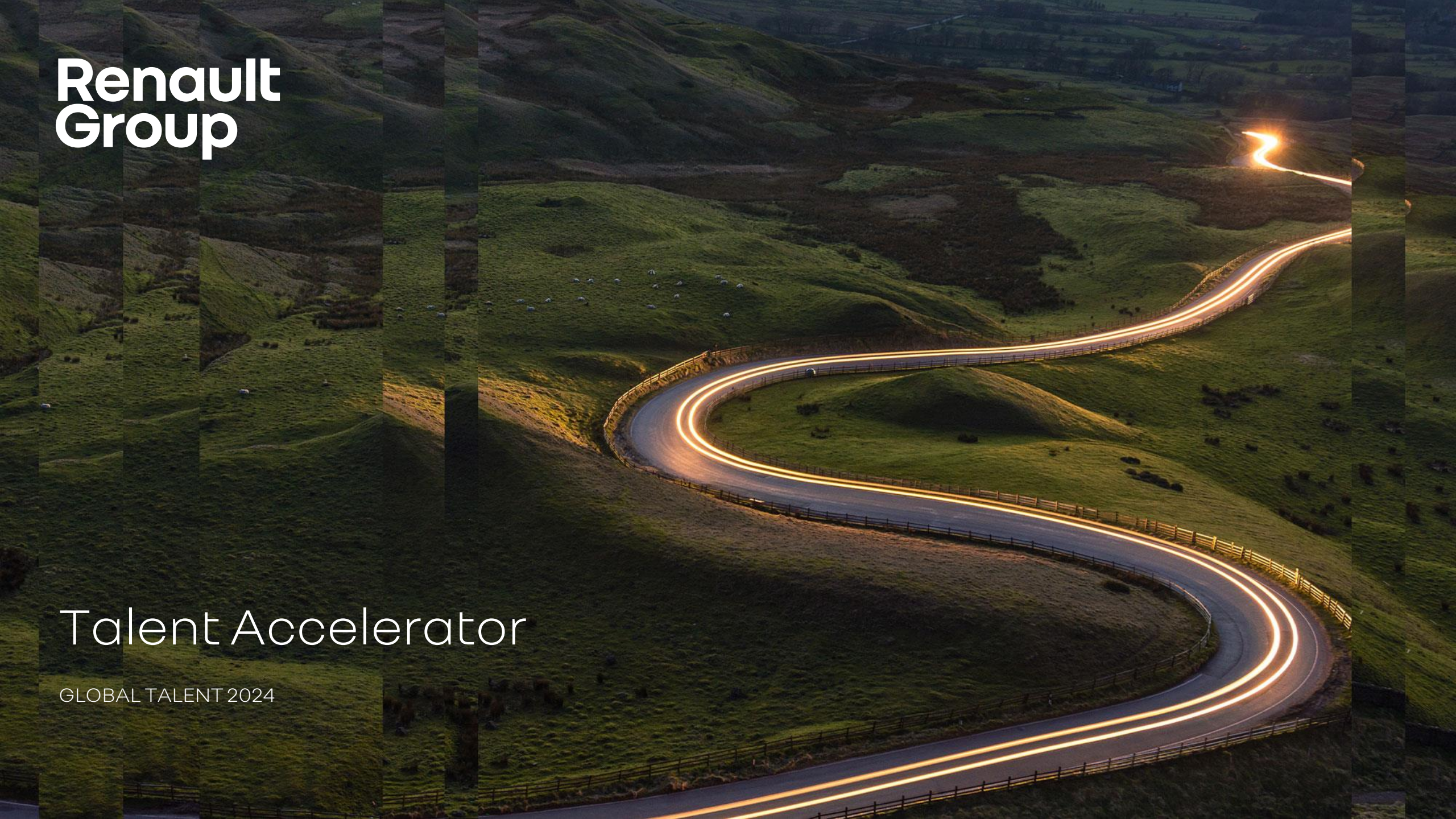




Renault
Group

Talent Accelerator

GLOBAL TALENT 2024

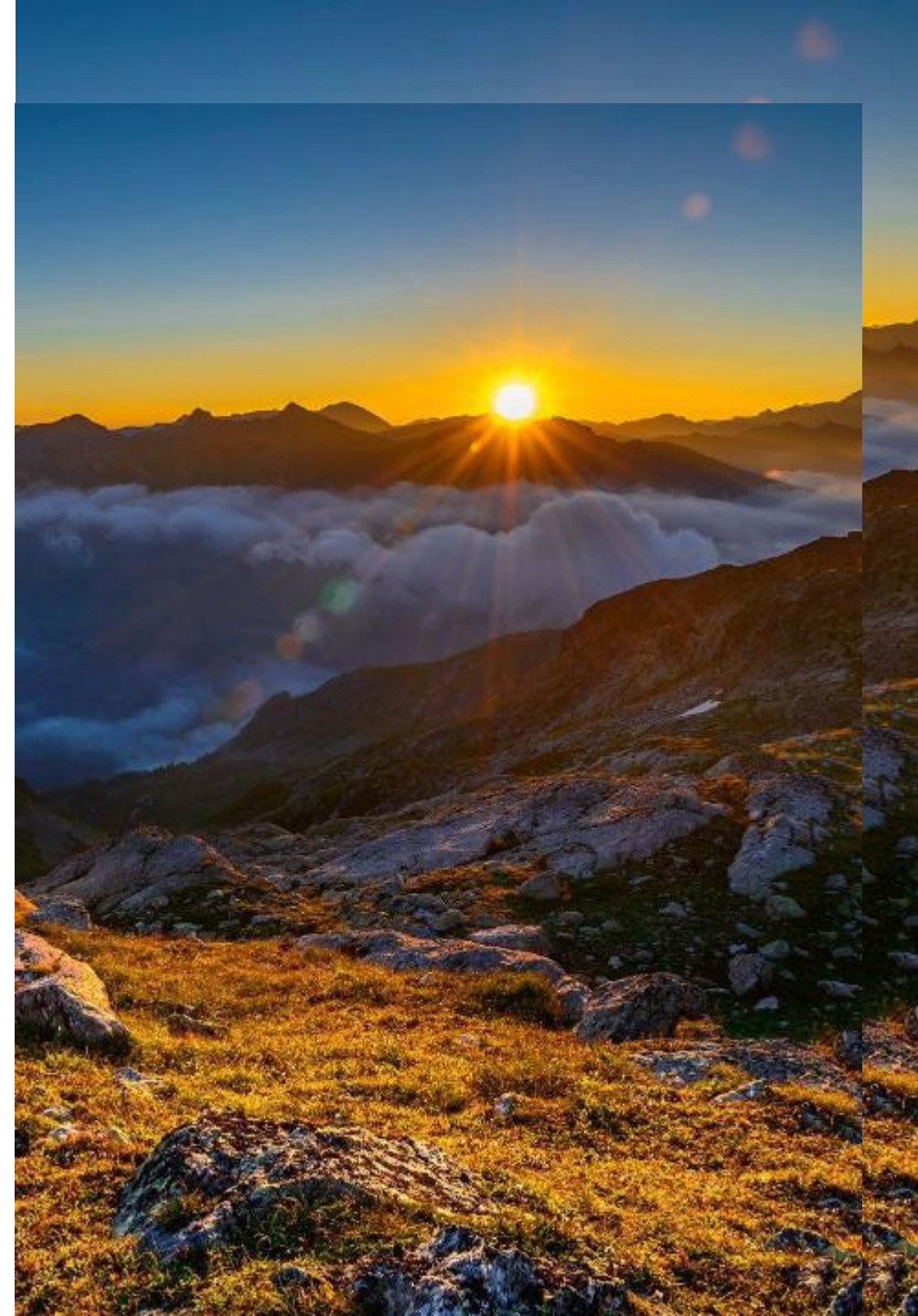
01

TALENT ACCELERATOR

Contexte

Finalités

Approche



Background of new talent approach aligned with business needs

RG

A NEW BUSINESS AMBITION : BECOME TECH & SERVICES COMPANY & VALUE CREATION

RENAULT

- Strategic need for **new skills & more diverse profiles** – bold & innovative
- Untap & let emerge the **best & diverse talents**

WAR FOR TALENT & CRISIS CONTEXT

- **Limited resources** need to **better direct investments** to development
- Need to **make the best of our talents!**

HOWEVER, xHPP SYSTEM...

- **Too complex & unbalanced** : 3 lists of potential, validation vs development/exposure
- **Not enough risk-taking** : too late in career, not inclusive enough

Simplify
Modernize
Transform 

A new approach ***Talent Accelerator*** to:

- Reveal & unleash more talents earlier with more diverse profiles
- Better serve new business needs
- Remove unnecessary complexity by focusing on what really matters

Talent Accelerator: simple approach

*Simplify
Modernize
Transform*



Talent Accelerator to:

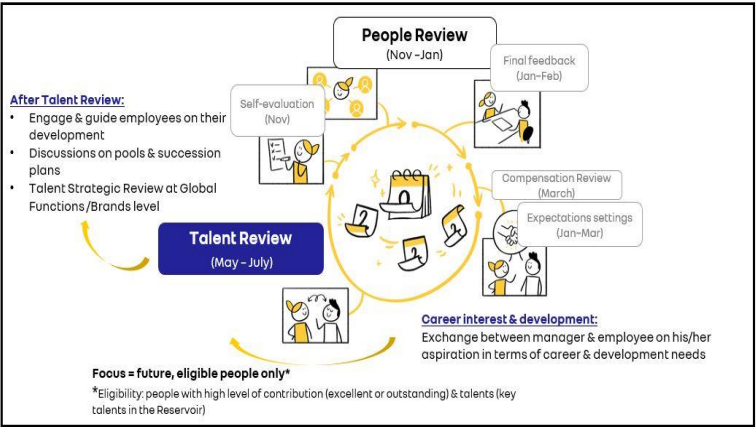
- Reveal & unleash more talents earlier with more diverse profiles
- Grow & make the best of our talents
- Serve our business needs & prepare the future

ONE LIST



A unique Reservoir of
« key talents »

ONE CYCLE



With a dedicated moment
for Talent identification &
development

ONE MINDSET



Shared with managers to
reveal & unleash our talents

Building a great Reservoir of Talents

RG

UNIQUE → only one list of
Key talents !
→ People we want & need to
develop, expose & retain in
priority

Made of **DIVERSE** profiles :
age, gender, responsibility
level, types of profiles

Aligned / feeding our
BUSINESS needs : make
sure our critical business &
talent priorities is addressed

Next Gen automotive talent pipeline

How to select Key talents : → focus on what really matters



Significant impact & contribution on
organization performance or
transformation **TODAY**



**Willingness to take higher or wider
responsibilities** & able to create tangible value
for the business **IN THE FUTURE**

HOW (Behaviors)				
Went above and beyond	Strong contribution	Excellent contribution	Outstanding contribution	
Has consistently demonstrated	Limited contribution	Strong contribution	Excellent contribution	
Has not consistently demonstrated	Insufficient contribution	Limited contribution	Limited contribution	
	Some delivered	Delivered	Over delivered	WHAT (Objectives)

Eligibles =
Outstanding & excellent
contribution + Key talents
BUT Flexibility



Reinforce talent impact today & prepare for future

- **Talents to develop, expose and retain = reservoir**
- **Tools at disposal of HR** to identify within the Reservoir profiles to prepare for priority, critical or strategic business needs

RESERVOIR OF KEY TALENTS

Talents to develop, expose and retain

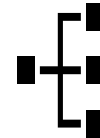


POOLS



Pools are **vivier/list of** talent for a **specific business need** (transversal or positions)

SUCCESSION PLAN



Succession plans aims at securing replacement on a specific position

DEVELOPMENT PRIORITY



All talents will not be identified in pools or succession plans but still needs to be developed, exposed & retain in priority

Pools: serve specific business needs with key talents

RG

Pools are **an HR tool to address specific business needs** & prepare a pipeline efficiently

→ **Build a vivier /List of talent** for a specific business need (identified within the Reservoir profiles to prepare for priority, critical)

Defined each year with **Global Function & Brands**



Pools is an approach to tackle challenging business stakes with concrete benefits:



Alignment across organization on specific **business priorities** and reinforce transversality & **break silos**



Ensure a **robust & diverse pipeline** & support staffing/nomination in the short term



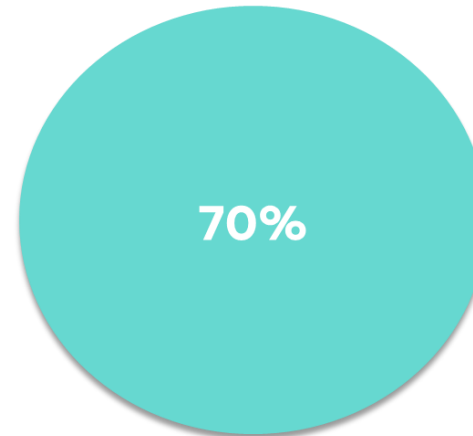
Action plan & support / prepare talents: to gain efficiency, accelerate exposure/visibility of talents for specific needs

Developing through 70/20/10

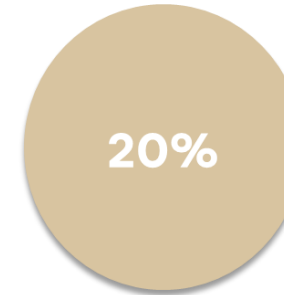
RG

70/20/10 Model Bet on Experience !

& leverage all opportunities
to expose & learn



EXPERIENCE



EXPOSURE



EDUCATION



Maximize Key Talents development through Experience Health check for HR & managers

RG



- ☐ Are key talents positioned on critical projects, missions, teams ?
- ☐ Are there Key talents for more than 3-4 years in the same positions ?
- ☐ Can we organize transversal initiatives on which we position our key talents ?
- ☐ Do we have some key talents that we should develop / stretch outside our entity?
- ☐ Do we have female talent to accelerate?
- ☐ Are there 1 or 2 key talents for which we should push International assignment in priority?



Maximize Key Talents development through Exposure Health check for HR & managers

RG



- ☐ Are there some key talents to be exposed to local leaders ?
- ☐ Do we let talents present in CODIR? During VIP visit?
- ☐ Can we organize leader breakfast with talents?
- ☐ Did we select systematically key talents for VIP visit ?
- ☐ Did we expose systematically female talents to VIP?
- ☐ Should we organize mentoring program in our perimeter?



Maximize Key Talents development through Education Health check for HR & managers

RG



- ☐ Did we prioritize Key talents for global programs?
- ☐ Did we communicate [Grow@RenaultGroup](#) / Management e-academy to Key Talents ?
- ☐ Do we leverage enough with Function Academies / Re-Know university to support talent development?
- ☐ Do we have specific local needs to push in local development programs or by pushing L@A playlist?
- ☐ Can we share resources with talents (articles, books...)?

2023 Leverage all development solutions: What can we propose to our talents?



EXISTING LEVERS TO SUPPORT DEVELOPMENT

FUNTION ACADEMIES

LEARNING@ALLIANCE



70/20/10 MODEL



CAREER & DEVELOPMENT
CONVERSATION



REGULAR FEEDBACK



INTERNAL
MOBILITY

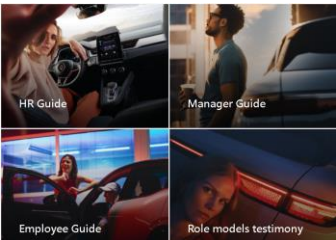


TALENT
DEVELOPMENT
PROGRAMS



NEW ASSETS TO SUPPORT DEVELOPMENT

GROW@RENAULTGROUP



Guide & stimulate development
for all employees

CLIFTON-STRENGTHS
SOLUTION



SELF AWARENESS TOOLS
Boost talent development through
better self awareness for key talents

360 FEEDBACK
SOLUTION (Pilot)



MANAGEMENT
E-CADEMY



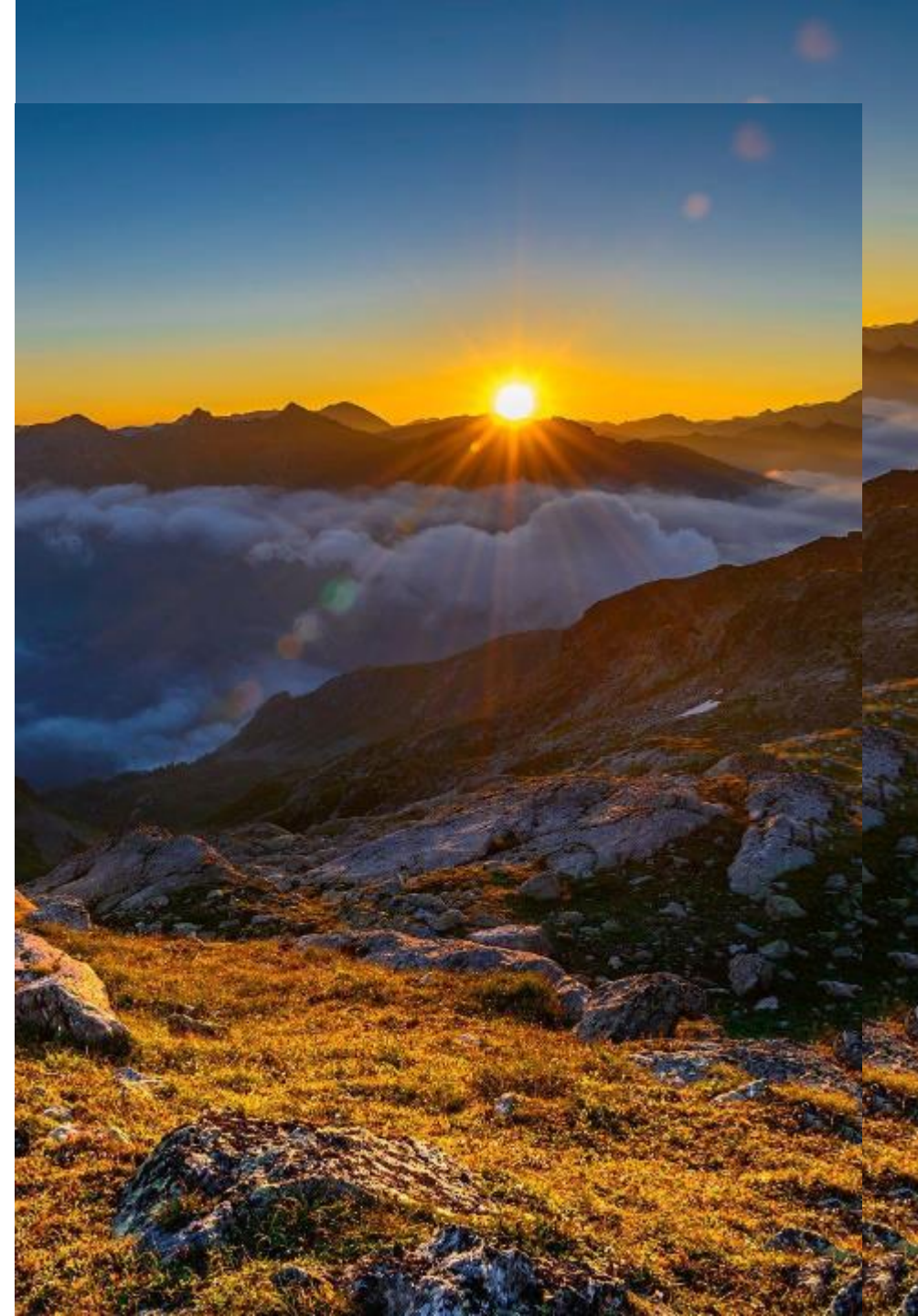
Curriculum aligned with key
talents development needs for all
managers

02

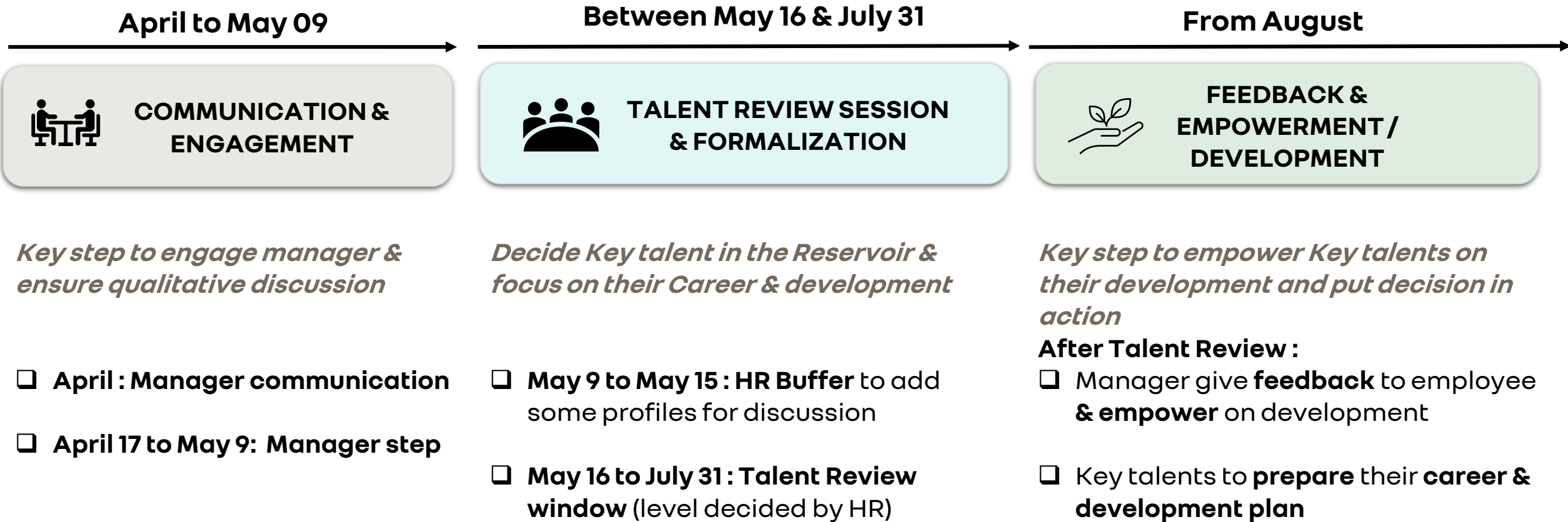
TALENT ACCELERATOR

Acteurs

Etapas



2023 Talent Accelerator : Key milestones



Collaborate & support you

- Next steps support & Global Talent hotline
 - Open session on APRIL 11 focus on P@RG: manager step, talent review, report
 - Deployment team meeting (with Cluster HR project, RCI)
 - *Global Talent team (available any time – Do not hesitate!)*

- Materials available

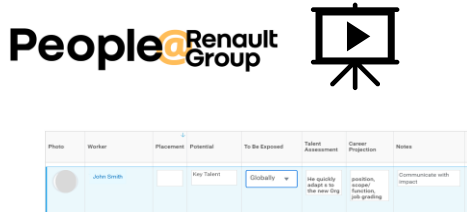
Manager kit



Guide for Manager & RH



People@Renault Group Video & Job Aids



03

TALENT ACCELERATOR

Bilan

KPI

Next steps



A Global Re+Group pipeline & a sustainable Mindset shift within 2 years

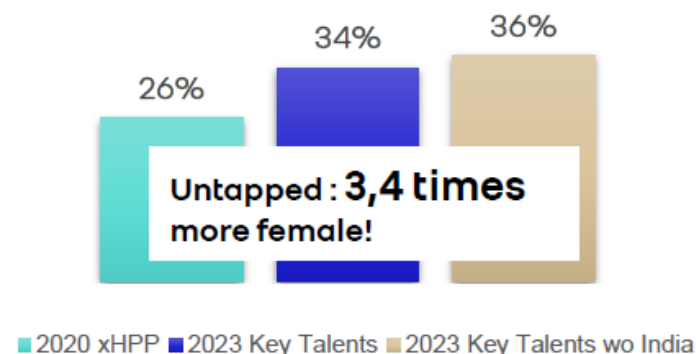
Reminder - Talent Accelerator ambition:

- Reveal & unleash more talents earlier with more diverse profiles
- Grow & make the best of our talents
- Better serve our business needs

Untapping Key Talents with more diverse profiles

More than **5700**
Key Talents identified in all
Re+Group entities

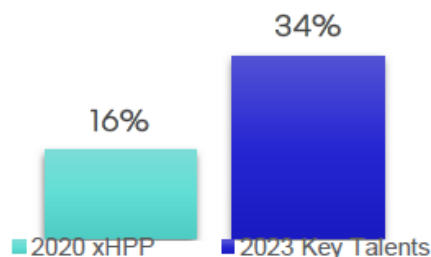
*Future Leaders, Tech
profiles, Project Lead*



36%

Of Female Key Talents vs 34% in 2022 & 27% in White collars 34% with India

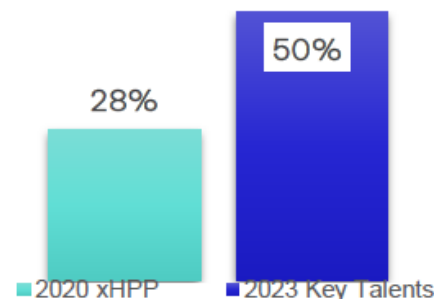
Taking more risk : younger, earlier



34%

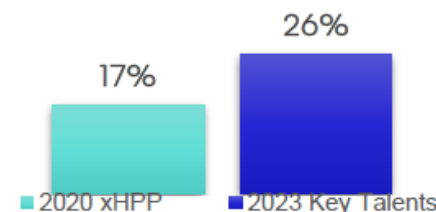
Of 35yo & less

Presentation title



50%

Of L3B & below → switching from readiness to talent development



26%

Of 5 years of seniority & less

Development key figures

RG

69%

of Key talents with Career projection & development actions in Talent Reviews

40%

with a completed career & development plan in 2022

22%

changed job in 2022

61%

in same position for more than 4 years

200

talents in global programs in 2022 (BYOL, W Journey, FCF, MBE)

88%

of key talents had a training in 2022 (60% ILT)

750

of Key Talents benefitted from Clifton-Strengths Solution

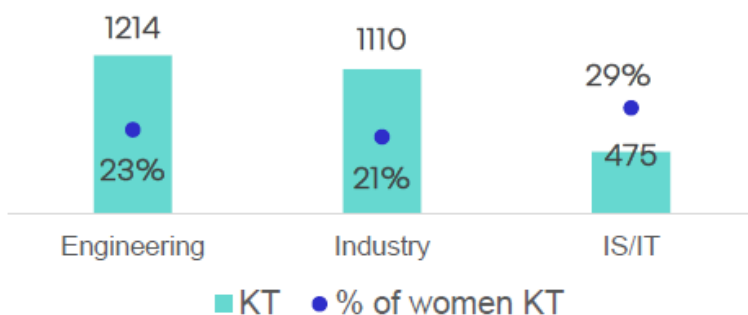


Supporting Business transformation

- Key talents identified in all functions / brands / BU
- Global pools in all big functions to prepare next Gen Leaders & project leaders

TECH & INDUSTRY TALENTS

2799 Key talents o/w 513 in Ampere

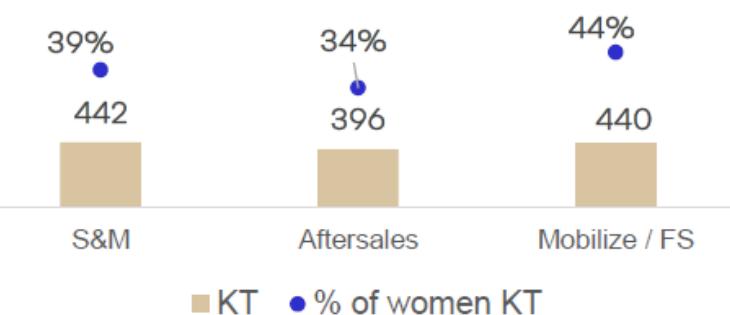


Global pools to feed Management & Project critical roles

- 3 Engineering : 277 profiles – 21% of women
- 4 Industry : 305 profiles – 21% of women
- 1 IS/IT (CIO) : 4 profiles – 0 female

BUSINESS TALENTS

1278 Key talents in all Brands & BU (o/w 383 Renault, 117 Dacia)

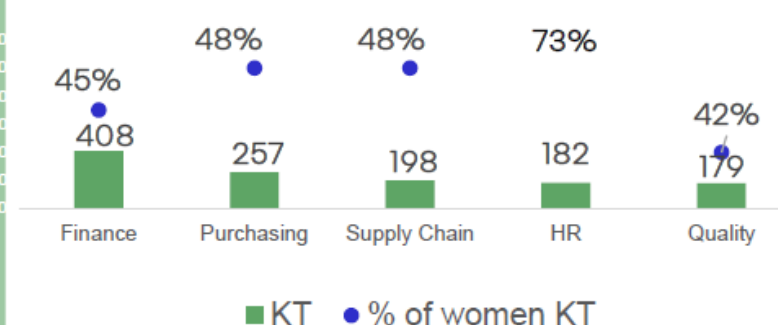


Global pools to feed critical S&M positions

- Country MD : 35 profiles – 23% female
- Sales Dir & Marketing Dir : 120 profiles – 26% female
- Aftersales Dir : 42 profiles – 21%
- MFS MD : 21 profiles – 29%

OTHER KEY FUNCTIONS TALENTS

2039 Key talents in all functions/countries



Global pools to feed Management & Project roles

- 1 Finance (CFO) : 23 profiles – 39% female
- 3 Purchasing : 120 profiles – 53% female
- 1 Supply Chain : 17 profiles – 18% female
- HR : 113 profiles – 71% female
- 2 Quality : 29 profiles – 48% female

3 CHALLENGES / PRIORITIES IN 2023

RG

DEVELOPMENT



- 100% of Key talents with career projection & concrete development plan
- 100% of Key talents have Career & development conversation with their manager and formalized their career & development plan
- At least one action implemented each year

GLOBAL POOLS



- 100% of talents in pools with development plan
- 35% of women in Pools
- Increase transversal profiles especially in Purchasing, Supply chain, Quality

2023 TALENT ACCELERATOR

DIVERSITY



- 100% of female Key Talents with an exposure action in 2023
- Target 40% of women in the reservoir (*moonshot*)

OUR CHALLENGES & PRIORITIES IN 2024

RG

To build strong unique & diverse talent pipeline for Re+Group & Achieve Excellence

- ☐ **DEVELOPMENT DEVELOPMENT DEVELOPMENT!!!**
- ☐ **MAXIMIZE POOLS & TRANSVERSALITY**
- ☐ **WOMEN LEADERS : PREPARE & NOMINATE**
- ☐ **STILL ENSURE NO HIDDEN TALENTS**

APPENDIX

Industry

NEW

Supply Chain
Country
Head Pool

Plant Director
Pool

Plant
Department
Manager
Pool

Production
Engineering
Country Head
Pool

Chief Production
Engineer &
Deputy Pool
(DPI / DPIa)

Plant
Workshop
Manager Pool
Local

Engineering

NEW

Engineering
Manager of
manager
pool

NEW

Métier Head /
Country
Head pool

Project
Leader
Pool

Purchasing



SAM Pool



RSPM Pool

Design

NEW



Design
manager

Quality & CS



Chief Quality
Engineer Pool
(IAQ/RQM)

NEW



Quality
Manager

2023 GLOBAL POOLS

Sales & Marketing & Aftersales



Sales
Director Pool



Marketing
Director Pool



Aftersales
Director Pool

MFS

MOBILIZE
BEYOND AUTOMOTIVE

Mobilize
Financial
Services MD
Pool

Support functions



Business
Development Pool
(Global role)
France



CFO Pool



HR Pools
(see details)
8 Global & 2 Local



Health Safety
Environment
Ergonomic
Manager Pool

NEW



CIO
Pool



Grow Fast Pool

3A as supporting reference to measure willingness & ability to take wider or higher responsibility in the future

RG

ASPIRATION

Strongly engaged & determined to achieve company & personal goals with a desire to grow

- ❑ Open to new challenges & career growth (interest in reaching higher or more complex roles)
- ❑ Takes responsibility; pushes the limit and drives high performance for self & others
- ❑ Acts on own initiatives; significantly impacts or contributes to company's performance / transformation

ADAPTABILITY

Ability to adapt and succeed in different roles, cultures & contexts (people and business)

- ❑ Able to quickly adapt and achieve results in different roles & contexts (politically agile)
- ❑ Understands different cultures & opinions with empathy and adapts communication to his or her audience (embraces and leverages diversity)
- ❑ Displays enthusiasm about upcoming work; engages and embarks others to move forward to reach the objectives.

AGILITY

Ability to learn fast, deals with ambiguity/complexity well, high in self awareness and understanding others

- ❑ Builds fresh perspectives and solves problems by making connections faster than others (mentally quick, curious and inquisitive)
- ❑ Sees big pictures and can deal with ambiguity; able to simplify what's complex for others and takes actions to achieve results
- ❑ Balances multiple & competing demands through a positive outlook with resilience & ability to cope with pressure
- ❑ Strong self awareness of personal strengths, weaknesses and blind spots. Actively seeks for feedback and leverages it for continuous improvement