



## Curriculum Vitae

# Muriel Pénicaud

*France's candidate for  
Director-General of the  
International Labour Office*

*During her thirty year-long career, Muriel Pénicaud has gained solid expertise in the world of work and tripartism at all levels and all around the world.*

*Former French Minister of Labour, Pénicaud also worked as a senior executive in public and private sectors both in France and abroad. She is currently the Ambassador and Permanent Representative of France to the Organisation for Economic Co-operation and Development (OECD).*

*The desire to ensure respect for fundamental principles and rights at work has always been central to her efforts for justice and social progress. Her action has focused on equal opportunities, personal empowerment, skills development, health and safety at work, and enhanced social dialogue.*

► *Commitment at the highest level for social progress*

**From May 2017 to July 2020, Muriel Pénicaud was the French Minister of Labour**, leading several structural reforms that contributed to a very significant decrease in unemployment and inequality in France. She oversaw the Labour code reform known as “Strengthening Social Dialogue” (2017) and the law entitled “The Freedom to Choose One’s Future Occupation” (2018).

The 2018 law:

- reformed and developed **apprenticeships for young people**;
- created a **right to life-long learning for all workers** through an individual training account;
- fostered **equal pay and career prospects for women and men** through an obligation of results and the **creation of a Gender Equality Index**.

Ms Pénicaud is particularly attentive to the **rights of the most vulnerable and their access to social protection**. She has supported economic inclusion initiatives and launched large-scale training programmes for the unemployed and the young. She also developed a large-scale partial employment scheme during the COVID-19 crisis to safeguard jobs and skills.

► *A negotiating method aimed at social justice globally*

**In 2019**, as French Minister of Labour, **Muriel Pénicaud organized and chaired the “Social G7”** of Labour and Employment Ministers, aimed at **enhancing social dialogue and adherence to international labour standards in globalization**, particularly fundamental rights. The discussions led to the **adoption of an unprecedented tripartite declaration between G7 countries and international trade union and employer organisations**.

This declaration aims to reduce inequality and to reinforce the assimilation of international labour norms, ensuring **universal access to social protection for all worldwide**.

That same year, she also led negotiations for an **unprecedented joint statement on**

**reducing inequalities in the effort towards sustainable development, which was adopted by the heads of the International Monetary Fund (IMF), the Organisation for Economic Cooperation and Development (OECD) and the International Labour Organisation (ILO)**. Since 2019, she has supported the action of France, which chairs Alliance 8.7 - a global partnership gathering stakeholders including NGOs, business networks, UNICEF, the Food and Agriculture Organisation (FAO), ILO and social partners - to **speed up efforts to eradicate child labour, forced labour and all forms of modern slavery**.

Ms Pénicaud is also highly committed to **multilateralism, social dialogue and tripartism**. She has taken part in the negotiation and adoption of international labour standards such as **ILO Convention no. 190 on Violence and Harassment** (2019).

In addition, she negotiated **several European directives, including the Posting of Workers Directive, under the principle “equal pay for equal work” (UE 2018/957)**.

**Muriel Pénicaud has been an Ambassador and the Permanent Representative of France to the OECD since September 2020**. In this capacity, she leads the International Programme for Action on Climate (IPAC) initiative to support countries in measuring and implementing their climate commitments while taking into account the environmental, social and economic dimensions of the transition. She is also a member of the International Energy Agency’s Global Commission on People-Centered Clean Energy Transitions. In March 2021, she launched an initiative called **“Avenir des Jeunes”** (Future of Young People) initiative, mobilizing civil society on a large scale in **response to the short- and long- term impact of the pandemic on young people, first in France, then in OECD countries**.

► *A leading role in corporate social responsibility and global business outreach*

Through her experience as a senior business executive working in companies active in more than 90 countries, Muriel Pénicaud has developed an extensive vision of global social and economic challenges.

From 2014 to 2017, Muriel Pénicau was the **French Ambassador for International Investment and CEO of Business France**, an agency fostering the international development of the French economy. In this role, her responsibilities included prospecting international investments and helping French companies grow their exports in order to spur economic growth and create jobs.

From 2008 to 2014, she was **Executive Vice-President, Human Resources at Danone**, where she was a member of the Executive Committee. She also served as the Chairman of the Board of the Danone Ecosystem Fund for social innovation. She held various international managerial positions within the Danone human resources department between 1993 and 2002. She notably **launched the EVE programme to develop women's leadership in business, and created the "Dan'Cares" programme, providing social protection for all employees worldwide.**

From 2002 to 2008, she was **Executive Vice-President, in charge of Organization, Human Resources and Sustainable Development, and an Executive Committee member, at Dassault Systèmes**, a global leader in 3D technology.

Later, from 2011 to 2014, she **chaired the environment, social and governance (ESG) committee of the Board of Directors at Orange.**

From 2006 to 2009, she chaired the tripartite board of the National Institute for Labour, Employment and Vocational Training (INTEFP), the school for labour inspectors in France.

After starting her career as a local government administrator (1976-1980), she held a number of management positions in non-profit organisations dedicated to young people (1981-1985). From 1985 to 1993, she held various senior positions at the French Ministry of Labour, and was an adviser to the Minister from 1991 to 1993.

*Muriel Pénicau was born in March 1955 and has two children.*

*She holds degrees in History and in Education from the University of Paris X, as well as a postgraduate degree in Clinical Psychology from the University of Strasbourg. She is an alumna of the INSEAD Business School Advanced Management Program for Executives.*

*In 2012, she established the Sakura fund, dedicated to supporting artists engaged in social causes. Since 2016, she has been a member of the International Planning Committee of the Global Summit of Women.*

*Muriel Pénicau is the author of Pousser les Murs (Éditions de l'Observatoire, 2021).*

*A native French speaker, she works and negotiates in French and English.*

*Muriel Pénicau is a Chevalier of the French Legion of Honour, Officier of the French Order of Merit, and Commander of the Swedish Royal Order of the North Star.*