

# THE L'OREAL SHARE&CARE PROGRAM

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Bertrand de Senneville  
Françoise Schoenberger



L'ORÉAL  
HR SOCIAL RELATIONS



# AGENDA

- 1 L'OREAL – **KEY FIGURES**
- 2 L'OREAL **SHARE&CARE** PROGRAM





# AGENDA

- 1 L'OREAL – **KEY FIGURES**
- 2 L'OREAL *SHARE&CARE* PROGRAM





# Our mission – Beauty for all



To provide the best in cosmetics innovation to women and men around the world with respect for their diversity.

Beauty is a language

Beauty is universal

Beauty is a science

Beauty is a commitment

**L'ORÉAL, OFFERING BEAUTY FOR ALL**



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# 2014 Key figures

- 1<sup>st</sup> cosmetic group worldwide
- 28 international brands
- 22,53 billions € of sales
- 130 countries
- Research budget = 3,4% of sales, 501 patents registered in 2014
- 78.600 employees
- 59% of women managers, 44% of women in executive committees
- 156 different nationalities
- 43 factories





# The portfolio of international brands

L'ORÉAL  
PROFESSIONNEL

Parce que vous le valez bien.  
L'ORÉAL  
PARIS

LANCÔME  
PARIS

shu uemura

VICHY  
LABORATOIRES

REDKEN  
5TH AVENUE NYC

GARNIER

GIORGIO ARMANI

cacharel

LA ROCHE-POSAY  
LABORATOIRE DERMATOLOGIQUE

SKINCEUTICALS  
ADVANCED PROFESSIONAL SKINCARE

MAYBELLINE  
NEW YORK

YVES SAINT LAURENT

HR  
HELENA RUBINSTEIN

innéov

KÉRASTASE  
PARIS

Kiehl's  
SINCE 1851

DIESEL



SOFTSHEEN | CARSON  
LABORATORIES  
ADVANCED RESEARCH  
AFRICAN HAIR AND SKIN

BIOThERM

clarisonic

essie

ud

URBAN DECAY

VIKTOR & ROLF

RALPH LAUREN  
FRAGRANCES



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# AGENDA

- 1 L'OREAL – *KEY FIGURES*
- 2 L'OREAL **SHARE&CARE** PROGRAM



The logo features the text 'L'ORÉAL SHARE&CARE PROGRAM' centered between two large, curved, overlapping shapes. The left shape is purple and the right shape is teal. The text is in a clean, sans-serif font, with 'SHARE&CARE' in a larger, bold font and 'L'ORÉAL' and 'PROGRAM' in a smaller font.

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**SHARE&CARE**  
PROGRAM

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1

# STRATEGIC CONTEXT



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# L'ORÉAL'S AMBITION

Universalization  
Strategy

&

1 billion  
of new consumers





STRATEGIC CONTEXT

# JEAN-PAUL AGON'S VISION

“ I am convinced that this highly ambitious program is opening up **a new chapter in our social history.** ”

“ To support the business project by **an exemplary social and human project** ”



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STRATEGIC CONTEXT

# AN OBLIGATION



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STRATEGIC CONTEXT

# A CONVICTION

1

**Economic**  
Growth

+

2

**Social**  
Performance

3

=

Answer  
**business** and  
**people** needs



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2

# A SOCIAL PROGRAM WORLDWIDE



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A SOCIAL PROGRAM WORLDWIDE

# A HUGE AIM



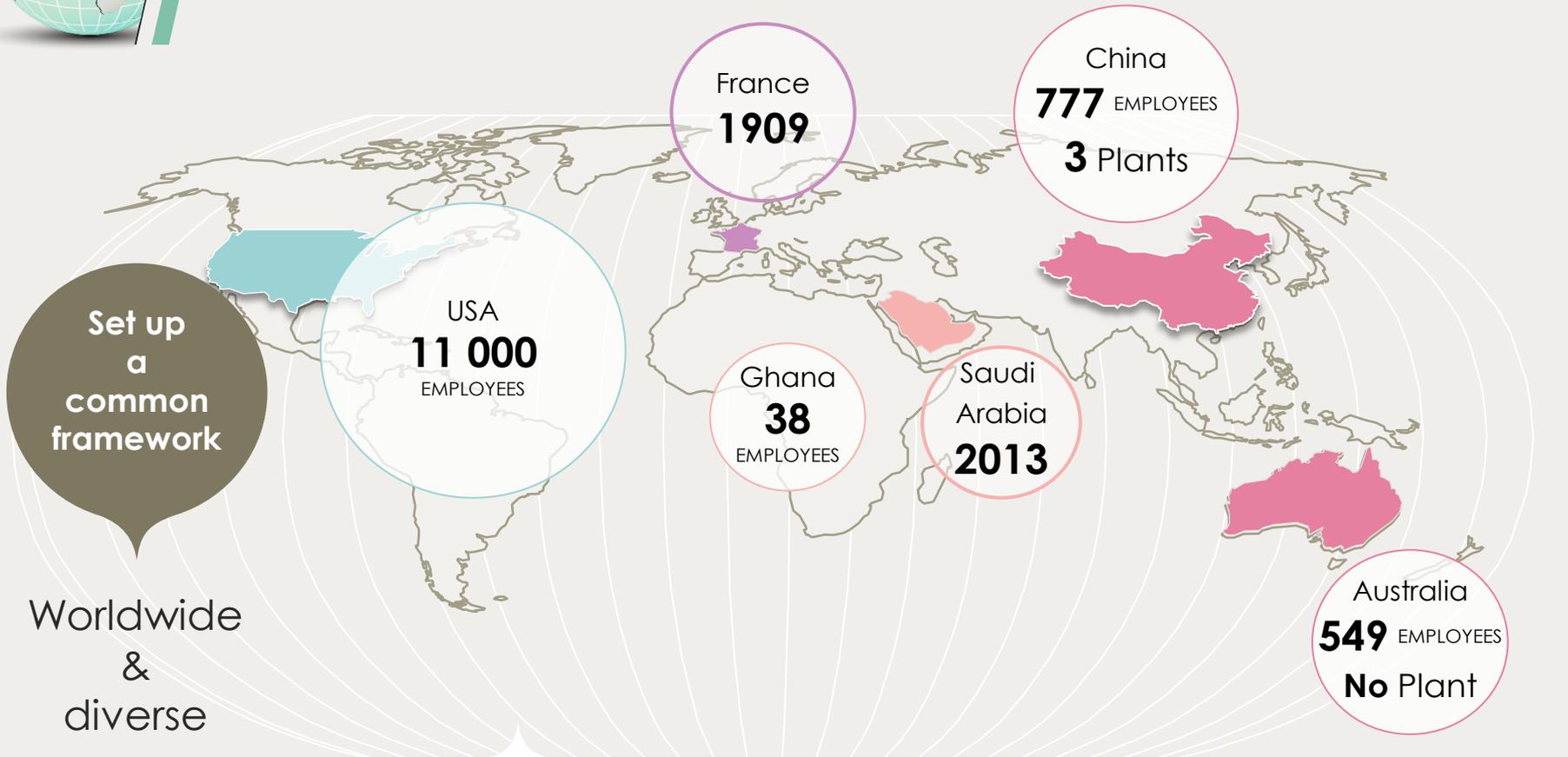
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A SOCIAL PROGRAM WORLDWIDE

# A HUGE AIM



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A SOCIAL PROGRAM WORLDWIDE

# A TRIPLE AMBITION



To implement a **common social framework**

1



To be within the **top performers in each country**

2



To make of each country a **social innovation laboratory**

3



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A SOCIAL PROGRAM WORLDWIDE

# 4 KEYS PILLARS



Protect



Care



Balance



Enjoy



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A SOCIAL PROGRAM WORLDWIDE

# A COMMON SOCIAL FRAMEWORK



## PROTECT

Protect all employees and their families by providing **financial protection** in the event of unexpected life events.

- **24 months** life insurance
- **24 months** disability insurance
- In line with top performing companies
- ...



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A SOCIAL PROGRAM WORLDWIDE

# A COMMON SOCIAL FRAMEWORK



## CARE

.....

Contribute to employees' good health.

- Individual and collective actions to **prevent health** risks and promote health awareness
- Make sure that **major treatments** are **reimbursed at least at 75%** of customary and reasonable expenses
- In line with top performing companies
- ...



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ILO SOURCE

39% OF THE GLOBAL POPULATION ARE NOT COVERED BY A MEDICAL COVERAGE SYSTEM.



A SOCIAL PROGRAM WORLDWIDE

# A COMMON SOCIAL FRAMEWORK



## BALANCE

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Allow everyone to enjoy their family life while being fully engaged in their work, with particular focus on parenthood.

- Maternity leave : **14 weeks** with 100% of gross salary
- Paternity leave : **3 days** with 100% of gross salary
- **Salary increase** during maternity leave
- ...



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# A COMMON SOCIAL FRAMEWORK



## ENJOY

.....

Offer a high standard of **quality of life at work** and contribute to the professional and personal fulfillment of every employee.

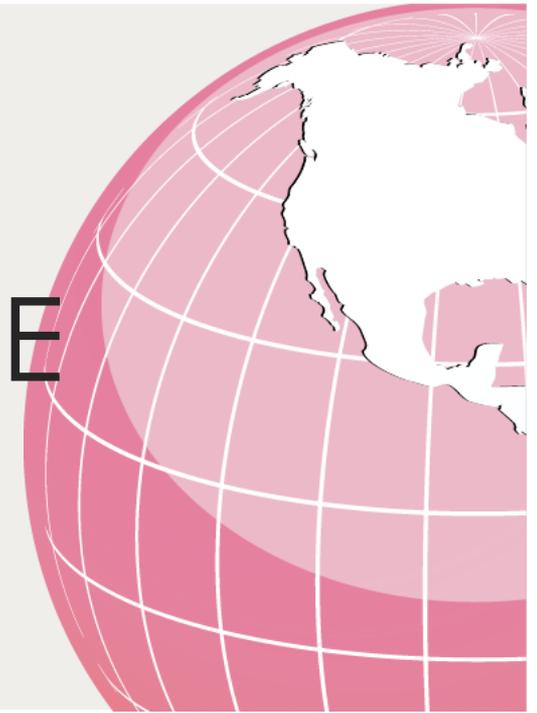
- **Accessibility in the workplaces**
- Programs to encourage **conciliation of professional and personal** responsibilities
- Workplaces equipped with the **technological resources** allowing **collaborative work practices**
- **Stress management training** for managers
- **Ergonomics** training
- ...



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# COLLABORATIVE APPROACH



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COLLABORATIVE APPROACH

# COLLABORATIVE SURVEY

To encourage **social innovation** in each country.

## 1 inventory

100% of answers within 3 months

Benchmark top performers

**ALL**  
countries  
worldwide

**Survey results**  
shared with  
countries

## 18 pilot countries

Feasibility evaluation

Taking into consideration the international norms + recommendations + market trends



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# PROGRAM ASSESSMENT



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# Internal & external audit

- ✓ To give **value** to the Program
- ✓ To **guarantee** the reliability of our internal and external **communication**

1

## INTERNAL AUDITING PROCESS

- ✓ 2014:
  - Argentina
  - Belgium
  - Brazil
  - China
  - India
  - Indonesia
  - Japan
  - Malaysia
  - Peru
  - Russia
  - Venezuela
  - Vietnam
  - Thailand

2

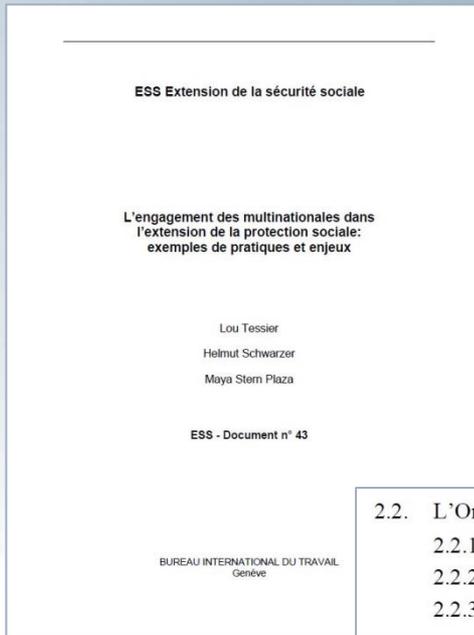
## EXTERNAL AUDITING PROCESS

- ✓ 2 key indicators linked to SBWA:
  - Life/disability insurance
  - Medical coverage
- ✓ Starting in 2015 with a “trial audit” as part of the CSR annual report

# International Labour Organisation

✓ Collaboration since the creation of the program

• 2013 → a business case



• In progress → 2 projects

– Share&Care Program research study (2015)

– Creation of an International Companies network

2.2. L'Oréal et le programme Share & Care.....

2.2.1. Besoin identifié et résultats attendus .....

2.2.2. Approche mondiale .....

2.2.3. Défis à relever et enseignements tirés .....

# The Advisory Board

- ✓ Under the chairmanship Jérôme TIXIER Executive Vice-President Human Resources
- ✓ Launched the 13<sup>th</sup> and 14<sup>th</sup> of November 2014 with Jean-Paul AGON - CEO
- ✓ 1 meeting per year

8 different nationalities

- ✓ Argentinian
- ✓ Canadian
- ✓ Chinese
- ✓ Danish
- ✓ French
- ✓ Indian
- ✓ Lebanon
- ✓ Russian

11 external members

- ✓ Professors,
- ✓ Economists,
- ✓ Sociologists,
- ✓ ILO,
- ✓ Unions,
- ✓ ...



# Assignment of the Advisory Board

to support the development of the program by:

- ✓ analysing the major social trends to take into account in the future,
- ✓ aggregating the best practices, in terms of social performance,
- ✓ exploring the habits and expectations of people, in the main regions of the world, to support the next stages of the program.

=> Proposals for Must Have evolution : allow no paid days off for sick child, vaccination, developing internal communication, individual social report...

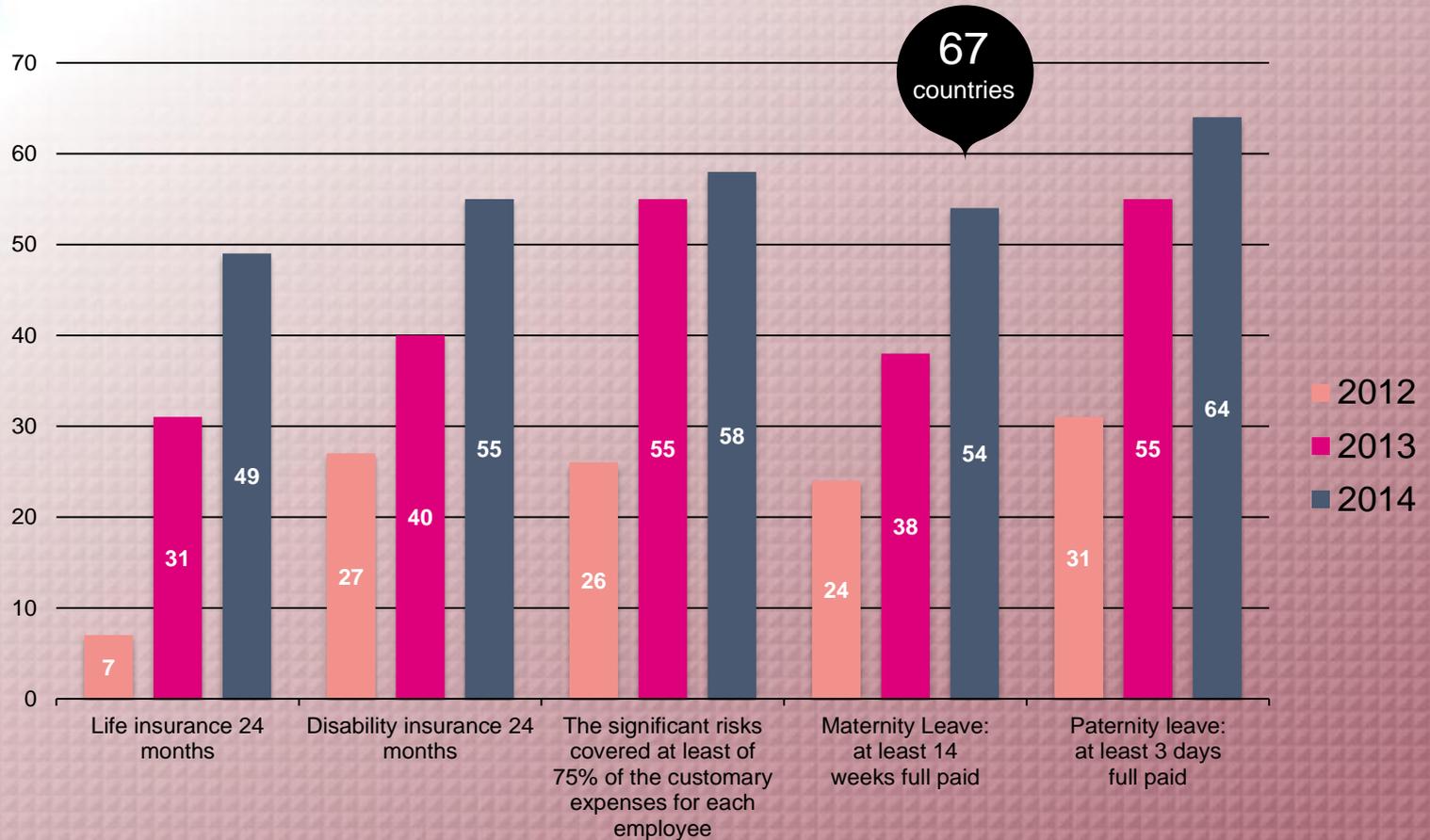
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# PROGRAM RESULTS



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# Some global results at the end of 2014



\* Included TBS and Not included BAs and Store Employees

# Some local results

## social innovation laboratory

### Health

- ✓ **Peru** : Screening health for children of employees
- ✓ **Pakistan** : Parents' medical coverage

### Carpool:

- ✓ **Ukraine**: Home ride Project

### Flexibility and work time organisation:

- ✓ **UK - Work Smart**: employees can vary their working hours as they prefer or work remotely, as long as the job is done in line with expectations.
- ✓ **Italy - Smart working**: all eligible employees can work remotely from home or other locations 2 days per month.
- ✓ **Germany - Flexi Work Program**: “summer working hours”: employees can leave the office on Friday at 1 pm + several working time reduction are possible like part time, part time during maternity leave or job sharing.
- ✓ **France: Teleworking** : more than 500 employees in teleworking).

### Parentality

- ✓ **Dubai** : Breast feeding room
- ✓ **Portugal** : Parental Kit
- ✓ **USA** : 10 days of paternity leave
- ✓ **India** : Child Education Insurance Support
- ✓ **France** : Leave days donation among employees to give support in critical situations



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