

Policy on gender equality in the workplace (2026-2028)

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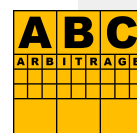
(The French version prevails)

1. Preamble

In line with the policy implemented throughout the Springboard 2025 business plan, the Group reaffirms its commitment to promoting a working environment that ensures professional equality between women and men.

Equality in the workplace is a key factor in ensuring fairness, high-quality decision-making and talent development. It helps ensure that everyone can be recruited, assessed, develop their skills and progress on the basis of objective criteria, regardless of their gender.

For ABC Arbitrage, this approach is fully in line with its 'People' value, which places both women and men at the heart of its development. Firmly believing that the strength of the team lies in the diversity of its members, the sharing of knowledge and mutual trust, the Group is committed to providing everyone with an environment in which they can contribute fully to the collective success.



Beyond this conviction, gender equality in the workplace is also a key factor in sustainable performance. Most studies ([Appendix 1](#)) show that bias, discrimination, sexism or, more generally, barriers that may limit women's career progression can result in costs, particularly in terms of absenteeism, staff turnover, productivity and staff engagement. Conversely, addressing this issue is a key driver of value creation. Research carried out by market bodies, notably the AFG and the AMF, highlights the benefits associated with greater gender diversity, not only in terms of the ability to attract top talent and retain staff, but also in terms of the quality of decision-making and the capacity for innovation. Research into collective intelligence does indeed show that group performance is closely linked to diversity, the balanced participation of group members and the quality of interactions.

To develop this new policy, the Group drew on preparatory work involving an analysis of sources that were as varied and comprehensive as possible. These sources include a review of previous initiatives, a self-assessment based on the [Women's Empowerment Principles](#) (WEPs) framework and responses from female employees to the Great Place to Work survey¹, a study of best practices and key workplace standards, as well as an analysis of stakeholder expectations.

This work was carried out with the involvement of the Executive Committee and was reported to the Board of Directors. It made it possible to identify the Group's key challenges, explore a wide range of actions likely to contribute to strengthening workplace equality, and define priorities.

2. Review of the 2024–2025 action plan

2.1. Actions taken

The [gender equality policy](#) implemented between 2023 and 2025 enabled ABC Arbitrage to take concrete actions across all priority areas: recruitment, compensation, career development, work-life balance, and raising awareness of gender bias. The chart below provides an overview of the main measures implemented as part of this initiative:

¹ Les réponses des collaboratrices ont été isolées et comparées aux réponses de l'effectif total afin de détecter d'éventuelles problématiques particulières qu'elles pourraient rencontrer.

Measures to encourage recruitment



- ✓ Review of the recruitment process
- ✓ Review of job vacancies
- ✓ Awareness-raising amongst staff responsible for recruitment
- ✓ Starting salary scales
- ✓ Recruitment principles and criteria
- ✓ Skills-based headhunting strategies & particular focus on female candidates (for certain roles)
- ✓ Recruitment forums
- ✓ CV screening criteria (objectives, etc.)
- ✓ Employer branding



Measures to support a healthy work-life balance

- ✓ Remote working agreement & individual support
- ✓ One-to-one meetings
- ✓ Parenting policy: continued payment of fixed and variable salary, information, booking of nursery places, etc.
- ✓ Employee feedback on remote working



Measures relating to actual remuneration €

- ✓ Pay scales
- ✓ Gender equity review for pay rises
- ✓ Revision of the self-assessment framework
- ✓ Maintenance of pay during maternity and paternity leave
- ✓ Access to senior roles



Measures to support career development

- ✓ Revision of the self-assessment framework
- ✓ Revision of the annual appraisal framework
- ✓ Introduction of a 360° appraisal system
- ✓ Revision of internal competency levels and clarification of expectations for each level
- ✓ Training courses

Measures to raise awareness of gender bias

- ✓ Establishing roles during meetings
- ✓ Awareness-raising initiatives
- ✓ Targeted coaching sessions

Furthermore, by joining the [Women's Empowerment Principles](#) (WEPs) in 2025, ABC arbitrage has formalized and publicly reaffirmed its commitment to a recognized international initiative. This initiative also provides a structured framework for evaluating the actions taken and strengthening their impact through dedicated indicators and resources, as well as for identifying areas for improvement and drawing inspiration from best practices.

2.2. Key indicators

ATo base its analysis on concrete data, the Group tracks and publishes a number of indicators on gender equality ([Appendix 2](#)). These indicators show that despite a slight decline in the overall proportion of women in the workforce (21% in 2025 compared to 24% in 2023, mainly due to an increase in headcount), women's representation has increased in management and investment roles. Women now account for 31% of executive positions and 35% of those involved in investment decisions.

The data do not reveal any particular disadvantage in terms of training or retention. Female employees receive a comparable amount of training - or even more - than male employees and have a higher average tenure, reflecting a high-quality work environment for them. Furthermore, the gender equality index stood at 77/100 in 2025, compared to 75/100 in 2024 and 66/100 in 2023. However, this indicator should be interpreted with caution given the methodological limitations related to the specific nature of the Group's business lines. No incidents of discrimination were reported during the period.

Finally, the Group also works to promote gender diversity within its governance bodies. In accordance with applicable regulatory requirements, women account for 40% of the members of the Board of Directors and 100% of the independent members of ABC arbitrage S.A.

The main challenge identified remains the attractiveness of the Group's careers to female talent, as the proportion of women in the workforce has decreased slightly in favor of male talent over the past three years, despite the progress observed in managerial and governance roles.

3. 2026–2028 Action plan

3.1. Objectives

3.1.1. Promoting gender diversity through the recruitment of women

To address this challenge, ABC Arbitrage has made **increasing gender diversity in its hiring practices - with the aim of gradually increasing the representation of women in the least diverse groups** - the primary objective of this action plan.

This objective primarily concerns technical, technological, and quantitative roles, particularly in the areas of trading and information systems, where women remain significantly underrepresented. Recruitment data from recent years shows that job postings for these roles attract relatively few female applicants. This situation can be explained in part by the underrepresentation of women in engineering, computer science, and quantitative finance programs - which constitute the Group's main recruitment pools - in the countries where the Group operates (France, Ireland, and, to a lesser extent, Singapore). However, the proportion of women in certain roles within the Group remains lower than that observed in these fields, indicating that there are opportunities for improvement. **The goal is therefore to gradually increase the proportion of women among new hires so that it better reflects the composition of the talent pools for these professions (5 to 10% for computer engineering programs and 15 to 20% for financial/quantitative engineering programs²), while maintaining the same standards of rigor, competence, and merit in its recruitment processes.**

This objective is also of significant importance in terms of workplace equality. Indeed, these technical roles are among the most highly skilled and highest-paying positions in the company and are currently held predominantly by men. Increasing gender diversity in these positions would thus help promote more balanced access for women to career opportunities and high-value-added roles within the Group and improve certain indicators of the Professional Equality Index.

3.1.2. Consolidate the progress made

Beyond the issue of gender diversity in hiring, ABC Arbitrage intends to continue and strengthen the initiatives it has undertaken in other areas of action in order to preserve the progress made across all dimensions of workplace equality and ensure its long-term sustainability. Indeed, professional equality is never permanently secured: unconscious biases, habits, or structural imbalances observed in the job market can, if left unchecked, lead to a gradual erosion of the balance achieved or hinder progress toward effective access to equal opportunities.

² This is an indicative estimate, as there is no publicly available data that specifically identifies the programs corresponding to the profiles we are seeking. The available statistics cover broader fields of study and do not reflect the generally more pronounced underrepresentation of women in the specializations most directly relevant to our professions. The ranges provided are therefore conservative estimates, based on available data and adjusted to reflect the specializations and technical skills sought by ABC, as well as our regular discussions with the relevant educational institutions.

The goal of this second focus area is therefore to consolidate the progress made through the initiatives implemented during the previous Business Plan (see Section 2.1), to foster a corporate culture that is attentive to these issues, and to strive for continuous improvement by regularly reviewing existing practices across three complementary dimensions:

- Develop talent by ensuring that conditions are in place to foster the realization of potential, professional growth, and engagement within the Group. Particular attention will be paid to identifying and removing any barriers that may affect women's career paths;
- enhance the quality of collaboration by encouraging the expression of diverse viewpoints, complementary skill sets, and inclusive work practices that contribute to better collective decision-making;
- Finally, highlight our commitments and progress - both internally and externally - to foster a "virtuous cycle" across all these areas and meet stakeholders' growing expectations regarding diversity, equity, and inclusion.

Through this initiative, ABC Arbitrage reaffirms its belief that workplace equality is not only a factor in fairness but also a driver of innovation and sustainable performance, both individual and collective.

3.2. Concrete actions

3.2.1. Promoting gender diversity through the recruitment of women

To increase the representation of women, particularly in technical fields, ABC Arbitrage plans to implement measures at every stage of the recruitment process.

3.2.1.1. *Upstream: expanding the pool of female talent*

The first initiative aims to (i) expand the pool of female talent eligible to join the Group and (ii) increase the number of female applicants, particularly in technical, technological, and quantitative fields.

Proposed actions:

- Conduct a listening initiative, drawing in particular on feedback from candidates who participated in interviews and on dialogue with specialized stakeholders, in order to identify and better understand the candidates' expectations and barriers, and to adapt - where appropriate - recruitment and communication practices;
- Strengthen the employer brand by promoting the Group's job roles, career paths, and opportunities to female talent, while ensuring that communications accurately reflect the reality of the job roles, how teams operate, and ABC Arbitrage's culture;
- Increase the visibility of ABC Arbitrage and its activities among female students, recent graduates, and professionals in the relevant fields, in particular by:
 - Developing relationships with relevant schools, universities, or student organizations;
 - Participating in specialized forums;
 - establishing partnerships with professional associations or networks when they are consistent with the Group's values and positioning;

- Diversify sourcing and recruitment channels to increase access to qualified female candidates, in particular by exploring the possibility of using specialized recruitment firms or platforms;
- Build a talent pool through direct recruitment, while maintaining contact with candidates identified as being of interest to the Group;
- Gradually explore, based on operational needs and the teams' capacity to provide guidance, opportunities to expand internship programs, work-study programs, and the recruitment of junior candidates in order to help broaden the talent pool.

3.2.1.2. *Ensuring fairness in the hiring process*

The Group is committed to ensuring that its recruitment processes effectively identify and select the best candidates based on objective criteria, while minimizing the influence of invisible barriers and unintentional biases. The goal is to ensure that everyone is evaluated rigorously and fairly based on their skills, potential, and suitability for the position.

Proposed actions:

- Conduct an internal audit of the entire recruitment process to identify any potential barriers to attracting or selecting certain candidates and, if necessary, adjust recruitment practices;
- Review the relevance, objectivity, and appropriateness of the evaluation criteria used in the hiring process to ensure that they remain aligned with the requirements of the positions and the Group's principles of fairness;
- Continue efforts to continuously improve recruitment practices to ensure their consistency and fairness, including, among other things:
 - Raise awareness and provide training for employees involved in recruitment regarding cognitive biases that may influence selection decisions;
 - Continue to encourage the sharing of best practices among those involved in interviews and recruitment decisions using practical tools such as guides, standardized evaluation rubrics, etc.;
- Where appropriate, experiment with pre-screening methods that broaden the pool of candidates invited for interviews - particularly women - when certain screening criteria may prematurely exclude qualified candidates. This approach aims to diversify the pool of candidates interviewed, without altering the evaluation criteria, job requirements, or final selection principles;
- Continue to monitor key recruitment metrics to identify any discrepancies and guide improvement efforts when necessary.

3.2.1.3. *Enhancing employer attractiveness for female talent*

Beyond identifying and selecting candidates, the goal is to foster their interest in the Group and their desire to join it by highlighting the career opportunities available, the quality of the work environment, opportunities for growth, and initiatives that promote a healthy work-life balance.

This objective is closely linked to the initiatives outlined in Section 3.2.2 of this policy. Indeed, ABC Arbitrage's ability to attract female talent also depends on its ability to provide an inclusive work environment, opportunities for growth, and conditions that allow everyone to fully develop their potential.

3.2.2. Consolidate progress toward workplace equality

To build on the progress made in the area of workplace equality, ABC Arbitrage will continue its efforts in three complementary areas.

3.2.2.1. *Developing talents and career paths*

The Group will continue to ensure that every employee - regardless of personal circumstances - has the opportunity to acquire new skills, advance in their careers, and fully realize their potential, so that personal circumstances do not, as far as possible, hinder their personal and professional development.

Proposed actions:

- Continue the work related to career support, specifically:
 - Review the internal career advancement framework for employees, which is based on levels of competence and responsibility, paying particular attention to any gaps or biases that could affect equal opportunity;
 - Develop competency frameworks by broad occupational groups to define the key competencies and expectations associated with each competency level. These frameworks are intended to enhance the transparency of evaluation criteria, clarify the expectations associated with various positions, and raise awareness of career advancement prospects and internal mobility opportunities;
 - Continue to ensure that the training offerings enable everyone, regardless of their background or career path, to develop their skills throughout their careers;
 - Continue working toward an evaluation framework that is fair and tailored to the diversity of profiles and contributions, in particular by reviewing the 360° evaluation system, paying special attention to eliminating any biases that could affect professional equality between women and men;
 - Continue to develop the skills of current and future managers, particularly in the areas of leadership, diversity, and inclusion;
 - Periodically conduct an analysis of pay gaps across its various components to identify any unjustified disparities and, if necessary, determine the appropriate actions to take.
- Strengthen support for personal situations or life events that may impact career paths:
 - Continue to address the challenges of parenthood, particularly with regard to information on these topics, by ensuring appropriate conditions for taking and returning from maternity, paternity, or parental leave - including adoption leave - and by ensuring that these periods do not unduly affect performance evaluations, career advancement opportunities, or compensation;
 - Incorporate other topics, such as disability and caregiving, in line with the commitments made as part of the Group's disability and caregiver action plan;
 - Maintain flexibility arrangements (telework, part-time work, flexible work schedules, etc.) adapted to operational requirements, and ensure that they meet needs and that the principles governing their application are consistent;
 - Conduct a review of the process for supporting employees on long-term leave (departures and returns) to identify potential areas for improvement, if any.
- Pay particular attention to health and well-being issues that may affect equal opportunities, particularly with regard to both physical and mental health:

- Identify existing programs, gather information, and assess needs to determine whether - or not - these programs should be expanded;
- Ensure that women's specific needs are properly taken into account, particularly those related to health, hygiene, or life events that may impact their work (menstrual cycle, pregnancy, breastfeeding, etc.);
- Continue to pursue continuous improvement in the quality of life at work by implementing, where appropriate, new initiatives tailored to identified needs.

3.2.2.2. *Enhancing the quality of collaboration*

The Group intends to continue fostering high-quality collaboration and a respectful, inclusive work environment where the expression of diverse viewpoints is the norm and in which every employee can contribute fully to discussions, decision-making, and collective success.

Proposed actions:

- Offer awareness-raising sessions on the impact of cognitive biases on decision-making and/or on issues of diversity and inclusion to all employees;
- Ensure that mechanisms likely to influence professional interactions or collective decisions, such as an unequal distribution of speaking time, etc., are identified and mitigated;
- Strengthen efforts to prevent and address discrimination, harassment, and sexism, particularly by drawing on the Group's policies and the best practices promoted by the WEPS:
 - Strengthen prevention efforts by communicating about existing principles and procedures (Non-Discrimination and Anti-Harassment Policy, whistleblower procedure, etc.);
 - Raise awareness about the role of bystanders and "microaggressions";
 - Act quickly and in accordance with the zero-tolerance policy in the event of an incident or report;
- Promote integration, the sharing of experiences, and knowledge transfer through support mechanisms such as the "buddy" system;
- Examine the feasibility of incorporating criteria related to inclusive management practices into manager evaluation and development programs;
- Ensure that contributions are recognized, including for voluntary participation in company-wide activities, such as the Employee Representative Council (CSE), the CSR working group, etc.

3.2.2.3. *Highlighting commitments and measuring progress*

Increasing the visibility of commitments and encouraging all stakeholders to actively take ownership of workplace equality issues can turn this into a concrete driver of change. This dynamic is part of a virtuous cycle, in which the actions taken, the results achieved, and their public visibility reinforce team commitment and spur new initiatives. It also aims to support other areas of the policy by identifying areas requiring attention and adjusting actions accordingly. For example, highlighting women's career paths can encourage other women to envision similar trajectories for themselves, while regularly sharing results and best practices helps managers take ownership of these issues and improves the quality of their decisions.

Proposed actions:

- Maintain our commitment as a signatory to the WEP, draw on the resources made available under this framework, and conduct a new self-assessment at the end of the Business Plan to evaluate the progress made and identify areas for improvement;
- Regularly monitor key performance indicators (KPIs), analyze trends, publish the results, and, if necessary, identify additional actions to be considered;
- Regularly share progress updates and results with employees, particularly through internal publications, CSR working groups, or discussions with employee representative bodies;
- Engage senior leadership, management, and teams by encouraging feedback from the field, lessons learned, and suggestions for improvement;
- Communicate the key elements of the professional equality initiative to all candidates applying for positions within the Group and upon their hiring;
- Continue the dialogue with key external stakeholders (investors, leading organizations, professional networks, industry initiatives, unsuccessful candidates, etc.) in order to evaluate our practices from an outside perspective, identify market trends, expectations, and opportunities for improvement, and share the lessons learned. These exchanges can take various forms (internal surveys, working groups, dedicated meetings, ad hoc consultations, etc.).

4. Governance

This policy is led by Group Management, which ensures that it is integrated into our practices and that the defined commitments are implemented. The Human Resources teams are responsible for overseeing its rollout, monitoring, and evaluation, with the support of the CSR lead.

Building on its first professional equality policy, ABC arbitrage will also draw on the work, opinions, and proposals of the internal working group dedicated to CSR issues and the “Diversity & Inclusion” Task Force to inform the discussion, identify potential areas of concern, and contribute to the continuous improvement of the initiative. All employees who wish to do so are welcome to get involved in these efforts.

This policy is part of a broader framework aimed at fostering a respectful and inclusive work environment. It is consistent with the Group’s policy on the prevention of discrimination and harassment, which prohibits all forms of discrimination, harassment, or sexist behavior, as well as with the Group’s other policies and procedures, including the Human Rights Policy, the Disability Policy, and the whistleblower program.

The implementation of the policy will be monitored regularly using the indicators defined in Appendix 3. The results achieved, the progress made, and any areas requiring attention will be presented periodically to the boards of directors and Group management and shared with employee representative bodies.

Finally, the Group will also regularly monitor regulatory developments, stakeholder expectations, industry standards, and best practices within the financial sector. A comprehensive review of the policy will be conducted at the end of the 2026–2028 Business Plan to assess the progress made, identify lessons learned, and define potential directions for the following period.

Appendix 1: Bibliography and resources used

Standards, reference frameworks, and professional practice guides

Women's Empowerment Principles (WEPs)

- Auto-diagnostic WEPs
- [WEP Toolkit](#)
- [Creating a Gender Action Plan – Activating Your Gender Equality Commitment](#)

UNPRI

- DDQ UNPRI - [Diversity & Inclusion for Investors](#)

B Corp

- [Toward Gender Equality](#)
- B Corp Self-Assessment questionnaire

French Ministry of Labor

- [Guide Égalité femmes-hommes : Mon entreprise s'engage](#)

CNIL

- *Mesurer pour progresser vers l'égalité des chances*

AFMD

- *Vers l'organisation inclusive : mesurer pour progresser*
- *Évaluer pour agir : les diagnostics statistiques au service des politiques d'égalité*

Industry Publications - Asset Management and Finance

Association Française de la Gestion Financière (AFG)

- [Comprendre l'importance de la mixité dans les instances de gouvernance et l'organisation des sociétés de gestion](#)
- [Agir pour la mixité - Guide de bonnes pratiques](#)
- [Agir pour la diversité et l'inclusion - #2 Sensibilisation et formation](#)
- [Agir pour la diversité et l'inclusion - #3 Mesurer pour progresser](#)
- [Agir pour la diversité et l'inclusion - #4 Recrutement inclusif](#)
- [Initiatives en faveur de la diversité et de l'inclusion sociale](#)

SBAI

- [Principles of Culture and Diversity Strategies within Organisations](#)
- [Looking Beyond the Metrics: Demonstrating and Assessing Diversity in Smaller Asset Managers](#)
- [Response](#) to the FCA's Consultation on Diversity and Inclusion

AMF : *Femmes & Finance – La parité : un levier d'innovation, de durabilité et de performance encore sous-exploité*

France Invest : [Boîte à outils Parité](#)

Études sectorielles, comme [Tracking the Progress Asset Managers Are Making Towards Gender Parity in Investment Roles](#)

Studies, reports and research papers

- *Women in the Workplace* [2022](#), [2024](#)
- [Capturing Employee Perceptions of Inclusion](#)
- *What Makes a Team Smarter? More Women?* (Harvard Business Review)

- *Women and the Annual Performance Review: Prepare Yourself!*
- [Performance Reviews Aren't Just Annoying - They're Biased Against Women](#)
- *Baromètre du sexisme ordinaire au travail 2025* (Association française des managers de la diversité / partenaires)

Books

- [Invisible Women](#), Caroline Criado Perez
- [Les stéréotypes en entreprise : les comprendre pour mieux les apprivoiser](#) (2015)
- [Apprendre à résister. Pour combattre les biais cognitifs](#) (2022)
- *Les femmes travaillent, les hommes triomphent*
- The [broken rung](#)

Articles, presentations, video resources, and educational content

- Webinaire ANACT [Santé des femmes au travail : comprendre les enjeux pour agir en prévention](#)
- [The Coalition for Reproductive Justice in Business](#)
- *Je mesure concrètement et légalement la D&I*
- *Diversité et inclusion : mesurer la diversité pour progresser et durer*
- *Je diagnostique la D&I en interne*
- *Mesurer l'impact de la diversité*

Benchmarks

Metrics and methodologies of leading ESG agencies and providers

Internal work and data

- Press articles
- Review of the professional equality policy for 2023–2025
- Self-assessment conducted by the group with the WEPs Gender Gap Analysis Tool
- Great Place to Work Results (focus on women)
- Work of the Diversity & Inclusion Task Force
- HR and CSR Analyses

Appendix 2: Key Indicators, 2023–2025 Business Plan

Topic	Indicator	2023	2024	2025
Professional life				
Headcount	Percentage of women in the workforce	24%	23%	21%
Headcount	Number of women in the workforce	24	24	23
Recruitment	Percentage of women among new hires	ND	18%	17%
Recruitment	Number of women hired	ND	2	1
Recruitment	Percentage of men among new hires	ND	82%	83%
Training	Average number of hours of external training per woman	7.4 h	1.3 h	9.5 h
Training	Average number of hours of external training per man	4.3 h	2.1 h	7.9 h
Training	Average number of hours of in-house training per woman	ND	3.3 h	3.4 h
Training	Average number of hours of in-house training per man	ND	3 h	2.6 h
Remote work	Average remote work for women	ND	ND	35%
Remote work	Average remote work for men	ND	ND	40%
Length of service	Average length of service for women	ND	10.4 years	9.7 years
Length of service	Average length of service for men	ND	8.1 years	7.9 years
Parenthood	Women who have taken family leave	27%	24%	39%
Parenthood	Men who have taken family leave	42%	19%	25%
Parenthood	Employees who have taken paid maternity/paternity leave	6	8	9
Parenthood	Paternity leave utilization rate	ND	ND	100%
Parenthood	Return-to-work and retention rates after maternity/paternity leave	ND	ND	94%
Work organization	Women working part-time	ND	ND	2
Work organization	Men working part-time	ND	ND	1
Compensation	Equal pay action plan	Yes	Yes	Yes
Compensation	Tracking pay data by gender	Yes	Yes	Yes
Promotion	Annual promotions granted to women	ND	ND	2
Promotion	Total promotions	ND	ND	11
Leadership & Governance				
Executive management	Women among executive members	14%	14%	14%
Executive management	Number of women among executive members	1	1	1
Management (all management positions)	Women in leadership positions	ND	ND	31%
Governance	Women on the Board of Directors	40%	40%	40%
Governance	Number of women on the Board of Directors	2	2	2

Governance	Women among independent Directors	100%	100%	100%
Investment (Rixain law)	Women involved in investment decisions	31%	32%	35%
Discrimination & Harassment	Reported incidents of discrimination or harassment	0	0	0
Discrimination & Harassment	Non-discrimination and anti-harassment policy	No	Yes	Yes
Equality in the workplace	Action plan for gender equality in the workplace	No	Yes	Yes
Collective commitment	<i>Women's Empowerment Principles</i> signatory	Under review	Under review	Yes
Regulatory	Workplace equality index	66/100	75/100	77/100

Recruitment

Financial engineering / Quant	Percentage of women among the candidates	ND	15.6%	11.4%
Financial engineering / Quant	Percentage of women among candidates who advance to the interview stage	ND	2.9%	9.8%
Financial engineering / Quant	Percentage of female applicants whose resumes were selected to move on to the interview process (compared to the percentage of male applicants)	ND	F : 1.2% (M : 7.5%)	F : 4.6% (M : 5.4%)
Financial engineering / Quant	Percentage of women among new hires	ND	0%	0%
IT engineering	Percentage of women among the candidates	ND	14.1%	13%
IT engineering	Percentage of women among candidates who advance to the interview stage	ND	11.5%	3.3%
IT engineering	Percentage of female candidates whose resumes were selected to move on to the interview process (vs. percentage of male candidates)	ND	F : 6.1% (M : 7.8%)	F : 1.5% (M : 6.4%)
IT engineering	Percentage of women among new hires	ND	0%	0%

Appendix 3: KPIs

Actions	Target
Participate in specialized forums	min. 2 forums / year
Use specialized job boards	min. 1 <i>job board</i> / year
Explore the possibility of working with specialized hunter services	Once per year
Carry out initiatives as part of partnerships with schools	2 actions / year
Carry out initiatives in partnership with nonprofit organizations	1 to 2 active partnerships
Hunting pipe: talents for women	min. 5 prospects / month
Consider increasing the number of internships and work-study programs	Review during the BP
Analyze the barriers and expectations specific to women	Review during the BP
Carry out “employer branding” initiatives (website, social media, etc.)	min. 2 actions / year
Conduct an internal audit of the recruitment process and related activities	1 / BP
Provide training on biases that may arise in the recruitment process	1 external training session on the BP + annual reminder
Raise awareness of cognitive biases among those involved in the recruitment process	> 90% of those affected
Present a diverse list of candidates, to the extent possible	With every new hire
Review skill levels	Once per BP
Create a competency framework	Once per BP + annual update
Review the 360-degree evaluation process, paying particular attention to potential biases	Once per BP + annual update
Conduct a pay gap analysis	Once per year
Review the process for supporting employees on long-term leave	Once per BP + annual check
Implement initiatives to support caregivers	See the relevant policy
Identify existing programs, provide information, and assess needs related to health and well-being	Once per year
Offer an in-house training session on cognitive biases	Once per BP
Ensure that mechanisms likely to influence professional interactions or collective decisions are identified and mitigated	Analysis during the BP
Strengthen efforts to prevent and address discrimination, harassment, and sexism	Once per BP + annual check
Promote integration, the sharing of experiences and knowledge transfer through support mechanisms such as the “buddy” system	Once per BP + annual check
Examine the feasibility of incorporating criteria related to inclusive management practices into manager evaluation and development programs	Once per BP + annual check
Percentage of women among applicants for financial engineering / quant or IT engineering	Increase
Percentage of women among candidates who advance to the interview stage	Increase
Percentage of female applicants whose resumes were selected to move on to the interview process, compared to the percentage of male applicants	Convergence with rates for men
Percentage of women among new hires	Increase