

PROGRAM  
AND  
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Centre  
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stratégique

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The Centre d'analyse stratégique is a research and advisory institution under the authority of the Prime Minister. The Center's mission is to advise the Government on economic, social, environmental and technologic policy issues. The Center provides the Prime Minister with briefs and forecasts concerning major national reforms. It also conducts independent research initiatives as a part of its annual working program. The Center draws upon an 11 member Steering Committee that includes two Members of the Parliament, two Senators and a member of the Economic, Social and Environmental Council. It works in coordination with the main Councils of experts reporting to the Prime Minister : le Conseil d'analyse économique, le Conseil d'analyse de la société, le Conseil d'orientation pour l'emploi, le Conseil d'orientation des retraites, le Haut Conseil à l'intégration.

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Centre  
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SÉMINAIRE ▼

Vincent Chriqui,  
Director General of the Centre d'Analyse Stratégique

is pleased to invite you to the workshop

New ways of organising work  
reconciling gender equality  
and business performance  
An international perspective

Friday, November 4th 2011

2:30 pm – 6:00 pm

Centre d'Analyse Stratégique

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INVITATION



The trade-unions and the employers representatives have taken up the issue of gender equality at work. This on-going social dialogue stands for the acknowledgment of the key role played by work-life practices in today's companies. Yet we must concur on the terms. When women are offered part-time jobs so that they can take care of their children, does it improve the balance between their work and their family life, or does it assign them a role? Today, there is general agreement that work-life practices should be extended to men and that new practices should be developed in order to modify the ways in which work is organised globally, for both men and women. Are these evolutions favoured by the changes in family structures (increase in the number of dual-earner couples, spread of single-parent families, involvement of fathers)? And what about the organisation of work? With the growth of unusual working hours, companies' initiatives toward more flexibility have often been at the expense of employees' work-family balance. Could flexible work arrangements, on the contrary, give rise to new opportunities to establish that balance?

Already, innovative practices based on workplace flexibility have appeared (other than part-time work): compressed working week, annualisation of working time, linked between business results and flexibility, teleworking, etc. Moreover, practices that counter the negative effects of part-time work have been invented (job-sharing, reintegration programs). Under what conditions can companies take advantage of these new ways of working and frame them as part of business effectiveness, whilst at the same time offering men and women a real choice in terms of work-life balance?

These challenges will be addressed with expert inputs, discussed by human resource managers, and on the basis of the policy paper "New ways of organising work reconciling gender equality and business performance" published for the seminar by the Centre d'Analyse Stratégique.



Questions sociales

2:30 pm **Opening remarks**  
**Vincent Chriqui**,  
Director General of the Centre  
d'Analyse Stratégique

2:40 pm **Round Table 1**  
**Trends in time use in families  
and companies pave the way  
for a new work-life balance**

*Moderator:*  
**Nathalie Tournyol du Clos**, Head of  
service de l'égalité entre les femmes et les  
hommes, Social Cohesion Ministry

**Laurent Lesnard**, Sociologist at the CNRS,  
director of the CDSP

► Synchronisation and desynchronisation  
of times-use in families?

**Veerle Miranda**, Economist at the OECD

► Time-use in OECD countries

*Debate:*

**Marie-Thérèse Letablier**, Research Director  
at the CNRS, Economics Centre of the Sorbonne  
– Matisse

► Worklife policies: interactions between  
institutions, changes in the family and  
companies

3:20 pm **Q&A session**

3:30 pm **Round Table 2**  
**New ways of working:  
opportunities for gender equality  
at workplace?**

*Introduction:*  
► Presentation of the paper "New ways  
of organising work reconciling gender  
equality and business performance"  
and opening of the discussions

**Vanessa Wisnia-Weill**, Social issues  
department, Centre d'Analyse Stratégique

*Moderator:*  
**Jérôme Ballarin**, President of the  
Parenthood in Business Observatory

**Ariane Ollier Malaterre**, Associate professor  
and associate member of the Rouen Business  
School, associate member of the LISE-CNRS,  
CNAM, Paris

► The practices implemented by Anglo-  
Saxon employers: overview and conditions  
for success

**Ellen E. Kossek**, Managers' Support of  
Work-Life Flexibility, University Distinguished  
Professor, Michigan State University, School  
of Human Resources and Labor Relations

► Managers and key factors for the  
implementation of workplace flexibility  
programs

**Radoslaw Owczarzak**, Research Manager,  
Employment and Competitiveness, Eurofound

► Links between quality of work  
and performance

*Discussants:*

**Armelle Carminati**, Vice-President of  
Accenture, World Director General for Human  
Capital and Diversity

**Marie-Christine Théron**, Director General of  
Human Resources, SFR

**Jean Agulhon**, Director General of Human  
Resources, Renault-France

**Jean-Baptiste Obéniche**, Director General of  
the Anact (Agence nationale pour l'amélioration  
des conditions de travail)

► Promises and limitations of the workplace  
flexibility as regards work-life balance

5:30 pm **Q&A session**

5:50 pm **Conclusion**  
**Pierre-François Mourier**,  
Deputy Director General of the Centre  
d'Analyse Stratégique