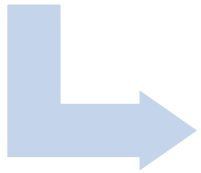


Questions essentielles

The large majority of questions were open-ended.



From the interviews, several Yes/No questions were DEDUCTED

Are quotas of utmost importance?

Did you deliberately build your career towards a powerful position?

Does power creates a feeling of isolation?

Are you at ease when confronted with conflict?

Do you think that women have particular/specific qualities or attributes and it could play a role on boards ?

Does power create a specific responsibility, with respect to leading change?

Do you feel particularly attached to rules and ethical conduct?

Do you think there is a room of improvement for Efficiency of Boards ?

MAIN POINTS AND OBSERVATIONS- OUTLINE

WOMEN AND POWER

- ① An ambiguous relationship to power (potestas/ **potentiae**)
- ② A power that can be tamed (compétences/complexe de l'Imposteur- proportion minoritaire suffisante (travaux S.Moscovici sur les étudiants non blancs dans les universités après les quotas)
- ③ Parcours plutôt que carrière.../ quête d'intérêt/quête de sens ...mais

WOMEN AND CG

- ① Respect of ethics and rules
- ② A idealistic vision of Boards
- ③ A clear vision of the role of Non-Executive



Non executive : an idealised vision of the role

Evolution de certains paradigmes à l'aune de la féminisation des Boards

1. pouvoir pour « faire » plutôt qu'un pouvoir exercé pour ses attributs.
2. recherche d'un pouvoir exercé collectivement, donc un CA rêve et pratiqué comme une équipe.
3. désintérêt pour les jeux et conflits de pouvoir et un sens aigu de l'intérêt général.
4. besoin de recourir aux compétences pour se rassurer, ce qui les amène à préparer à fonds les dossiers.
5. ressenti d'une responsabilité et une exigence d'éthique importante.

Etude CEDE- Femmes et pouvoir 2011



Regarding DIVERSITY...

- The challenge is help the Boards **evolve**, so that they become **more diverse**, where the profiles of the Board members become:
 - **complementary (different profiles and backgrounds)**
 - **more feminine**
 - **more international**
 - **younger**

French companies must be able to internationalise & diversify their Boards by integrating more women...

- Women on Boards often look at the issues with “**fresh eyes**” due to the fact that they are new to Boards
 - more **independent** from past decisions/actions
 - more **sincere & genuine**
 - It's the range of combined skills and profiles that create the 'wealth' of a Board.
 - It's the product of the juxtaposition of opinions and personalities that make 'good advice'

Question: “Do you think that women have particular/specific qualities or attributes?”

FRANCE: YES 69% - NO 23% - Unsure 8%
ABROAD: YES 78% - NO 4% - Unsure 18%

N.Balla: *“Greater ability to listen, capability to more completely analyze subjects, and a middle of the road perspective.”*

B.Dalibard: *“A perception of the concrete, motivated by a common interest, daring to ask questions (of HR specifically), keeping their ego out of the way.”*

D.Elyaacoubi: *“More intuitive.”*

D.Ernotte-Cunci: *“More collective, using less unverifiable assertions, more courageous, more able to think freely.”*

S.Ouziel: *“Women do things for the good of the company and not for appearances. They have a real concern about making things move forward, they are less into politics and their personal positioning. They bring more objectivity and sense of the practical. Women are idealists and impassioned.”*

A.Arcier: *“Capable of cooperation and compromise, better ability to anticipate through listening and intuition, better sense of the concrete.”*

A.Bricard: *“Women have by necessity a better ability to listen since in their feminine culture they have learned to “listen” to the man (the father, the husband, the son), they have a greater capability to challenge their perceptions as they have a less developed ego. And finally, since they place the general interest above their own, they are less career-oriented, less calculating, they don’t hesitate to tell the truth even if it may be upsetting.”*