



EMPLOYEE COMMITMENT IS A PRIORITY

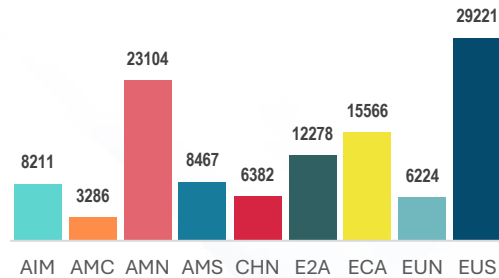
***“No transformation will be successful
without everyone’s commitment.”***

Jean-Claude Pats,
Chief People Officer
Member of the Group Executive Committee

A BRIEF PROFILE OF THE GROUP

INTERNATIONAL PRESENCE

AIM / Africa India Middle East – AMC / Central America – E2A / Asia and Australia –
ECA / Central Europe – EUN / Northern Europe – EUS – Southern Europe



HEADCOUNT – JANUARY
2024 **132,000**

PROFILE

Age: **40 YEARS**

Length of service: **12 YEARS**

Length of service in current position:
5 YEARS

**MANUFACTURING
OPERATIONS**
73% of employees

**CORPORATE AND
ADMINISTRATIVE OPERATIONS**
27% of employees

SOUTHERN EUROPE

Headcount: almost 30,000 employees.

Manufacturing operations: 62.5% of employees

Corporate and administrative operations: 32.5% of employees

Average age: 43 years

Average length of service: 14 years

Average length of service in current position: 5 years

EMPLOYEE COMMITMENT, A CRITICAL CHALLENGE

COMMITMENT IN THE WORKPLACE, A COMPLEX ISSUE

Commitment in the workplace has never been so important for companies, and it has never been so closely scrutinized by employees.



THE TWO DRIVING FORCES BEHIND COMMITMENT: COLLECTIVE AND INDIVIDUAL

A commitment to a corporate plan that promotes both collective and individual development.



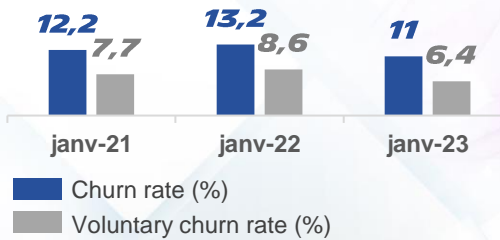
MICHELIN: **A CHANGING WORKFORCE,** ANY EFFECT ON COMMITMENT?

NEW EMPLOYEES

Recruitment

- 2021: **12,621**
- 2022: **13,883**
- 2023: **10,841**

ATTRITION



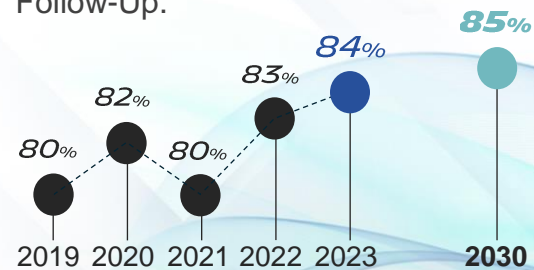
**IN NEW FIELDS:
DIGITAL, DATA, AI, ETC.**

STRONG COMMITMENT THAT NEEDS TO BE NURTURED

FORWARD TOGETHER SURVEY, A RIGOROUS TOOL

CONDUCTED ANNUALLY, 72 QUESTIONS ACROSS 10 THEMES:

Commitment, Corporate Vision and Communication, Respect for Employees, Customer Focus/Quality, Operational Excellence, My Responsibility, Empowerment, Quality of Worklife, Recognition and Rewards, Survey Follow-Up.



A high level of commitment, with room for improvement

PLUS 4 KEY QUESTIONS THAT FEW COMPANIES DARE TO ASK:

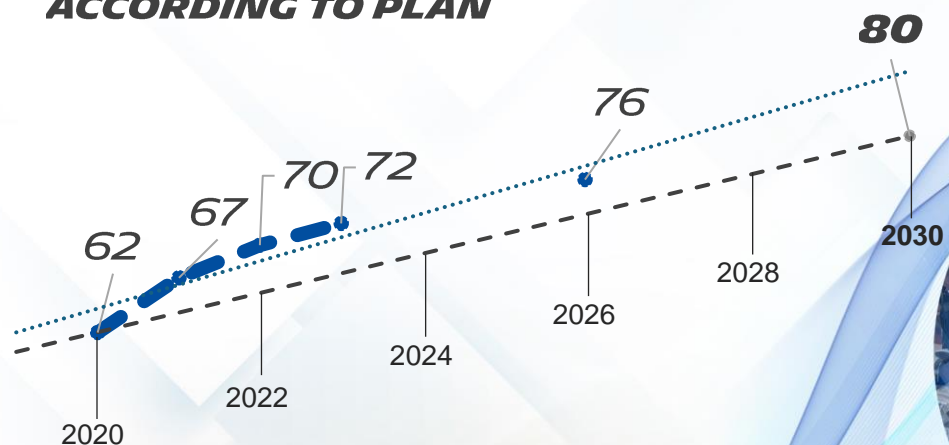
- I am proud to say I work for Michelin.
- I would stay with Michelin even if I were offered an equivalent position elsewhere.
- Overall, I am satisfied with Michelin as a place to work.
- I would recommend Michelin as a great place to work.



THE COMPANY'S RESPONSIBILITY: **TO GUARANTEE THE CONDITIONS FOR COMMITMENT**

Diversity and inclusion: setting the standard

**THE IMDI IS PROGRESSING
ACCORDING TO PLAN**



IMDI – Michelin Diversity and Inclusion Index

5 CRITERIA

- Gender balance
- Identity
- Multinational management
- Disability
- Equal opportunities

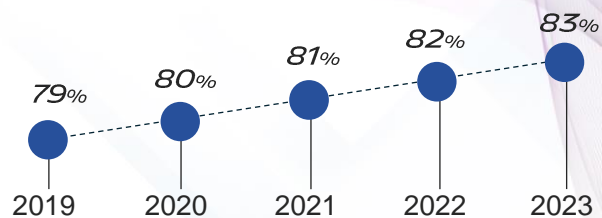
INCREASING FEMINIZATION

Women managers:
14% in 2019 and 21.5% in 2023



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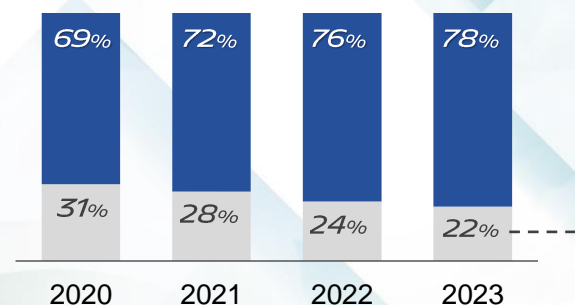
Improving managerial quality



83%
+ 1 pt vs 2022
“My manager cares about me
as a person.”



■ % Managers with ICARE Score >75%
■ % Managers with ICARE Score <75%

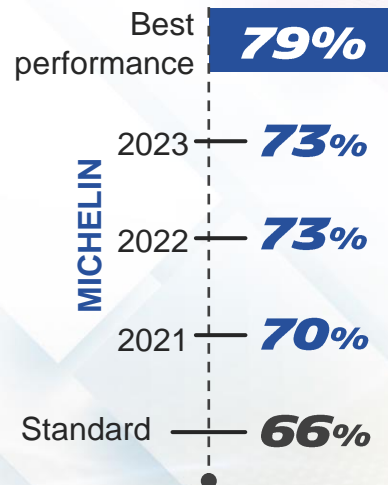


1,591
managers

THE COMPANY'S RESPONSIBILITY: TO GUARANTEE THE CONDITIONS FOR COMMITMENT

Safe Space: feeling at ease in your company

**SAFE SPACE IS MAKING
PROGRESS...
BUT FALLS SHORT
OF THE HIGHEST STANDARDS**



**THE INTEGRITY PROGRAM
A MAJOR STEP FORWARD**

In 2023
Number of alerts recorded
2,233
(1,740 in 2022)

Number of investigations carried out
674

Number of actions undertaken
601

of which
Termination of employment contract: **168**
Disciplinary measures: **191**
Process review: **116**
Training: **126**