

10TH ANNUAL EUROPEAN HRD CIRCLE FORUM

Social standards in a tripolar world?

How will tomorrow's social and environmental standards be defined in a tripolar world – China, the United-States and Europe?

Friday May 20th

Converging HR practices?

Chaired by Philippe VIVIEN, Alixio

- Fabien SIGUIER, Executive VP of Human Resources Adisseo and Caroline GAULY, COSMOS Program Director Adisseo
- David WONG, HR consultant for State-owned companies, Willis Towers Watson (China)
- Forvia Faurecia Clean Mobility: Claude MATHIEU, Global HR VP.
- Yi Mien KOH and Stephen BEVAN, IES: Towards healthcare standards?

Converging HR Practices?

Where do HR practices come from?

Converging HR Practices?

Where do HR practices come from?

International Labour Conference
Conférence internationale du Travail

DECLARATION
CONCERNING THE AIMS AND PURPOSES OF THE
INTERNATIONAL LABOUR ORGANIZATION
ADOPTED BY THE CONFERENCE
AT ITS TWENTY-SIXTH SESSION
PHILADELPHIA
10 MAY 1944

DECLARATION
CONCERNANT LES BUTS ET OBJECTIFS DE L'ORGANISATION
INTERNATIONALE DU TRAVAIL
ADOPTÉE PAR LA CONFÉRENCE
À SA VINGT-SIXIÈME SESSION
PHILADELPHIE
10 MAI 1944

INTERNATIONAL LABOUR ORGANIZATION
GENÈVE

- 41 countries
- May 17th 1944

(a) Labour is not a commodity

(b) Freedom of expression of association are essential to sustained progress

(c) Poverty anywhere constitutes a danger to prosperity everywhere

Converging HR Practices?

Do we operate in a tripolar world ? Is reality more complex ?

Current Global Changes



Converging HR Pratices?

Do we operate in a tripolar world ? Is reality more complex ?

THE STATE OF DEMOCRACY AROUND THE WORLD

Source: EIU.com



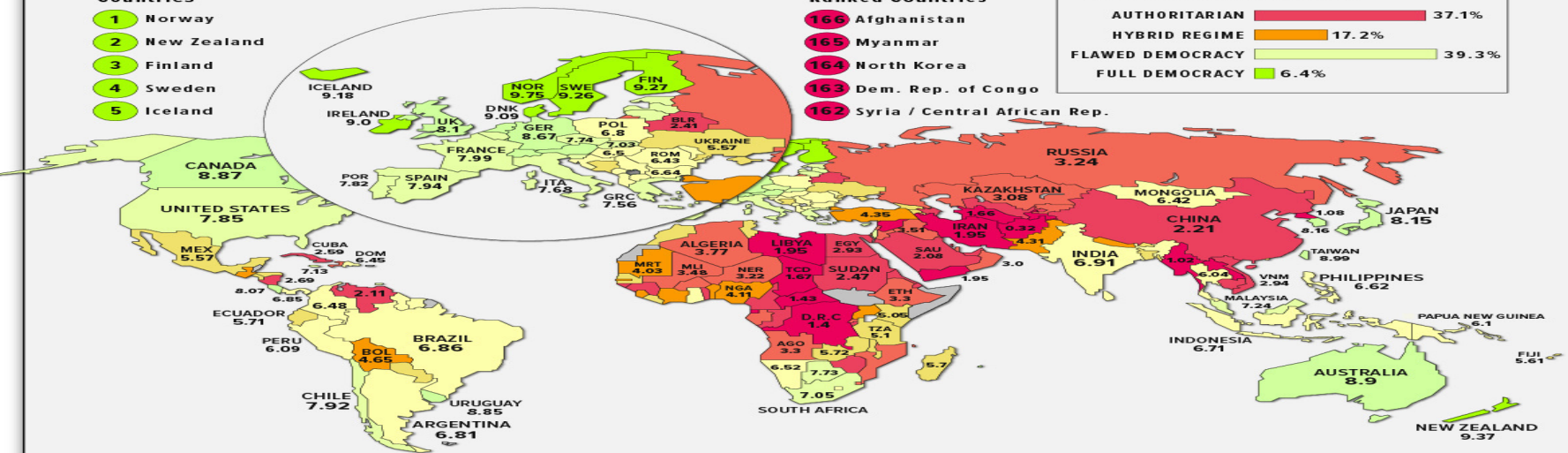
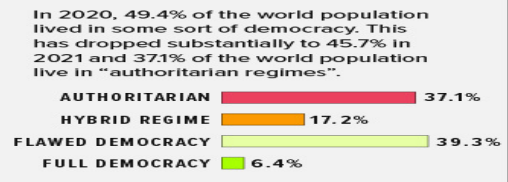
Top 5 Ranked Countries

- 1 Norway
- 2 New Zealand
- 3 Finland
- 4 Sweden
- 5 Iceland

Bottom 5 Ranked Countries

- 166 Afghanistan
- 165 Myanmar
- 164 North Korea
- 163 Dem. Rep. of Congo
- 162 Syria / Central African Rep.

The Democracy Index provides a snapshot of the state of democracy around the world since 2006. This year's report reveals that democracy is failing worldwide due to the negative impact of covid-19 pandemic on democracy and freedom.



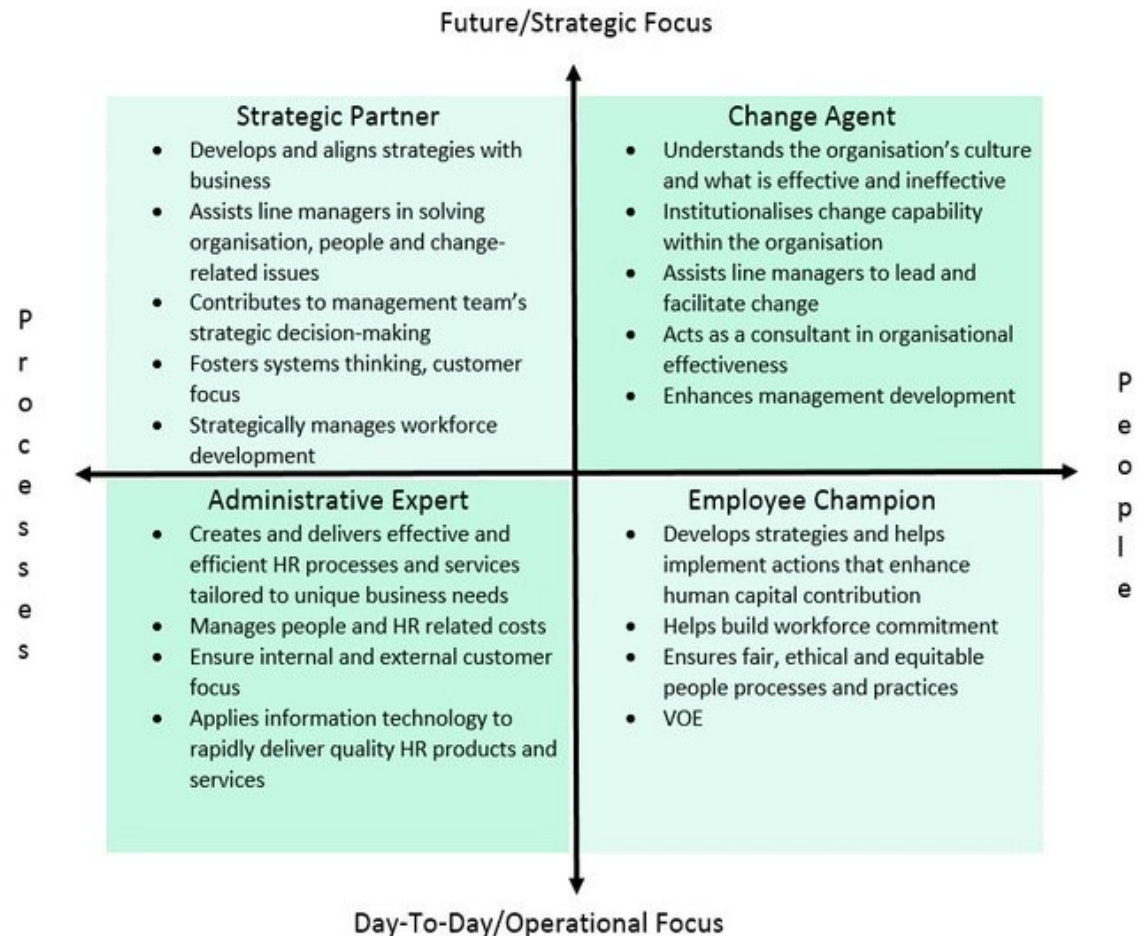
THE DEMOCRACY INDEX IS BASED ON FIVE CATEGORIES:



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Converging HR Practices?

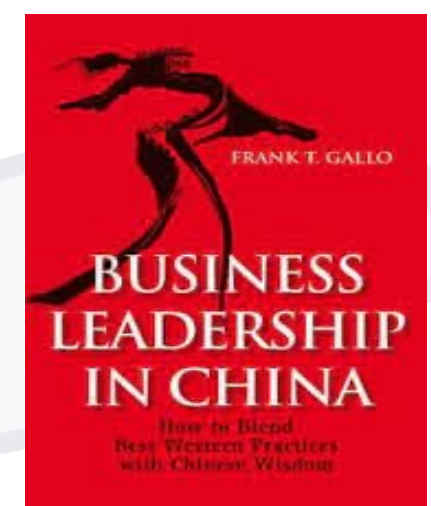
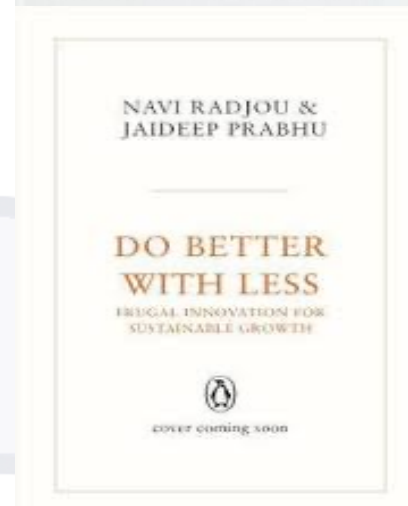
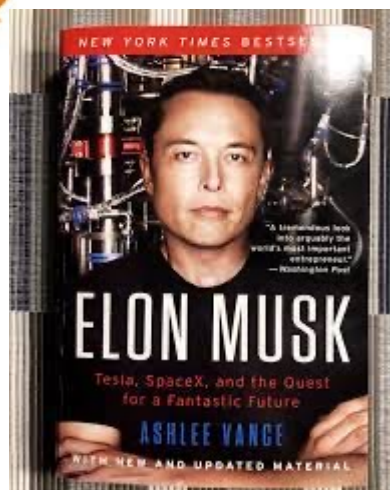
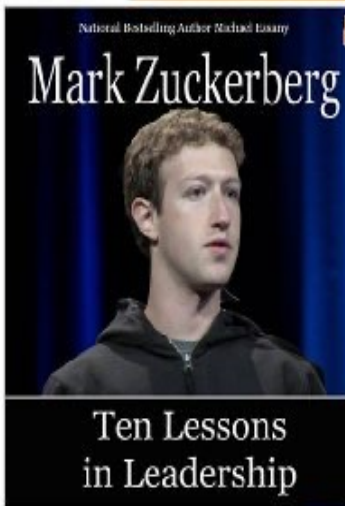
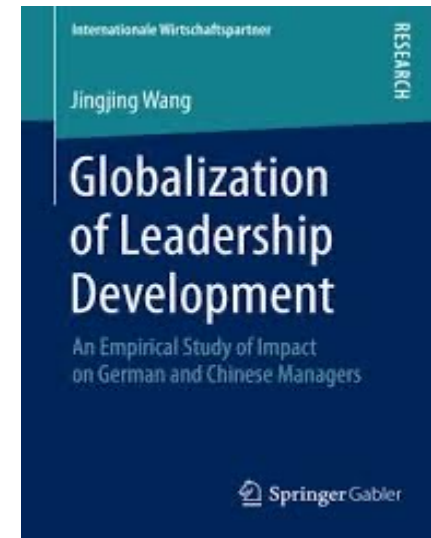
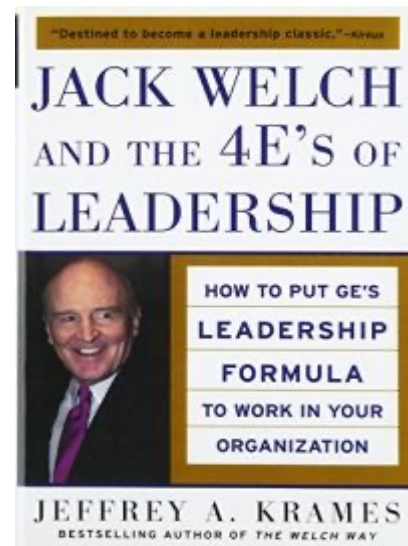
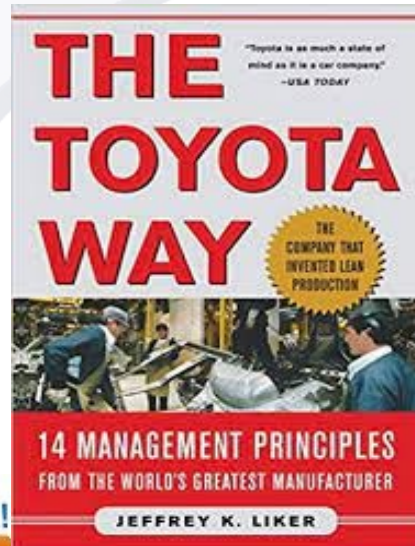
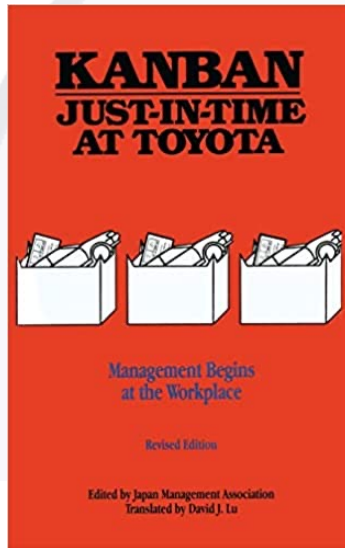
In large companies The HR policies, organizations, practises, processes, tools have been strongly inspired and shaped by a single theory



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Converging HR Practices?

The influence of Business leaders also sets the norms



10TH ANNUAL EUROPEAN HRD
CIRCLE FORUM

Converging HR Practices?

Fabien SIGUIER, Executive VP of Human Resources Adisseo

Caroline GAULY, COSMOS Program Director Adisseo



Converging HR Practices?

David WONG

HR consultant for State-owned companies, Willis
Towers Watson (China)

The role of the State Owned Enterprises (SOE)
in China



Converging HR Practice – State-owned Enterprises (SOEs)

Willis Towers Watson

David Wong

May 2022

State-owned Enterprises (SOEs)

300,000+
SOEs

50M+
Employees

75+trillion (CNY)
or
10+trillion (Euro)
Turnover in 2021

=

 × 500 *or*
LOUIS VUITTON × 160 *or*
 × 31

Data resource: national bureau of statistics, SASAC

Today

25M

**Registered
companies**

800M

Population

Ages between 18
and 60

10M+

**Graduates
in 2022**

Data resource: national bureau of statistics, ministry of
education

Union

①

Prevalence in SOEs is almost 100%

②

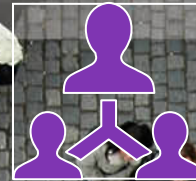
Union law says 25+ employees

③

2% of total payroll as funding

④

Protects rights and interests of employees





Hierarchy Phenomenon



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Employment



China

Planned-economy

(in the past)



West

Market-economy

SOE average turnover rate <1%

Compensation: Average Salary Increase Rate is 9.9%

Indicators	2020	2019	2018	2017	2016	2015	2014	2013	2012
Average Wage of Employed Persons in Urban Units (CNY)	97,379	90,501	82,413	74,318	67,569	62,029	56,360	51,483	46,769
Annual Increase Rate	8%	10%	11%	10%	9%	10%	9%	10%	12%

Data resource: national bureau of statistics

China Prospects



Eliminate Polarization by 2035

- Anti-monopoly
- Equity in Education
- Increase Blue-collar Worker
- More Protection on Employee Rights and Interests

Average Annual Disposable Income

People in Urban Area
47,000 RMB or
(6,600 Euro)

People in Rural Area
19,000 RMB or
(2,700 Euro)

60% : 40%
Urbanization

The background features a complex geometric design with overlapping shapes in shades of purple and pink. A large white rectangular area is positioned on the left side, containing the text 'THANK YOU!'.

THANK YOU!

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Converging HR Practices?

Forvia
Faurecia Clean Mobility

Claude MATHIEU, Global HR VP



FORVIA

faurecia

~~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

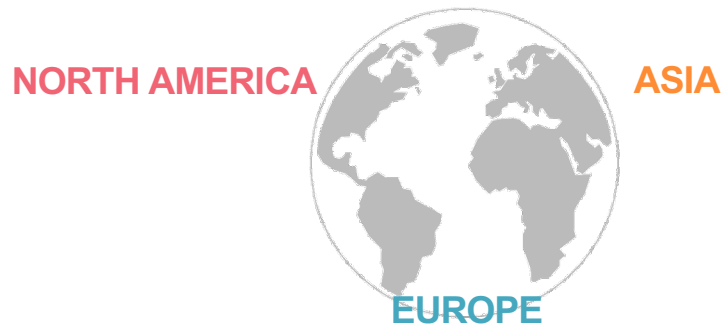
„Being Faurecia“: A comprehensive & fully integrated Company / Leadership / HR model

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

Converging HR Practices?

Yi Mien KOH and Stephen BEVAN, IES:

Towards healthcare standards?