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HELP
DESIGN
THE FUTURE
OF
SOCIAL
PROTECTION

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GLOBAL ENTERPRISES AND SOCIAL PROTECTION

Good
Practices
Guide



ECOLE DES DIRIGEANTS DE LA PROTECTION SOCIALE

French-speaking
platform for
social protection floors

This document was prepared by a group of companies coordinated by EN3S with technical support from the International Labour Office. The opinions expressed in the text and the analyses herein are those of the authors, and their publication does not imply that the International Labour Office shares these opinions.



INTRODUCTION

Resulting from the feedback of the companies involved in the “social protection floors” initiative, this good practices guide is composed of a series of documents tracing the four key steps concerning the processes of development and implementation of a social protection programme:

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Each theme is developed in the following way:

- What are we talking about?
- Principles of action
- Points to look out for
- Testimonials

FOREWORD

The State is currently perceived as the source of social protection and the guarantor of the development and maintenance of social protection systems. There is nothing extraordinary about that since, in 1948, the Universal Declaration of Human Rights pronounced the human right to Social Security, a right that is the State's responsibility to implement and guarantee. Numerous other international instruments have subsequently helped confirm the State in its role as the cornerstone, or "floor", of social protection. We refer in particular to the 1952 Social Security (Minimum Standards) Convention (no. 102) of the International Labour Organisation (ILO), and the International Covenant on Economic, Social and Cultural Rights of 1966.

However, this has not always been the case. The history of the development of social protection systems, especially in Europe, shows us that social protection as we know it today, in other words a national public system guaranteed by the State, was built on the back of sector-based schemes or within individual companies, established and managed jointly by representatives of both employers and staff. This was, in effect, a matter of achieving a dual objective – on the one hand, guaranteeing the protection of workers against the risks of illness, unemployment, accident, maternity, invalidity or even during old age and, on the other hand, guaranteeing the employer a more stable workforce that is well trained and qualified.

Over time, the governments of the industrialised countries have gradually taken on an increasingly central role and worked actively on the creation of social protection systems. However, the affirmation of the role of the State has not eliminated the role played by staff and employer representatives. These are participants in the joint management of the social protection systems. They also play a key role in establishing additional social protection mechanisms that make it possible to supplement the level of protection offered by the compulsory scheme or to fill a gap in the legal framework.



Today, in a context of globalisation, the global francophone enterprises have a presence in numerous countries where the national social protection schemes are not always as well developed. Some of these companies continue to play this driving role by ensuring that their employees can receive adequate social protection anywhere in the world. In this way, they help to promote the idea of basic social protection guarantees that should gradually be extended to all workers and their families.

This commitment is most welcome in a world where, in 2014, 73% of the global population still had no access to a satisfactory level of social protection. This lack of cover, which is unacceptable from a human rights standpoint, also makes no economic sense. That is why the International Labour Conference, which involves delegates from the governments, employers and workers of the 187 Member States of the ILO, adopted the recommendation (no. 202) on social protection floors in 2012. This recommends that Member States introduce basic social protection guarantees for all, acting as a “floor” on which the social protection system as a whole is constructed.

The national social protection floors enables to reduce poverty, vulnerability, social exclusion and inequalities. By reducing poverty and making it possible to invest in health and education, these floors are a formidable lever for economic growth and, at the same time, a factor of political and social stability.

A recent study by Tufts University (Boston) on the International Labour Office’s Better Work programme shows the causal link between better working conditions and the improved social and economic performance of companies. The development of social protection programmes within the company makes it possible, in particular, to attract and retain new employees, while reducing staff turnover and absenteeism. This type of programme also restores meaning to the collective dimension and the feeling of being part of a concrete project in the service of each employee.

As part of its global flagship programme to introduce social protection floors, the ILO launched the Global Business Network on Social Protection Floors in October 2015. This network for exchange and commitment includes a francophone business platform that is run by EN3S. The francophone platform provides companies with a forum in which they can share their experience of social protection programmes for their employees and define joint positions to support, in addition to local regulations, the reinforcement and development of social protection floors in their countries of operation.

This guide offers a pedagogical approach based on the experience of the companies that are members of the francophone platform. It enables every company to develop a social security programme for all its staff worldwide, using the ILO's international social security standards.

We have to thank the members of the francophone platform for this work of sharing and capitalising on the experiences that resulted in the creation of this guide, which is full of practical examples and accounts.

We are also grateful to the ILO teams that have provided us with their support and expertise in the administration of this project, which forms part of the Global Business Network programme under the auspices of the ILO.

We sincerely hope that this guide will become a useful *vade mecum* for any company wanting to be part of this approach, over and above its legal obligations, in the mutually beneficial interest of the well-being of staff and the social and economic performance of the company.

Enjoy your reading

Dominique LIBAULT,
Chairman of EN3S



1 INITIATION

Establishing a global social protection programme within the company presents a number of challenges:

- the challenge of health and well-being at work for all staff;
- an economic challenge: attracting and retaining employees and improving the economic performance of the company, in particular by reducing staff turnover and absenteeism;
- challenges relating to image and social responsibility.

Comprehensive protection, for a common social basis aimed at covering the realities of all countries.

Report of the advisory group chaired by Michelle Bachelet, established by the International Labour Office with the collaboration of the WHO.

One of the motivations for employers is that we believe investing in social security means investing in people, in human beings, to enable them to adapt to changes in the economy and the labour market. Recommendation no. 202 (on social protection floors, 2012) aims to promote productive economic activity, professional training, productive skills and employability, as well as key elements for sustainable businesses and a favourable environment for companies and entrepreneurship.

M. Kris de Meester (employer member, Belgium) Excerpts from speech, 101st session of the International Labour Conference, 2012

What are we talking about?

At work, it is essential to take account of the existing culture of the company, so that you can find, internally, a way to approach social protection that is in step with the company's culture.

Two non-exclusive and potentially complementary dynamics particularly stand out with regard to initiation.

- **A package of local practices** specific to the culture or history of the group: the bottom-up approach, consisting of relying on the individual history of each entity of the group, beginning by setting up local actions coordinated by the head office.
- **An impetus led by the executive management** on the need to establish such programmes universally (the top-down approach).

► *Both of these dynamics are based on a conviction that is both humanist and business-related and are part of an ongoing process of improvement and general corporate strategy.*



Principles of action

1 Having the strong support of executive bodies

- This is a matter of supporting the project implementation process to ensure that the subsidiaries subscribe to it and to facilitate its execution.
 - Within the framework of a decentralised structure, it is essential to develop synergies to ensure that the group's social protection policy meets the expectations of workers with regard to social security cover.
 - This is a question of promoting a feeling of being part of a culture and developing a shared sense of belonging.
- *Irrespective of how a social policy is implemented, it must be regularly monitored by the company's executive management bodies.*

2 Defining goals specific to the issues of the global company

- Improving social security cover and the well-being of employees at work.
- Meeting needs and expectations in regard to social security cover as a team, and ensuring the company's progress on two fronts: social performance and economic performance.
- Identifying the employees and the geographical area to be covered for the launch of the programme while defining a schedule for the implementation and general management of the programme.

3 Developing guiding principles

- From the start of the process, the project should be defined and shown as a policy that forms part of an ongoing process of improvement.
- Covering all employees, regardless of their status, in all countries and in accordance with local legislation.
- Taking the company's internal culture into account to contribute to the development of a strategy that can face the challenges of social and economic performance.

4 Defining the contents of the social protection programme

- Producing a situational analysis of the subsidiaries in order to:
 - > have a comprehensive overview of the programmes introduced within the subsidiaries;
 - > ensure that the subsidiaries comply with local legal requirements. This provides a better understanding and awareness of the functioning of the national social protection systems of each country;
 - > understand the social protection situation at national level in the countries concerned in relation to the national legal requirements;
 - > compare the current practices of the subsidiaries with the practice of local companies (external benchmark).
- Having a clear and panoramic view of one's own experiences in terms of supplementary benefits in each country, market practices and the customs of the companies with the best supplementary cover.
- On the basis of the analysis, defining and prioritising the areas and themes included in the social protection programme, by means of a dialogue with staff representatives and in accordance with the objectives of the corporate culture.
 - ▶ *This inventory phase makes it possible to measure the gap to be filled by the subsidiaries between their current practices and the minimum levels of social protection set at group level. It also provides an opportunity to familiarise staff representatives with the definition of a floor and how it functions within a subsidiary.*

5 Encouraging the joint construction of the programme with the subsidiaries

It is important to create a joint construction approach with the subsidiaries in the countries in order to:

- identify good practices to develop a framework;
- on the basis of a situational analysis, construct a framework that makes it possible to assess the amount of work to be done by each subsidiary;
- develop the content of the programme by means of discussions with the subsidiaries on the basis of previously identified objectives.
 - ▶ *These discussions must be started during the construction phase of the programme.*

6

Incorporating the programme into the group's overall HR strategy

- For reasons of fairness, it is essential that the programme can eventually cover all employees regardless of their status. If this cover can also be applied to their direct families (spouse and children), there will be a long-term gain in terms of staff loyalty and commitment and the appeal of the job.
- It is important that the project forms part of the human aspect of the company's HR, ESR and business strategy.
- The programme established can contribute, in particular, to improving the company's brand image and attracting and retaining new staff. It can also help other companies, employers' organisations and governments to understand the importance of introducing social protection and extending it to everyone.

7

Educating and communicating on the subject of this approach

The launch of such an approach on a global scale, involving countries at different levels of maturity, must make it possible to:

- unite around a group social project;
- focus on these social aspects with the subsidiaries;
- communicate regarding the desire to provide social security cover to all employees on a worldwide basis;
- raise the profile and credibility of these subjects with all the group's management committees.

Advice and points to look out for

- Do not implement a project without talking to or involving the subsidiaries.
- Ensure that the programme's objectives are consistent with the expectations of the employees and future collaborators.
- Involve the social partners in the definition and implementation of the programme.
- Ensure that the programme uses, as far as possible, the public social protection system, while supplementing it, and that it is not too heavy a burden for people on low incomes and is not based on screening for risks or on discrimination.
- Develop a social protection programme while ensuring that social and health services exist as local structures.
- Observe the local rules and customs in force when interpreting and implementing the programme's objectives.
- Do not underestimate the importance of the appraisal phase; the use of an external partner is recommended and must be taken into account in the overall cost of the project.



Testimonials

Why have you adopted this approach?

We decided to implement this parenting policy at international level as we know that it will enable families in numerous regions to benefit from major advances. By doing so, we hope to strengthen the feeling of a common culture specific to Kering across the world.

Kering

There are a number of reasons why L'Oréal decided to launch the Share & Care programme.

Firstly, L'Oréal recognises the importance of the collective performance of all its staff worldwide. The L'Oréal Share & Care programme thus reaffirms L'Oréal's belief that we need a balance between the two axes of the L'Oréal HR policy: the development of individual talent and collective social performance.

Secondly, this project forms an integral part of our humanist tradition. L'Oréal is a company centred around people who grant primacy to individuals over structures. In our opinion, it is essential to provide the best possible environment for our staff so that they can work with confidence and peace of mind. Finally, the Share & Care programme fits perfectly into our universality strategy: it encourages universal principles and builds momentum in favour of social innovation in every country by highlighting local initiatives.

L'Oréal

Can you give me a successful example or an illustration in a particular country?

Kering's parenting policy makes it possible to guarantee rights superior to local regulations on different types of leave (maternity leave, paternity leave, adoption leave and partner leave - all with pay) in all of the 60 countries in which we operate.

By way of example, after the internal publication of the Kering parenting policy, we received the following question from one of our employees: *"My husband and I live in the USA and are about to adopt a child. The rules vary from one state to another. Where I live, there is no paid adoption leave. What policy applies to my situation?"*

To which we were able to reply that regardless of where this couple live in the USA, Kering's parenting policy of paid adoption leave applies wherever it is more generous than local regulations.

Kering

2 THE PARENT-SUBSIDIARY DIALOGUE

What are we talking about?

During the development phase, it is important to follow the following steps:

- sharing the status report;
- defining a framework of standards;
- choosing an implementation method taking account of the time factor;
- installing and maintaining a collaborative working arrangement between head office and the subsidiaries.



Principles of action

1 Sharing the status report

- Use the status report, as previously defined, as a source for parent-subsidiary exchanges on the content of the programme;
- produce a clear and documented overview of the local legal framework and practices in force;
- identify the needs of each local context by bringing together the (head office) project team and the HRDs of the countries concerned, as well as staff representatives at head office and in the subsidiaries.

2 Comparing the framework contents with the international references

From a standards perspective, it is important to remember that the concept of a social protection floor is based on three principles: universality, solidarity and progressiveness.

According to the ILO definition: “The social protection floor is a set of basic social security guarantees defined at national level and ensuring access for all those in need throughout their lifetime to essential health care and basic income security, which together guarantee effective access to the goods and services defined as necessary on a national scale”. Recommendation no. 202, 2012, paragraph 4.

Based on the priorities of the company, standards and the identification of needs:

- define a minimum “floor” common to all the group that could be applied according to the countries and regions and which could be implemented using the following procedures;
- establish the approach using external benchmarks, including social protection standards and the guidelines of the International Labour Organisation, in particular Agreement no. 102 and recommendation No. 202, and the subsequent Agreements offering greater protection, as well as the ILO’s Tripartite declaration of principles concerning multinational enterprises and social policy (etc.) (*in the annex is a comparative table setting out the ILO’s standards*).

3 Specifying the implementation methods for each country

The exchanges and coordination between the project team (head office) and the subsidiaries, as well as the staff representatives at head office and in the subsidiaries, will make it possible to identify the central points of the project that are the keys to its successful execution:

- determining the different guarantees of cover to achieve or exceed the floor;
- deciding on the populations to be covered as a priority within the framework of the overall implementation plan;
- setting a schedule for employee cover;
- raising the issue of the method of funding;
- determining the functions that will be responsible for monitoring the action plans.

4

Selecting an implementation method

The implementation method may take a number of different approaches (top-down, bottom-up, or mixed) depending on the company's culture and its international presence:

- in a top-down approach, the desire to cover all staff comes down from the head office, which prioritises, at its level, the guarantees to be introduced on a mandatory basis by the subsidiaries and the geographic areas where it wants the cover system to be established. The head office also defines the levels of cover and the target population of employees it wants to protect;
- in a bottom-up approach, the company proceeds from an analysis of the existing social protection programmes in its subsidiaries to standardise the levels of cover;
- in a mixed approach, the top-down and bottom-up approaches are combined.

In addition, it is necessary at all levels of the group to identify the relay structures that could contribute to the successful implementation of the project.

5

Preserving a collaborative mode

During the implementation process, it is important to preserve a collaborative mode with the subsidiaries and to engage staff representatives in order to:

- re-explain and justify the issue and interest of establishing a common social protection programme;
- use, as a basis, local management at the level of each country, since the aim of universalising social protection is to guarantee a minimum level of protection and observe the major general principles in accordance with the local culture and values;
- do some explanatory work and ensure the active participation of the management of the group's entities to promote the ownership of the programme by involving staff representative bodies;
- promote and encourage discussions in each geographic area on common topics.

6

Encouraging a spill-over effect

- make the choice of a joint construction project with the national teams with regard to defining the cover that could eventually change current local practices within the subsidiaries and in other companies in the country (spill-over effect);
- encourage local initiatives and a spill-over effect to other companies (in the same sector, competitors, suppliers and service providers) by promoting the extension of social protection within employers' organisations in particular;
- publicise and promote this type of programme vis-à-vis governments, representatives of the sector, as well as employers' and workers' organisations and NGOs.

Advice and points to look out for

- Do not hesitate to use external benchmarks (especially the ILO standards) to legitimise the approach.
- Ensure that all regulations in force (tax, etc.) are complied with.
- Take account of the nature and procedures of the social dialogue specific to each subsidiary and maintain a dialogue with the social partners.
- Use communication tools.



Testimonials

In your opinion, why is it important to apply international standards and benchmarks?

Using international standards that are already in force makes it possible to legitimise decisions such as the 14 weeks of maternity leave; this has avoided useless debates on the “right” period of maternity leave, especially in those countries where the local legal period is much lower than the minimum level desired by the company. Conversely, the absence of standards could result in decisions that might be seen as being more arbitrary.

In addition, using a supranational standard makes it possible to unite all those involved in a company around a common and meaningful objective. The existence of a standard also helped facilitate comparisons between local legislation, local practices and the minimum level required (the standard).

Conversely, by defining standards at company level for certain risks that are not currently covered by an international standard and by promoting basic levels and practices at the level of numerous companies and social partners, the companies can help to increase the levels of protection in national social security legislation. On the basis of these national laws and practices, the delegates of the ILO Member States can be gradually encouraged to promote the development of international law on the subject. On the matter of paternity leave, for example, for which there are not yet any international standards, the practice of the companies could gradually influence national practices, help to change national legislation and, in the long run, lead to the inclusion of paternity leave in one of the ILO standards.

L'Oréal



Testimonials

What are the main transnational problems encountered during the implementation of the programme?

The principal stakeholders in establishing this type of project are the human resources managers. Yet, in some countries where the structures are in the early stages or are small in scale, it is the financial manager or the head of the entity who is in charge of the project, which requires greater support and monitoring by the project team at head office.

Legrand

What advice would you give?

Developing the Kering parenting policy, together with the human resources departments of all our brands, was a key element in ensuring that the terms of this policy would be understood and applicable in the 60 countries where we are established. Communication with the local human resources functions, and with managers and employees, remains essential to guarantee the successful distribution of the policy. For the first six months of the launch, we therefore worked on an enhanced internal communication campaign.

Kering

Communication means repetition! The communication of the project is very important and must be a long-term undertaking. There must be regular monitoring with those entities that are furthest from achieving the floor or where there are limited human resources to monitor the project. One should also be on the lookout for any difficulties the countries might experience, particularly regarding the budget, and create a phased action plan geared to their capacities.

Legrand

Take account of the collaborative approach. To encourage countries to join the programme, we believe it is important for the programme to be developed using a collaborative joint construction approach with the countries. They must be involved as far upstream as possible, and their constraints must be discussed without, however, diluting the demands of the objective, and they must be encouraged to develop and enhance their local initiatives.

In addition, it is important to keep in mind that, while principles may be seen to be universal, the procedures employed to implement them must be perceived by each country to be as close as possible to their national, legal and cultural context.

L'Oréal



3 THE FUNDING OF THE PROGRAMME

What are we talking about?

The cost of such a programme can vary according to the policies and tax systems of the countries and the practices within the subsidiaries. It is therefore a question of:

- taking into consideration the HR policy in operation in the different subsidiaries;
- providing an overview of the cost that should take account of the social and tax regulations in each of the countries;
- considering this evaluation as an element of the implementation schedule;
- highlighting this evaluation in terms of the overall wage policy operated by each of the group's entities.

Principles of action

1 Conducting a prior budgetary evaluation

As referred to above, there must be an upstream situational analysis to understand the situation that exists in each country.

- Perform an analysis that is both technical and sufficiently accurate to measure the gap to be filled in order to achieve the given objective, on a country-by-country basis.
- Prepare a provisional budget to assess and clearly quantify the cost of the programme in order, in particular, to encourage the commitment of local financial directors, managers and HRDs.
- On the basis of this evaluation, plan the phases of a gradual implementation in coordination with the local teams (HR, DG).



2 Funding method

Three main methods of funding by the company can be envisaged:

• **a centralised method** that balances out the differences in capacities and costs between the countries;

• **a local method** where each subsidiary in a country is responsible for its own budget and has a deadline for implementing the project;

• or using a **system of grants** awarded to the first subsidiaries to begin implementing the approach.

Alternatively, a shared funding scheme could be planned, providing for contributions divided between the employer and the employee. At this stage, current practices lean towards making each subsidiary individually responsible.

Advice and points to look out for

- While it is important to have an overview of costs, some services can be difficult to evaluate.
- Long-term risks, such as retirement, require particular care, as the calculation and estimation methods can vary or be questionable.
- A direct contribution by the subsidiary to the cost of the programme fosters involvement and responsibility.



Testimonials

Why did you prefer a particular funding method (centralised, local or mixed)? And what advantages do you see in it?

Our parenting policy measures are funded by each of our subsidiaries and brands. This local investment in our human capital encourages the commitment and loyalty of the Group's workforce.

We have also planned the phased implementation of measures for those countries whose own arrangements were generally less generous than the new standards.

Kering

We decided on a local funding method to make each entity responsible for defining and funding its action plan. The entities have a number of years to achieve the floor, which enables them, if necessary, to spread the impact on their budget sheet over a longer period.

Legrand

We selected the local funding method in accordance with the traditional project funding policy within the L'Oréal Group. This policy favoured giving responsibility to the subsidiaries and having them adopt the Share & Care programme; a three-year implementation period enabled the countries to plan their priorities and phase the costs related to the programmes into their budgets.

L'Oréal

What advice would you give?

The cost of the programmes should be budgeted in advance of their implementation. For this phase, there should be no hesitation in using the services of an insurance broker, an expert in life and health insurance, to approach different insurers and assess the costs of the guarantees to be established. Their assistance will also be very useful for the downstream phase of implementing programmes and, in particular, for communication with the local teams.

Legrand

4 THE ORGANISATION OF THE PROGRAMME

What are we talking about?

The organisation of the programme refers to:

- ensuring that it is understood and taken on board by the company's staff and other stakeholders;
- sustaining the programme;
- guaranteeing its long-term durability.



Principles of action

1 Launching the project

The launch phase of the project led by the sponsor, if possible at the highest level, must make it possible to:

- highlight the programme by giving it a name, a visual identity and a sponsor;
- develop an implementation agenda;
- communicate information about the project's objectives and operational procedures;
- determine the support structure for the implementation of the project (who does what?).

2 Support

It is important to prepare a support strategy in advance in order to:

- facilitate exchanges with the subsidiaries;
- produce solutions to the different types of problems likely to arise;
- identify a person to refer to (like a project manager) and preferred contacts for the subsidiaries;
- provide documents such as a guideline aide-mémoire and programme implementation notes that can be placed on an Intranet platform.



3 Communication about the programme

Preparing an internal and external communication strategy.

Internally

- develop pertinent communication tools (videos, staff testimonials, etc.);
- communicate on the progress of the programme using a variety of tools that can be established internally: website, Intranet platform, feedback summaries, audits, etc.

Externally

- develop a media plan to publicise the Group's actions to one or more target audiences (potential employees, employees' families, the media, NGOs, public bodies, the ILO, etc.);
- highlight the Group's commitment to the collective approach to social protection floors;
- coordinate the programme with the other plans that exist within the Group (ESR, diversity, engagement);
- also rely on other functions within the Group.

4 Reporting

Reporting helps to ensure that the programme is being properly implemented, to assess what has worked well, the number of people covered and the beneficiaries of the programme, the nature and the total amount of benefits paid out and the difficulties encountered, and finally, to gauge the impacts.

- Plan an internal reporting procedure and, potentially, an external reporting procedure.
- Plan the preparation by the project team with the help of internal auditors and an auditing guide containing the subjects that can be analysed to identify possible anomalies and dysfunctions.
- Audits of the programme can be conducted with the internal auditors who, as part of their international duties, are required to audit a programme component in a particular country.

► *Reporting ensures the credibility of the programme. The executive management in each country can share its results and feedback with the project team, which analyses and checks the conformity of its initiatives.*

5 Assessing the impact of such a programme

To better identify the changes for staff produced by the implementation of such a programme, it is first necessary to identify the different types of feedback and impact that can be sought by a company involved in a social protection strategy.

The impact in terms of loyalty and commitment, strengthening the relationship with staff.

The impact on absenteeism, and on staff health and well-being.

- The impact on the company's image (internally) and the dissemination of cohesion values.
- The external impact on the company's image, particularly concerning social rating and job appeal.

Some of these impacts, as well as the effects felt by staff, can be assessed two or three years after the implementation of the programme by means of a questionnaire sent to local employees by the subsidiaries.

- ▶ *Monitoring and assessing a programme like this also make it possible to guarantee its long-term durability by regularly evaluating the suitability and integration of actions taken in relation to the company's economic model.*

Advice and points to look out for

- Do not hesitate to list and communicate the good practices and initiatives implemented in the different countries.
- Carefully evaluate the questions and issues relating to a certification process;
- Establish a project team of a suitable size to monitor the programme and ensure its long-term durability.



Testimonials

Why is internal and external communication about the project important for its promotion?

A programme like this helps to attract and retain new staff and to develop the employer's brand. It is important to communicate both internally and externally on how the programme is being implemented.

Legrand

What tools do you use to monitor the project?

At L'Oréal, during the first year of the launch of the programme, we set up an annual reporting system used by each of our subsidiaries to report progress on the actions to be taken; this provided us at head office with an overview of the actions already completed or a timetable for their future implementation.

L'Oréal

The reporting of the parenting policy is currently carried out by our Corporate Europe, Asia and Americas structures. The network of our Compensation & Benefits correspondents also monitors the correct application of the new rights for this first year of the programme.

Kering

The project is monitored with the use of an Excel file that each entity must complete with its action plan for each pillar of the floor. The set of action plans is then compiled so that the head office project team can monitor the implementation of the action plan of each entity on an annual basis. The analysis of the action plans to be implemented is facilitated by working in collaboration with a Group broker, giving us a local contact for the countries, in particular for the study and costing of the insurance to be set up, and a central contact responsible, with the project team, for monitoring the implementation of the action plans.

Legrand

What advice would you give?

It can be useful to communicate the "successes" observed within the local entities during the implementation of the project.

Legrand

ANNEX

Matrix showing the international standards of the ILO for defining the parameters of social protection schemes

The comparative tables shown below summarise, for each of the nine social security branches, the guaranteed services that must be provided to protected persons under the terms of the minimum standard, agreement no. 102, or the higher standard, as provided for in the third-generation agreements.

		Medical care	Sick pay	Unemployment	Old age
What should be covered	Minimum standard	Curative or preventive medical care, including that related to pregnancy, childbirth and their consequences	Incapacity for work resulting from an illness leading to the suspension of earnings.	Suspension of earnings due to the impossibility of obtaining a suitable job in the case of a person capable of working and available to work.	Living beyond a maximum of 65 years (or more, depending on the capacity for work of the elderly in a country).
	Higher standard		Absences due to convalescence, for rehabilitation or to care for a sick dependant.	Include a partial loss of earnings and the temporary suspension of work.	

Only the principal provisions of social security agreements are described here. For each of these branches, the following are addressed: the definition of the eventuality covered, i.e. the risk facing the protected person; the staff area of application, i.e. the people who must receive the benefits guaranteed by the instruments; the scope of the guaranteed benefits and the conditions under which they are granted.

However, certain details are not shown, such as the exceptions permitted by these instruments, particularly in favour of countries whose economy and medical resources have not reached an adequate level of development, or the higher level of services advised by the pertinent recommendations.

Accidents at work	Family allowances	Maternity	Invalidity	Survivors
<ul style="list-style-type: none"> • Morbid condition; • incapacity to work; • invalidity or diminished physical integrity; • loss of the breadwinner due to the death of the latter. 	Care for a child (at least up to 15 years old, or until the compulsory schooling age).	Medical services required due to pregnancy, childbirth and their consequences and the resulting suspension of earnings.	Inability to carry out a professional activity, when it is probable that this will be permanent or when it continues after the termination of the sick pay (total disability).	Loss of livelihood suffered by the spouse or the children due to death of the breadwinner.

		Medical care	Sick pay	Unemployment	Old age
Who should be protected?	Minimum standard	<p>At least:</p> <ul style="list-style-type: none"> • 50% of employees, their spouses and their children; • or categories of the EAP accounting for 20% of all residents, and their spouses and children; • or all residents whose incomes are below the prescribed threshold. 	<p>At least:</p> <ul style="list-style-type: none"> • 50% of employees; • or categories of the EAP accounting for 20% of all residents; • or all residents whose incomes are below the prescribed threshold. 	<p>At least:</p> <ul style="list-style-type: none"> • 50% of all employees; • or all residents whose incomes are below the prescribed threshold. 	<p>At least:</p> <ul style="list-style-type: none"> • 50% of all employees; • or categories of the EAP accounting for 20% of all residents; • or all residents whose incomes are below the prescribed threshold.
	Higher standard	<p>At least:</p> <ul style="list-style-type: none"> • All employees, their spouses and their children; • or 75% of the EAP, spouses and children; • or 75% of all residents; 	<p>At least:</p> <ul style="list-style-type: none"> • All employees including trainees; • or 75% of the EAP; • or idem. 	<p>At least:</p> <ul style="list-style-type: none"> • 85% of employees, including civil service agents and trainees; • or idem; • people looking for work who have never been or have stopped being recognised as unemployed. 	<p>At least:</p> <ul style="list-style-type: none"> • All employees including trainees; • or 75% of the EAP; • or idem.

EAP: economically active population

Accidents at work	Family allowances	Maternity	Invalidity	Survivors
<p>At least:</p> <ul style="list-style-type: none"> • 50% of all employees and spouses and children in case of death. 	<p>At least:</p> <ul style="list-style-type: none"> • 50% of all employees; • or categories of the EAP accounting for 20% of all residents; • or all residents whose incomes are below the prescribed threshold. 	<p>At least:</p> <ul style="list-style-type: none"> • At least 50% of all female employees; • all women included in the categories of the active population (forming at least 20% of all residents); • all women whose incomes are below the prescribed threshold. 	<p>At least:</p> <ul style="list-style-type: none"> • 50% of employees; or categories of the EAP accounting for 20% of all residents; • or all residents whose incomes are below the prescribed threshold. 	<p>At least:</p> <ul style="list-style-type: none"> • the widows and children of family breadwinners representing at least 50% of all employees; • the widows and children of the EAP accounting for at least 20% of all residents; • the widows and children of all residents whose incomes are below the prescribed threshold.
<ul style="list-style-type: none"> • All public and private sector employees, including members of cooperatives and trainees as well as the spouses and children and other dependants in case of death. 	<ul style="list-style-type: none"> • All of the children. 	<ul style="list-style-type: none"> • All female employees, including all those in non-standard forms of subordinate employment. 	<p>At least:</p> <ul style="list-style-type: none"> • all employees including trainees; • or 75% of the EAP; • or idem. 	<ul style="list-style-type: none"> • Widows, children and any other dependant of an employee or trainee; • widows, children and any other dependant accounting for at least 75% of the EAP; • all widows, all children and dependants who are residents, or who are residents whose income is below the prescribed threshold.

		Medical care	Sick pay	Unemployment	Old age
What does the benefit consist of?	Minimum standard	<ul style="list-style-type: none"> • Curative and preventive medical care, and medical care related to pregnancy (see list in Agreement no. 102). 	<ul style="list-style-type: none"> • Regular payments, at least 45% of the reference salary. 	<ul style="list-style-type: none"> • Same as for sick pay 	<ul style="list-style-type: none"> • Regular payments, at least 40% of the reference salary. • Requirement to review these amounts in the event of a significant change in the overall income and/or cost of living.
	Higher standard	In addition <ul style="list-style-type: none"> • Dental treatment; • Medical rehabilitation. 	<ul style="list-style-type: none"> • Regular payments, at least 60% of the reference salary. • In case of death, benefits for funeral costs. 	<ul style="list-style-type: none"> • Regular payments, at least 50% of the reference salary. 	<ul style="list-style-type: none"> • Regular payments, at least 45% of the reference salary, with a requirement to review the amounts.

		Medical care	Sick pay	Unemployment	Old age
What should the duration of the benefit be?	Minimum standard	<ul style="list-style-type: none"> • Benefits payable throughout the duration of the eventuality. • Possibility of limiting the duration to 26 weeks per case. 	<ul style="list-style-type: none"> • Benefits payable throughout the duration of the eventuality. • Possibility of setting a waiting period of 3 days. • Possibility of limiting the duration to 26 weeks per case. 	<ul style="list-style-type: none"> • Possibility of setting a waiting period of 7 days. • Possibility of limiting the duration of the benefit, depending on the case, to 13 or 26 weeks over a 12-month period. 	Benefits payable throughout the duration of the eventuality.
	Higher standard		<ul style="list-style-type: none"> • Idem • Possibility of limiting the duration to 52 weeks per case. 	<ul style="list-style-type: none"> • Idem • Possibility of limiting the initial duration to 26 weeks in case of unemployment or 39 weeks over a 24-month period. 	

Accidents at work	Family allowances	Maternity	Invalidity	Survivors
<ul style="list-style-type: none"> • Medical care (see list in Agreement no. 102). • Regular payments, at least 50% of the reference salary for cases of temporary incapacity or invalidity. • Survivor's pension, at least 40% of the reference salary. 	<ul style="list-style-type: none"> • Regular payments and/or • benefits in kind (e.g. supply of food, clothing, housing, etc.). 	<ul style="list-style-type: none"> • Medical care related to pregnancy. • Regular payments, at least 45% of the reference salary. 	<ul style="list-style-type: none"> • Regular payments, at least 40% of the reference salary. • Requirement to review these amounts in the event of a significant change in the overall income and/or cost of living. 	<ul style="list-style-type: none"> • Same as for sick pay.
<ul style="list-style-type: none"> • More extended medical care. • Regular payments, at least 60% of the reference salary and survivor's pension, at least 50% of the reference salary. • Setting a minimum amount of compulsory regular payments. 		<p>In addition</p> <ul style="list-style-type: none"> • Paid daily breaks or a daily reduction for breastfeeding; • Regular payments, at least 66.67% of former earnings. 	<ul style="list-style-type: none"> • Regular payments, at least 50% of the reference salary, with a requirement to review the amounts. 	<ul style="list-style-type: none"> • Regular payments, at least 45% of the reference salary, with a requirement to review the amounts.

Accidents at work	Family allowances	Maternity	Invalidity	Survivors
No waiting period, except in the case of temporary incapacity to work (3 days max).	In the case of regular payments, benefits payable throughout the duration of the eventuality.	<ul style="list-style-type: none"> • Benefits payable throughout the duration of the eventuality. • Possibility of limiting the regular payments to 12 weeks, unless local legislation provides for or permits a longer period of maternity leave. 	Benefits payable throughout the duration of the eventuality or until they are replaced by old age benefits.	Benefits payable throughout the duration of the eventuality.
Possibility of setting a waiting period.		Benefits payable throughout the duration of the leave. 14 weeks, or more in case of sickness or complications.		

		Medical care	Sick pay	Unemployment	Old age
<p>What conditions can be specified for granting a benefit?</p>	Minimum standard	Possibility of requiring a specified term.	Possibility of requiring a specified term.	Possibility of requiring a specified term.	<ul style="list-style-type: none"> • A specified term of 30 years of contributions or employment, or 20 years' residence. • Guaranteeing a reduced benefit after a specified term of 15 years of contributions or employment.
	Higher standard				

Accidents at work	Family allowances	Maternity	Invalidity	Survivors
<ul style="list-style-type: none"> • A specified term will not be required. • Possibility of making entitlement to widow's benefits dependent on the presumption of the inability to be self-supporting. 	<p>Possibility of requiring a specified term, either 3 months of contributions or employment, or one year's residence.</p>	<ul style="list-style-type: none"> • Possibility of requiring a specified term. • The wives of men in protected categories must also receive medical care. <p>The conditions must be satisfied by a large majority of women; those who do not satisfy the eligibility conditions receive social assistance.</p>	<ul style="list-style-type: none"> • Possibility of requiring a specified term of 15 years of contributions or employment, or 10 years' residence. • Obligation to guarantee reduced benefits after completing 5 years of contributions or employment. 	<ul style="list-style-type: none"> • Possibility of requiring a specified term of 15 years of contributions or employment, or 10 years' residence. • Obligation to guarantee reduced benefits after completing 5 years of contributions or employment. • Possibility of making entitlement to widow's benefits dependent on the presumption of the inability to be self-supporting or of requiring a minimum period of marriage (if there are no children). • Idem. However, the completion of a required term of residence can be considered sufficient. • Possibility of imposing an age requirement on the widow (a maximum age equal to that set for old age benefits) or a minimum period of marriage.

Glossary

EAP: economically active population

Reference salary: to be able to assess the extent to which the benefits provided for by national legislation reach the levels defined by the agreements, the agreements have set out three formulas between which the States may choose. These formulas take account of the calculation methods most frequently used in practice. Accordingly, regardless of the calculation method chosen, the total amount of the benefits must equal a certain percentage of the reference salary in question. The States remain free to adopt their own rules and calculation methods to set the benefit amounts, subject only to these being equal to the amount set by the instruments.



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