted and 600 questionnaires sent by email. The findings show that employees give a high priority to the need to progress even further first in professional gender equality and then in other areas: ethnic and social diversity, senior citizens and disabled people.

As the results are very uniform across all sites, they were extrapolated to the entire Group in order to formulate a Diversity action plan, under the guidance of an Advisory Group composed of 11 men and women from the Group. This plan was validated by the Executive Committee and has been implemented since 2010.

➤ **2010: Diversity action plan – From France to the entire world**

During this initial phase, the Diversity action plan has been deployed only in France, the cradle of Groupe SEB, where more than 6,000 employees work, in other words, a quarter of the company's entire workforce. It will then be extended to the global level taking local specificities into account.

This action plan aims to boost the application of the Group's diversity policy; it systematizes the training of managers and stresses awareness-building actions among all employees. Four themes are covered in specific areas of work:

Gender equality

The Group has long applied a strict policy of non-discrimination in recruitment, but there remain gender gaps linked to the past, particularly in terms of access to responsible positions or to certain occupations. The action plan provides for the establishment of a situation report for each site, with identification and correction of pay gaps and implementation of a proactive career development policy, together with improvements leading to a better professional life/private life balance.

Ethnic and social diversity

In this area, actions already undertaken with specialist recruitment agencies (Mozaik RH, Nos Quartiers ont des Talents, etc.) and temporary work agencies will be reinforced. The Group has also set itself an objective to recruit 10% of trainees from working-class neighbourhoods.

Disabilities

The Diversity action plan provides for the opening of Group negotiations on the theme of disability. These will examine in particular the job retention and recruitment of disabled workers, and also sub-contracting through the ESATs (Etablissements et Services d'Aide par le Travail - Work Assistance Establishments and Services). Numerous entities of the Group throughout the world are already collaborating with bodies of this type. This theme is also addressed in the Group's Health Plan whose strategic thrusts include job retention and job security of disabled people already employed in the Group and the alteration of workstations or job rotation.

Senior citizens

In France in 2009, the Group signed an agreement with social partner organisations on the job retention of older people. In addition to a reminder of the principle of non-discrimination in recruitment, it includes skills assessment, tailored training, actions to reduce the difficulty of work and various end-of-career adjustments. At the end of 2009, the percentage of French employees aged 55 or older was 14.9%, and the Group has set the target of 20% by 2012.

As regards monitoring and control bodies, the **Diversity Committee** (created in 2006) merged in early 2011 with the Advisory Group put in place in the context of the diversity diagnosis programme, to create the **Diversity Monitoring Commission**. Composed of fifteen staff representatives (including union representatives), it ensures the correct application of the action plan. Another body has just been set up in the middle of 2011: the **Diversity Council**, a joint structure that can be asked for its opinion, or requested to judge an appeal, on any issue related to diversity and the fight against all forms of discrimination.

Results

➤ **Ethnic and social origin, disabilities, senior citizens: the first steps**

In this area, Groupe SEB has launched various initiatives but it is still too early to publish significant quantified results. The Diversity action plan has boosted the Group's endeavour in these three aspects.

➤ **Gender equality: significant progress**

As regards gender equality, a top priority for the Group's employees, the situation has improved substantially. Today, every position is filled taking only competence into account. And for equivalent competence, the salary is the same for a given position, including for managerial positions. The gaps which still exist (salary, position) are linked to the past and the Diversity action plan is intended to eliminate these progressively.

For the last four years, a budget equivalent to 0.2% of the payroll of all the sites has been earmarked for reducing pay gaps between non-executive men and women. This budget is also used to finance the promotion of women to more valued positions, most often occupied by men.

The Group has thus begun to encourage women to make a foray into technical professions: in 2010, 18 women repairers in the industrial sites of Saint-Jean de Bournay and Pont-Evêque (France) were

trained to become automated production line managers, a male-dominated position until then. At Rumilly, to support the evolution of our industrial production lines, the profession of "line coordinator" was created, thereby making it possible to promote 8 women (with suitable training) to these technical positions.

Thanks to Groupe SEB's proactive approach, the number of women in the management has also increased progressively: in 2010, they represented 32 % of managers worldwide against 25 % in 2005 and 20 % in 2002.

Countries/Zones: France, World

Keywords: social policy, diversity, gender equality, disability

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