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FRANÇAISE**

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— agence nationale
pour l'amélioration
des conditions de travail



French actions for the improvement of working conditions

BRIDGES 5.0 - EUWIN - Webinar

October 27, 2023

Agenda

- **About ANACT**
 - Who we are ? What do we do? What makes us special?
- **About our gender approach at work**
 - What is innovative?
- **Let's talk together!**



Ségolène Journoud



Karine Babule

About Anact...

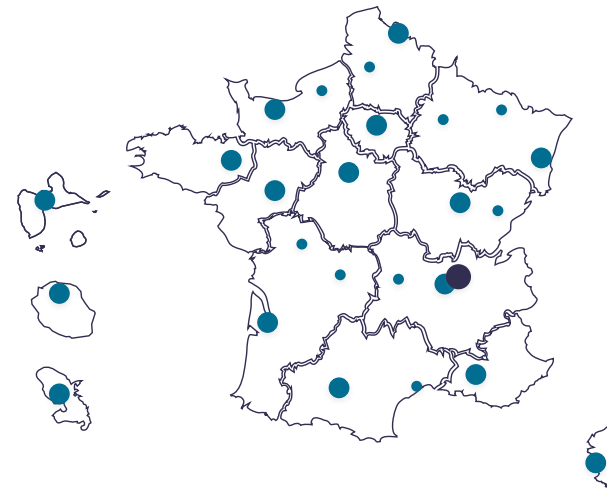


National Agency for the improvement of working conditions

- Public administrative institution created in 1973 by law
- Administered by the State and the social partners
- National headquarters in Lyon
- 16 regional branches
- 265 employees

Mission: to improve working conditions

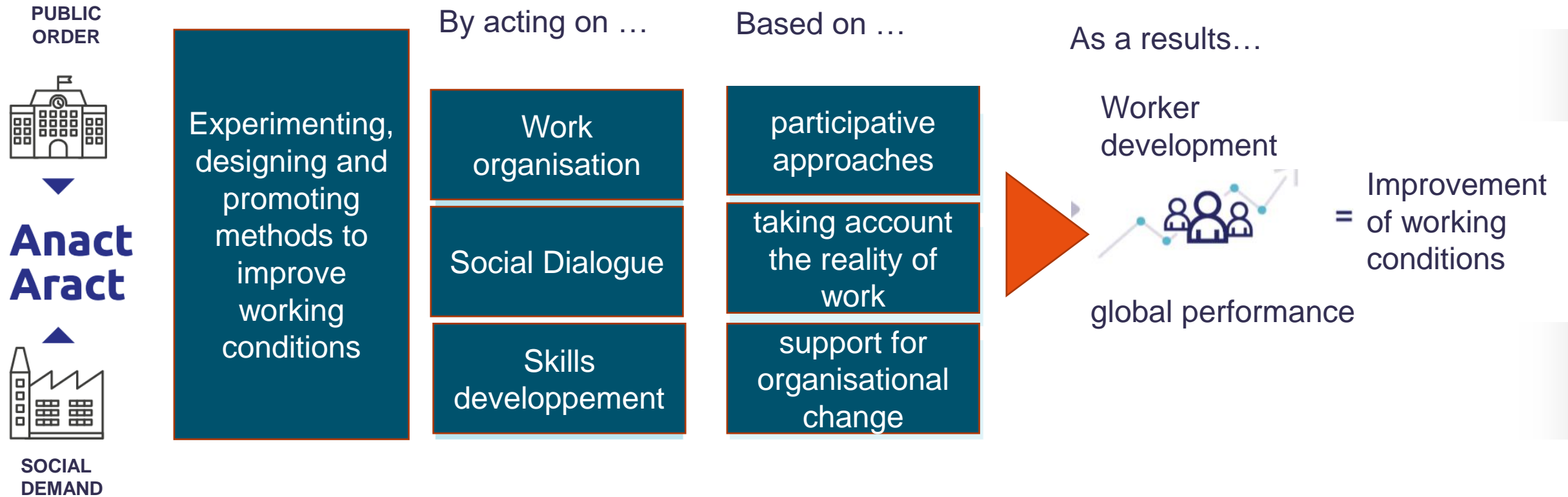
- **by acting on the organisation of work**
- **and professional relations**



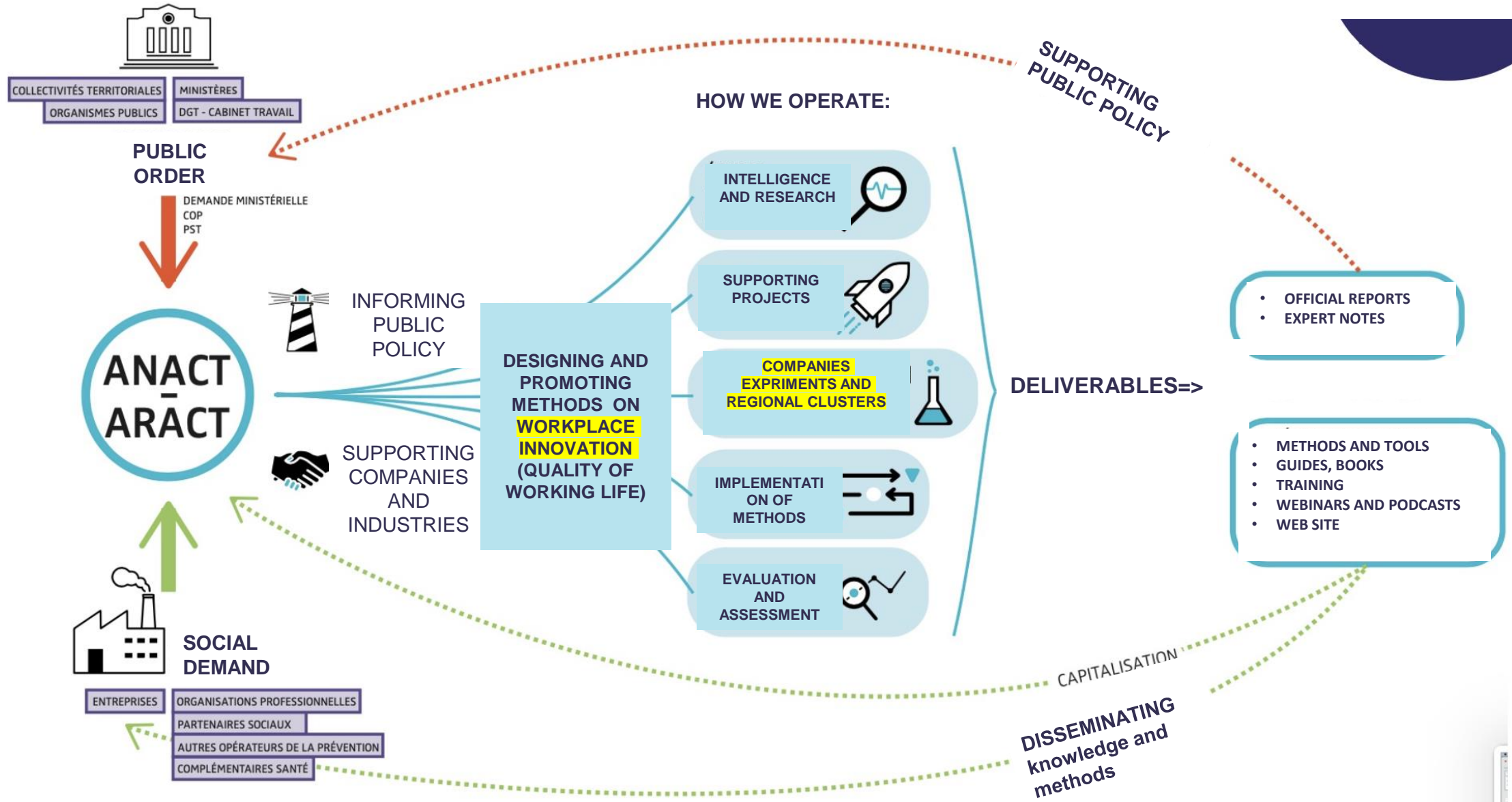
At the heart of what we do : Developing dialogue on work



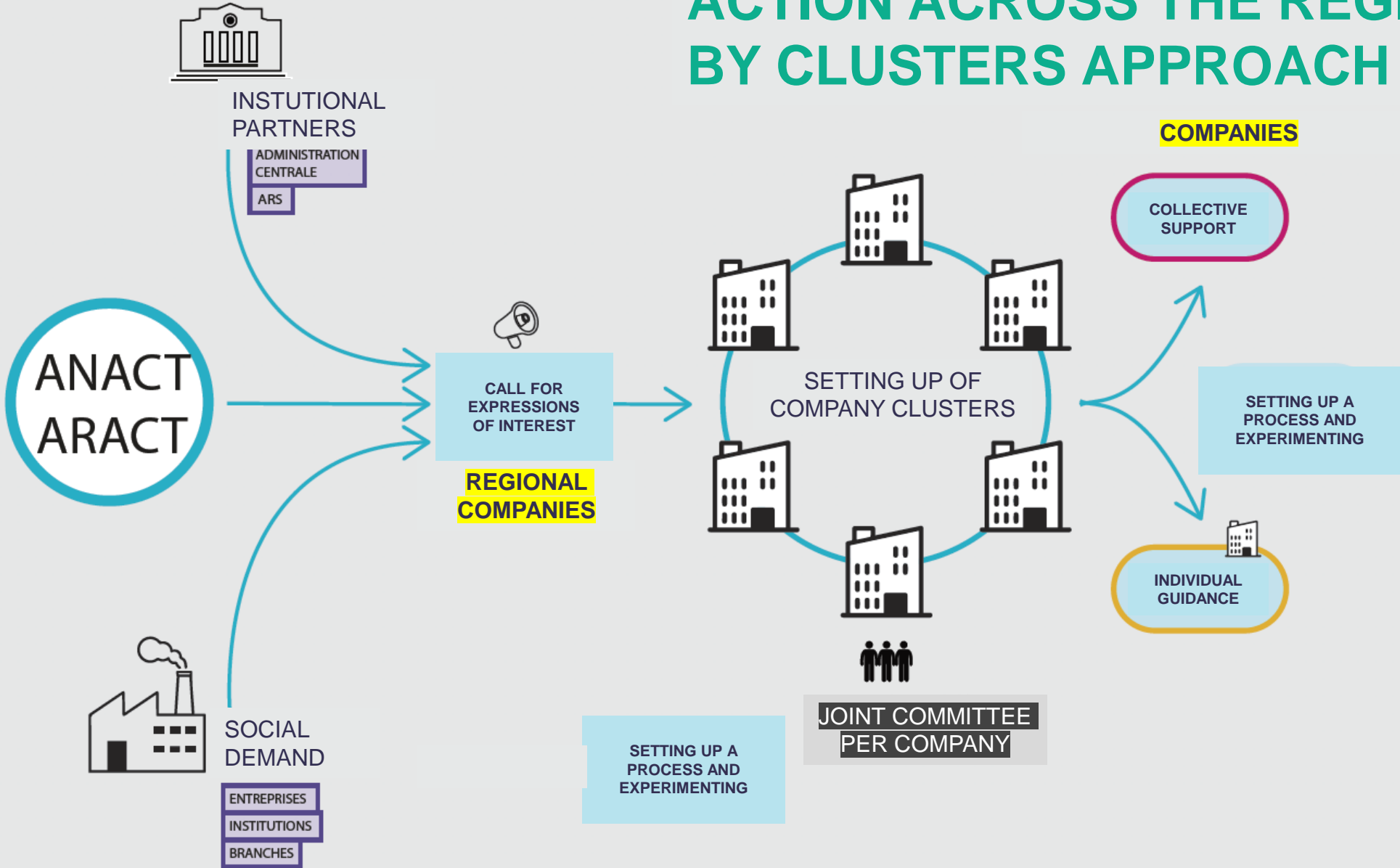
What makes us special?



How does it work ?



ACTION ACROSS THE REGIONS BY CLUSTERS APPROACH



Our main topics



**Making work
a health and
performance
factor**



**Promoting
qualitative
social
dialogue**



**Supporting
changes in the
workplace**

... with priority given to VSEs and SMEs



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ORGANIZATIONAL EQUALITY APPROACH

Equality as a method principle

Since 2008

The labour ministry and our tripartite direction

Method principles :

Working situations of women and men and there impacts, as well as **paritarism** and **ergonomic real work analysis**

In 2025

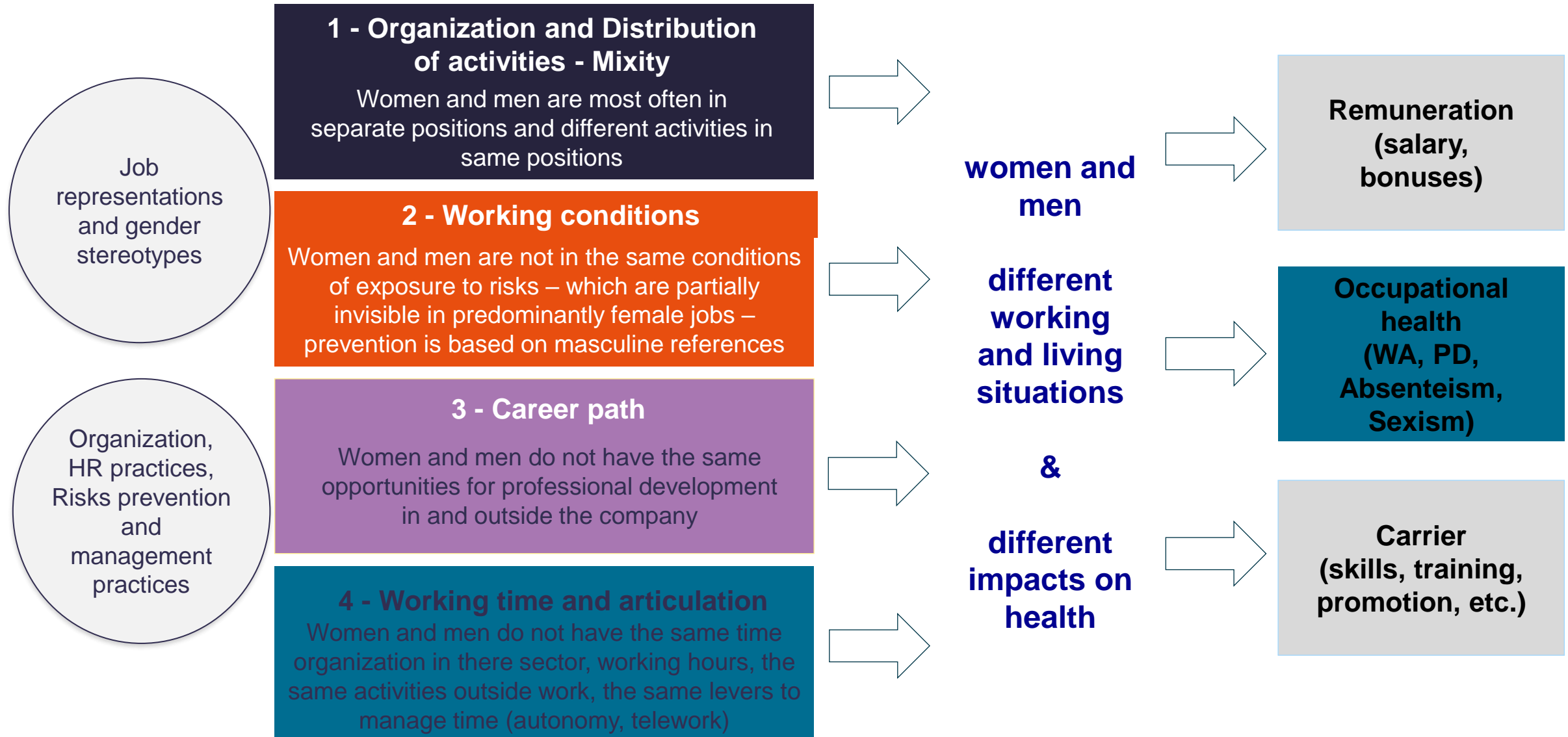
An indicator of Equality integration : 100% of our tools and methods

Since 15 years

- **Cooperations with researchers**, in particular the GAH « Gender Activities Health Group » (K. Messing, S.Caroly,...);
- **The production of « gender disaggregated data » on occupational health and safety** partly based on **profesional deasese insurance found** (occupational disease, accident at work,...) ;
- **A national equality network workshop** capitalizing on case studies ;
- **Interventions in public and private companies ;**
- **A long research intervention in Logistics sector ;**
- **Communications, publications, etc...**

2012 : Organizational equality model

«All things unequal»
about working conditions and health at work



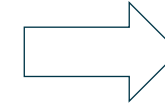
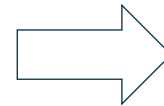
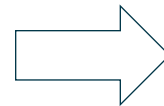
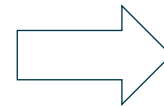
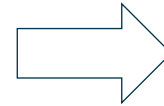
Some national data

65% of M in M sectors (industry, metalwork,...)
63% of W in F sectors (health, social, cleaning,...)
20% mix jobs

M are more exposed to physical hardship, intensity,... in their jobs
W more often experience time pressure, less autonomy, significant mental burden,... in their jobs

W are more exposed to painful, precarious, descendants carrier paths

W are over exposed to rigid schedules, conciliation difficulties, difficulty to be absent,...
M are over exposed to working hours exceeding 40 hours per week, unpredictability of schedules,...



Job representations and gender stereotypes

Organization
HR practices
Risks prevention and Management practices

women and men

different working and living situations

&

different impacts on health

Pay gap in same job : 8%
Hourly wage : 18%
Wage income : 24%

OA : +42% for women and -27% for men
OD : +160% for women, + 73% for men
(during the last 15 years)

Pension gap : 40%



Risks Prevention



Collective Bargaining



Transformations, transitions

4 levels of integrated equality

Level 0 : No consideration of women and men WC

Level 1 : The main objective is professional equality specifically
(prevention of sexual harassment, professional equality collective bargain,...)

Level 2 : A sub-action which aim is professional equality
Or some elements of integrated equality method
(mixity of comittees, previous diagnostic,...)

Level 3 : Evaluate the impacts of the project on inequalities,
for a real transversal and transformation project



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TELEWORK, HYBRID WORK & EQUALITY

Transformation and equality

- ❑ New working organizations can **reinforce** existing inequalities
- ❑ New working organizations can **create** new ones
- ❑ New working organization can also **be a lever** to reduce inequalities, under conditions

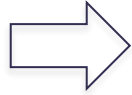
Before the Covid crisis, W and M do not have the same cards in hands

- ❑ **50% women and 50% men among 7% teleworkers ;**
- ❑ **Different profiles of teleworkers :** Men are occasional teleworkers for men in digital, business area - and Women regular teleworkers, with time articulation issues ;
- ❑ **Unequal access to mobile digital tools** between women and men (mobile computers, and mobile phones) even if women use more computers and web ;
- ❑ **Many jobs, mainly female ones, whose activities and tasks are perceived as not teleworkable** (assistants, support functions, etc.), but also workers in the industrial sector, etc.

During and after the crisis regarding national data, researchs

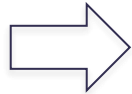
Collective agreements that explain that telework is a lever for articulations, consultations that show ambivalent resultats : satisfactions and dissatisfactions

Mixity



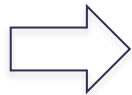
Possible access to telework for jobs previously perceived as not teleworkable (many first-time teleworkers) but a number of jobs were really not teleworkable, with a strong female predominance, but also male, part-time jobs, etc.

Carrier



Potentially easier to access to certain jobs (positions of responsibility, meetings with atypical schedules, etc.), but a lack of data, and **studies that show that people think that telework can have a negative impact on careers**. Research explain the **representation of engagement if the teleworker is W/M or employee/manager**

Working conditions



A **development of the means available** (mobile computer equipment, etc.) but inequity regarding living **conditions at home : working spaces without children at home, domestic violence, inequity in control, complete equipment...**

Times articulations



Women need more time articulation (parenthood, single parentwood,...). **Women applies more for remote** and full remote positions.



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A QUANTITATIVE STUDY IN A professional branch

- **Gender** : 79% women and 20% men;
- **Age** : fairly well distributed across different age groups (bell pyramid);
- **Seniority** : concentration of – 5 years (26%) and 15 years and over (33%);
- **Working time** : 89% full-time and 10% part-time ;
- **Number of teleworkers in the household** : 45% 1 person, 17% 2 person;
- **Presence of children under 18** : 48% have children under 18 ;
- **Size of structure** : 46% have 500 or more employees;
- **Travel time/ day** : 62% journey 45 minutes and more, 37% less than 45 minutes.

Differences according to the characteristics of the populations : trades, gender, manager/non manager,....;

Women

- Teleworked less before the crisis ;
- Want to telework more ;
- Would like to work more, because of on-site presence provided by internal rules ;
- Report being more effective ;
- Report suffering from Musculoskeletal disorders (MSDs);
- Feel that they are working more than usual ;

Men

- Teleworked more before the crisis;
- Do not want to telework more, because they wish to maintain relations with colleagues;
- Wish to access a place other than the home to telework;
- Say that they are overconnected;
- Feel more tired than usual;

Professional branch case As in consultancy and studies ambivalents results

- A strong increase in telework practices, a desire to telework more, but also return on site ;
- Resources available : spaces, equipment, managerial support, work groups, etc.
- Despite constraints, risks and effects on health at work : workload, slow skills development, over-connection, fatigue, fears about job stability, lack of recognition, MSDs;
- **On the management side, despite keeping regulations, subjects that are difficult to be mobilized in exchanges (working relationships, telework practices, etc.), and considered complicated (support skills, working conditions at home, psychological support, etc.) ;**
- Companies that have not signed a telework agreement, and a charter of «right to disconnect»
- Differences according to the characteristics of the populations : trades, gender, manager/non manager,...



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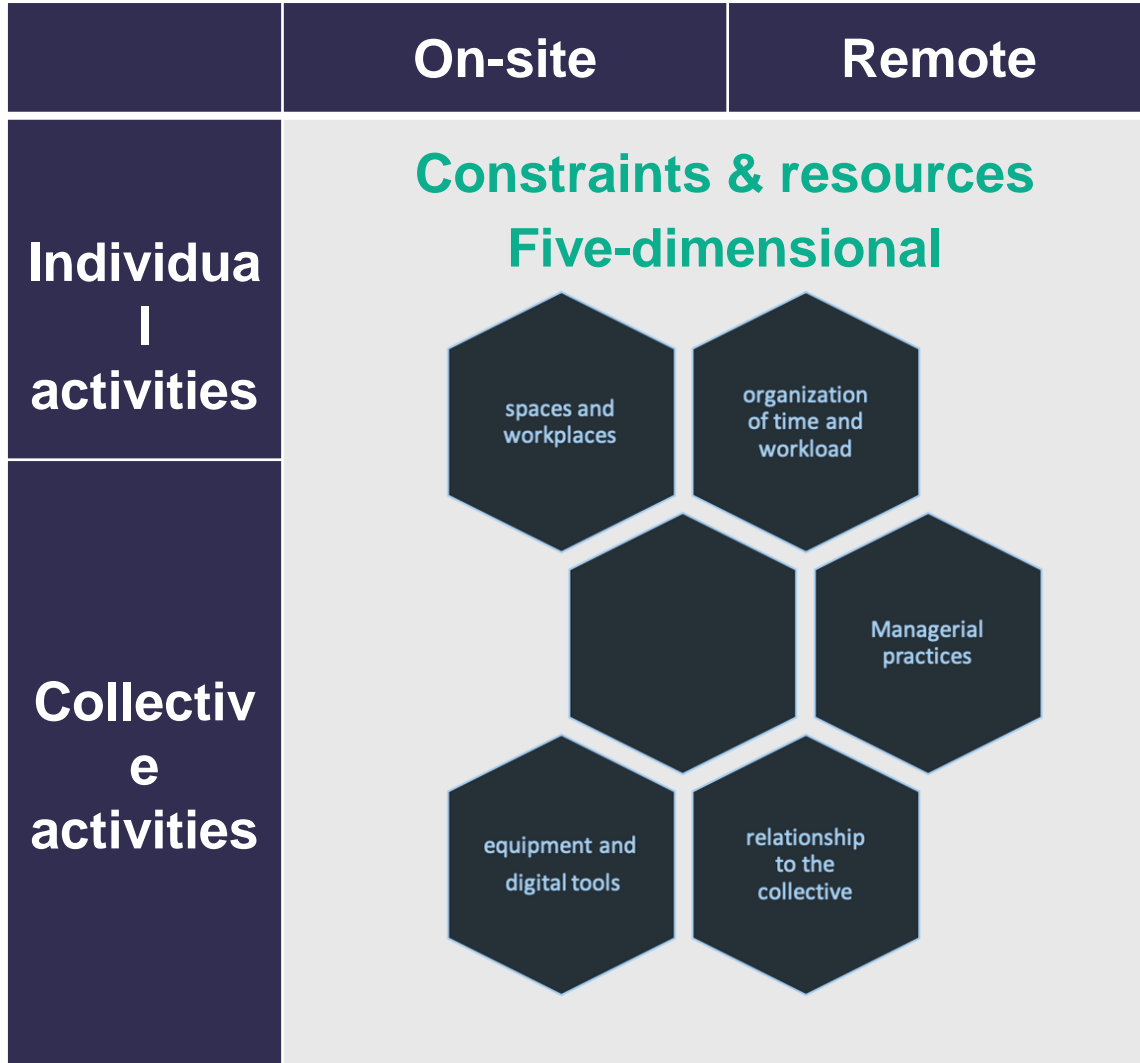
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A COLLECTIVE FEEDBACK ABOUT HYBRID WORK

A manager and his team

How to tackle hybrid work ?

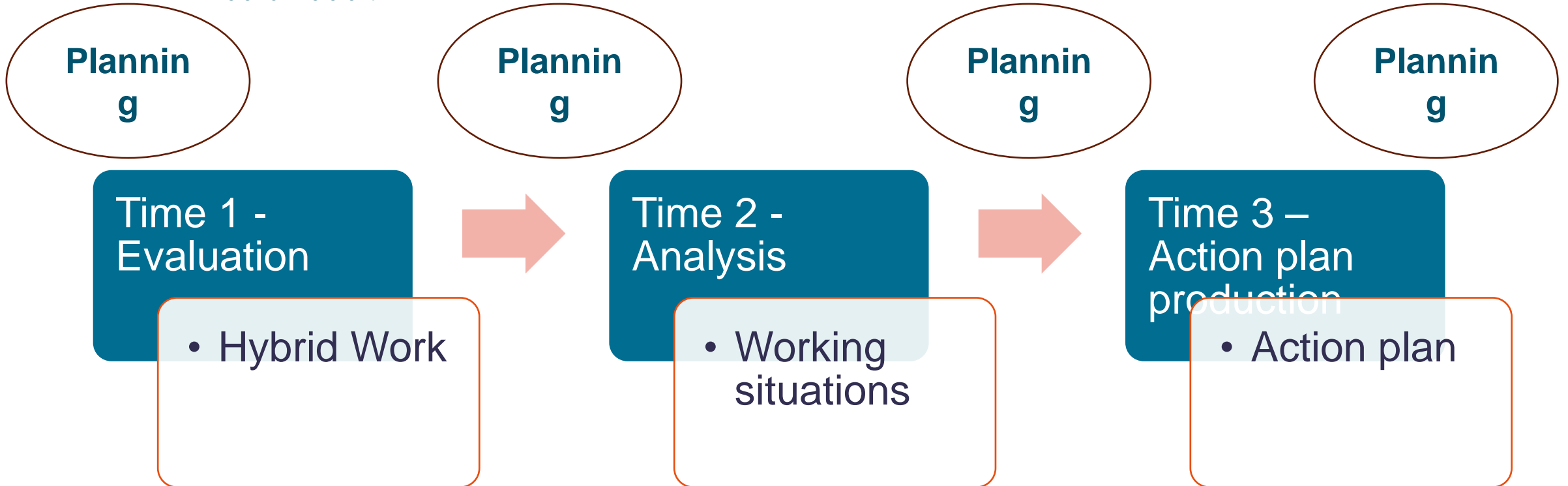


Beyond the requirement of telework (legal framework, collective agreements, charter, etc.) ;

- **Hypothesis 1** : Multiple combinations of working conditions, with risks of imbalances between constraints and resources, for each of the 5 dimensions, whether face to face or remotely, for individual activities and collective activities ;
- **Hypothesis 2** : Hybrid working conditions are not always good ;
- **Hypothesis 3** : Women and men, who have different working and life situations can be touched differently ;
- **Hypothesis 4** : Individual, collective and managerial regulations, and an organizational learning are required in order to protect teams

Elements of methodology in a company who want to manage hybrid work

- Management
- Prevention
- Telework referent



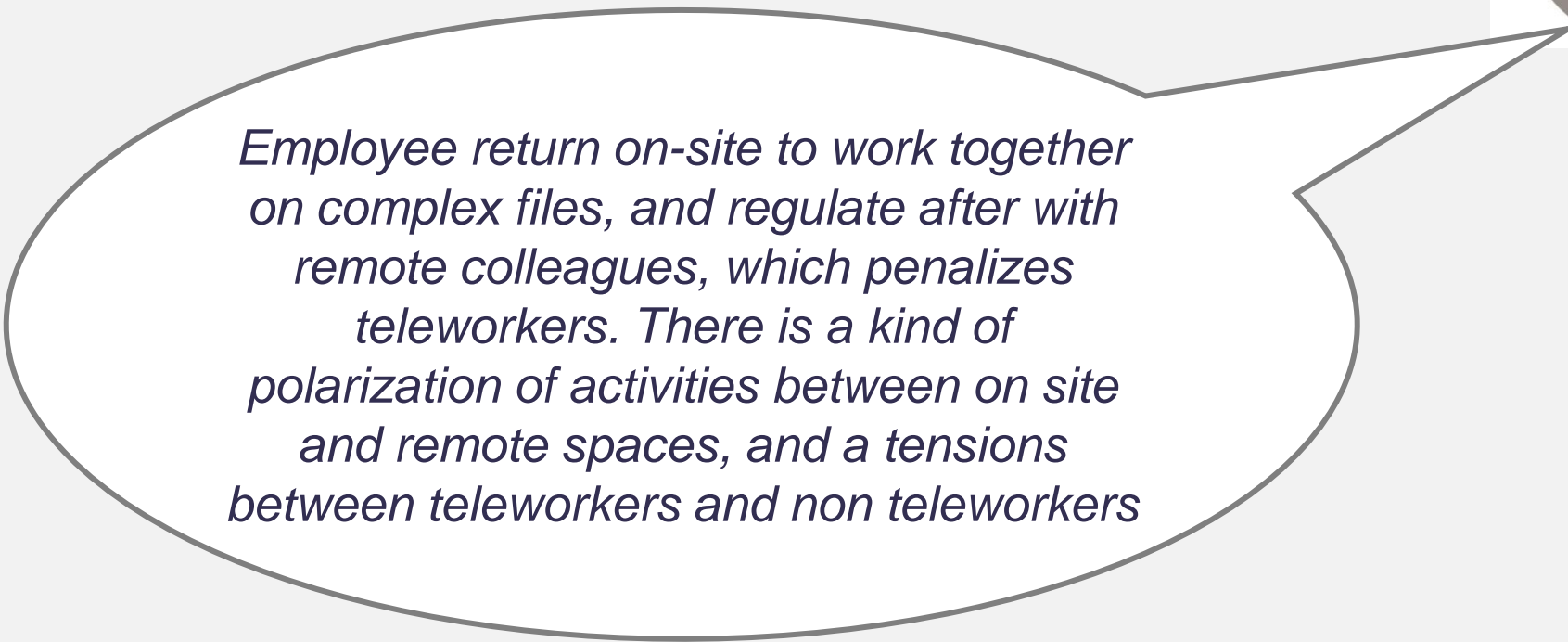
For illustrative purposes


REX: hybrid work situation within a collective

CONTEXT : A payroll service. A digitalization in progress. A reorganized chain of actors complicating access to information of employee. Increasingly complex files. New tasks assigned generating workload. New recruits and few experienced officers on the move. Restrictive deadlines each month.

	On site	Remote
Individual activities	<ul style="list-style-type: none"> • On-site working spaces are open, facilitating exchanges of information on complex files, but a noisy environment for concentration. At home the conditions are not always good regarding the equipment (spaces, people in presence,...) ; • Digital equipment does not allow all tasks to be carried out remotely (inaccessible business applications, heavy paper documents to be transported, computers without webcams, no video conferencing habits, no printer and scan available...); 	
Collective activities	<ul style="list-style-type: none"> • Time and workload : telework takes time to prepare, telework sometimes requires the postponement of tasks back on site,... ; • Management : supportive managers ; • Collective work : tensions sometimes in case of failure to return calls, hazards managed by the collectives on site. 	

For illustrative purposes REX : hybrid work situation within a collective

	On site	Remote
individual activities	 <p><i>Employee return on-site to work together on complex files, and regulate after with remote colleagues, which penalizes teleworkers. There is a kind of polarization of activities between on site and remote spaces, and a tensions between teleworkers and non teleworkers</i></p>	
Collective activities		





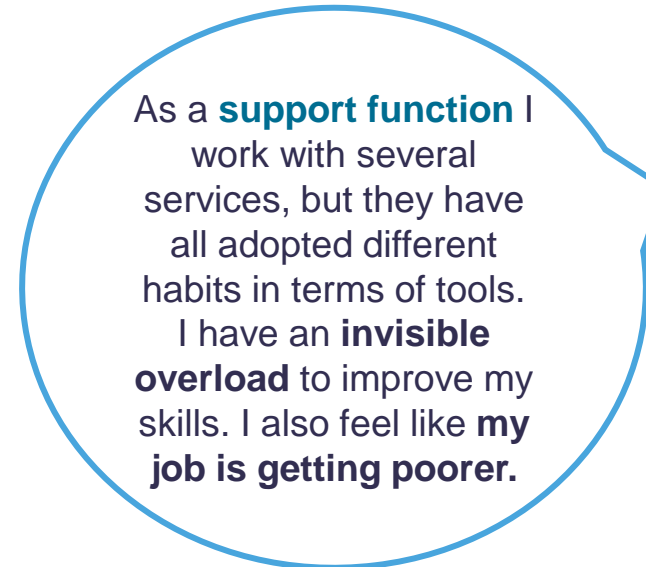
I'm a **novice teleworker** and I don't have good **equipment like webcams on my laptop**. Teleworking penalizes me for remote meetings. I feel **excluded when there is a collective activity, but it facilitate me life balance**.



The **shared office is noisy**, I take refuge at home, but I am in the living room and the **children come home early**. I feel like I am forced to telework for some individual activities.



I **do not telework** and I come to the site because I am experiencing **family tensions** and i cannot go to coworking spaces. But I **answer incoming calls more than others on-site** because they are not redirected. I feel twice penalized.



As a **support function** I work with several services, but they have all adopted different habits in terms of tools. I have an **invisible overload** to improve my skills. I also feel like **my job is getting poorer**.



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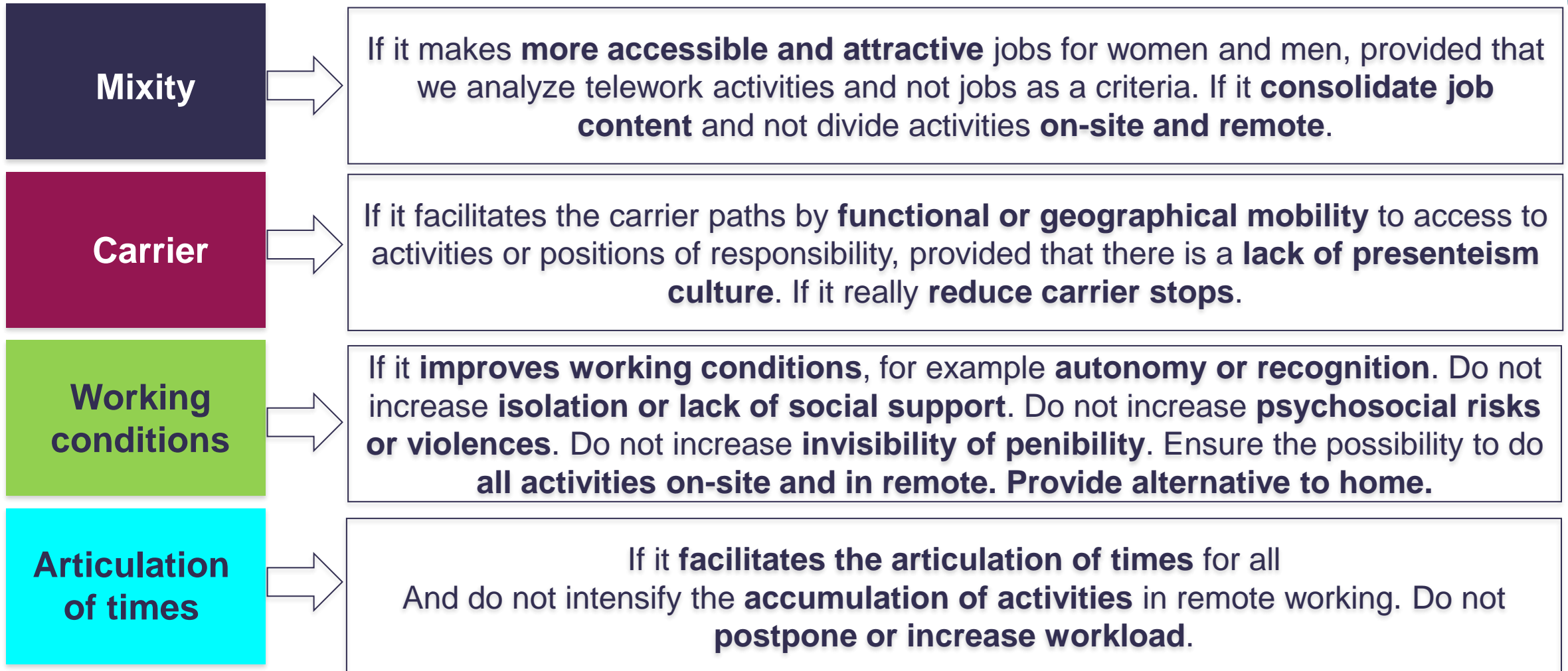
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HOW TO INTEGRATE EQUALITY IN ORGANIZATIONAL PROJECTS ?

How hybrid work could be a lever to reduce inequalities?



Integrated equality

- ❑ Professional equality as a **transversal issue** ;
- ❑ Professional equality as a **methodological principle**, in the same way as "paritarism" or « real working conditions analysis » :
 - ❑ **Awareness** of stakeholders on equality issues (Unions, managers, etc.);
 - ❑ **Preliminary diagnosis** of inequalities F/H (Social data,...) ;
 - ❑ **Prospective impacts on the 4 dimensions inequalities** (mixity, career, working conditions, articulation of time, etc.) ;
 - ❑ **Mixity** of operational and decision-making bodies ;
 - ❑ **Analysis of working situations**, with a participatory approach, taking into account professional and personal life ;
- ❑ Professional equality as an **evaluation criteria** :
 - ❑ Indicators for evaluation **to monitor inequalities** ;
 - ❑ Indicators for evaluation **to monitor the transformational project impacts, with sex desagregation.**

Our new issues

- **Data :**
 - Hybrid work national study on 6 000 respondents (Ugict-CGT, DARES, ANACT,...) in december ;
 - New researchs.
- **Transitions :**
 - 4 days week ;
 - Ecological issues ;
 - Digital and AI issues.
- **Equity regarding diversity**
 - Gender ;
 - Migrants ;
 - Professional social categories ;
 - ...

**What about the « integrated equality »
approach in the BRIDGES 5.0 project ?**

Our resources and services



GUIDES, FACT SHEETS,
EDUCATIONAL KITS,
COMPANY CASES,
EDUCATIONAL GAMES



REVIEWS AND
PUBLICATIONS

EVENTS, workshops,
webinars
WEBINAIRES



WEB SITES

Anact.fr
Veille-travail
Agrotour.fr

TRAINING

COMPANY SUPPORT: for one or more structures

SUPPORT FACILITIES: le Fact, la Fabrique des conditions de travail, Areso...



PUBLIC POLICY SUPPORT:
occupational health plan

EXPERTISE, studies, reports

ANIMATING TERRITORIAL OR
SECTORAL INITIATIVES





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