

Gender Equality Plan – by decision of the Executive Committee, July 15, 2026

1. Commitments made and emlyon business school's tools in favor of gender equality

emlyon business school has adopted the status of a company with a mission since 2021 and thus affirms its mission of general interest. Its purpose is as follows:

providing lifelong training and support to enlightened people who effectively change organizations to build a society that is fairer, shows solidarity for others and respects the planet.

Inclusion is enshrined in the 10 statutory objectives to carry out the mission. In particular, **emlyon is statutorily committed to making the School an innovative organization in terms of inclusion. emlyon** business school **dedicates resources** to the pursuit of this commitment. In particular, the Social and Environmental Commitment (ESE) department has been implementing emlyon business school's policies on social and environmental aspects since 2021. Its director sits on the Executive Committee and acts as an equality referent.

More specifically, in terms of gender equality, **emlyon** has been committed for many years to respecting the equality charter supported, among others, by the Conférence des Grandes Ecoles¹. **emlyon** business school is committed to this

1. to appoint a referent;
2. to use non-sexist, non-discriminatory, non-stereotyped communication tools;
3. to draw up and disseminate a **gendered statistical inventory** ;
4. to organise awareness-raising actions on gender equality among students and staff;
5. Prevent all forms of violence and harassment.

The Supervisory Board is composed of 5 women out of 12 members, i.e. 41% in 2026. As **64% of emlyon's** salaried workforce comprises female employees on all campuses, promoting gender equality is one of the major axes of social policy. In accordance with the law, **emlyon** ensures that the gender equality index is calculated every year². For the year 2026, the results calculated from January 1st, 2025, to December 31st, 2025, are as follows:

- Pay gap between women and men – Score obtained: 35/40
- Difference in the rate of increases between women and men – Score obtained: 20/20
- Gap in promotion rates between women and men – Score obtained: 15/15
- Percentage of employees receiving a raise in the year following their return from maternity leave – Score obtained: 15/15
- Number of women among the 10 highest earners – Score: 0/10

¹ https://franceuniversites.fr/wp-content/uploads/2013/01/chartes_dossier_couv_239902.pdf

² This Index allows companies to assess the differences in remuneration within their structure and to give them a score out of 100.

This represents a total index of 85 points out of 100 (compared to 90 in 2025)

In addition to the emlyon Charter in favor of gender equality in the workplace signed in 2014 by Najat Vallaud-Belkacem, successively Minister for Women's Rights and Minister of National Education, Higher Education, and Research, the collective agreement on **professional equality between women and men, led by the Human Resources Department**, signed in 2023 aims to "promote professional equality between women and men and to strengthen measures to combat sexual and gender-based violence in the workplace".

emlyon business school is committed to the following 4 areas:

1. Effective remuneration
2. Classification, training, and career promotion
3. Work-life balance
4. Recruitment and Hiring

For permanent professors and doctoral and postdoctoral researchers, **emlyon** business school has endorsed the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers in 2023. The institution has embarked on a process of labeling its HR strategy for researchers (HRS4R) and received the HR Excellence in Research Award in February 2025³

In terms of gender equality, in 2023, emlyon signed the LGBT+ commitment charter of the Higher Education of the Autre Cercle⁴, and thus adheres to the principles of creating an inclusive work and study environment, equal rights and treatment, and supporting the creation or development of internal LGBT+ networks and allies. **emlyon** business school is particularly committed

1. Actions for administrative and teaching staff to recruit without discrimination, support victims of discriminatory comments or acts, and share inclusive practices
2. actions for students and student associations for admissions and entries to the school, ensuring good study conditions and supporting victims of discriminatory comments or acts, informing and raising awareness.

In 2025, emlyon's network of allies has nearly 40 people.

Three years after the first signature, emlyon renewed, on the 18th of May, 2026, the commitment charter LGBTQIA+ from the Autre Cercle.

For undergraduate and graduate students, a global approach to social and environmental responsibility (CSR) is carried out by the student associations and led by the Management of the School. In 2025, all the student associations signed a CSR charter for the second year. Each association appoints a CSR manager who joins a network led by the ESE Department. The charter commits the associations and initiatives to an ecological and social transition. Each association must, in particular, organize inclusive, supportive, and open events, respecting everyone. Each president, vice president, and CSR manager must, in particular, undergo training to fight against discrimination and promote inclusion.

³ <https://em-lyon.com/en/faculty-and-research/hr-strategy-for-researchers>

⁴ <https://autretercle.org/la-charte-dengagement-lgbt>

This plan for gender equality is developed by the Executive Committee of **emlyon** business school and revised each year to update the objectives, results, and their internal and external communication.

2. emlyon business school's action plan on the 5 themes prioritized by Europe in terms of gender equality.

2.1. Work-life balance and organizational culture

For employees, **emlyon** business school

- monitors the application of teleworking and the right to disconnect agreements.
- raises awareness and trains managers on work-life balance
- increases the duration of paternity leave by 20 working days
- evaluates and manages the teachers' objectives by adjusting the requirements following a long-term absence (more than 4 months).

For students as well as for administrative and teaching staff, an awareness campaign is organized every month by the ESE Management on sexism in the workplace and consent. Gender stereotypes and specific issues related to motherhood in professional life are addressed using awareness-raising and role-playing films via virtual reality. Real testimonies of everyday life inspire the scenarios proposed. The educational modules aim to define ordinary sexism, identify sexist behaviour, and know how to act in the face of inappropriate behaviour.

2.2. Balance in the distribution of women and men in positions of responsibility

2.2.1 Distribution at emlyon

The share of women on the Executive Committee in 2026 is 3 women out of 10 members, or 33%.

The share of women on the Management Committee in 2026 is 15 women out of 28 members, i.e. 53%.

2.2.2 emlyon's actions to promote women's access to positions of responsibility

To fight against the difficulties faced by women in the professional world in terms of discrimination and unfair treatment, **emlyon** has set up training courses aimed at changing practices:

- Empowerment workshops are offered to students to prepare them to deal with situations in the professional world, particularly regarding salary negotiations and self-censorship in the face of demands for development within a company.
- The Objective *Board of Directors* Certificate aims to give women their rightful place in companies. This program was created in 2014 by emlyon in partnership with HerValue – a recruitment agency specializing in the placement of women board members. Since its inception, 200 participants have obtained the certificate and more than 40% of them are currently, or have been, board members.

2.3. Gender equality in recruitment and career progression

2.3.1 Recruitment

For all employees, **emlyon** business school trains its managers in recruitment and reminds them to respect non-discrimination when accessing CVs. The people in charge of recruitment are trained in non-discrimination in hiring.

For permanent professors, **emlyon** business school applies the criteria of *Open, Transparent and Merit-based* recruitment. A peer review of the applications is carried out by a recruitment committee. This recruitment committee is made up of permanent professors with the most balanced distribution possible in terms of gender, nationality and profiles⁵.

2.3.2 Career progression

emlyon business school verifies that 100% of job descriptions and titles are both feminized and masculinized and ensures equal access for men and women to internal mobility.

emlyon business school provides specific arrangements for managing employees' return after an absence of more than 4 months (specific appointment with the manager and/or the HR department) and a family leave of more than 6 months (priority to obtain training the following year).

2.4. Teaching and research on gender

emlyon business school guarantees academic freedom and as such, does not control whether or not the work includes the issue of gender. On the other hand, all researchers are supported in their research by allocating an individual budget, in addition to the possibility of belonging to a research center. **emlyon** provides an online collection of its researchers' intellectual contributions integrating the gender dimension: https://research.em-lyon.com/esploro/search/collections/Gender-collection/gender_collection?institution=33EML_INST

emlyon business school has put the UN's Sustainable Development Goals (SDGs) at the heart of its teaching. As such, SDG 5 on achieving gender equality and empowering all women and girls is the subject of particular attention in both compulsory and elective courses.

2.5. Actions to prevent sexist and sexual violence (SGBV)

In 2020, the ESE Department, in collaboration with the HR and legal teams, set up a comprehensive system to combat discrimination and sexist and sexual violence called *SpeakUp*. This scheme is open to the entire emlyon community – students, participants, staff, and teachers. Its objective is to support victims and witnesses of gender-based and sexual violence (SGBV) or discrimination within the emlyon community and to investigate reports.

⁵ https://res.cloudinary.com/emlyon/image/upload/v1752660393/EMWH-visuels/faculte-et-recherche/HR%20strategy%20for%20Researchers/emlyon-recruitment-policy_-_permanent-professors.pdf

The school acts within the framework of an internal jurisdiction to ensure the safety of all students. In accordance with the Internal Regulations, regardless of any criminal prosecution, any act of violence may give rise to disciplinary sanctions.

- **Extract from Article 3.1 of the Internal Regulations** : "Any act, including in the private sphere, likely to harm the physical, moral or psychological health of a person [...] constitutes an offence. Failure to comply with these rules will result in a warning or a summons to appear before the disciplinary commission, depending on the seriousness of the facts. »
- **Excerpt from article 3.16 – Protection against sexist and sexual violence** : "No sexist or sexual violence will be tolerated within the school, whether during academic activities or during leisure time off campus."

The school undertakes to report any crime or offence to the Public Prosecutor under article 40 of the Code of Criminal Procedure as soon as it becomes aware of it⁶.

In 2026, emlyon business school continued the roll-out of mandatory training for all employees: awareness-raising on the prevention of sexism and sexual and gender-based violence (SGBV). This training, integrated into the core modules, is designed to ensure a common level of knowledge and vigilance across the School, in line with regulatory developments and the institution's commitments to equality, respect, and an inclusive working environment.

100% of student association leaders have also been trained in the prevention of SGBV in order to implement prevention plans, identify situations, support and guide victims or witnesses towards the appropriate contacts, and 9,000 students have received awareness training.

Every year, emlyon organizes a mandatory day for all students participating in the school's associative life: the Vigilance Day. This information and awareness day aims to promote a healthy and serene student life environment that allows the school to reaffirm its commitment to respect for others and the fight against all forms of discrimination or violence, including sexual and gender-based violence, and its zero tolerance for unacceptable facts.

This program is structured around three complementary main pillars: health and risk behaviors, combating discrimination and promoting inclusion, and the prevention of violence, particularly sexual and gender-based violence. Rolled out in Lyon and Paris between early September and mid-October, it takes the form of conferences and participatory formats (such as forum theatre) and involves around 3,400 students.

Beyond its educational role, this program also serves as a powerful lever to highlight the School's commitments to social and societal responsibility, with enhanced content that notably integrates mental health, inclusion (including disability, in partnership with Companieros), and broader prevention.

During the internship period, students in initial training can refer to the guide for the prevention of sexism, harassment and discrimination. The aim of this guide is to provide students with benchmarks and resources to be able to identify and know how to act in situations of discrimination or sexist and sexual violence. Inspired

⁶ <https://em-lyon.com/decouvrir-emlyon-business-school/experience-etudiante/lutte-contre-discriminations-violence>

by the "violentometer", a prevention tool designed by the Observatory of Violence against Women, the guide contains pages of situation assessments.

emlyon has also reaffirmed its commitment to fighting sexism by joining the #StOpE initiative in December 2020. The #StOpE, Stop Ordinary Sexism in the Workplace initiative was created in 2018 by Accor, EY and L'Oréal France with the support of Elisabeth Moreno, then Minister for Gender Equality, Diversity and Equal Opportunities. This initiative is the first inter-company initiative to combat so-called "ordinary" sexism in the workplace. The School is one of the 270 signatory and member organizations of this collective.

These actions are complemented by student initiatives such as:

- **The Olympe Collective** – A student collective campaigning for gender equality and against sexism, founded by 15 students in 2017 with the support of the Management. Today, more than 50 students and 12 professors actively participate in debates, conferences, and the annual Women's Week.
- **em'brace** – An association that defends the rights of LGBT+ people, raises awareness among students, and offers a platform for support.
- **#balancetonstage** – An initiative against sexism in the workplace launched by three emlyon students. After witnessing and experiencing sexism during their internships, they conducted an investigation, collected numerous testimonies and wrote *The Little Handbook of Sexism*, a guide providing tools to identify and react to sexism.