



## Stéphane PALLEZ

President & Chief Executive Officer, Française des Jeux,  
1st Vice President of EL Executive Committee and WLA  
Executive Committee Member

### Equal Opportunity for Women

It's not just a matter of fairness. It is also good business.

#### PGRI Introduction:

Stéphane Pallez began her career at the French Treasury Department and was Deputy Director at the board of the World Bank in Washington. She held different positions in the French Treasury including Insurance Supervision and Regulation, monitoring of State-owned companies and served as Head of the European and International Affairs. In 2004, she joined France Telecom-Orange as Deputy CFO. In July 2011, she became President and CEO of CCR (Caisse Centrale de Réassurance).



In 2014, she was appointed to President-Director General of Française des Jeux where she is now leading the digital transformation of the second largest lottery in Europe.

Stéphane Pallez, Rebecca Hargrove and their colleagues around the world created Women's Initiative in Lottery Leadership as an organization to empower women and promote equal opportunity in the work-place.

#### Paul Jason:

*How does business culture affect the progress towards a work-place that has equal opportunity and pay for women? And has it changed over the last twenty years?*

#### Stéphane Pallez:

This issue has a personal focus for me because I have always challenged the status quo and pressed leaders to create a work environment that promises equal opportunity and pay for everyone. My own career has placed me in a good position to watch during my whole professional life how it has evolved. And yes, of course there has been significant progress and positive change.

There is now at least a high awareness of the importance of the issue of gender equality in the work-place. There is recognition that business culture must evolve to be more inclusive and enabling for women to apply their talent and energies to accomplish the enterprise objectives, to assume more responsibility based on their abilities, and to be rewarded for their contributions to the corporate mission. It's clear that the capabilities of women are still under-utilized which means there is a positive opportunity for companies to tap into this asset for the benefit of all stakeholders. This recognition is itself an important sign of progress, and a prerequisite for more substantial change.

But we are not where we should be. It will take even more deliberate and outspoken leadership to correct this imbalance. There are still huge differences in pay, for instance.

A recent United Nations report indicates that based on current trends, equality of pay between men and women will not be reached until ... 2069! I think we can all agree that is not an acceptable rate of progress!

*You pointed out that it is not just about fairness to women.*

#### Stéphane Pallez:

Talent, creativity, hard work, and ambition should be rewarded equally for women and men. The fact that equality of opportunity and compensation is the right thing to do is itself enough reason for embracing the cause. The other reason, though, is that businesses want and need to leverage all their resources. There is probably no more vital goal than to optimize the full capacity of human resources. Insofar as the talent and productive capacity of women are not applied to the fullest potential, that represents a loss for society and an under-utilized asset for businesses and growth.

*CEOs and business leaders might be more likely to take decisive action and show real leadership when they recognize gender equality as an opportunity to improve business performance.*

#### Stéphane Pallez:

Creating a fair and just work-place for everyone does coincide with the goal of optimizing enterprise performance.

That's when corporate culture will evolve, become genuinely blind to differences in

gender, and focus exclusively on the things that matter that this goal will be achievable.

Integrity, people-skills, hard work, persistence and tenacity to overcome obstacles and manage projects to completion, empathy and vision and passion to lead a team, mental agility to reimagine problems and come up with creative solutions ...: these are the kinds of Professional skills that should matter, not gender. Women executives who possess these skills should be encouraged, given more responsibilities, and rewarded for their efforts.

As top leadership recognizes the symbiotic relationship between equal opportunity, equal pay, and business performance, the rate of change and progress will accelerate. It's already happening. We just need it to make it happen faster!

The good news is that the companies that champion equality and diversity will not only be appreciated for doing the right thing ... they will also be building a better, more productive and effective enterprise.

*Most CEOs would proclaim their commitment to equal opportunity and pay for women. And yet, the current trend line would take us over 50 years to get there. Why is that?*

### **Stéphane Pallez:**

Culture is not something that changes quickly or easily. It starts with a passionate conviction and decisive action on the part of the CEO and executive leadership. Forging a business culture that encourages diversity, respects ability and performance, and rejects gender bias is at the heart of the issue. Like any business transformation agenda, you need to acknowledge the issue, clarify and commit to an action plan, measure your performance to objectives, and do whatever it takes to achieve your goals over time.

*FDJ is involved in and supports many initiatives in the business community outside of FDJ. Are some of these focused on smoothing a path for talented and ambitious women to achieve their goals?*

### **Stéphane Pallez:**

Yes, mostly in the area of sports, since FDJ has been active in the financing of both grass root and professional sports. We have decided to use that commitment to promote and foster positive changes as regards gender equality. Besides, this could easily

be duplicated in other lotteries which are traditionally also active in supporting sports.

For instance, men sports are receiving more resources, more funding and more attention than women in sports. We are driving change to that tradition, pushing for more equal allocation of resources and empowerment of women in sports. We sponsor a special program called "Sport pour Elles", or "Women in Sport". The aim of this program is to promote women sport activities. It is not only about funding. It

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is also about improving media coverage and mobilize energies to change attitudes to building a foundation of public support for women in sports.

FDJ has been sponsoring a men's cycling team for twenty years now. This year we are also sponsoring a women's professional cycling team. We've also been very active with our support for the Olympic Games for 2024 in Paris with dedicated events for women in sport. Whenever and however it is possible, FDJ actively promotes equality of opportunities for men and women through sports.

We also strongly support women's entrepreneurship within the sport start-up community. We channel FDJ's resources towards a program helping women who want to create their business. And we feel that applies very much to the global mission of creating equal opportunity for women in the work-place.

*What current FDJ programs and initiatives are smoothing a path for talented and ambitious women to achieve their goals?*

### **Stéphane Pallez:**

Gender equality and diversity are built right into our strategic plan, in the form of a three-year agreement signed with trade-union representatives. This agreement has three key objectives. One is to promote diversity

and cultural change by raising awareness about gender-related issues like stereotyping, listening to and respecting your colleagues, fostering a feeling of inclusion even with the informal interaction. This is particularly important in the fields where there are fewer women employed by our company, like technology and information systems.

Another objective is to increase the number of women in management positions so that at the end of this agreement period, we would have overall the same ratio

of women-to-men in management positions as we have in the overall company. Today, 43% of FDJ employees are women. When we signed this agreement, there were only 34% in management positions. So our goal is to have 43% of women in management positions at the end of this agreement which will be the year 2020. We are progressing well on that and expect to reach our target 43% on time or early. We are already at 38% and 45% of the executive committee are women, not to mention our board of directors where 50% are women.

The third objective is to use all the tools we have in the company to facilitate a more balanced share of responsibilities for our employees who are parents. Parental leave is offered to both men and women. And we encourage both men and women to use this parental leave and share the responsibilities.

Again, achievement of those goals requires cultural change. We hold work-shops for employees to discuss and reinforce the positive changes, and address concerns or difficulties and obstacles that may be impeding progress towards our goals. We also have special training sessions for women to improve leadership skills. Our goal is to empower women of talent and ambition to move into management positions.

We also have a FDJ women's network, named "A Elles de Jouer" or (Time for Her to play) which encourages networking and

## TATTS, TABCORP MERGER UPDATE

The proposed merger between Tatts Group Ltd. and Tabcorp Holdings Ltd. is progressing as both parties announced their intentions to release FY17 financial results in August. The Scheme Booklet for the proposed deal is expected to be made available to Tatts' shareholders in September, with a shareholder vote on the matter scheduled for October.

The merger, expected to be completed by year-end, must pass regulatory approvals. Tatts has joined as a party and, with Tabcorp, will oppose applications brought by the Australian Competition and Consumer Commission (ACCC) and CrownBet Pty Ltd (CrownBet) for judicial review of the Australian Competition Tribunal's decision to authorize the merger. The Full Court of the Federal Court of Australia will hear both applications on August 28-29.

The effect of the ACCC and CrownBet applications is that the deadline by which conditions relating to the proposed deal must be satisfied or waived will automatically extend to December 31.

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## Rollo Redburn

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*of new gaming concepts that can be developed. Does MUSL have new games in the pipeline that might appeal to the next generation of consumers, some of whom were raised in a world of highly interactive Mobile games?*

### Rollo Redburn:

As you know, there are multiple vendors around the US and the world improving these offerings almost daily. Whether video, or mobile, or more player-interactive, the governing authority in each jurisdiction addresses the legality of these platforms / concepts. Some of these game concepts are allowed in only a minority of Member Lotteries due to local regulations or restrictions, and for that reason it can sometimes be difficult to adequately dive into. The Board keeps an open door regarding conversations about what is possible. Whatever surfaces as viable options may be more of a long-term solution. ■

## Stéphane Pallez

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new initiatives. This initiative was started by three women of the company who now manage the network. It is open to men as well as women. They have organized several events and are very active at proposing changes and new initiatives within FDJ.

*Cultural change at FDJ is driven by everyone, not just the CEO, ExComm, and Board of Directors.*

### Stéphane Pallez:

Yes. That is the goal. We want everyone to embrace the spirit of inclusiveness, diversity, and equal opportunity. The commitment and passion of the CEO and top executives is crucial, but real progress is driven by deep-rooted cultural change which happens only when you have a critical mass of employees, including men, who lead the way. Our strategic plan and agreement to meet certain objectives that reflect progress is an important catalyst, a jumping-off point. But it is the initiative and engagement of FDJ employees who make the difference, and ultimately enable us to accomplish our goals for helping women achieve their full potential.

Men who aspire to be enlightened and progressive leaders become champions of gender equality. It is vital that everyone be a part of the cultural transformation for progress to be achieved.

*What do you regard as the top priority for WILL (Women's Initiative in Lottery Leadership)?*

### Stéphane Pallez:

WILL is a collaborative effort of lottery industry leaders who believe in gender equality, and empowering women and helping women achieve their full potential. I think the first objective is to raise awareness and understanding, and garner the broadest base of support for the mission of WILL. Gender equality should be a fundamental policy for the entire global lottery industry. I think we are progressing towards that. We have tremendous support from all the top female lottery CEOs and executives in the world. There is also support from male

leadership as well. President of the World Lottery Association Jean-Luc Moner-Banet, and President of the European Lotteries Association Hansjörg Höltkemeier both attended the first WILL reception at the EL Congress in Krakow.

*Thank you for organizing and hosting this fabulous networking event! Everyone thoroughly enjoyed the first WILL reception, and value the time spent with you and the friendships they made there.*

### Stéphane Pallez:

It served an important purpose in bringing us all together. Networking and communication will be vital to make WILL be the vibrant and impactful organization that it should be. It was wonderful to meet and visit with colleagues who share a passion for making the world a better place by building an organization that serves the goal of helping women succeed in business. This first step is very important to understand the needs and our common grounds. The next steps will include creating more formal structures for facilitating interaction, the development of mentoring relationships, and the ongoing collaboration needed to channel the energies of WILL members towards the most productive purposes. ■



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