



# CINDEX Communication Kit

The international mobility think tank



3 April, 2026



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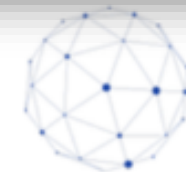
Intercompany club on international mobility strategies and policies

« We are very pleased to bring together our member companies and their representatives with the certainty that the high professionalism of our companies and their expertise in international mobility will contribute to enriching the exchanges within our various committees. »

**Philippe LAN**  
President of CINDEX



Philippe LAN  
C&B Director  
STMicroelectronics



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## 74 members (April 2026)

AccorHotels; Agence Française de Développement(AFD); Airbus; Air France; Air Liquide; Alstom; Artélia; Atos; Axa; Banque de France; Bel Group; BNP Paribas; Bolloré; Bouygues Construction; BureauVeritas; Business France; Canal+, Capgemini, Carrefour; CFAO; CHANEL; CIS; CMA-CGM; CNRS; COLAS; Crédit Agricole; Canal+; Danone; EDF; EGIS; ENGIE; Eramet; Expertise France; GTT Group; Hermès; Institut de Recherche pour le Développement (IRD); John Cockerill Group; L'Oréal; LVMH; Michelin; Ministère de l'Europe et des Affaires Etrangères(MEAE); Natixis; Naval Group; Nissan Global Mgt; Orange; Orano; Pernod Ricard; Publicis; SEB Group; Stellantis; RATP; Renault Group; Safran; Saint-Gobain; Saipem; Sanofi; Savencia; Serimax; SLB; Schneider Electric; Société Générale; Sodexo; Spie GS; ST Microelectronics; Suez; SYSTRA ; T.EN Energies; Technip N-Power; Thalès; TotalEnergies; Valeo; Veolia; Vallourec ; Vinci.

A non-profit association, governed by the law of 1901, the CINDEK has a deliberately light structure whose action is multiplied by the contribution of its members

**>60 members with ~ 50% of the CAC40**  
And the European Ministry of Foreign Affairs (MEAE)

**~ 40,000 employees** on international mobility in more than 150 countries





## Vision

## Mission

CINDEX, the reference club for international companies, aims to:

- To share best practices and innovations in the field of international mobility, to support the international operations and developments of our members
- Support its members in the development of their policy for sending their employees around the world, both in terms of their safety, health, and mobility
- Be the key interlocutor in cooperation with institutions to be a force of proposal and anticipate trends in international mobility

Through regular exchanges (Safety, Health, Taxation, HR or working groups) and forums:

- Strengthen exchanges relating to risk situations (Security or Health) or international mobility policies
- Cooperate with institutions to be a source of proposals and be ahead of potential developments
- The strength of CINDEX lies in the complementarity of the commissions and in the active participation of its members



Transparency,  
Confidentiality  
Sharing community



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## Example of topics

Crisis Exercise

Country Risk Assessment and Benchmark

Benchmark of Security Organizations

Topical Conference Calls

*"The International Security Commission allows the Security Managers of CINDEX members to quickly and confidently share their analyses and expectations on operational and immediate issues, as well as on longer-term organizational themes.*

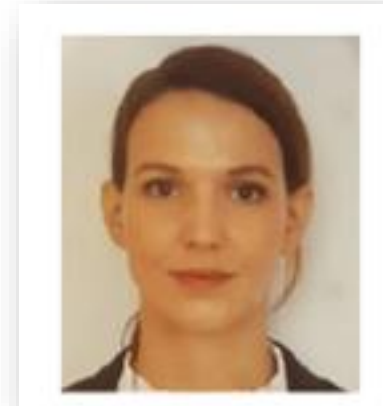
*The country risk table created in 2004 is the first common reference framework for all members.*

*It allows everyone to rely on an objective benchmark or to contact a colleague to further assess the situation."*

*Laurent MEREYDE*



**Laurent MEREYDE**  
HSES and Internal Audit  
Director  
GTT GROUP



**Amandine Guyon**  
International Security  
Coordinator  
CMA CGM





**D. PAYET**  
Global Director Corporate  
HR Services  
L'Oréal



**P.Y. BIGOT**  
Directeur Mobilité  
Internationale  
Vinci



**F. VIALA**  
Group  
Total Rewards & Performance Director  
Michelin



**A. BONNERAT**  
VP Total Rewards &  
International Mobility  
Air Liquide

*"Faced with the complexity of our world and the challenges of the decisions to be made, CINDEK comes to provide us with this precious space for professionalism and exchange."  
N. de Poncins*





**E. BERGEAUD**  
VP Compensation &  
Benefits, Renault Group



**N. OZANNE**  
Director executive C&B and  
International Mobility  
Orange



**K. ARMAND-FEDIDA**  
SVP, Total Rewards &  
Performance  
Schneider Electric



**N. LIMET**  
Director C&B and social  
engagement  
TotalEnergies

*«CINDEX is an essential partner on which to rely in order to understand the evolution of mobility challenges and to best meet the expectations of our mobile employees.»*  
N. Limet



## Example of topics

- Evolution and impact of tax systems
- Re-invoicing of expatriation costs –  
Management of employees in IM under the test  
of corporate taxation and transfer pricing
- Package Structures and Taxation of Free Shares
- New forms of international mobility
- Topical Conference Calls

*"In the Taxation Committee, our members underline the relevance of the topics chosen and the speakers on Taxation, Social Security and Immigration.*

*The freedom of exchanges and the legal and technical watch allow us to always be connected with the operational world. »*



**Marine Anquetil**  
International mobility  
and tax manager  
ALSTOM



## Example of topics

- Crisis Exercise
- Medical & Vaccination News
- Benchmarking Healthcare Organizations
- Topical Conference Calls

*"The Health Commission allows professionals to listen to each other and to exchange best practices in complete confidentiality.*

*It has shown all its strength in times of COVID.  
I'm sure we still have a lot of relevant sharing to come. »  
Vincent FEUILLIE*



**Vincent FEUILLIE**  
Advisor Doctor  
Air France



**Céline LOCQUET**  
Health at Work Director  
Schneider Electric





## CINDEX is recognized for its **Convention to employed partners of expatriate staff**

- Agreement between certain CINDEX member companies relating to salaried partners of expatriates
- Unpaid leave for partner without termination of employment contract
- More than 40 signatory companies



One solution to one of the main obstacles:  
the interruption of the Partner' career





## Working groups Thematic meetings And CODEVs

- According to the news of the moment
- On strategic or operational themes
- With a variety of modalities
- And benchmarks..





## CINDEX Meetings July 1st, 2025

**International mobility and humanism: navigating together towards a more united future**

Meet in the exceptional setting of the Musée national de la Marine de Paris, a place steeped in history, travel and exploration, for a day dedicated to the future of international mobility and the human values that guide it.



<https://www.rencontres-cindex.com>





## Founder Members

Air France

Banque Paribas

Charbonnages de France

Elf Aquitaine

Institut Français du Pétrole

Renault

Schneider Electric

Société Générale

TotalEnergies



## Board of Members

Air France

Air Liquide

Michelin

L'Oréal

Orange

Renault

Schneider Electric

STMicroelectronics

TotalEnergies

Vinci

John Cockerill








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## Resources available on our LinkedIn page: posts, Newsletter, vidéos

 CINDEX security commission


-  We had our international Security Commission meeting this morning,
-  discussing internal topics, and a global overview of everyone's concerns,
-  country risk assessments with our new tool, and our 2025 projects
-  The score is 8.8/10.

   This post also honors the Crisis and Support Center of (Ministry for Europe and Foreign Affairs) [Ministère de l'Europe et des Affaires étrangères](#), featuring an exclusive interview with its director, Mr. [Philippe Lalliot](#).

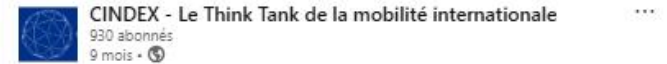
 We look forward to seeing you at the end of January after winter break.  
[Fabrice Fize Marie-Pierre Barrioulet](#)  
[Laurent MEREYDE Amandine Guyon](#)  
[Philippe LAN](#)


Afficher la traduction





 CINDEX SURPRISE

 SAVE THE DATE ! ... plus



 Le CINDEX à l'écoute!

 Pour la journée des droits des femmes, j'avais envie de célébrer les femmes expatriées.  
Au travers de témoignages de femmes qui ont eu des expériences à l'étranger, j'espère que ces messages d'ouverture, de richesses culturelles, vous donneront envie !  
 Comme promis, de nouveaux témoignages après Carolina Castaño Uribe, Célia Dorlhac, Patricia Mani, Joelle Tamraz, Pauline Rougé, Jasmine Attig, Nathaïe Bou, Virginie Russ, Adeyemi Ige et Nathalie Adotevi en duo, Maria Castano et Marius YAO en duo, Leïla Heidari, Nada Abuissa, voici [Marla Rivera](#)  
Bon écoute !





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Home News Partner Convention Our commissions Contact Us Member space 



<https://cindex.fr/>

## The international mobility think tank

▼ Vision

▼ Missions

▼ Engagements

- News
- Schedules
- Forums
- Downloadable documents
- A directory



CINDEX  
Espace membres

Accueil Actualités Documents ▼ Forums ▼ Agenda Annuaire Outils Mon compte



Se Déconnecter

## Comptes rendus des commissions et AG

Assemblée Générale

Conseils d'Administration

Commissions



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# What the Members like



*"The exchanges and sharing of information and knowledge between the members of each company are all motivations for my assiduous participation."*

*I particularly appreciate the best practices that work in a company and are shared with others. »*

*"The ability to handle operational matters quickly and confidentially."*

*"Support and exchanges with members when facing an event or crisis"*

*"Interventions by specialists (taxation, labor law, etc.): everything that allows you to develop skills on expert subjects to support business and strategic decision-making."*

*"A privileged place of sharing, allowing me to keep up to date with the many developments in the field of international mobility thanks to HR meetings."*

*"At our Safety Commission, the quality of the speakers, the variety of topics proposed, the opportunity to meet and share our experiences are musts."*





**Delphine Douroux**

Director

*« Richness of exchanges, Benchmarks, Best practices for the same purpose: Helping the international mobility of the employees of our companies. »*



**Nadia Hana**

Communication Officer

