# BAROMETER AmCham-Bain 2024

Satisfaction of American investors in France

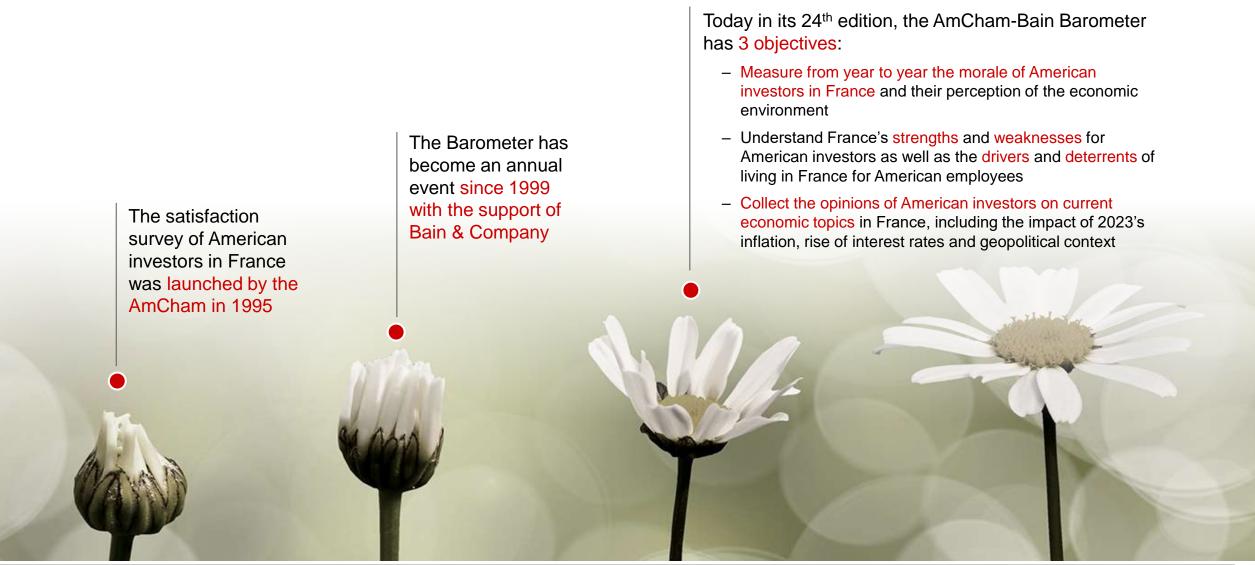
24th edition, February 2024







#### About the AmCham-Bain Barometer



### Methodology

From **December 2023 to mid-January 2024**, a questionnaire was sent to the management of subsidiaries of American companies in France



We received **140 answers** from US companies representing in total:

- More than 200,000 employees in France
- More than €95 billion turnover in France



BAIN & COMPANY 🕙 🔼

### Typology of respondents' functions

32%



**CEO** and Managing Director<sup>(1)</sup>

44%



Other Directors, Senior Executives (2) 14%



10%



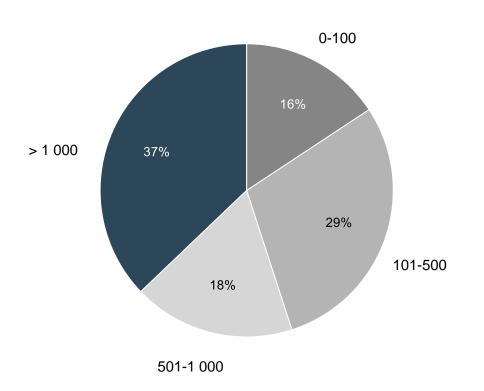
Others(4)

Source: AmCham-Bain Barometer

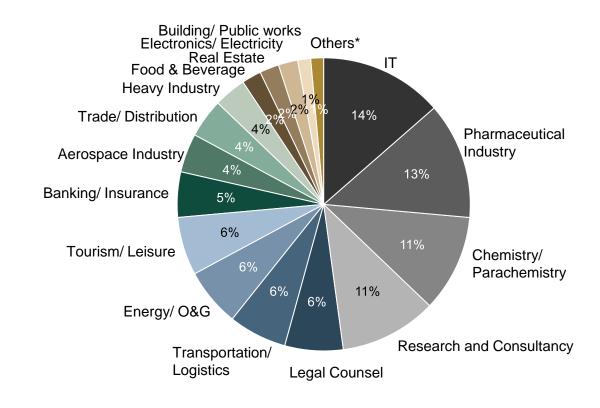
<sup>(1)</sup> incl. Deputy CEO and Partner; (2) incl. Director of Human Resources, Commercial Director, Marketing Director, etc.; (3) incl. people related to institutional relations, public affairs, etc.; (4) incl. Senior Manager, Site Director, Lawyer etc.

### Respondents' companies by size and industry

#### Segmentation of sample by number of employees in **France**



#### **Segmentation of sample by industry**



(\*) Others: Education, Non-profit organizations, business services, etc. Source: AmCham-Bain Barometer, Bain analysis





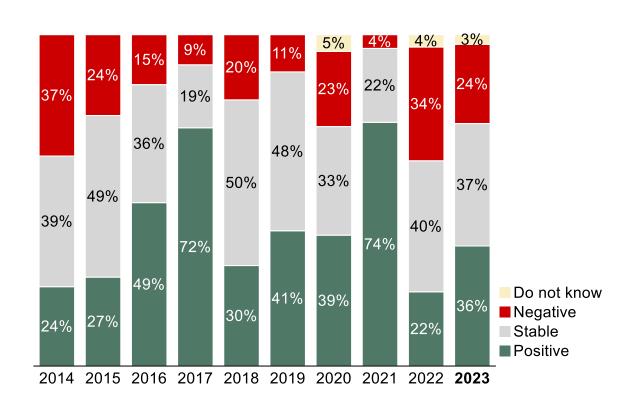
## AGENDA

01	02	03	04	05
France's attractiveness	Talent and innovation in France	Major events impacting France's attractiveness	France's regions attractiveness	AmCham France recommendations

## Over one third of respondents expect positive changes in the French economic environment, reflecting a slight increase in confidence compared to last year

#### ECONOMIC CONTEXT

In your opinion, will the evolution of the economic outlook for your industry in France over the next 2-3 years be...?



"The 1st quarter of 2024 follows the **same trend as 2023**. We expect moderate growth in the 2nd half of the year, but in view of the inflationary context and the timid recovery in consumption, we prefer to make conservative predictions."

CFO, Transportation & Logistics

"In 2023, **customer demand continued to decline** in a **generalized** post-Covid context similar to that of 2022. This is not unique to France, where we have benefited from government support for various projects. A certain return to normal is expected for 2024, supported by a **slowdown in inflation**."

Commercial Projects Manager, Heavy Industry

"The growth of our sector generated by the dynamics of healthcare needs is mitigated by the regulatory mechanisms of the public authorities (via prices, tariffs and sales clawbacks)."

Senior Director, Pharmaceutical Industry

Vice-President, Industry

Note: In percentage of respondents Source: AmCham-Bain Barometer, Bain analysis

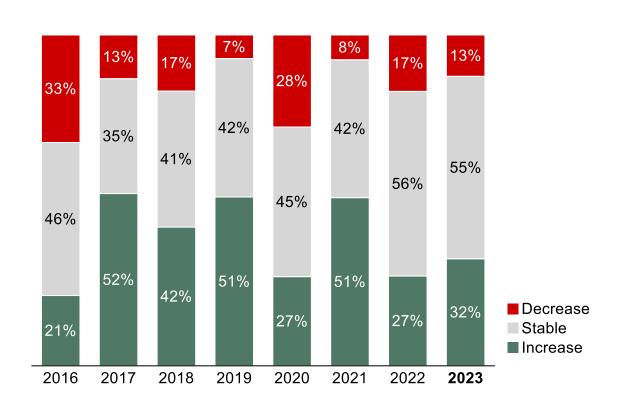


<sup>&</sup>quot;The market is deteriorating especially with the crisis in the real estate sector and the lack of investment."

### The workforce will remain largely stable or grow slightly in 2024

#### ECONOMIC CONTEXT

How will the number of employees evolve in your company in France over the next 2-3 years?



"Slight growth in our sector requires the recruitment of new employees."

Finance Vice-President. Tourism & Leisure

"Our company has seen a slight reduction in headcount, which is reasonable in view of the decreasing volumes. Our forecasts for 2024 and 2025 are stable, with the use of some fixed-term contracts or temporary workers."

CFO, Transportation & Logistics

"The company has managed to **maintain the number of** employees in France and plans to do the same in 2024. If the economic context evolves favorably, it's possible that new projects will see the light of day and enable us to increase our headcount." Project manager, Heavy Industry

"The **number of employees is stable** on the whole, although the dynamics vary depending on production sites and fields.' Director of Legal Affairs and Institutional Relations, Chemistry & Parachemistry

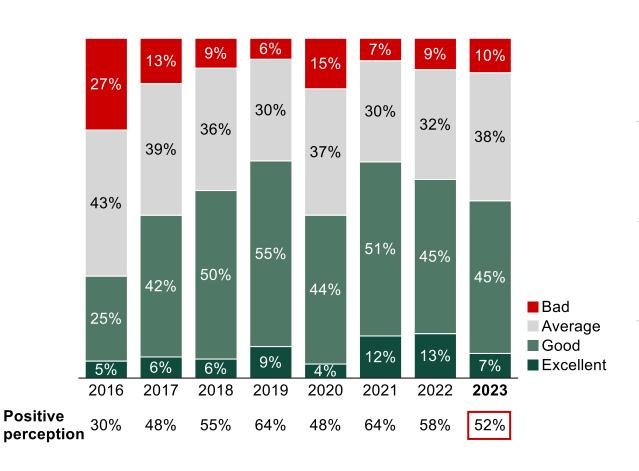
Note: In percentage of respondents Source: AmCham-Bain Barometer. Bain analysis



## 52% of respondents think that the perception of France by their corporate headquarters is either good or excellent, down 12 points since the 2021 record

#### ATTRACTIVENESS FOR AMERICAN INVESTORS

According to you, how do your corporate headquarters view France in comparison with other investment destinations in Europe?



"The **French consumer is a precursor** in many respects, namely in his search for premium or "greener" products. The country is seen as a **springboard for the rest of Europe**: if it works in France, we know it will work elsewhere."

Senior Communication Director, Chemistry & Parachemistry

"France benefits from a **new pro-business culture**, a **large** 'domestic' **market** and represents a **major entry point into Europe**."

Senior Partner, Research and Consultancy

"France's defense effort is viewed as very serious by the USA, particularly in comparison with the UK. French defense companies are also among the strongest in Europe."

Executive Vice-President, Defense & Cybersecurity

"France is perceived by our parent company as a dynamic market of significant size in Europe with renewed economic and political attractiveness, but our physical investments still encounter many obstacles."

Director of Public Affairs, Trade & Distribution

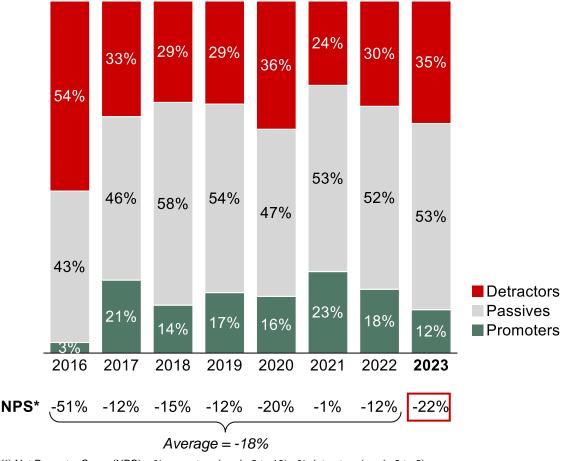
Note: In percentage of respondents Source: AmCham-Bain Barometer, Bain analysis



## The country's NPS as an investment destination falls to -22%, erasing the post-Covid rebound

#### ATTRACTIVENESS FOR AMERICAN INVESTORS

On a scale of 0 to 10, would you recommend France to a US company seeking to establish business abroad?



"Investing in France requires an in-depth understanding of the local regulatory and tax environment, which can be difficult for an American company to grasp."

France Country Manager, Technology

"A greater regulatory **stability** with more **visibility** and **incentives** is necessary to **create the appropriate conditions for the investments** required to **decarbonize our industry**, following the example of the **United States with the IRA**<sup>1</sup>."

Communication Director, Energy

"The chronic instability of the various rules governing our activities (taxation, regulation, labor law, market access mechanisms, innovation financing, etc.) has resulted in difficulties in forecasting and understanding."

Director of Public Affairs, Pharmaceutical Industry

"France, home to many F500<sup>2</sup> companies, is an ideal location for forging global CSR partnerships."

VP Europe and Middle East, NGO

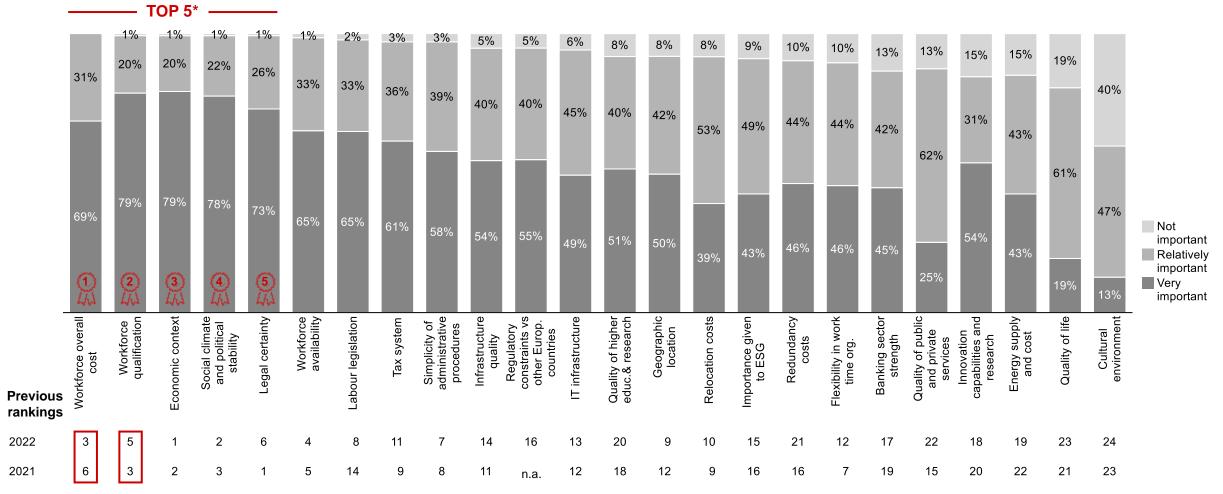
(\*) Net Promoter Score (NPS) = % promoters (grade 9 to 10) - % detractors (grade 0 to 6) Note: In percentage of respondents; (1) IRA = Inflation Reduction Act; (2) F500 = 500 top American companies in terms of revenues Source: AmCham-Bain Barometer, Bain analysis



### In 2023, workforce cost and qualification, as well as the economic context are the main investment decision criteria

#### ATTRACTIVENESS FOR AMERICAN INVESTORS

#### How important are the following factors in your company's investment decisions?



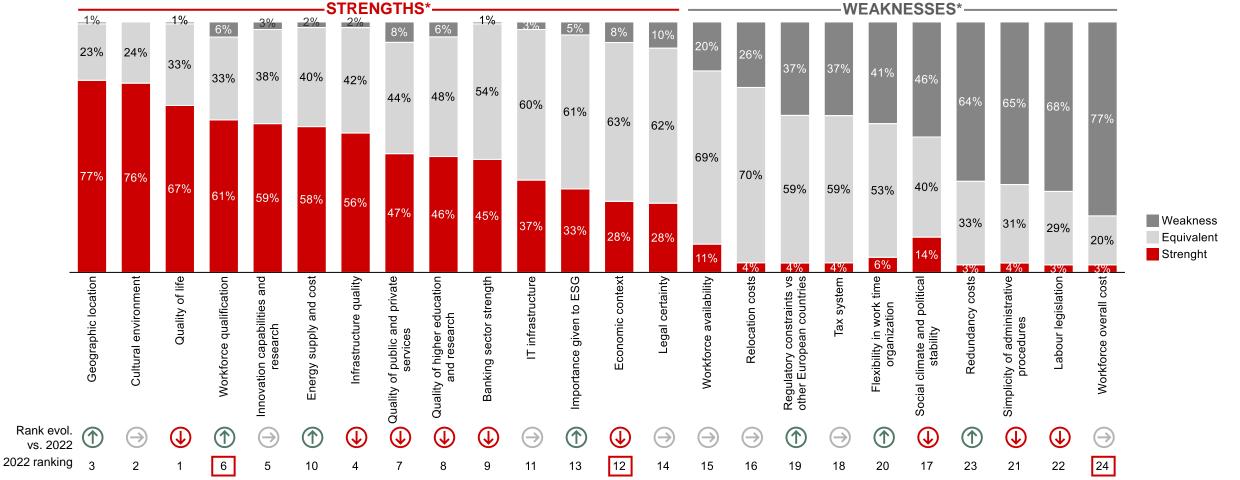
Note: In percentage of respondents, (\*) Ranking = Very Important + Relatively Important Source: AmCham-Bain Barometer, Bain analysis

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## France is well positioned in terms of workforce qualification and economic context, but the workforce overall cost is criticized

#### ATTRACTIVENESS FOR AMERICAN INVESTORS

#### How does France compare with other European countries regarding the following factors?

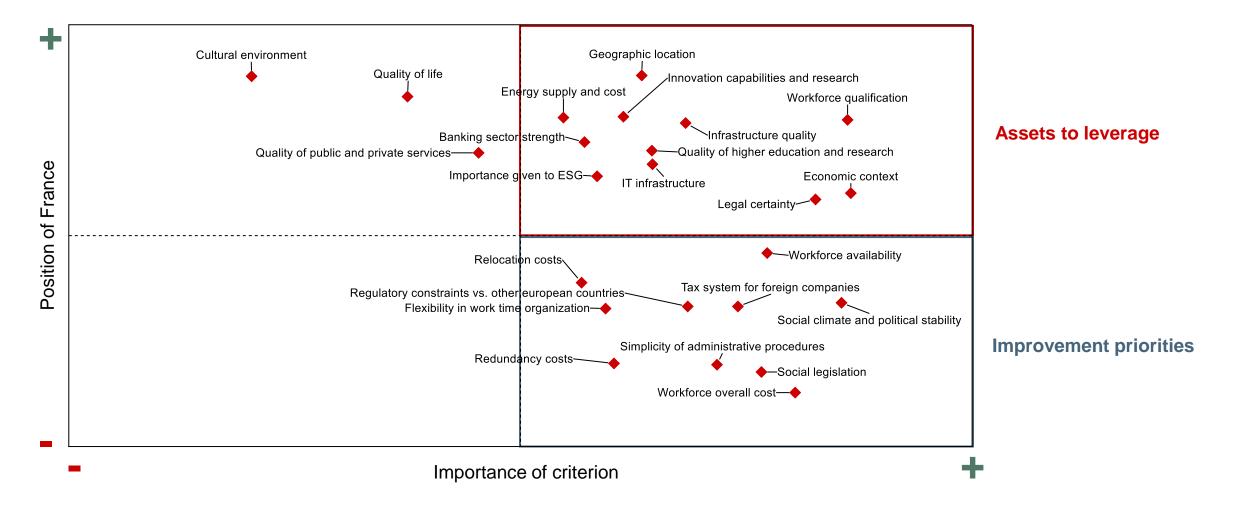


<sup>(\*)</sup> Strength if proportion of strong > weak; Weakness of proportion of weak > strong Note: In percentage of respondents, ranking of Strengths = % strong, ranking of Weaknesses = % weak Source: AmCham-Bain Barometer, Bain analysis



## Workforce cost, administrative complexity and social climate remain major priorities to improve France's attractiveness

#### ATTRACTIVENESS FOR AMERICAN INVESTORS

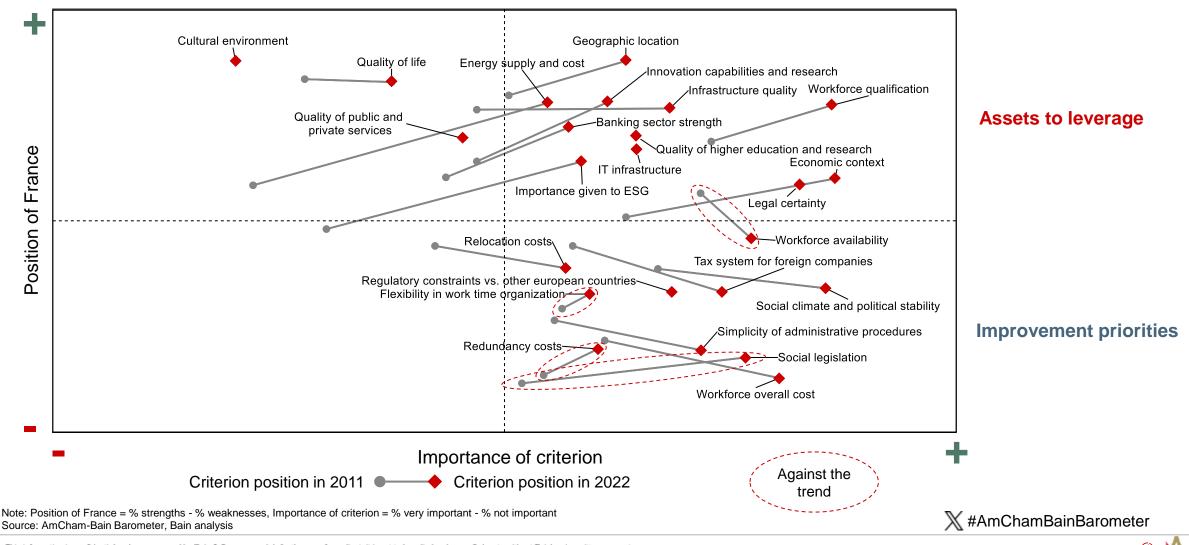


Note: Position of France = % strengths - % weaknesses, Importance of criterion = % very important - % not important Source: AmCham-Bain Barometer. Bain analysis



## Over the last 12 years, France has generally improved on its key assets and has deteriorated on its historical weaknesses, except for social legislation

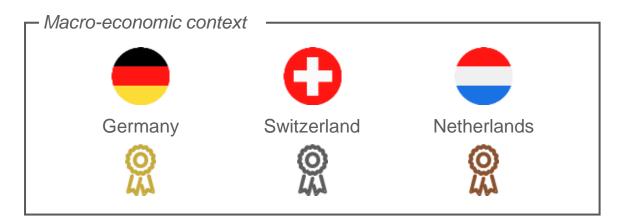
#### ATTRACTIVENESS FOR AMERICAN INVESTORS



## In 2023, Germany, Switzerland and the Netherlands are France's main competitors in terms of foreign investment attractiveness in Europe

#### ATTRACTIVENESS FOR AMERICAN INVESTORS

In your opinion, regarding the following factors, what European countries would you say are more competitive than France?









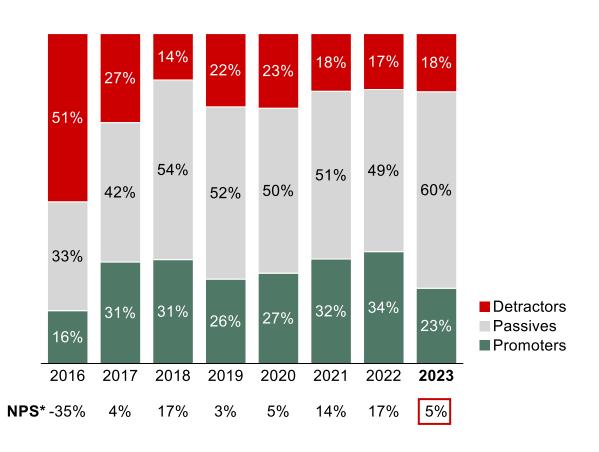
Note: Order is proportional to the number of occurrences a country was mentioned Source: AmCham-Bain Barometer, Bain analysis



## Perception of France as an attractive destination for foreign employees declines, with a NPS of 5% (-12pp vs. 2022), equaling the 2020 score

#### ATTRACTIVENESS FOR FOREIGN EMPLOYEES

On a scale from 0 to 10 (10 being the highest rating), how likely are you to recommend settling in France to your international colleagues?



"I recommend France for its quality of life in terms of infrastructure, health coverage and transport, its cultural life and the beauty of its territories."

CFO, Transportation & Logistics

"There are great opportunities and it's a good experience. On the downside, it is not so easy to integrate into French society, from a cultural point of view and because of the language barrier."

Strategic Planner, Engineering & Software

"The living environment in France is very pleasant, but the cost of living is very high in the Paris area, and the high tax rate is only partially compensated by the lower tuition fees."

CEO, Bank & Insurance

"The **cost of labor**, both for the company and for the employee, must be taken into account, especially if the employee is **American**, given the tax system."

Project Manager, Heavy Industry

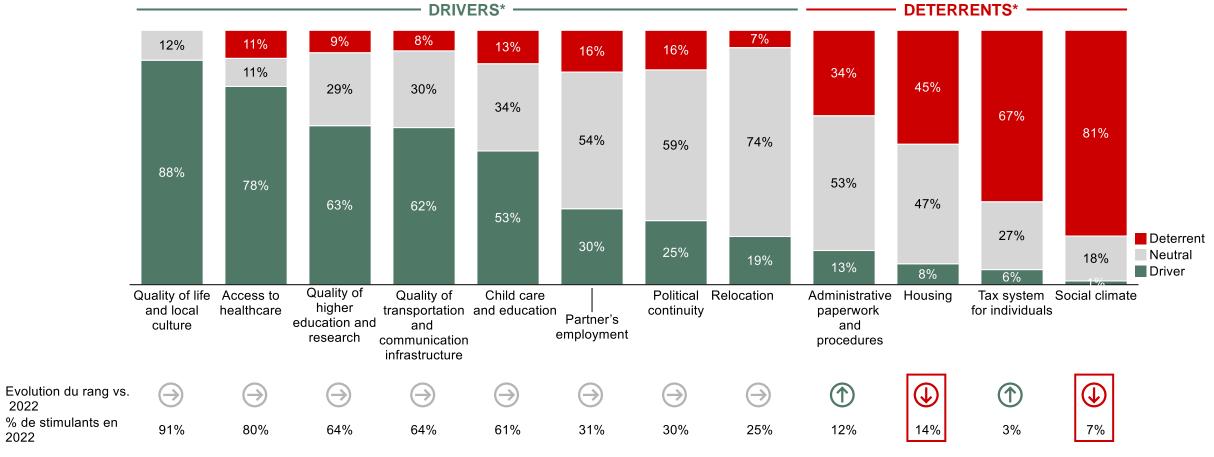
Note: in % of respondents, (\*) Net Promoter Score (NPS) = % promoters (grade 9 to 10) - % detractors (grade 0 to 6) Source: AmCham-Bain Barometer, Bain analysis

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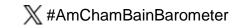
## Quality of life and access to healthcare remain France's greatest advocacy drivers for employees; social climate, taxation and housing are the main deterrents

#### ATTRACTIVENESS FOR FOREIGN EMPLOYEES

In your opinion, are the following factors "drivers" or "deterrents" of France's attractiveness for foreign employees?



(\*) Driver if proportion of Driver > Deterrent; Deterrent if proportion of Deterrent > Driver Note: Ranking of Drivers = % Driver, ranking of Deterrents = % deterrent Source: AmCham-Bain Barometer. Bain analysis





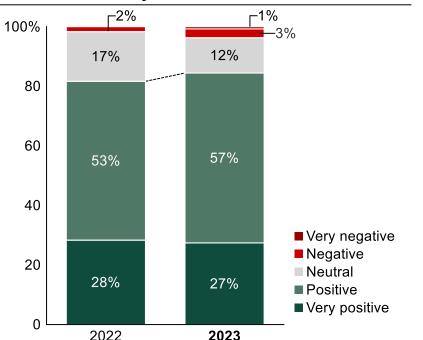
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## The country's innovation capabilities remain a powerful lever of attractiveness, in particular thanks to its skilled workforce and to the State support

#### TALENT & INNOVATION

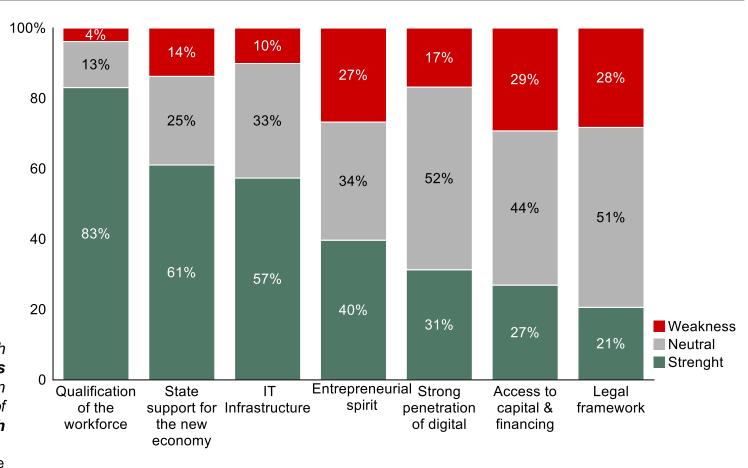
## What is your general perception of the innovation ecosystem in France?



"The French government's support for innovation (notably through the CIR¹ and CII² tax incentives), combined with the strength of its R&D centers, make France the Powerhouse for American companies looking to develop new technologies. The presence of specialized regional ecosystems and the quality of French engineers compared with the rest of the EU are major advantages."

Vice-President, Intelligence & Cybersecurity, Defense & Aerospace

## What are France's strengths and weaknesses in terms of innovation and digital in the context of your investments?



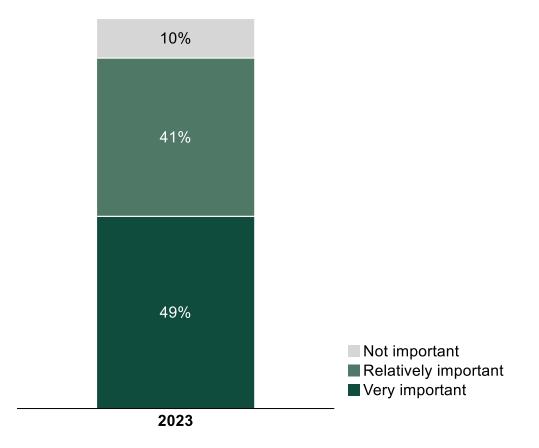
Note: (1) CIR = Crédit d'Impôt Recherche i.e. Research Tax Credit; (2) CII = Crédit d'Impôt Innovation i.e. Innovation Tax Credit; In % of respondents; Ranking of strengths & weaknesses = % Strength | Source: AmCham-Bain Barometer, Bain analysis



## 90% of American investors believe Artificial Intelligence will have an important impact on their company's performance

#### TALENT & INNOVATION

#### How important will the rise of Al be to your company's performance?



"Artificial intelligence will have a positive impact on our R&Dintensive industry. By optimizing screening processes and refining our selection of molecules, Al will save us considerable time and money. "

CEO, Pharmaceutical Industry

"The **digitization** of businesses, **cybersecurity** and **AI** (generative AI in particular) are our core targets. These sectors have seen and are forecasting strong growth and large-scale investment."

Country Manager, Technology

"AI will profoundly change the way we work: technology had mainly affected blue-collar workers, but AI will now affect white-collar workers."

Director of Public Affairs, Trade & Distribution

Note: In % of respondents

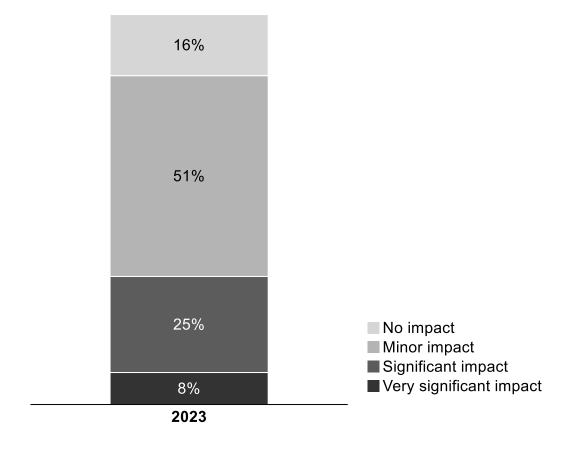
Source: AmCham-Bain Barometer, Bain analysis



## More than two-thirds of respondents expect minor or no impact from Artificial Intelligence on the number of jobs in their company in France

#### TALENT & INNOVATION

How do you estimate the impact of the rise of AI on the number of jobs in your company in France?

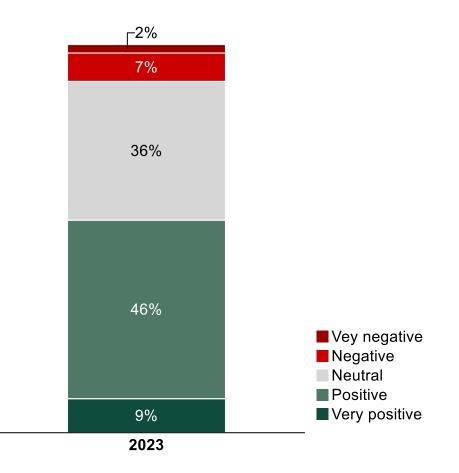


Note: In % of respondents Source: AmCham-Bain Barometer, Bain analysis

### The majority of respondents have a positive perception of France's ability to support them in this transformation towards AI

#### TALENT & INNOVATION

#### What is your perception on France's ability to support companies in this transformation towards Al?<sup>1</sup>



"Positive because France has identified and integrated the subject of Al into certain strategic decisions (e.g. France 2030) and there are incubators at the cutting edge of the subject on the territory (e.g. Station F)."

Director of Public Affairs, Chemistry & Parachemistry

"There is a real will on the part of public authorities to support the growth of AI, but there is a problem of funding, which is insufficient compared to the US and China."

CEO, Research & Consultancy

"France, like the rest of Europe, seems to be taking a reactive rather than an active stance towards artificial intelligence. The gap with the US and China is likely to continue to widen." Project Manager, Heavy Industry

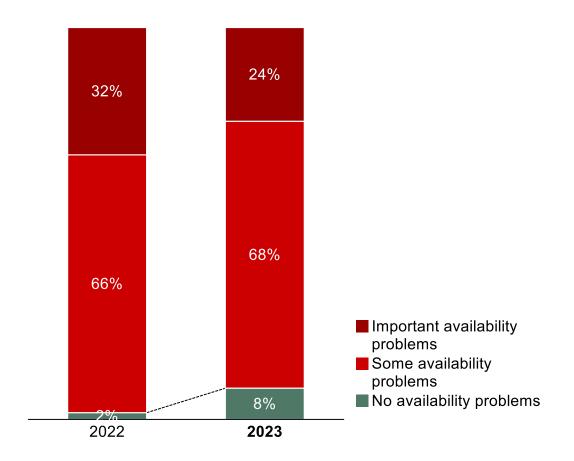
Note: In % of respondents; (1) In particular: incubation, financing, training and regulation Source: AmCham-Bain Barometer, Bain analysis



## France suffers from a labor shortage in all industries, as do other major economies in Europe

#### TALENT & INNOVATION

#### How would you describe the availability of labor and talent in France?



"In the logistics sector, recruitment is a real issue. With unemployment decreasing and change in demographics leading to fewer young people entering the workforce, some positions are suffering from a lack of attractiveness. There are recruitment difficulties in Germany and Spain: it's a European problem." Director of Public Affairs, Trade, Distribution & Logistics

"In **some regions, recruitment is difficult** because of the competition, particularly in the Paris and Lyon regions. In the areas bordering Switzerland, recruitment is all the more difficult because of the competition with very high salaries and advantageous taxation."

CFO, Transportation & Logistics

"The situation is **good for highly qualified profiles**, even if there is a brain drain towards Germany, the United Kingdom and the United States. There is a problem with in-demand jobs, for which France has a shortage of qualified personnel."

Tax Partner, Research & Consultancy

Note: In % of respondents

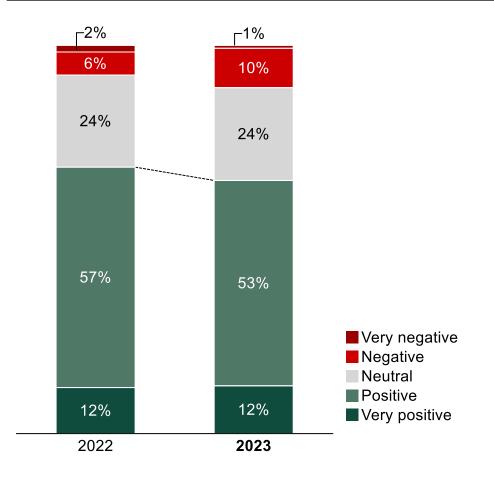
Source: AmCham-Bain Barometer, Bain analysis



## The perception of the professional training system in France is positive or very positive for more than two thirds of respondents

#### TALENT & INNOVATION

#### What is your view on the French professional training system?



"The quality of **training** and the **high qualifications of the workforce** in France are **highly competitive**, particularly in our **technology** sector. Human capital is a decisive factor in our investment choices in Europe."

Government Relations Manager, Technology

"The professional training system in France is very good. Pilot and complex production tend to be carried out in France, because the workforce is well-trained, responsive and able to adapt." Director of Public Affairs, Chemistry & Parachemistry

"On one hand France has a top-quality training system with a very good pool of engineers. On the other hand, there's a problem with the short-staffed sectors, particularly for the industrial sector. The government has acknowledged this issue with its reform of the apprenticeship system."

Tax Partner, Research & Consultancy

"The challenges facing France are those of skills and quality of training, particularly in science, mathematics and IT. The recent results of the PISA ranking should be a wake-up call to our leaders."

Country Manager, IT

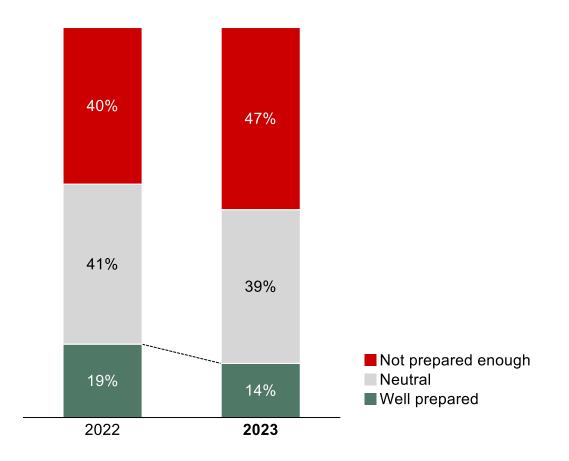
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Note: In % of respondents Source: AmCham-Bain Barometer, Bain analysis

## France still seems insufficiently prepared for the challenges of tomorrow's new professions, especially for the digital and the energy transition

#### TALENT & INNOVATION

In your opinion, is France sufficiently prepared for the challenges of tomorrow's new professions?



"The education system is not doing enough to support the energy transition in the various sectors. The gap between recruitment needs and the number of people trained for the energy transition is considerable."

Director of Public Affairs, Trade, Distribution & Logistics

"Numerous new specialized training courses have emerged in recent years, but there are still not enough people trained in certain subjects like cybersecurity or more generally in the digital field." Executive Vice-President, Research & Consultancy

"Students do not learn enough useful things to prepare them for the challenges of tomorrow. There is a discrepancy between what students learn at school and companies' future needs."

CFO, Transportation & Logistics

Note: In % of respondents

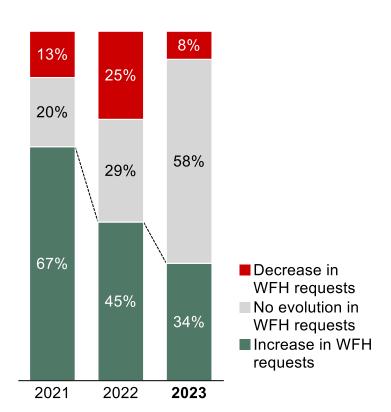
Source: AmCham-Bain Barometer, Bain analysis

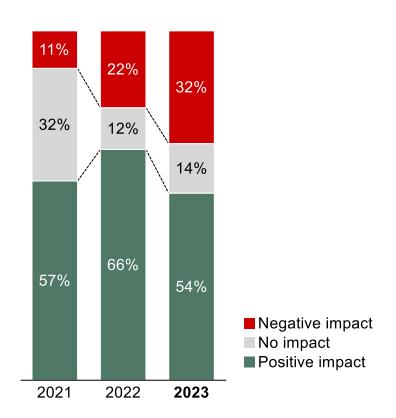
## Work From Home is still very present in companies; perception of its impact deteriorates but remains largely positive

#### TALENT & INNOVATION

Do you see an (increase/ stability/ decrease) in Work From Home requests compared to one year ago?

What has been the impact of the hybrid work model on the performance of your company?





"Commuting time is eliminated, benefiting both company and employee equally." Senior Legal Counselor, Chemistry & Parachemistry

"Work From Home reduces real estate costs and empowers our employees." Executive Vice-President, Research & Consultancy

"I think we are losing a little in terms of communication because of remote working, but it's an important asset when it comes to hiring our future talents."

Strategic planner, IT

"As remote working is only accessible to a small proportion of the population, it lowers the **feeling of belonging** to the company for employees, who are less involved in the dayto-day life of the business."

Operations Vice-President, Transport. & Logistics

Note: In % of respondents; WFH = Work From Home Source: AmCham-Bain Barometer, Bain analysis





## AGENDA

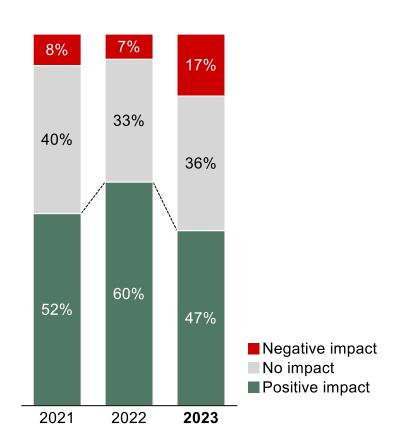
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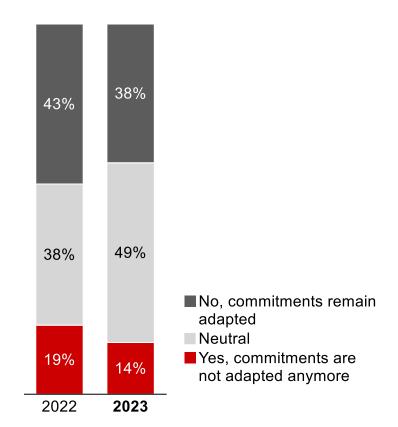
## The State's climate commitments are mostly well received, and more than one third of respondents believe that their own commitments remain adapted

#### CORPORATE SOCIAL RESPONSIBILITY

In your opinion, do the State's efforts in terms of ecological transition have an impact on France's attractiveness?

Do the current macroeconomic and geopolitical context put companies' ambitious climate commitments at stake?





"Public funding towards the transformation of our industry for the **energy transition** improves France's attractiveness."

Dir. of Public Affairs, Chemistry & Parachemistry

"French environmental requirements are higher than in the rest of Europe, creating severe constraints. The country is an 'island of regulations' that isolates itself from the rest of Europe and requires additional investment to comply."

Dir. of Public Affairs. Consumer Goods

"Seen from the USA, French regulation for the energy transition is far too complex and is not sufficiently aligned with European partners."

CEO, Energy, Oil & Gas

Note: In % of respondents

Source: AmCham-Bain Barometer, Bain analysis

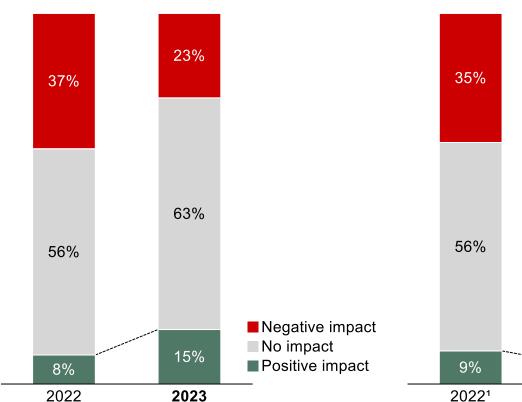


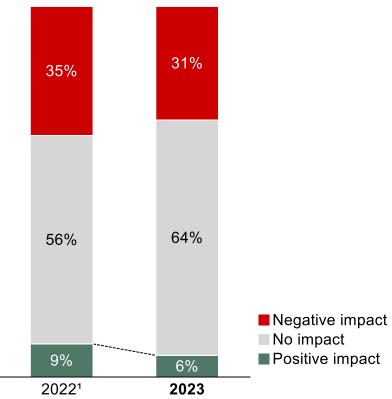
## Compared to the rest of Europe, nearly two-thirds of investors in France have not been impacted by energy prices, inflation and rising rates

#### GLOBAL TURMOIL

In your opinion, has the price of energy in France (compared to other European countries) had an impact on your company's investments?

Did the inflation, the rise of interest rates and the macroeconomic context impact your company's investments in France (compared to investments in other European countries)?





"There is a real **political will** to mitigate rising energy costs in France (tariff shield), which increases French industrial competitiveness compared with the rest of Europe."

Dir. of Public Affairs, Consumer Goods

"Even if the US remains more competitive in terms of energy costs, **France has a major** advantage in Europe: its cheaper, reliable and low-carbon nuclear energy." Dir. Of Public Affairs, Logistics

"The current macroeconomic context has deteriorated the profitability of our parent company. This has reduced our capacity to invest abroad, not only in France."

CEO, Pharmaceutical Industry

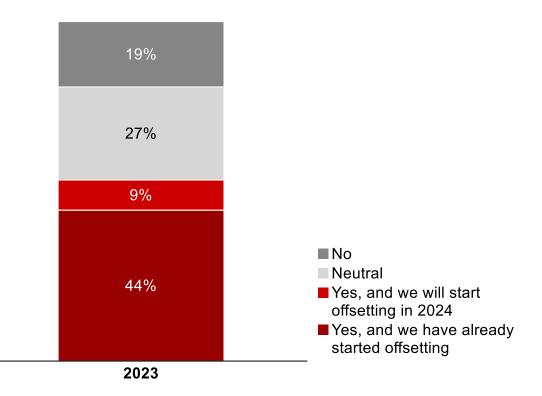
Note: In % of respondents; (1) in 2022 the question did not include "rise of interest rates" within the statement Source: AmCham-Bain Barometer. Bain analysis



## More than half of respondents have already begun or plan to offset 2023-2024 cost increases

#### GLOBAL TURMOIL

Do you think that your company will be able to offset the cost increases that occurred in 2023 and those to come in 2024 (e.g., by increasing consumer prices, launching efficiency plans, ...)?



"In the distribution sector, the margins available to offset additional costs are very low, so cost increases are reflected onto our consumers."

Director of Public Affairs, Trade & Distribution

"The food sector has been **hit hard by inflation** and **rising input** costs: margins are falling. The 'Name and Shame' against major companies prevents the rising costs from being reflected onto consumers and strains industry-trade relations."

Director of Communication, Agri-Food Industry

"Our **margin** is affected by global turbulences (e.g. wars, maritime attacks) as costs rise but end consumers are protected in France."

Director of Public Affairs, Consumer Goods

Note: In % of respondents

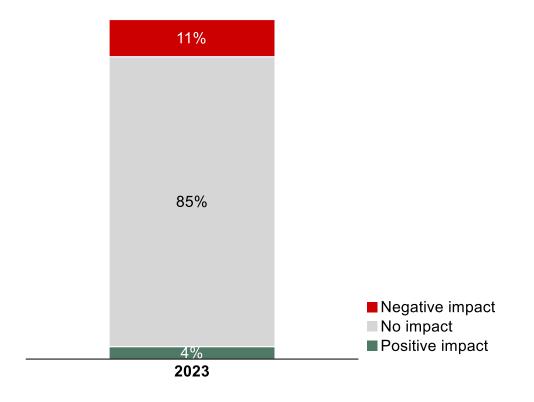
Source: AmCham-Bain Barometer, Bain analysis

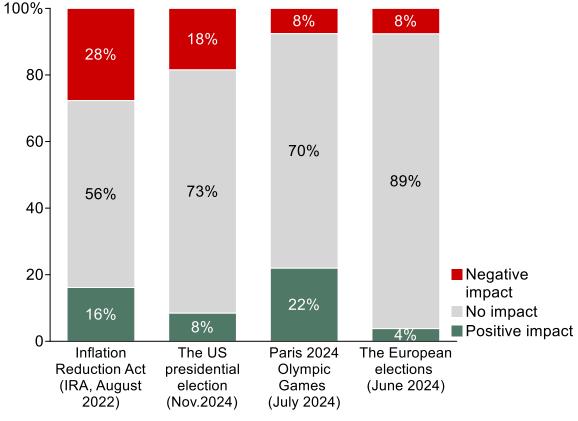
## International conflicts, upcoming elections and the 2024 Olympics have a mostly neutral impact on investment, while the IRA1 is more polarizing

#### GLOBAL TURMOIL

Have recent international conflicts and France's related position had an impact on your company's investments in France?

How do you estimate the impact of the following elements on your company's investments in France?





Note: In % of respondents; (1) IRA = Inflation Reduction Act Source: AmCham-Bain Barometer, Bain analysis

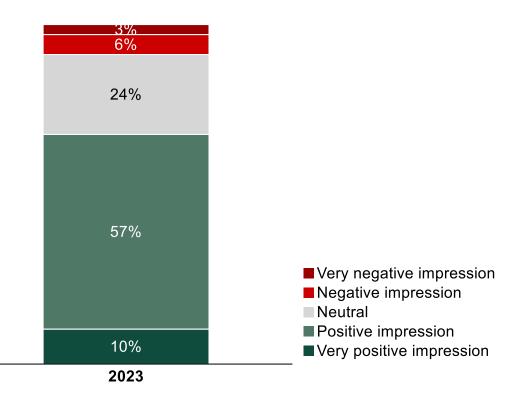


## More than two-thirds of respondents have a positive impression of the reforms carried out by President Macron, even if some reservations are expressed

#### POLITICAL SITUATION

#### What is your overall impression on reforms that have already been implemented during President Macron's 2nd five-year term?

(RSA reform, pension reform, unemployment insurance reform, law to accelerate renewable energy production, reform of the Unemployment Office Pôle Emploi, decrease of the Corporate Tax)



"These reforms have helped narrow the gap that existed with other European countries, particularly Germany and Eastern Europe." Project Manager, Heavy Industry

"We have a **positive impression** of these reforms, as these were, above all, an essential catch-up to retain and attract investors. However, these reforms do not represent a revolutionary game changer, especially when we look at social charges."

Associate Director, Aeronautics

"These reforms are necessary to modernize the labor world and strengthen the competitiveness of companies."

CEO, Research & Consultancy

"The **intention is excellent**, the **execution much less so**: the effectiveness is questionable, with a surprising communication management and strong social tensions."

CEO, IT

Note: In % of respondents

Source: AmCham-Bain Barometer, Bain analysis

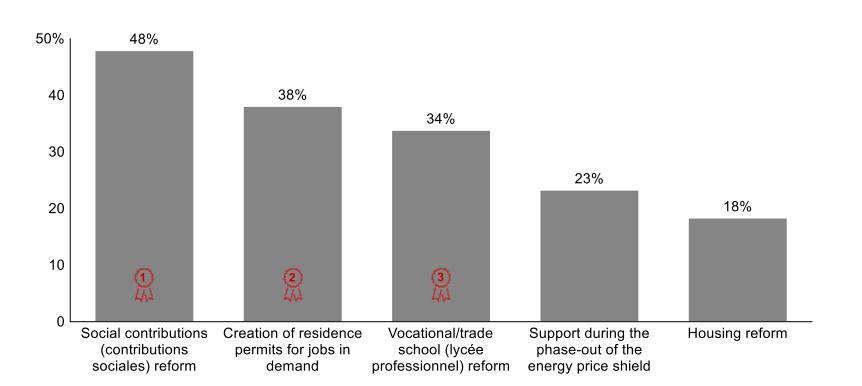


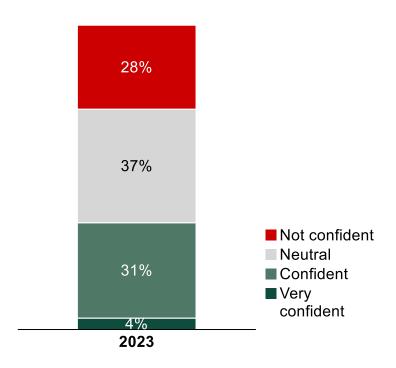
## Among the announced reforms, the reform of social contributions is a priority for respondents, with a third of them confident in the State's ability to fulfill its commitments

#### POLITICAL SITUATION

In your opinion, which reforms announced by the government should remain on President Macron's 2nd five-year agenda to increase France's attractiveness?

What is your impression on their ability to implement these reforms before the next French presidential elections?





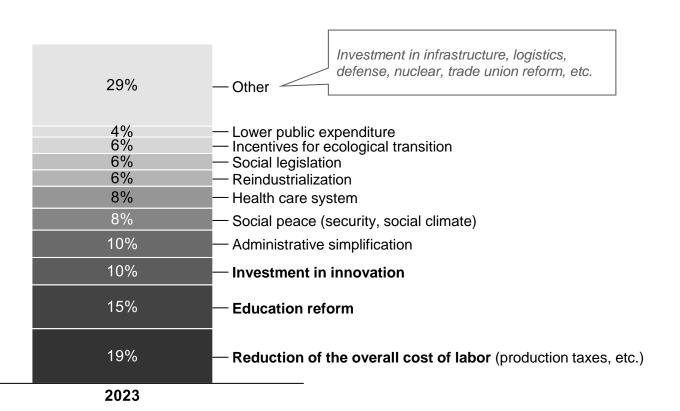
Note: In % of respondents, more than one answer choice is allowed in the selection of political reforms Source: AmCham-Bain Barometer, Bain analysis



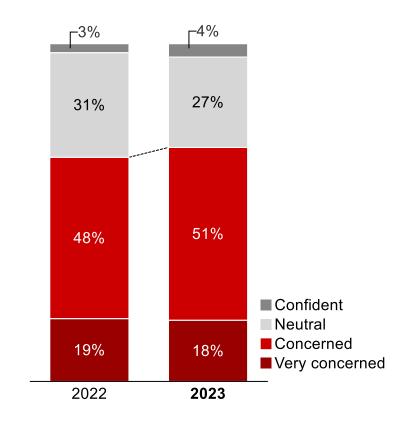
## Reduction of the overall cost of labor and support for education and innovation are seen as priorities to be addressed, against a backdrop of concerns about public debt

#### POLITICAL SITUATION

#### Beyond these reforms, what other priorities do you think the government should commit to?



#### How do you feel about the public debt?



Note: In % of respondents, more than one answer choice is allowed in the proposition of political reforms Source: AmCham-Bain Barometer, Bain analysis





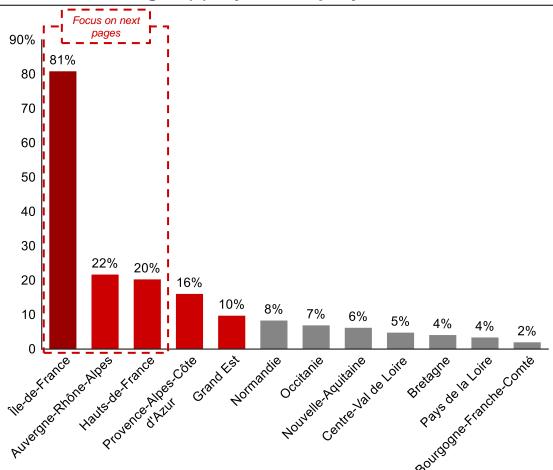
## AGENDA

01	02	03	04	05
France's attractiveness	Talent and innovation in France	Major events impacting France's attractiveness	France's regions attractiveness	AmCham France recommendations

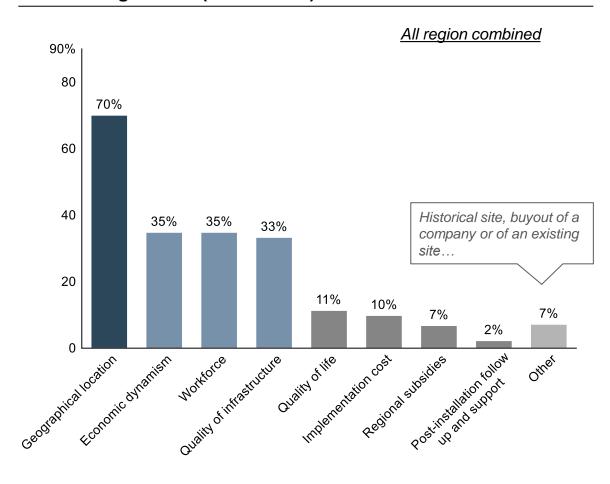
## Ile-de-France retains its first place in regional attractiveness thanks to its advantageous geographical location

#### FRENCH REGIONS

#### In which French region(s) is your company located?\*



## For each of your regional installations, what were the main determining factors (maximum 3)?



Note: In % of respondents; (\*) no company present in other regions Source: AmCham-Bain Barometer, Bain analysis

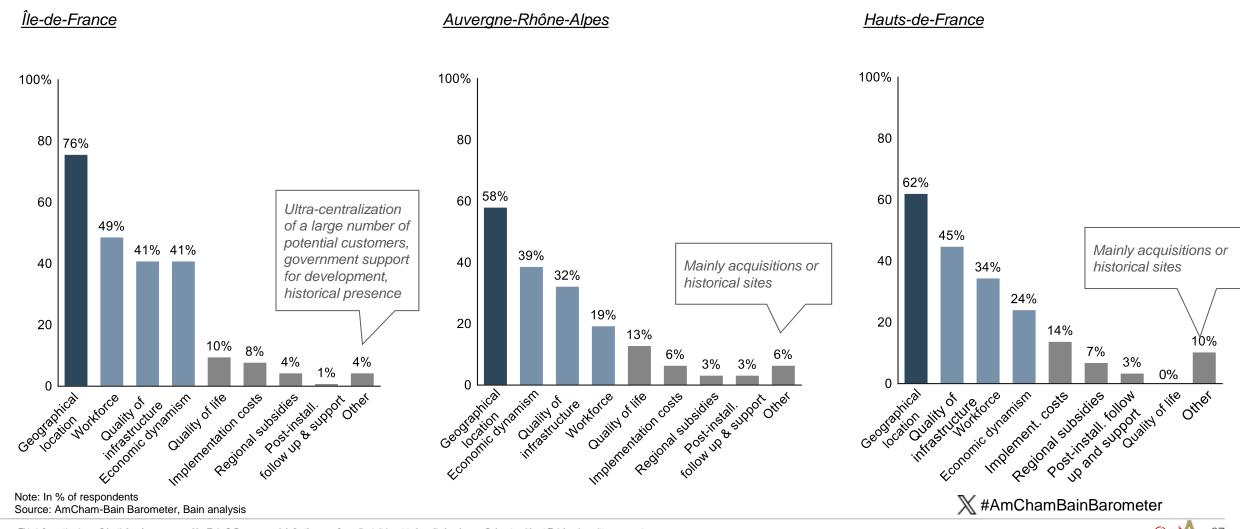


## Focus on 3 regions | Geographic location, workforce, quality of infrastructure and economic dynamism contribute most to the attractiveness of regions

FRENCH REGIONS

FOCUS

#### For each of your regional installations, what were the main determining factors (maximum 3)?

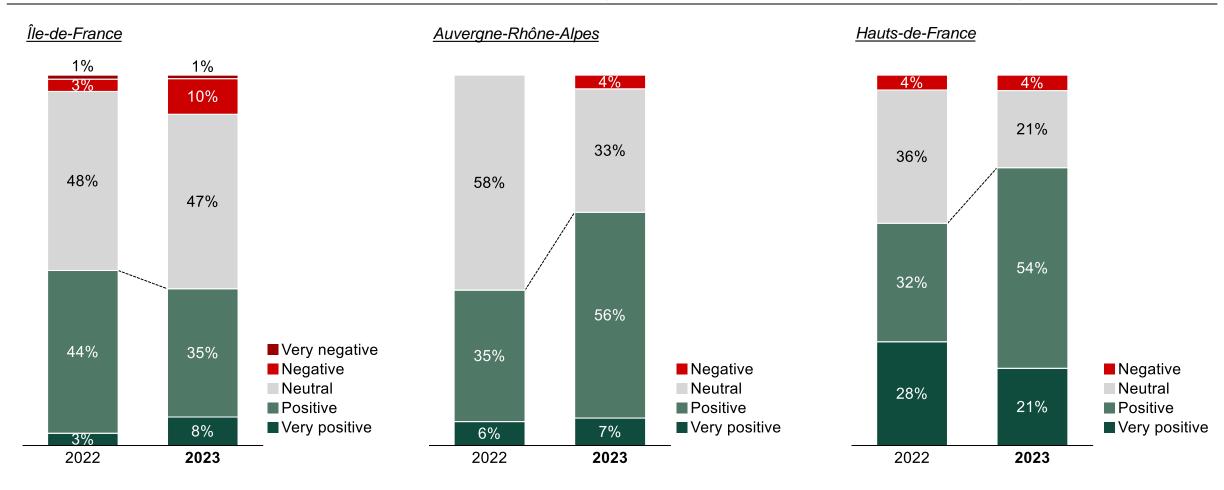


## Focus on 3 regions | Satisfaction with policies and actions dedicated to regional attractiveness has grown compared to last year, except in Île-de-France

FRENCH REGIONS

/ F O C U S

#### Are you satisfied with the policies and actions carried out by the region(s) in which you are located to attract foreign investment?



Note: In % of respondents

Source: AmCham-Bain Barometer, Bain analysis



## AGENDA

01	02	03	04	05
France's attractiveness	Talent and innovation in France	Major events impacting France's attractiveness	France's regions attractiveness	AmCham France recommendations

#### AmCham France recommendations











Maintain the **pro**business dynamic & keep the course and momentum of recently initiated reforms

Implement all levers to achieve the ambitious goals of reindustrialization for the country

Capitalize on the country's strengths in innovation and R&D while strengthening support mechanisms for companies

Support the deployment of Al in businesses across the territory and strengthen prevention against cyber risks

Significantly strengthen the resources allocated to trainings to prepare France for the "jobs of tomorrow" and provide concrete solutions to the structural problem of labor shortages

#### Contacts





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