



## Company vitals

### How Mersen has implemented ADP's Human Capital Management solutions to successfully utilize its own data to support its ambitious international HR policies.

*"ADP has become our common language, in terms of salaries, job titles, competencies... Today, everyone speaks the same language and there is now more consistency across the 35 countries where Mersen operates. It's a strategic tool that brings us together, supports decision-making and helps us to steer our Group. It is this drive to promote standardization at a global level that has led us to develop a common culture and greater transparency, allowing us to work together and improve performance."*

Estelle Legrand, Group HR Director, Mersen

### Introduction

Mersen, a global expert in electrical power and advanced materials, founded in France approximately 100 years ago, now has plants in 35 countries worldwide. As a flagship of France's industrial expertise and a key exporter of expertise abroad, the Mersen Group provides support to organizations in areas including energy, electronics, transportation, chemicals and process industries.

Today, Mersen employs 6,800 people at approximately 60 production facilities worldwide and has around 20 representative sales offices.

As the Group continues to expand its international operations, Mersen's HR management team identified the need for a well-established HRIS in order to standardize processes and ensure coherent HR policies. Above all else, it identified that it needed to equip itself with reliable tools that would enable it to record and centralize information, helping it to manage its human capital even more efficiently and make a significant contribution to the overall business strategy.

When it was launched just under 10 years ago, it was one of the first projects in the world that was aimed at rolling out an international HR information system on such a large scale. It was built on a strong basis of collaboration between Mersen and ADP, which was first established through the introduction of payroll management in France at the end of the 1990s, before being extended to other countries. The project was a success, and even though the HRIS has changed since then, a number of solutions developed back then have now become modern-day standards.

<b>Name</b>	Mersen
<b>Industry</b>	Electrical power and advanced materials
<b>Established</b>	1891
<b>Owner</b>	Mersen is listed on Euronext Paris, Compartment B. Ticker: MRN. Main shareholders: Bpifrance Participations (10.8%), Ardian (9.7%)
<b>Employees</b>	6,800
<b>Locations</b>	Nearly 80 sites across 35 countries, with approximately 60 production facilities and 15 R&D centers
<b>Headquarters</b>	Tour Egho, Paris La Défense, France
<b>Website</b>	<a href="https://www.mersen.com">mersen.com</a>



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## What are you #Working for?

Mersen is an industrial group with authenticity and human spirit. We place people at the heart of everything we do. We have successfully cultivated our pioneering spirit and agility to help us achieve our goal of powering technological advancement around the world and, at the same time, help progress and remain faithful to the original objective of Mersen's founders, namely to build a profoundly human enterprise that is dedicated to technological progress.

## The challenges

The Mersen Group's HR management team were faced with a number of challenges when launching this project:

- Improving its understanding of populations within the Group.
- Performing analyses from different perspectives.
- Organizing HR processes (annual appraisals, calculating variable compensation and bonuses consistently across different countries, managing initial feedback reports, exit interviews, etc.)

The Group also needed easy access to structured, standardized and usable data sourced from different countries, and it needed to be able to publish analyses based on this data, containing a number of indicators that could be easily communicated to the Group's Executive Committee and managers. In addition to being able to access and utilize this data, Mersen is also strongly committed to ensuring it has the tools it needs to promote equity between its various employees, encourage internal staff mobility and reinforce the shared culture and common language of HR teams within the Group.



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## The solution

ADP had already been providing Mersen with payroll and time management services since 2010, most notably with Hypervision in France and OneHR in China.

A combined HR reporting and Human Capital Management platform was set up in 2012 in order to allow Mersen to streamline its increasingly complex HR management processes and become more agile.

Mersen opted for two modules: HR Intelligence and HR Process, which ADP's teams rolled out with ease by mirroring the project organization.

HR Intelligence helps decision-making, being based on the collection and consolidation of a range of HR data, obtained primarily from the payroll system. The indicators reported provide an overview that helps steer HR policy and addresses queries from senior management.

HR Process models all HR processes (annual appraisals, bonus calculation, initial feedback reports, exit interviews, etc.).

The French project was completed in 2016 when the Group's French payroll was migrated to Decidium, alongside the roll-out of payroll solutions in Italy and the United Kingdom (2015), the United States (2017), and the roll-out of ADP Streamline in Germany, Austria, Switzerland, Sweden, Finland, Spain (2018), and then Canada (2020).

## The results

The combined HR process management and reporting platform effectively supports HR decision-making, being based on data recorded and processed in the HRIS. It gives decision-makers a better understanding of populations within the Group thanks to reports containing a number of indicators. Once a month, the HR management team uses the tools that have been put in place to prepare a 30-page report for the Group's senior management. This report contains the results of their main HR KPIs and this allows them to manage the organization more efficiently.

Sharing these indicators and monitoring their progress on a regular basis has also given the HR department a stronger voice within the Executive Committee. These actions have also increased its influence and effectiveness as the Group's management seeks to address HR challenges.

For example, the HR management team has implemented targeted indicators to conduct an ambitious policy aimed at increasing the proportion of female engineers and executives within the workforce, increasing this figure from 13% in 2008 to 21.5% in 2018, with a goal of 25% by 2021. Given the Group's industrial sector and the talent pool available in the market, this is a significant achievement.

The tools that have been rolled out mean that 98% of employees with a bonus have an individual appraisal on the platform. This allows for ongoing monitoring of employees engaging in internal mobility, and allows the appraisals to be accessed at all times, eliminating the risk of them getting lost, and making sure that they are available and taken into consideration when needed. By giving greater consideration to the communication between managers and employees, this helps the Group to improve its monitoring of talent development and this has a positive impact on the retention of employees within the Group.



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Similarly, 100% of variable compensation elements are now calculated via the HR platform, which ensures fairer treatment of employees, improved visibility on the part of the Group's management, and harmonization of local practices, which are now better aligned with the Group's global policy.

The digitization of HR processes has also had a very positive impact on overtime levels in China where an action plan has been put in place through the implementation of tracking indicators and recording of monthly data, reducing the amount of overtime by half.

The centralization and standardization of HR data has made mandatory audits conducted by worldwide certification bodies much more convenient and efficient. Mersen is now able to provide reliable evidence of the results of its HR initiatives, based on hard figures with a verifiable history, such as those aimed at ensuring equal pay for women and men and even those concerning the diversity of its workforce.

Furthermore, having access to all this information has helped the Group's HR teams to produce a 300-page 'Book of Job Titles', listing all the job titles and competencies within the Group based on a standardized naming system. This standardized data now forms the basis of Mersen's talent development policy, supports the Group in addressing the challenges posed by internal mobility, and has helped to increase equity between employees, who are now appraised based on standardized competencies set out in this common frame of reference.

Last but not least, the roll-out of ADP's solutions has enabled Mersen to implement an effective common language and shared culture between its HR teams at Group headquarters and its representative offices in all countries where the Group operates. At the same time, this has underscored the importance of HR departments and initiatives at all management levels, who now have access to complete and reliable indicators and reports based on real data, providing them with everything they need to manage their employees more efficiently all over the world.



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