## Cercle des DHR Européens Converging HR practices?

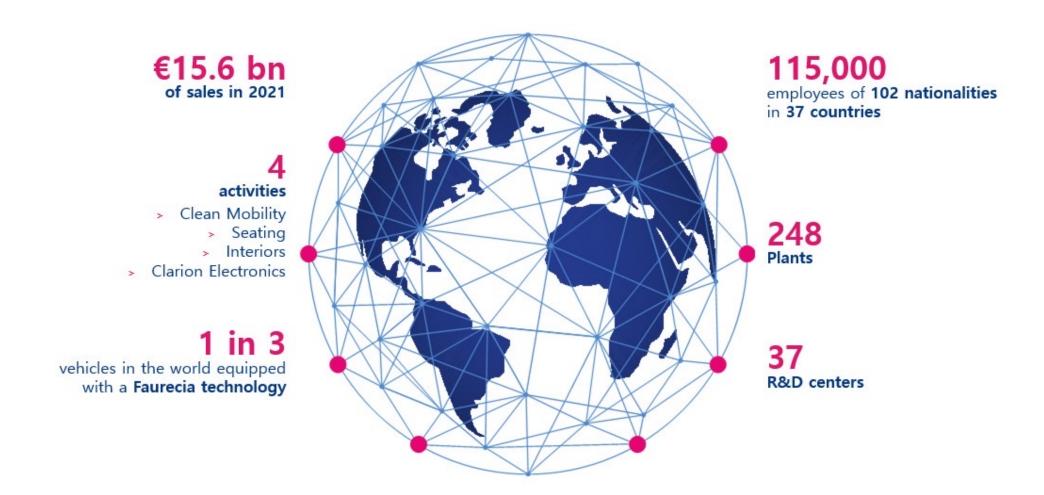


FROM LOCAL TO GLOBAL TO MULTI-REGIONAL:
EXPERIENCE SHARING THROUGH AN AUTOMOTIVE COMPANY



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

# Faurecia: A typical Top 10 Tier 1 automotive supplier





## **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%

**Employees** 

2

R&D/D&D Centers 16

Industrial Sites

## **SOUTH AMERICA** & ROW

10%



Employees

R&D/D&D Centers 14

Industrial Sites



#### **EUROPE**

34%

**Employees** 



|



R&D/D&D Centers Industrial Sites

**ASIA** 

34%

**Employees** 

3

R&D/D&D Centers 23

Industrial Sites

A GLOCAL 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

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?



**EUROPE** 

# 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