

**MEDIA DAY** 2024



# ***IS CO-DEVELOPMENT THE FUTURE OF SOCIAL DIALOGUE?***

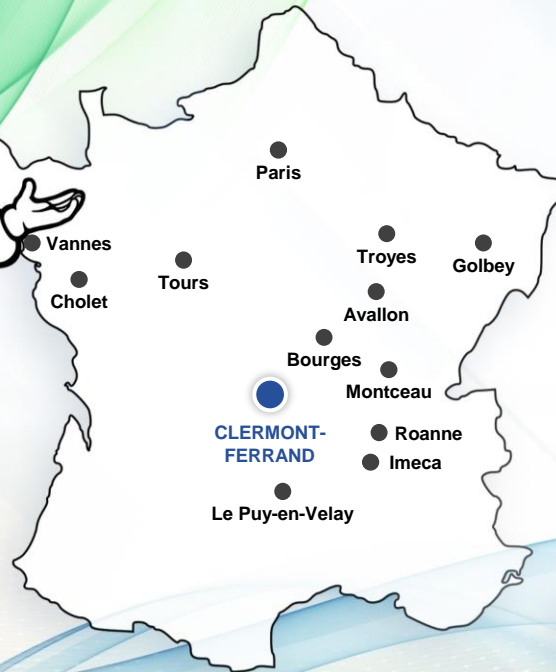
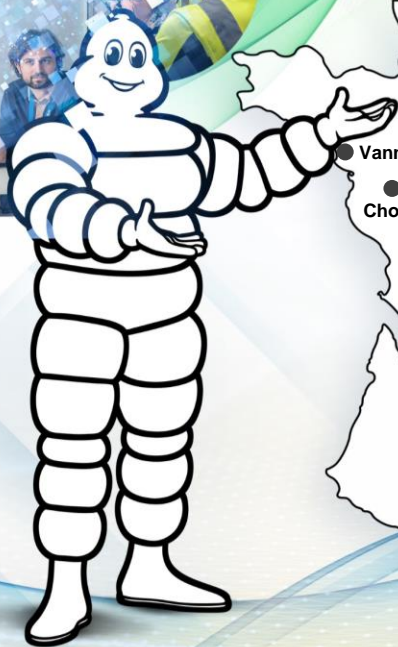
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***“Co-development is not an option,  
it’s the only reasonable approach”***

**Pierre-Alexandre Anstett,**  
Chief People Officer Southern Europe and France

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# PROFILE OF THE MICHELIN GROUP IN FRANCE

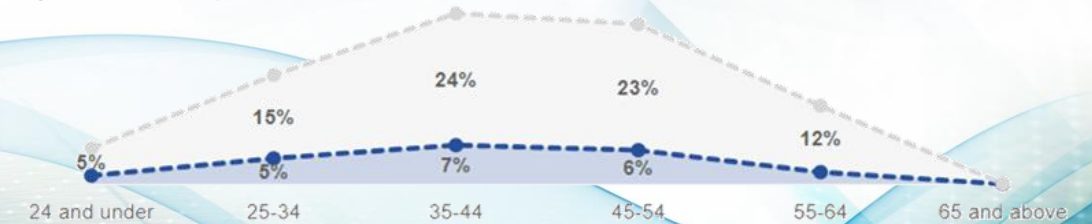


## HEADCOUNT

	2020	2021	2022	2023
Number of MFPM employees	16,797	16,172	16,141	16,303
Of which management	6,382	6,488	6,726	7,174
Of which white collar	3,739	3,596	3,483	3,295
Of which blue collar	6,676	6,088	5,932	5,834
Percentage women	19.4%	20.1%	20.9%	21.6%
Compensation	€1.26 billion	€1.34 billion	€1.27 billion	

## AGE PYRAMID

● Women ● Men







# ***CO-DEVELOPMENT: FAD OR MANAGERIAL REVOLUTION?***

# WHAT IS **CO-DEVELOPMENT**?

## **A "CATCH-ALL" TERM**

Not co-management, not  
participative management, not  
consultation, not unanimous  
agreement



## **A TENTATIVE DEFINITION**

"A governance method whose  
purpose is to design or  
implement a complex project by  
involving all relevant  
stakeholders. "

*A governance method*



# WHY **CO-DEVELOPMENT**?

**THE NEED TO  
CO-DEVELOP  
UNDERSTANDING**  
Shared analysis.

**THE NEED TO  
CO-DEVELOP SOLUTIONS**  
Identifying the most appropriate  
solutions for the company and its  
employees.

**A CONTEXT OF CHANGE**  
A context of profound and  
accelerating change in the  
company's environment and in the  
company itself.

**A need: complexity requires  
co-development**



# **CO-DEVELOP WITH WHOM?**

## **EMPLOYEES**

- I Care management development project: a process implemented with managers.
- Simply simplification project: a process implemented with a large number of employees.

## **TRADE UNION ORGANIZATIONS**

- The role of trade unions in social dialogue.
- Skills and expertise in understanding the complexity of projects.

***A complex process  
involving management and  
the entire workforce***





# ***A 10-YEAR CO-DEVELOPMENT APPROACH***



“Pact for the Future” signed.

Analysis and recommendations work carried out between the site and Group management.

The trade unions at the Roanne plant challenge the Group's management.

The Roanne site launches the final phase of its modernization plan.

## *The rebirth of a production plant*





# 2019: THE FCI APPROACH – FRANCE INDUSTRIAL COMPETITIVENESS

## **OCTOBER 2019**

Closure of La Roche-sur-Yon site announced.

## **SEPTEMBER 2019**

Launch of a project assessment and co-development process for each site.

## **MAY 2019**

“GT France” created to develop a shared assessment of the competitiveness of all French plants.

## **MARCH 2020**

2021-2023 site projects finalized for all plants in France.

**Co-developed site projects  
in France**



# 2020-2023: FRANCE'S **SIMPLIFICATION** AND COMPETITIVENESS PROJECT

**APRIL 2021**

ADAPT agreement signed.

**JANUARY 2021**

France's simplification and competitiveness project announced.

**2020**

Consultation process launched.

**2024**

ADAPT results:  
around 1,500 job losses,  
850 jobs created,  
1,300 early retirements,  
550 external transfers,  
150 internal transfers.

*A project involving the entire workforce*



# **2023: AN INNOVATIVE AGREEMENT ON EMPLOYABILITY**

## **THREE PRIORITIES**

- Encourage internal transfers.
- Offer personalized follow-up for “sensitive” positions.
- Completely reform end-of-career management.

## **INNOVATIVE IMPLEMENTATION METHODS**

To encourage the professional development of production plant employees and make training more accessible to all.

**A tool for reducing inequalities in the workplace**

# CONDITIONS FOR **OPPORTUNITY**

## **SHARED RESPONSIBILITY**

- Define the objective and scope of co-construction.
- Sincerity, transparency and humility.
- Respect for everyone's role.
- Maturity of everyone involved: employees – managers – trade unions – senior management.

## **A VALUABLE BUT FRAGILE COMMON GOOD**



If these conditions are met, then  
the range of opportunities is  
**INFINITE.**