



ASPIRE

BEYOND THE *BUBBLE*

PEOPLE PAVILION 

IS IT A BIRD? IS IT A PLANE?

NO, IT'S A SUPER TRANSFORMATION

Peter Mitchell
ST Microelectronics



ST At glance - We are creators and makers of technology



One of the world's largest semiconductor companies



Over **50,000** employees
of which **9,500+** in R&D



\$17.3 billion revenues
in 2023



Over **80** sales & marketing
offices serving over **200,000**
customers across the globe

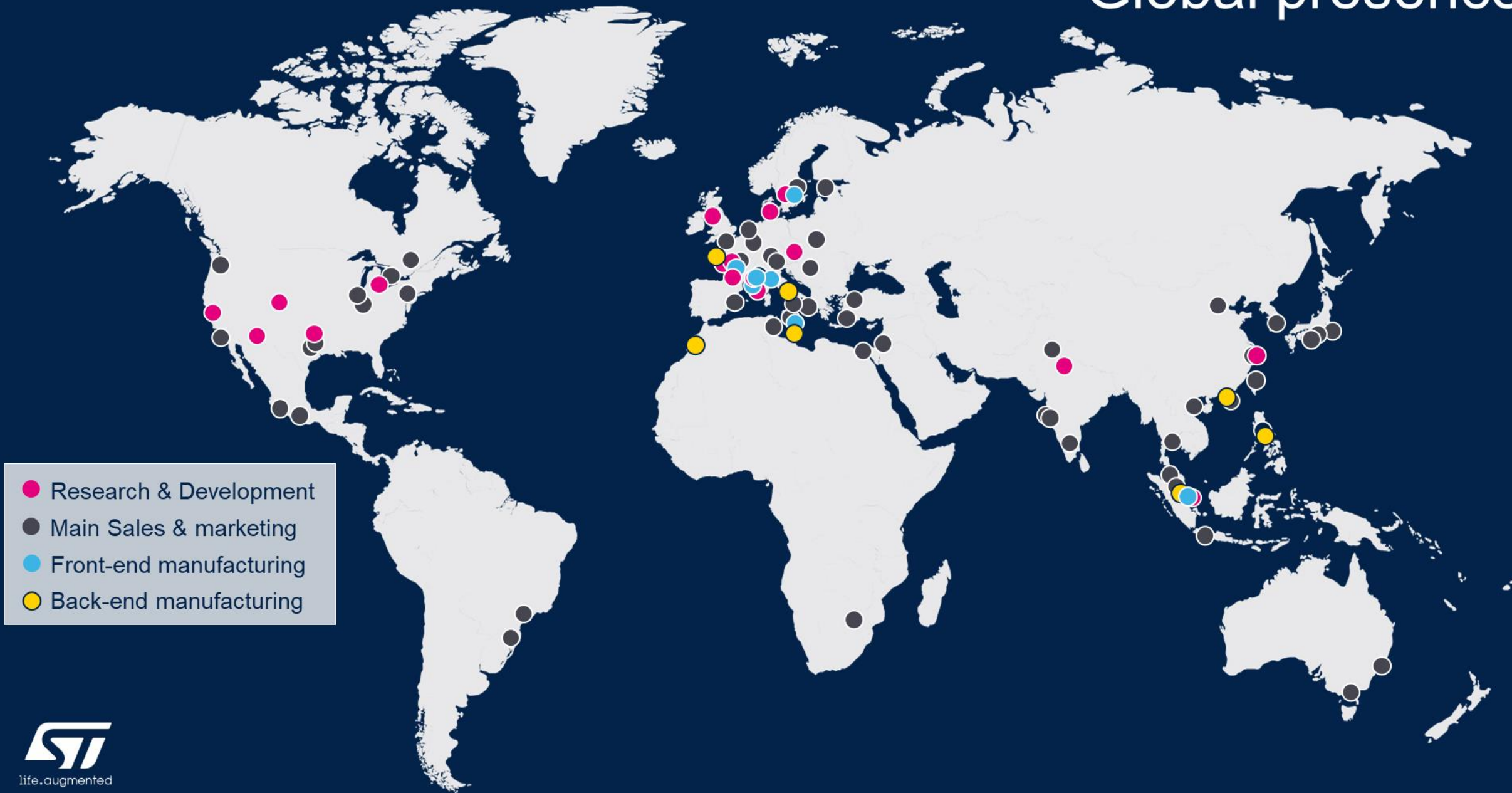


14 main manufacturing
sites



Signatory of the United Nations Global Compact (UNGC)
Member of the Responsible Business Alliance (RBA)

Global presence



STMicroelectronics vision



ST stands for

life.augmented

Everywhere microelectronics
makes a positive contribution to people's lives,
ST is there.

STMicroelectronics value proposition for all stakeholders

For our shareholders



Return value in line with our objective

Sustainable and profitable growth

For our customers



Provide differentiating enablers

Independent, reliable & secure supply chain

For all stakeholders



Committed to sustainability

Our values: Integrity – People – Excellence

Our technology starts with you

At ST, we create
technology that starts with
You

Our
employees

Our
customers

Our
partners

Where you find us



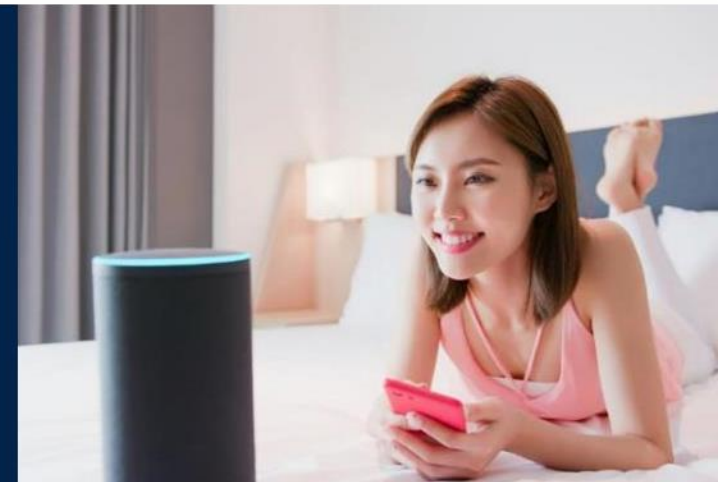
Making **driving** safer, greener, and more connected

Enabling the evolution of **industry** towards smarter, safer, and more efficient factories & workplaces



Making **homes & cities** smarter, for better living, higher security, and to get more from available resources

Making everyday **things** smarter, connected, and more aware of their surroundings



In the early 2020s ST embarked on a growth trajectory and defined ambitious goals to 2025

A diagnostic to HR practices highlighted some improvement opportunities critical to support ST's growth ambition: **HR lacked standardization and strategic guidance, mainly characterized by over decentralization**

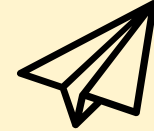
With this context, in 2021, ST decided to embark HR and its people processes on a transformation journey to fuel growth to achieve the 2025 ambition.



HRBPs spending too much time on admin tasks, low value added for the businesses



Lack of standardization of HR practices and tools across the organization



Missing strategic guidance on key HR processes

HORIZON

Horizon was born with the objective to achieve such transformation. The first step to make the program a success was to work on how HR is organized and how should evolve to enable the transformation

Horizon landscape

ST's ambition requires us to be an **innovative, fast growing** and **inclusive high-tech leader**, able to onboard new talent and achieve our growth ambitions.

Horizon is our People centric Transformation Program: Business and HR are jointly accountable for this key investment in the future of ST.

Our transformation is

- Focusing on the employee journey at ST
- Enabling a true leadership culture
- Digitalizing and simplifying our people processes

Through this achievement we are delivering on Horizon's promise

An attractive employer branding

User-friendly people services tools to manage your daily tasks

A broader learning offering for both technical and leadership skills

Full transparency and ownership of your development opportunities

A consistent offboarding experience

An engaging recruitment and onboarding process

Full visibility and ownership of your Career at ST

An improved Performance Management process

A transversal feedback culture

A Diverse, Equitable and Inclusive workplace, putting employees at the center and enabling a true leadership culture

Horizon at a glance

? WHY

Enable **step up of HR function** to support ST to achieve the 2025 ambition

WHEN

Program started in **beg. 2023**, with initial identification of key areas of intervention

WHAT

Redesign and digitalization of key HR processes, redefining as well the way HR operates (“HR operating model”)

HOW

12 workstreams, split in 3 clusters: HR framework, Operating model, Digital and analytics

Horizon – key messages as of H1 2024



95%+

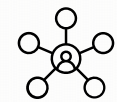
Of workstreams **are on track or beyond expectations** vs. timeline

Key initiatives delivered in H1:

- **Talent Acquisition** implemented in all Regions
- **Performance Management** IDP and objective setting performed by 95%+ of ST population (also awarded with Silver CSA 2024)
- New **Learning management system** in place
- New **PM and L&D dashboards** delivered



4



90%+

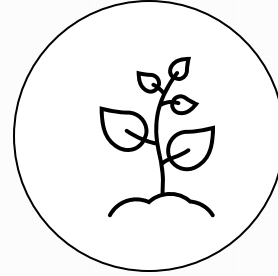
Of HRS and Business Ambassadors community¹ are aware of Horizon objectives and **confident in Horizon’s impacts and objectives achievement**

1. Based on 323 answers from Horizon H1 pulse survey

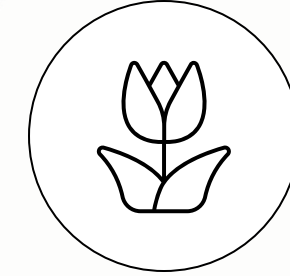
Horizon governance program evolution



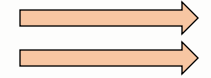
EARLY STAGE
Late 2022 – Q2 2023



FIRST PHASE
Q2 2023– Q4 2023



SECOND PHASE
Q1 2024 – ongoing



Focus

- Setting up the program/ vision
- Hiring the key HR resources
- Design the new HR Operating model

- Prioritization of intervention
- Design phase of key WS
- Definition of IT landscape

- Delivery of first initiatives
- Design of 2nd priority WS
- Review of IT landscape in line with new needs

Structure

- Definition of workstreams
- No dedicated PMs to workstreams
- Heavy central team (10+ FTEs)

- Validation of key workstreams
- Set up of change team
- Some ext. and internal PMs on WS

- Decoupling of mature WS from HZ
- All key WS have dedicated PMs
- Central team very very lean

Governance

- Central TO present in every WS discussion
- Very heavy and recurring leadership updates

- Central TO present in many WS discussions
- Bi-weekly progress update with all WS owners
- Heavy leadership updates

- Central TO present in key discussions only
- Streamlined leadership updates governance

Lessons learned and practical tips

Key lessons learned

Always design mindset

- Design of target process/ tools is a foundational step in every transformation and needs right time and resources
- HR product owners tend to get too “passionate” on design, resulting in increasing costs and technical/ change pressure

Disconnection with final users

- WS go live can be successful, but the real success is the adoption by final users
- Business leaders and managers need to be included in the early stage of design to ensure the solution will fulfill their needs

Too frequent plan changes

- It is fine to review plan and adapt to circumstances, but every change should be documented, signed and included in plan
- Risk is to work on always urgent mode to catchup with every change and lose key principles/ design choices

Unclarity of ownership

- A formal planning of activities is key lever to identify interdependencies, overlaps and holes in the final solutions
- A good program governance considers monthly review of target solutions to ensure ownership of activities is always clear

Always track spending and reassess payback every quarter

Practical tips



Set up a tight governance with WS owners, especially at the beginning of the program, to be gradually released/ adapted to the evolution of the program



Think big, plan small – work by 2-4 weeks sprint to be able to quickly escalate risks and adapt



Keep business stakeholders constantly informed, and ask their involvement and support where needed



Provide additional/ external support to more critical processes (e.g., assigning a dedicated PM) – investment will pay out



ASPIRE

BEYOND THE *BUBBLE*

THANK YOU
