

JOB ARCHITECTURE

ONE PROFILE



The Job Architecture is L'Oréal's **global frame** to organize the multitude of existing (and emerging) L'Oréal jobs into **ONE Single Global Language** for HR, Managers and Employees!

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It is the HR community's **most strategic concept** to master, as it is **widely used** directly or indirectly in most of our HR Processes (Career paths, Learning, Succession) and beyond (Finance, Operations, IT...) and **visible** for Employees & Managers in ONE PROFILE.



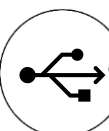
The Job Architecture **comes to life in all our Positions!** The Positions and the Job Architecture are the **foundations of our HR "house"** 🏠

GOOD DATA QUALITY IN JOB ARCHITECTURE WILL LEAD TO



#Learning content

Correct **Learning content** automatically assigned to employees



#IT access

Efficient **IT access rights** management



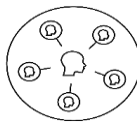
#HR Controllers

Helping **HR Controllers** seamlessly coordinate métiers headcounts between HR & Finance teams



#CV

Being able to pull accurate & meaningful **CVs** of our employees covering their L'Oréal career



#Career steps

Being able to **quickly identify key career steps** in anyone's career (at DMI, zone, market levels)



#Job opportunities

Sourcing for **job opportunities** based on an employee's past experiences and skills



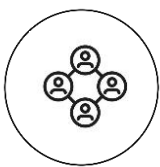
#Experience

Knowing if a Controller has **experience** working in Digital, Marketing, Functional or Operations environments



#Global invitation or Diffusion list

Helping **other teams, including Pulse**, to quickly create a **global invitation** for an event or **specific diffusion list**



#Peer Groups

Being able to quickly identify **meaningful internal peer groups** of employees to conduct benchmarks & catch ups

STRUCTURE OF THE JOB ARCHITECTURE

Within the Position, the Job Architecture sits within the **"Job Details"** and is one of the key defining elements of the Position.

POSITION TITLE

EXAMPLE

JOB ARCHITECTURE



Christel

Job title

The job architecture has no impact on the employee job title.

TA Manager Operations

Professional field

The broadest "job family" that regroups jobs with a similar set of core skills within a common career path (for example: Finance, Supply Chain, Tech...).

HR

Specialization

It is a subdivision of each professional field which regroups specialized jobs sharing common core skills. For example, Learning in HR; or Treasury in Finance.

Talent Acquisition

Job role

It is a subdivision of the specialization regrouping jobs with the same mission and core skills, regardless of hierarchical level. A job role is not split based on division, brand or zone, since these concepts are captured elsewhere on the Position.

Talent Acquisition Management

Mission

It is associated with each "Job Role". It captures in one sentence the purpose and output for a specific "Job Role", regardless of hierarchical level and area of the organization. It is not a specific job description, and it does not focus specifically on the "how" or the "what", since jobs sharing the same "Job Role" will typically have different requirements.

Define and coordinate a talent acquisition strategy in order to identify, select, onboard and build employer branding among the best candidates

Functional area

It describes the functional domain in which the job role is carried out. It helps to spot the functional understanding (such as the business model, environment and ways of working) required to operate in the job (for example: HR in Tech requires a different functional understanding than HR in Finance).

Transversal Operations

Organizational area

It is the specific L'Oréal organizational environment (such as DMI, Zone, Plant, Corporate, Hub/Country...) in which the job role is carried out.

Hub or Country

WHY DO WE NEED TO EVOLVE OUR JOB ARCHITECTURE?



One Architecture

Design ONE single job architecture for the Group, implemented across all our systems. Improve understanding and coordination between Countries, Divisions, Zones and "Métiers"



Sustainable

Make the Job Architecture sustainable. Adapt to the evolution of jobs, support career paths and manage "transversal jobs"



Consistent data

Have consistent Data across all systems. Better support HR processes (Talent, Learning, Reward...) Ensure HR and Finance Reporting quality at both local and consolidated levels.



Governance

Implement governance and annual update process. Define guidance & ownership to maintain the architecture in time



Improve data

Improve data quality. Ensure people are matched to correct job role to reflect L'Oréal's reality