

Cercle des DHR Européens Converging HR practices?



**FROM LOCAL TO GLOBAL TO MULTI-REGIONAL:
EXPERIENCE SHARING THROUGH AN AUTOMOTIVE COMPANY**



May 20th 2022 – Claude Mathieu, HR VP Faurecia Clean Mobility

Faurecia: A typical Top 10 Tier 1 automotive supplier

€15.6 bn
of sales in 2021

4

activities

- > Clean Mobility
- > Seating
- > Interiors
- > Clarion Electronics

1 in 3

vehicles in the world equipped
with a **Faurecia technology**



115,000

employees of **102 nationalities**
in **37 countries**

248
Plants

37
R&D centers

Faurecia Clean Mobility

World Leader in Emissions Reduction

Employees
20,170

Sites
88

R&D centers
15



Innovative solutions to drive mobility & industry toward zero emission

- Ultra-Low Emissions Solutions for Light & Commercial Vehicles and Industry
- Zero Emission Hydrogen Solutions

#1 Worldwide

Clean Mobility in a tripolar world

A global footprint to support every customer, leveraging standardization & innovation massification

NORTH AMERICA

22%

2



R&D/D&D Centers

16



Industrial Sites

SOUTH AMERICA & ROW

10%

3



R&D/D&D Centers

14



Industrial Sites

EUROPE

34%

7



Employees

R&D/D&D Centers

35



Industrial Sites

ASIA

34%

3



Employees

R&D/D&D Centers

23



Industrial Sites



A GLOBAL AUTOMOTIVE PLAYER

Business megatrends

Global Standardization & Massification vs local trademarks

Faurecia is a Tier 1 supplier supplying OEM worldwide through standardized mass production

OEM are part of national culture (Peugeot in France, Toyota in Japan, VW in Germany, ...)

“Be French in France, German in Germany, Chinese in China & American in America, but FAURECIA everywhere”

→ Leverage Scale Effect



Social megatrends

Converging academics

Converging language “Globish”

Converging KPI/tools

Extensive traveling & leadership mobility



Business & Social megatrends

“Be French in France, German in Germany, Chinese in China & American in America, but FAURECIA everywhere”
→ Leverage Scale Effect

Converging Academics
Converging language “Globish”
Converging KPI/tools
Extensive traveling & leadership mobility

... drives

Converging leadership practices and standardization of HR processes & toolbox



Converging HR practices *Being Faurecia*

„Being Faurecia“: A comprehensive & fully integrated Company / Leadership / HR model

1. **Working environment:** Employee Experience, Engagement, D&I, Being Faurecia, « Born to be Faurecian »
2. **Leadership model & training & career management:** Leadership competency model, People Review, Succession Plans, High Pot identification
3. **Performance management & C&B:** STAR, FVC, job grading system
4. **HR systems:** PASS - Personalized Access, Smart Services
5. **Personal development tools:** Coaching, Mentoring, SPA, ...

Fueled by digitalization & booming 2010's, seems unstoppable convergence...

The New Deal: 3 cumulative crisis on top of 3 automotive revolutions

- COVID-19
- Supply Chain
- Macro-economic & politic changes
- Clean Mobility
- Autonomous driving
- Connected/shared cars



3 regions = 3 trajectories

The New Deal: 3 cumulative crisis on top of 3 automotive revolutions

3 regions – 3 trajectories

USA	Quick flex lead to Big Quit/Great resignation		Weakening employee/employer relationship
EUROPE	Buffer as much as possible impact & keep the link at almost any cost		Maintain competencies despite the difficult context
CHINA	Full lockdown & self-sufficiency		China renewal

LOCAL => GLOCAL => REGIONAL?

The New Deal: Are HR practices converging or re-diverging?

Across 4 top agenda topics

1

HYBRID WORK MANAGEMENT

Office centric vs Home centric
Individuals vs Teams

2

BUSINESS GOVERNANCE

From Globalized & Centralized organizations
to
Regionalized & Decentralized organizations
ESG drivers

3

TALENT DEVELOPMENT MATURITY

Talent Consumer
Talent Developer
Talent Exporter

4

TRANSFORMATION READINESS

Local organization's capacity to transform itself
from within

FORVIA

▪ faurecia