Gender equality: ambitious goals by 2015
Des objectifs mixité ambitieux pour 2015

Partnership with Sciences Po/PRESAGE to move towards equality
Un partenariat avec Sciences Po/PRESAGE pour faire progresser l’égalité
GDF SUEZ, a major player on the subject of gender equality

Gender equality policy: 4 major goals by 2015 to reinforce the Group’s commitment

Three years of effort for gender equality

WIN, an international network helping women move forward collectively

‘Mentoring by GDF SUEZ’, a mentoring program to foster career development for women and to spread a truly gender equality culture

An ambitious parenting policy

A committed partnerships policy

Dedicated information and communication media

GDF SUEZ is partnered with Sciences Po/PRESAGE to move gender equality forward

“To reflect on gender in order to innovate and create intelligent richness”

Three-way interview with the parties in this partnership

The main contributions from this partnership

Supporting academic research

Bringing awareness and informing within GDF SUEZ and outside it

Developing innovative analysis and measuring systems

The parties in this partnership

Sciences Po, an educational environment focused on contemporary imperatives

PRESAGE, an innovative research and knowledge distribution program

GDF SUEZ, a socially responsible international group

Introduction to the PRESAGE program’s managers

Hélène Pétrier, economist at the OFCE

Françoise Milewski, economist at the OFCE
Gender equality policy: 4 major goals by 2015 reinforcing the Group’s commitment

Since 2008, GDF SUEZ has promoted a series of solid initiatives in order to advance women within the Group and to assist them in their career development: a women’s network (Women In Networking), a mentoring program, an ambitious parenting policy and committed external partnerships.

In 2011, in order to underline its commitment to gender equality, and to extend the actions taken since 2008, GDF SUEZ set four objectives to be reached by 2015. These goals are the results of a mission on the role of women within the Group entrusted by the Board of Management to Valérie Bernis, Executive Vice President:

- 1 out of every 3 executive managers appointed will be a woman
- 25% of women among managers
- 30% of women recruitment
- 35% of women among ‘High potential’ managers (Leaders for tomorrow)

These objectives, which were approved by the members of the Executive Committee, are part and parcel of the strategic and operational monitoring indicators. They were devised on the basis of a quantitative and qualitative study with players who are experts in gender equality and on a benchmark of proven practices. This in-house study took into account 5-year projections for retirement departures, mobility and career development within the different organizations.

A Steering Committee has been created. It is comprised of representatives of operational branches and functions. It will have the mission to ensure that the strategic and operational indicators evolve with the times and to put in place the necessary programs to achieve the set targets.

With this voluntary policy, GDF SUEZ has positioned itself as a leader in its sector where gender equality is concerned by publishing 4 quantified objectives (compared with an average of 1 to 2 in other groups), consistent with its ambition to become a player of reference in this area.

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GDF SUEZ, a major player for gender equality

Since 2008, GDF SUEZ has taken a range of decisive actions to assist women employees with their professional development and to promote gender equality at all line management levels.

**WIN, an international network helping women move forward collectively**

Formed at the same time as the Group in 2008, Women In Networking (WIN) is an entity addressing all women in the Group and contributes to forming exchanges between women. WIN helps them to move forward collectively and to affirm their leadership, as well as being a forum for sharing Group-related business imperatives. Conceived at the GDF SUEZ head office, the WIN network was then rolled out internationally to Belgium, Morocco and the United States before expanding to Nancy, Aix-en-Provence, Nord-Pas-de-Calais and Lyon.

**WIN has an extensive regional presence, and is growing**

GDF SUEZ Group has an extensive provincial presence in areas where women perform relatively basic jobs. They do a large amount of work, often in technical and operational jobs. Feeling sometimes isolated as women, they were eagerly waiting the arrival of the WIN network to be able to share with other female colleagues in the same situation.

**WIN’s key numbers**

- 35 WIN groups made up of 9 to 39 women
- 617 network members spread over 4 countries:
  - 35 in Morocco
  - 32 in the US
  - 550 in France - Belgium
- 54 group leaders

**Operational indicators:**

- WIN network (number of members)
- Mentoring program (number of mentored women, barometer of mentored women and monitoring of mentored women)
- Parenting services (rate of use, deployment)
- Internal awareness actions, external actions, etc.
Focus on the city of Nancy

On September 16th 2010, the day it launched in Nancy, 13 women got together to promote diversity: women, businesses, subsidiaries, cultures across all age groups. “Women have expressed what they need in very concrete terms: on having a voice, on taking a stance, on dress code, as well as strategic issues,” explains Virginie Verdière, the regional head of jobs and mobility for the Eastern region at GrDF.

Focus on Aix-en-Provence

At Aix-en-Provence, 19 women were present at the 2010 launch of the Mediterranean network. “The participants voiced two types of expectations: on the one hand a need to exchange views, for solidarity and sharing, and on the other the need for personal development,” concludes Brigitte Gady, Deputy Human Resources Director at the PACA Gas Network.

Focus on Nord-Pas-de-Calais

The Nord-Pas-de-Calais WIN network, which launched in November 2010, is currently made up of 21 women forging their careers in the Group’s various businesses. The network meets approximately every two months and sets a different theme for each meeting, striving to link economics with women’s issues through visits to the Group’s various establishments. The 3rd meeting of the Nord-Pas-de-Calais network, for example, was held at Noyelles-Godault, at the SITA AGORA site, on the occasion of the unveiling of an exemplary ecopolis.

Focus on Lyon

For its latest regional implantation, WIN opted for Lyon on 12 July 2011. This first session of the Rhône-Alpes Bourgogne group brought together 39 women from a wide range of the Group’s subsidiaries. “We have 13,000 employees in the region: massive potential for setting up a network. The opportunities to get together are relatively rare”, explains Maha Merilhou, the presenter of the session “Taking the stage” and Manager at the Givors Center, SITA Specialties. The participants traded experiences which proved to be very similar. Apart from the technical aspects of their various jobs, they faced similar problems in terms of management, hierarchical relationships and the work life balance.
GDF SUEZ, a major player for gender equality

Key mentoring figures

A pilot session with 46 mentor-mentoree couples conducted in 2010
98% satisfaction from the participants in the pilot
1/3 of those mentored said that the program had certainly had an impact on their career path
A second session of 60 to 80 mentor-mentoree couples started in autumn 2011

‘Mentoring by GDF SUEZ’, a mentoring program to foster career development for women and to spread a truly gender equality culture

Launched in January 2010, the pilot project “Mentoring by GDF SUEZ” is a tool for in-house support of female leadership. Through sponsoring of a young woman by a Group senior manager, this program promotes access by a greater number of women to positions of responsibility and contributes to promoting a true gender equality culture within the Group.

Principles of the mentoring program

The mentor must belong to a different business line and hierarchical level than the mentoree in order to encourage objectivity. This is not a one-way transmission of knowledge, but a privileged and personal relationship to promote the professional and personal growth of the mentoree.

The mentoring relationship must be regular and continued, based on conditions defined freely by the mentor/mentoree pair, with contact at least once a month.

The participants are supported throughout the process with regular monitoring for the mentors through training sessions, regular assessment indicators and meetings at various steps in the process.

A very positive report on the pilot project

The review at the end of the first session was very positive: the pilot project laid down the basis for what looks to be an enduring program.

First of all, the formal aspects and structure of the program contributed greatly to the pilot project’s success. The scope, goals and content of the relationship were clarified right from the start and allowed management to adopt a mentoring role.

A powerful tool for advancing women’s careers

For those mentored, the mentoring relationship, built on trust, allows them to focus on themselves and be aware of their position in the company, understand the company and how it operates, put things in perspective and have access to the best career tools and practices. Proof, if it were needed, of the effectiveness of this program is that 1/3 of those mentored have already progressed in their careers by moving into new jobs.
GDF SUEZ, a major player for gender equality

Personal as well as professional benefits
For their part, the mentors feel that this program has allowed them to grow both personally and professionally. Among the professional benefits, they mention understanding the problems of women in the corporate environment, the reshaping of their beliefs about corporate culture, and understanding cross-generational differences. On a personal level, this experience has allowed them to take stock of themselves, and think about their influence as managers.

Impact on the Group
Apart from the benefits for its participants, this program has a real impact on the Group as it has boosted confidence in female managers, promoted an exchange of cultures and identified a clear vector for integration. It has also affected mindsets beyond just the actors involved in the mentoring relationship.
Real expectations have been legitimized and this WIN mechanism is now set to expand with new sessions.

An ambitious parenting policy
For the Group, 2010 was the year of the rolling out of a global parenting program, with the objective of achieving employees’ expectations as closely as possible. Staking its policy on combining parenting, the place of women in the company and corporate responsibility, the plan is based on a single-company day-care center with enough room for 60 cribs, TBabies, located in Paris la Défense, on planned reserved places in inter-company centers and on a website, e-famili, with information and practical tools aimed at easing the everyday task of our employee parents.

Facts and figures about TBabies:
- Places for 60 children:
  - 20 older, 20 medium, 20 infants
  - > 6 emergency cribs
  - Opening hours from 8 a.m to 7:30 p.m
  - A team of 22 staff
  - An exceptional site at the heart of Paris La Défense: An enormous terrace with a garden view
  - An area of 590 m² and a terrace of 80 m²
A committed partnerships policy

➢ The Women’s Forum for the Economy and Society
Since 2005, GDF SUEZ has been a ‘founding partner’ of the Women’s Forum, an international event whose purpose is to allow women to voice their opinions and make their contribution to economic and social development imperatives across the world.

➢ Le Prix Trajectoires HEC au féminin (HEC Female Career Path Prize)
GDF SUEZ is associated with Le Prix Trajectoires HEC au feminin, created in 2007, which highlights the remarkable careers of female HEC graduates and, more broadly, shows the diversity of corporate success models.

➢ Force Femmes
GDF SUEZ is a proud partner of Force Femmes, an association whose ambition is to support the return to work of women aged 45 and over. GDF SUEZ is committed, in partnership with Force Femmes, to offering members of the association positions which could not be filled in-house, as well as financial assistance or skills sponsorship.

Dedicated information and communication media

➢ The newsletter about the women’s network in the Group
Launched in March 2009, the WIN network newsletter publishes the latest news on gender equality within the Group and offers an international perspective concerning this topic.

➢ The gender equality press summary
Since 2009, a monthly press summary is distributed to all WIN network members, offering a global view on gender equality, both in the economic world and in the commercial, political and social spheres.
GDF SUEZ has chosen to support the Sciences Po's specialist Research Program for Teaching and Knowledge on Gender Issues (French abbreviation - PRESAGE) launched jointly in 2010 by Sciences Po and the Observatoire français des conjonctures économiques (OFCE - French Observatory of Economic Conditions), by signing, on September 22, 2011, a partnership agreement for a three-year term. Its objective: To support academic research, to make aware, train and inform on gender equality within GDF SUEZ and externally to develop new tools for analysis in the Group.

“To reflect on gender in order to innovate and create intellectual richness”

Three-way interview with Valérie Bernis, Executive Vice President of GDF SUEZ, Richard Descoings, Director of Sciences Po and Hélène Périvier, economist at the OFCE and joint manager of PRESAGE

What is the PRESAGE program? Why has Sciences Po chosen to train its students in gender studies and to develop research into these topics?

Hélène Périvier, economist at the OFCE and joint manager of PRESAGE:
“PRESAGE’s primary objective is to spread knowledge. There has been rich research, thoughts on gender and on multiple sexual inequalities for several decades in a variety of disciplines. This knowledge is distributed via two channels: The organization of conferences and colloquia enabling male and female researchers in a wide variety of disciplines to meet and a broad and consistent educational package open to Sciences Po students. The program’s approach is therefore transversal. All subjects taught at Sciences Po are involved: Law, economics, history, sociology, political science, and also philosophy. PRESAGE’s second objective is to make research dynamic by launching study programs, at the same time supporting young researchers, male and female, who are working on this topic.”
Richard Descoings, Director of Sciences Po: “The opening of Sciences Po to diversity started with its international approach and continued with its Priority Educational Conventions, then with handicaps: It was therefore a natural step that we wanted to open up to gender studies, in line with these considerations and these actions on the need to form a student community as open and as diverse as possible.”

Valérie Bernis, Executive Vice President of GDF SUEZ: “This partnership illustrates our corporate vision. A company for which performance means something not simply economic, but social and socially minded as well. However, we have both an internal imperative, that of advancing professional equality and gender equality in our corporate governance, in particular, and a global ambition, to act as a socially innovative responsible player. Hence the development of a partnership with the Programme de Recherche et d’Enseignement des Savoirs sur le Genre (PRESAGE), set up by Sciences Po and the OFCE in 2010, appeared to us both relevant and exciting. This partnership will allow us to develop applied research within the Group and give us the basis for a better understanding of the mechanisms causing inequalities at the international level.”

Richard Descoings: “We believe that partnerships with corporations should be the place for a mutual exchange of views and working relationships. The partnership that we are forging today with GDF SUEZ is crucial because it will allow us to stimulate research on gender and improve knowledge of this vital topic for the future of our contemporary societies. But it will also allow our researchers to apply the results of their research at GDF SUEZ and anchor their work to the heart of our corporate problems. In return, the concrete work done by GDF SUEZ and the ambitious gender equality policy that the Group has launched will inspire academic reflection.”

Valérie Bernis: “This partnership was drawn up and conceived around 3 key lines: Direct support for academic research by means of grants to young international researchers, sensitizing and informing through an annual colloquium devoted to gender and through regular conference cycles, and finally the implementation of applied research within GDF SUEZ in order to develop innovative analysis and measurement systems enabling the analysis of inequalities in greater detail and measure progress achieved.”

Hélène Périvier: “This partnership will allow us to deliberate the issue of equality between the sexes in the sphere of work.”

What encouraged this partnership between GDF SUEZ, an industrial group on the international stage and Sciences Po/PRESAGE, a benchmark player in academia?

What exactly does this partnership involve? Why is it original?
GDF SUEZ is partnered with Sciences Po/PRESAGE to move gender equality forward

What can gender analysis bring to companies faced with the challenge of professional equality between men and women?

Valérie Bernis: “This consideration allows us, first of all, to be convincing by mobilizing the fruit of 50 years of research and knowledge and to innovate by creating intellectual wealth. Finally, it gives powerful leverage to invent and explore new business practices and to promote in advance certain actions.”

Hélène Périvier: “PRESAGE brings together social science research into male-female inequalities. By throwing light on concepts, ideas, debates which exist in the academic sphere, it becomes possible to overcome received ideas and stereotypes that block the process of professional equality in corporations. Distributing, explaining, debating, casting doubt on certainties and proposing consistent analytical perspectives on sexual inequalities; these are the strengths that PRESAGE can bring to a group the size of GDF SUEZ.”
The main contributions of this partnership

Supporting academic research

As the first aspect of this plan, GDF SUEZ has undertaken to support research by giving grants to PRESAGE’s young researchers and by financing the various academic publications associated with them.

Bringing awareness and informing within GDF SUEZ and outside it

The objective of the partnership is also to propagate a culture of equality within the Group and more broadly in civil society:

- An annual international colloquium on gender will be organized around March 8 (International Women’s Day) at Sciences Po, bringing together researchers and managers from the GDF SUEZ Group.
- Internal conference cycles will be held at GDF SUEZ.
- Dinner-debates will make it possible to confront the Group’s executives with the thinking and study of an internationally famous male or female researcher.

Developing innovative analysis and measuring systems

Finally, one of the unusual contributions of this partnership will be implementing applied research within GDF SUEZ.

This will involve:

- Creating inequality analysis systems and progress measurement tools based on objectives already defined by the Group,
- Deploying these and then generating a report on gender equality.
The parties in this partnership

Sciences Po, an educational environment focused on contemporary imperatives

Science Po was founded in 1871 and has trained future managers over the past 140 years, both in the private sector and in senior levels of government, politics and research.

As a higher education and research institution characterized by strong internationalization and very selective recruitment of its students, Sciences Po devotes 37% of its budget to research into economics, law, history, sociology, political science and international relations.

Sciences Po participates in the life of the City and contributes to the public debate by its research into social sciences and by the variety of the debates and events which are organized there each year.

Key facts and figures

- > 10 000 students
- > 40% of the students are foreign citizens and come from 130 different countries
- > 146,000 hours of teaching
- > Investment in social diversity
- > 21% of the students are on scholarship, 26% including students coming from the French educational system. The objective is to reach 30% in 2013
- > More than 5 million Euros of the Science Po’s funds are devoted to social aid
- > It retains one of the richest university libraries in Human Sciences in Continental Europe
- > Almost 1 million volumes, 15,000 periodicals
- > 1,4 million downloads, 40 databases and more than 2,000 press folders on line

PRESAGE, an innovative research and knowledge distribution program

The Sciences Po’s specialist Research Program for Teaching and Knowledge on Gender Issues developed jointly by the OFCE and Sciences Po, PRESAGE introduces thinking on gender into all Sciences Po’s activities: Teaching, research, continuous training.
This program is innovative from several points of view:

➤ It adopts a cross section approach by adopting a multi-discipline method (economics, law, philosophy, political science, sociology, history, psychology, etc.).

➤ It proposes an intellectually innovative plan by bringing together two research poles into social relationships between the sexes, which up till now have seldom communicated. One being the philosophical approach around the identity construction of the person and the other a socio-economic and historical approach to the development of inequalities.

➤ It is open to international involvement in order to facilitate collaboration with foreign researchers.

Integrated with the OFCE, economic research centre at Sciences Po, PRESAGE reports to its Presidency of the university and its governance is provided by the OFCE. It has a scientific committee, consisting of personalities from diverse disciplines and resolutely internationally oriented.

**GDF SUEZ, a socially responsible international Group**

GDF SUEZ places responsible growth at the heart of its business lines to meet major energy and environmental imperatives. The firm is dedicated to meeting energy needs, guaranteeing security of supply, combating climate changes and optimizing resource use.

The Group offers efficient and innovative solutions to individuals, municipalities and industry by relying on a diversified gas supply portfolio and a flexible electricity production base, as well as being a low CO2 emitter and possessing unique expertise in four key sectors: Liquefied natural gas, energy efficiency services, independent electricity production and services to the environment.

GDF SUEZ has 218,350 employees worldwide and posted sales in 2010 of €84.5 billion. Listed on the stock markets in Brussels, Luxembourg and Paris, the Group is represented in the main international stock market indices: CAC 40, BEL 20, DJ Stoxx 50, DJ Euro Stoxx 50, Euronext 100, FTSE Eurotop 100, MSCI Europe, ASPI Eurozone and ECPI Ethical Index EMU.
Presentation of the PRESAGE program’s managers

Hélène Péricier, economist at the OFCE

➤ Her research interests include social and family policies and inequalities between the sexes in the workplace against a backdrop of international comparisons.

➤ She holds a doctorate in economics obtained under the supervision of Jacques Le Cacheux at the University of Paris 1-Panthéon-La Sorbonne.

➤ She is a member of the editorial committee of the review « Travail, genre et sociétés » [Labour, gender and society]. She is the joint author of a report for the European Parliament “Women in the labour market: Specific weaknesses in eight representative European Union countries.”

Françoise Milewski, economist at the OFCE

➤ Her current research concerns the inequalities between men and women in the labour market.

➤ She leads a multi-discipline research group “Gender, employment and public policies”

➤ She is a member of the Higher Council for Professional Equality between Men and Women as individuals appointed to their post because of their skills or experience.

➤ She headed a ministerial mission into the precariousness of women in employment in 2005, and was general rapporteur of the Steering Committee for equal access by men and women to senior public service appointments from 2000 to 2005.

➤ She was Editor-in-Chief of the OFCE’s Review and Newsletter, head of the “French Economic Conditions» division at the OFCE and Conferences Organizer at Sciences Po.
Our values

Drive
Commitment
Daring
Cohesion

Nos valeurs

exigence
engagement
audace
cohésion