



Thomas Henonin

HR Director | Fashion & Luxury

Paris, France

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Languages

French (Native)

English (Work Proficiency)

Portuguese (Basic)

Spanish (Basic)

About

With more than 15 years of experience in the fashion luxury industry, I am a seasoned HR Director and an Executive Coach (HEC Paris). My core competencies include global HR management, organizational development, HR & payroll budget management and ensuring a good social dialogue with employee representatives.

I have successfully led the HR strategy and team for three iconic brands: Jean-Paul Gaultier, Nina Ricci, and Rabanne, reporting to the HRD Fashion & Beauty and the brands' Managing Directors. I have also supported the HR strategy for Maje, a leading contemporary brand with 224 stores across Europe. As a HR director and Executive Coach, I have empowered and challenged managers and leaders to enhance their performance, skills, and well-being.

My mission is to foster a culture of excellence, diversity, and innovation in the fashion luxury sector.

BRANDS WORKED WITH

- ADDILL
- Cabinet de recrutement
- Carven
- maje
- Manpower France
- Puig

Experience



● Human Resources Director

maje | Sep 2022 - Jul 2023

Reporting to the brand CEO
 Scope HQ & Retail France & Europe (224 stores across Europe)
 • Managing the HR strategy for the brand - 12 countries in Europe : FR, BE, LU, UK, IE, DE, CH, IT, SC, SP, PT, NL
 POS France: 121 (49 Paris' area; 72 rest of France)
 POS North Europe : 62 (18 UK/ IE; 19 BeNeLux, Scandi; 25 DE & CH) ;
 POS South Europe: 41 (12 IT, 15 SP, 14 PT) –
 • Management HR team – 10 people direct reports
 • Development
 Roll out the Group's HR/Talent policy within the Maje scope: ie Management model, performance appraisal, Talent review, Mobility policies, CSR/D&I including disability policy, social, legal, WL/animation/development of a sense of belonging, etc.
 • Recruitment & Employer branding
 Implementation of a talent acquisition strategy, HQ & Retail (development partnership with business schools and fashion schools); Implementation of a new digital tool for developing and maximize our candidates date base (program via WhatsApp)
 Implementation of an employer branding strategy targeted by region and type of positions (definition of our employer ton of voices and publication calendar); Implementation of a specific action plan for areas with high stakes in terms of talent acquisition (creation content & assets aligned with local markets).
 • Labor relation & social dialogue :
 Social litigation management across Europe, Participation in CSE meetings on societal specific topics related to the brand



● Fashion HR Director - (Nina Ricci - Paco Rabanne - Jean-Paul Gaultier)

Puig | Mar 2018 - Sep 2022

HR Director for Jean-Paul Gaultier, Nina Ricci, Paco Rabanne fashion
 Reporting to the HRD Fashion & Fragrances based in Spain, dotted line to brands' Managing Directors.
 Management HR Team– 6 people : admins & payroll, HR Dev. & HR controller.
 • Managing companies organization structures depending on each business strategy on the 3 brands :
 • Labor relation & social dialogue :

Involved in the 3 steering committees (NR, PR, JPG), coach and challenge our managers on HR issues.

Managing 3 representative committees, 15 people. Maintain a good social dialogue.

Disciplinary procedures, negotiation with employees, exits, managing risks and issues with lawyers.

- Policies and internal procedures / Employment brand - Reviewing & Implementation of policies :

New clothing allowance policy compliant to the law.

HR practices for workers and models, declaring properly extra hours to work inspectors.

Implementing and managing Performance & Development programs (talent management, annual interviews, feedback management culture, training program, etc.).

Management of internal communication on Employment brand image & Corporate Social Responsibility programs (CSR)

- Payroll & budgets :

Managing payroll annual budget & forecasts based on the 3 years HR organization plan linked to each company BP.

Annual salary review campaign management

Management of temporary agencies budget for the 3 brands

● Human Resources Director

Carven | Sep 2013 - Mar 2018

Reporting to the CEO

- Management & Development of the global HR strategy France, UK, US -

- Recruitment : Lead on all positions in the company. Build school and headhunter partnerships.

- Training & Development : Managing & deployment of annual training plan.

- Payroll & Administration : Managing payroll annual budget & forecasts. Implementation of new HR policies: on boarding policy, retail HR guidelines, annual people review, company' salary survey, etc.

- Labor relation & social dialogue : Managing relations btw Managers/Employees. Dialogue & meetings with representative employees (10 people). Disciplinary procedures, negotiation with employees, managing risks and labor lawsuits with lawyers.

- Management of 5 people. 2 HR and 3 General Services

● Headhunter

ADDILL | Aug 2009 - Apr 2012

Generalist recruiter, specialized in fashion luxury positions

● Senior Recruiter

Cabinet de recrutement | Sep 2007 - Feb 2009

Luxury division : Specialist recruiter in fashion luxury positions

● Junior Business Developer

Manpower France | Oct 2004 - Mar 2007

Business development for "couture" agency (fashion agency).
Recruitment of temporary workers

● HR director & Coach

| Nov 2023 - Now

Experienced HR Director with a business-oriented approach with an extensive background in the fashion and luxury sectors, I specialize in helping companies through periods of transformation and change.

As a business-oriented HRD with a broad skill set, I provide support in structuring, interim management, and other areas crucial to success.

As HR Director for fashion companies and a certified coach in NLP and organizational coaching, I have led successful change initiatives across multiple levels, from implementing new strategies and cutting costs to restructuring and establishing new internal processes, etc.



Education & Training

2024 - 2024 ● **Cube**

Digital product builder, NoCode & AI

2018 - 2019 ● **HEC Paris**

Global Organization Coaching, Organizational Coaching

2010 - 2012 ● **Institut de Gestion Sociale**

Master 2, HR Management