



## L'OREAL'S JEAN-CLAUDE LE GRAND ON DIVERSITY & INCLUSION

### ***“Much Accomplished, Challenges Remain”***

Since 2006 Jean-Claude Le Grand, Senior VP Talent Development and Chief Diversity Officer at L'Oréal, has made gender, disability and social and ethnic background his three main commitments. He first saw the need for a Diversity & Inclusion policy during his previous tenure as Head of Recruitment and he has been the driving force ever since. Well aware of the challenges faced by a multinational company, he firmly believes that every team member must be mobilized for the project to succeed on a global level. Although much remains to be done, major progress has been made over the past fifteen years, as Jean-Claude Le Grand explains in this interview.

***In the early 2000s L'Oréal set out to be more inclusive with regard to gender, disability and ethnic and social background - at every level and in all departments. What has been achieved over the past 15 years?***

*Clear, irrefutable progress with regard to women. Gender equality, equal pay and a good parenthood policy have all been implemented at the global level. Gender parity is our goal and, as the figures show, we're almost there.*

#### ***Almost?***

*We've achieved a fairly good balance but we have to go further in certain areas. Although 33% of our Executive Vice-Presidents and Heads of Zone are women, we still need more. We also need more women in information technology. In marketing, it's the opposite: only 29% are men so we must recruit more of them for a balanced workforce.*

***What about disability? Are you satisfied with L'Oréal's progress in this area?***

*Yes, absolutely. In France, we began including more people with disabilities over twenty years ago and we are proud to have attained the legal requirement of 4.37%\*. At group level, we are over 6%, and in countries where there are no legal requirements, our goal is 2%.*

*Our policy has now been implemented in all subsidiaries and it covers accessibility, sourcing, recruitment and training. We're one of the most advanced international organizations in this arena. In October 2014, L'Oréal was among the first companies to sign the Global Business and Disability Network Charter with the International Labor Organization (ILO).*

\* Employment rate calculated in 2017. 3.62% DOETH plus percentage achieved through our collaboration with specialized centers employing disabled people.

### **What is the next step?**

Two of the mainstays of our Diversity & Inclusion policy are on solid ground: gender balance and including people with disabilities. These two initiatives have really transformed L'Oréal. Diversity in social background, however, has not seen significant progress. Ethnic diversity has improved in some local subsidiaries, notably the US, where nearly one-third of our team is multi-cultural. Yet globally we have not made enough headway. Even in regions like South America, our employees don't mirror local realities. Indigenous peoples, for example, are rarely represented in our local offices. We must surmount this challenge by 2020 to ensure that team members truly reflect the diversity of the countries where we do business.

### **How do you verify L'Oréal's achievements? How do you use your findings?**

We work with independent organizations (GEEIS and EDGE) and regularly evaluate our progress via key indicators: gender equity, disability, ethnic and social background as well as Diversity & Inclusion training and raising awareness of unconscious bias.

We monitor our progress carefully for two main reasons. The first is to determine whether our actions are effective, and if not, rectify them. The second is so that we can share our experiences and accomplishments for a more inclusive world.