



European Charter on
Professional Equality



Between Women and Men





Preamble

Over the course of many meetings, the SCOR European social partners have decided to create a **European Charter on professional equality between men and women** in the SCOR group. This decision has been prompted by the creation of European Companies or *Societas Europaeae* within the SCOR group, and by exchanges between the Group Management and the SCOR employee representatives in Europe, particularly within the SCOR Common European Companies Committee, on the topic of professional equality between men and women and more generally on diversity within the company.

This Charter:

- fully confirms the **SCOR group's commitment** to ensuring professional equality between men and women,
- and forms **the basis of the collective rights of the men and women** who make up the Group.

Professional equality between men and women within the company is a **basic right** that extends beyond the strict framework of the company. It constitutes an important value in terms of **respect** between employees and must be concretely and rationally exercised.

The SCOR group firmly believes that **diversity**, and more specifically **gender diversity**, acts in the interests of **professional equality** and **of economic and social performance**. It helps to create a socially responsible player, attracting staff and promoting staff loyalty.

This Charter aims to propose a common **set of values** in the countries in which the SCOR group has offices in the European Union and in Switzerland.

SCOR undertakes to use all foreseeable means to promote professional equality, in order to ensure equal opportunities in the following priority areas:

- 👤 recruitment and hiring,
- 👤 career development,
- 👤 access to the highest levels of responsibility for both men and women,
- 👤 professional training,
- 👤 pay equity for equivalent training, experience, performance and skills,
- 👤 work / life balance.



It will not be possible to respect these principles without the evolution of mentalities and behaviour that has already been set in motion in several European countries, driven by the European Union, the European social partners and the Governments concerned. This evolution will necessarily involve specific awareness-raising campaigns that take account of the different cultures involved.

The SCOR group undertakes to do everything it can to **ensure equality between women and men**, in accordance with the European standards in force.





Article 1: Commitments shared by the SCOR group countries in Europe

In view of article 23 of the **Charter of Fundamental Rights** of the European Union, of article 14 of the **European Convention on Human Rights**, and of the **European Directive** of 5 July 2006 on the implementation of the principle of equal opportunities and equal treatment of women and men in matters of employment and occupation, the SCOR group confirms that its **commitments** in terms of **professional equality between men and woman** prohibit any discrimination based on gender and aim to combat all stereotyping, with a particular emphasis on **mutual respect** between the sexes.

This agreement is designed to apply an over-arching policy of **commitment and equal treatment** to all of the SCOR group's European establishments, in all countries of the European Union and in Switzerland.

Article 2: Equal opportunities in recruitment and hiring

Recruitment helps to maintain the **level of excellence** of the Group's employees and to **prepare for the future**. This step is a key one for the future of the company and for the implementation of the initiatives set out in the company's three-year **strategic plan**.

Diversity is a **major asset**, particularly for a global company.

The increase in recruitment needs, which may be linked to the retirement of "baby-boomers", is an **opportunity** for the company to **reinforce diversity**, notably through the **recruitment of women and men** into occupations that may suffer from a gender imbalance.

Moreover, in accordance with its global recruitment policy, the SCOR group undertakes the following:

- ☞ To systematically ensure that its external and internal job offers contain **no discriminatory elements**, and that this also applies to the wider recruitment process, including through external recruitment agencies.
- ☞ Through both the hiring process and mobility, to select, **without gender-based discrimination**, women and men at an equivalent level of classification and



remuneration in terms of their qualifications, experience, performance, skills and responsibilities, regardless of the nature of the employment contract of the people concerned.

- ☞ **No candidate may be excluded** from a recruitment procedure based on their sex, physical features, origin, family name, place of birth, place of residence, age, any disability, political or religious convictions, sexual orientations, or union membership or activities,
- ☞ The **pregnancy of a candidate**, whether actual or presumed, **may not be taken into account** in the SCOR group's recruitment process and under no circumstances will the SCOR group seek any information regarding the pregnancy of a candidate.

In 2013, the number of women and men recruited was virtually **proportionate** (48% women – 52% men). The objective is to **maintain maximum gender equality in the Group**, while taking care:

- ☞ to stick to the company's rational decision-making benchmarks,
- ☞ not to negatively influence the normal functioning of the company.



Objectives 2014 / 2017

- ☞ *All job descriptions and other formal communications with recruitment agencies will be accompanied by a statement to the effect that such agencies must propose a balanced selection of candidates in terms of gender, insofar as possible and in accordance with the realities of the market*
- ☞ *Recruitment Interviews should be conducted by a diverse panel and never by one person only*
- ☞ *Pregnancy, maternity or paternity must never influence a recruitment decision*





Article 3: Ensuring male/female parity in terms of career development

The SCOR group has been particularly **focused on parity for more than ten years**, which requires **regular monitoring**. Employee career paths may be tracked and developed by promoting:

- ☞ voluntary internal mobility,
- ☞ specific external sourcing for recruitment purposes and to improve diversity in certain jobs, thereby facilitating professional development.

In this regard, the SCOR group wants to open up certain **gateways between occupations** in order to promote internal mobility in particular, whether national or international.

Ensuring **male/female parity** in terms of career development also implies taking **maternity/paternity** into account. This is an important personal event that should not have a negative impact on the career development of the person involved.

Consequently a meeting should systematically be held between the manager and the employee on the employee's return from maternity/parental leave. The manager will go over all that has happened in the employee's absence, so that the **return to work goes as smoothly as possible** and does not impact the **employee's career trajectory**.

In 2013, the different divisions of the SCOR group contained a **generally balanced number of women and men**. The objective is to ensure that this balance is maintained.

Moreover, it should be noted that in 2014, an **equivalent number of women and men were promoted to Partner** (those promoted being 49% women and 51% men). These efforts will continue with a view to creating a "pool" of female employees suitable for **internal promotion** at all levels of the Partnership.



Objectives 2014 / 2017

- ☞ *HR will schedule a meeting with each employee coming back from maternity/parental leave to prepare their return*
- ☞ *Virtual and real communities will be established*





Article 4: Giving women access to the highest level of responsibility

Women should be able to access **high responsibility positions**, whether in terms of technical knowledge, expertise, team management or executive management.

To work towards this change, the Executive Management will support the creation of a **female network** designed to facilitate experience sharing and reflection on diversity conditions within the Group.

A **mentoring programme** devoted to women may also be implemented, in order to promote the career development of women within the Group.

The Group, which has already undertaken at the highest level to coach women towards director and/or corporate officer positions, undertakes to communicate these programmes to both women and men and therefore to make them known in the various European countries in which the Group has offices.



Objectives 2014 / 2017

-  *Network events will be scheduled.*
-  *Executive sponsorship / mentoring programs for men and women will be proposed.*



Article 5: Equal access to professional training

SCOR's commitment to **professional training** continues, forming a key element of the **Group's Human Resources policy**.

Launched in 2012, **SCOR University** ensures the development of the technical and cross-sector skills of all employees, in accordance with their current and future needs.



Through this **global policy**, SCOR University ensures the same access conditions to training throughout the Group, thereby enabling SCOR to maintain and/or develop the level of skills required for each employee's job.

Although there is no obvious imbalance in this **key topic** for the personal development of the women and men who make up the Group in Europe, we should nevertheless remain vigilant.

Consequently, the SCOR group is committed to **equal access to training**, and more broadly to the **development of its employees**, throughout their careers.

In this regard, over the past two years, the **male/female ratio** within the Group in terms of access to professional training **has remained balanced**.



Objectives 2014 / 2017

- 📌 *Target-oriented training, dealing with self-confidence and self-promotion for both men and women, will be organized.*
- 📌 *Specific support will be provided to managers (both men and women) when necessary.*



Article 6: Pay equity for equivalent performance and skills

At hiring, the proposed salary will be **identical for a man or a woman** in comparable situations. "Salary" means base salary, the variable bonus linked to the company's results and other benefits.

Any man or woman from the SCOR group may subsequently benefit from a pay rise based on **objective elements** linked to **skills and performance**.

In this regard, SCOR undertakes to implement and adhere to a **transparent remuneration system**, and to verify the amount paid to men / women each year in order to ensure that there are no unjustified gaps for the **same position**, where candidates have similar educational backgrounds, experience, performance or length of service.



The SCOR group will also take account of the recommendations and **opinions of Managers** in order to implement any **individual salary measures**.

It is hereby specified that an employee's actual remuneration will not be impacted compared to that of other employees due to his or her specific situation (part time, maternity/parental leave).



Objectives 2014 / 2017

- ☒ *All employees on maternity / parental leave should receive at least the average pay rise awarded to SCOR's employees in the country in question, depending on the length of their maternity / parental leave. Based on the time during which they are present at work over the period, the rise will be linked to their appraisal, as it is for all employees.*
- ☒ *Remuneration for women and men with the same functions and responsibilities, and with equivalent diplomas, skills, performance and seniority, shall be the same. If any inconsistencies are observed, they should be analysed and corrected if they cannot be explained.*





Article 7: Better work / life balance

An employee's **quality of life at work** is also linked to the balance between his/her professional and personal life.

When speaking of women and men, the fact of being a parent must be taken into account.

Achieving a **balance** in this area implies reflecting on the way in which work is organised, notably in order to implement working hours that take each individual situation into account insofar as possible.



Objectives 2014 / 2017

SCOR will continue its approach to flexible working conditions, and will roll out the most successful actions on the following items, in accordance with local regulations:

 **Flexibility of work**

- Flexible working hours (e.g. flexitime, part-time, savings accounts for unused leave, sabbaticals),
- Flexibility in personally difficult situations (e.g. sickness of children, closure for holidays/strikes (e.g. nurseries), providing care to close relatives, "parent-child office") option to work at home for a limited period. Encourage the limitation of meetings scheduled after 17:00.

 **Mobile / home office**

- Reduction of commuting time to zero on certain days of the week,
- Improvement of working conditions in open-plan offices,

 **Part time work should not exclude career options**

- **Financial and social support** (e.g. childcare facilities for employees' children)



Article 8: Helping to change mentalities

Contributing to equality means **promoting a change in mentalities**. To achieve this, all of the company's internal stakeholders (Executive Management, Managers, Employee Representatives, and Employees) should adopt a **positive approach** and **reject pre-conceived ideas**.



Constructive and **regular labour relations**, at all levels of the company, are necessary in this regard, and this raising of **awareness concerns** all of the **Group's employees**, from the **youngest to the oldest**.

This could also involve **awareness-raising sessions** for employees as soon as this Charter has been adopted. These sessions would for example look at the **prevention of sexual harassment** and the **principle of equality between women and men**, as well as at the decision-making biases that **stereotypes** can trigger for both women and men.



Objectives 2014 / 2017

- ☞ *The Charter will be published on the SCOR website together with a clear introductory statement by the management team.*
- ☞ *Training on unconscious bias and gender equality should be given to all staff (priority will be given to recruiters) with a view to promoting diversity.*
- ☞ *Positive examples of diversity could be publicised within the Group.*
- ☞ *All documentation concerning HR processes will mention the principle of gender diversity (Strategic Talent Workshop Review, annual Appraisal & Development Interview, Salary Review, etc.).*
- ☞ *The initiative to create a "Pool of women" suitable for internal promotion should be substantiated by initiatives like the STWR (Strategic Talent Workshop Review). Clear guidance on such initiatives, as well as a definition of "Talent", should be provided.*
- ☞ *The "partnership brochure" (currently under preparation) will be available on the Intranet and will highlight the following items:*
 - *The involvement of HR in the propositions for partner nomination and promotion*
 - *Partnership nomination and promotion criteria*



Article 9: Employee representatives

Diversity should also apply to the **social partners** and the **employee representative bodies and unions**, when these are present in the countries where the Group has offices.

Through this Charter, the employee representative bodies undertake **to strive for diversity**, notably during the changeover of the **Common European Companies Committee members**.

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The commitments set out in this Charter are set out in each European country in which the SCOR group has employees, in compliance with local regulations, bearing in mind that specific local regulations must take priority.

An annual report will be drawn up and included in the European report on the company's policies towards its employees (*social report*), which is presented to the members of the Common European Companies Committee during one of its annual meetings.

This Charter will be displayed in each of the SCOR group's establishments in Europe as well as on the SCOR group Intranet, and will be given to each employee on arrival.

SCOR and its representatives will designate two persons (HR person and representative at the CECC) in charge of monitoring progress and coordinating actions following the implementation of this charter in Europe.

In view of the necessary translations of this Charter, it should be noted that only the French version will prevail between the signing parties in the event of any problems linked to its interpretation.

Executed in Paris, on
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For the SCOR group

Denis Kessler
Chairman & Chief Executive Officer

Sébastien Musset
Group Human Resources Director



For the employee representatives in Europe and by country

France



Guillemette Maréchal

Michèle Aronvald

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The Netherlands



Mandy Luo

Deon Veldtman

Ireland



Vladimir Suchan

Austria



Kerstin Kaltenbrunner



Sweden



Sofia Ernstsson

Yvonne Etholen

Switzerland (permanent guest members)



Mariella Di Prinzio

Doris d'Orio

Yannick Vincent

Dominic Ruch



Appendix

An Annual European statistics report will include at least:

General Aspects

- Number of employees by gender working in the main functions (e. g. technical accounting, underwriting, claims, finance, etc.)
- Internal mobility by gender
- Number of employees by gender working part-time, grouped according to their actual working time (e.g. < 50%, 50%, >50% of the average working time)
- Gender and age
- Seniority by gender

Partnership / functional promotion (team/group leader – head of department etc.)

- Statistics showing the number/percentage of women/men in the various partner levels, (if possible starting from 2012)
- Statistics showing the number/percentage of women/men with leader functions, particularly those with personnel management responsibilities (again, if possible starting from 2012)

Remuneration / Training (including training/seminars to increase awareness of gender equality)

- Statistics showing comparative annual remuneration by gender in the main functions (technical accountants, actuaries, UW, claims, etc.)
- Statistics showing the number of training courses, with breakdowns by cost and gender and differentiating between technical and leadership training