



PRESS RELEASE

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Boulogne-Billancourt - December 6th 2021

Michelin signs new telework agreement in France

- Agreement signed with all representative labor organizations.
- Tangible developments: team responsibility, flexibility, financial support.
- Agreement in line with Group's ambition to put collective work at the heart of day-to-day organization.

On December 2nd, a new telework agreement for 2022-2025 was signed by top management and all representative labor organizations (CFDT, CFE-CGC, CGT and SUD).

Since 2019, Michelin has signed various successive telework agreements designed to adapt and improve the provisions offered to employees. With the COVID-19 health crisis, the Group, along with every other company, has had to set up special measures to rely massively on telework. On-site and remote work organization arrangements have been adapted, adjusting the way teams work on a daily basis.

In this context, management and labor organizations have worked to develop the vision, strategy and arrangements of telework within the company. The aim is to come up with telework practices reconciling individual and collective dimensions, wherever possible.

The new telework agreement is devised around a number of guiding principles:

- reasserting that telework is based on individual choice and should only be put in place on a voluntary basis from the employee;
- putting teams at the heart of telework arrangements: telework organization is now defined by the teams;
- supporting employee commitment and improving the work-life balance;
- meeting the changing needs of jobs and work processes to contribute to the Group's attractiveness;
- taking into account environmental challenges by contributing to a reduction of the carbon footprint by reducing commuting.

These principles are reflected in the agreement through a series of tangible developments.

- **Teams are responsible for defining their organization with regards to telework:** they will now define which missions require a physical presence, and thus the number of teleworking days and how they are positioned.



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- **Telework solutions are evolving.** The agreement defines three types of arrangements in order to reconcile employees' wishes and the company's needs while maintaining social cohesion: occasional telework, regular telework and adaptive telework. The latter option is used for individual situations, to maintain attractiveness for a number of specific jobs, and to implement customized measures. Furthermore, to make telework organization more flexible, it is now possible to occasionally combine occasional telework and regular telework.

- **Financial support is put in place** to improve employees' remote work station when teleworking and to contribute to the purchase of furniture and IT equipment. Employees who telework regularly will benefit from a 50% contribution towards the expenses incurred, up to 250 Euros.

Finally, the management and labor organizations have decided, as part of co-building, to launch a study on the feasibility of telework in a number of production jobs.

According to management, "this new agreement is in line with Michelin's ambition to implicate teams in defining and implementing the group's strategy. By placing collective work at the heart of day-to-day organization, this agreement supports Michelin's general responsibility approach, a pillar in the company's management policy."

Michelin's ambition is to sustainably improve its customers' mobility. The leader in the mobility sector, Michelin designs, manufactures, and distributes the tires best suited to their requirements and uses as well as services and solutions to improve transport efficacy. Michelin also puts forward offers that allow its customers to enjoy unique moments when traveling. Michelin also develops high-technology equipment intended for multiple fields. Based in Clermont-Ferrand, Michelin is present in 170 countries, employs 123,600 people and operates 71 tire factories that, together, produced approximately 170 million tires in 2020. (www.michelin.com)

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