

AIR CHANGE PROJECT

The example of the Safran European framework agreements

RESULTS AND DIFFICULTIES OF IMPLEMENTATION

Rzeszow (11-12 July 2017)

*Presented by Corinne Schievenne
Secretary of the SAFRAN European Works Council*

Reminder of the initial issues

- **Renewing the age pyramid** to deal with very strong retirements (40% over 5 years)
- **Preserve jobs and anticipate the renewal of skills and jobs.**
- **Fight against youth unemployment** in Europe which remains high.
- **Encourage and federate initiatives** in each country of implementation.
- **Support social dialogue** between local management and staff representatives.
- **Involve employees** in helping a young person in training.





Signature of 2 European framework agreements with INDUSTRIALL EUROPE

2013-2016 → European framework agreement on professional integration of young people

2016 – 2017 → Renegotiating the agreement

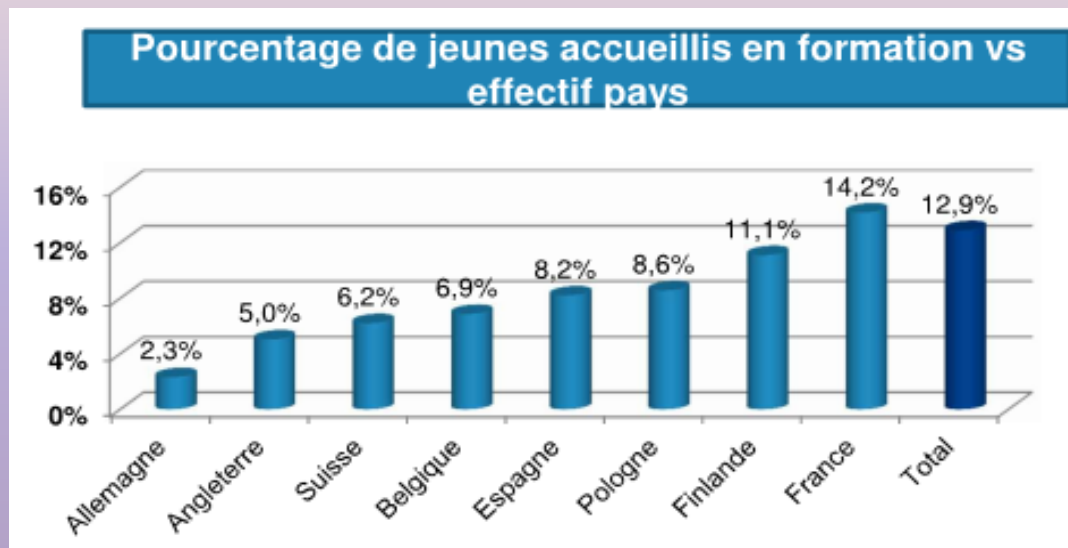
2015 - 2018 → European framework agreement in favour of the development of skills and professional paths

This agreement is in line with the previous agreement

Concrete results 1/4

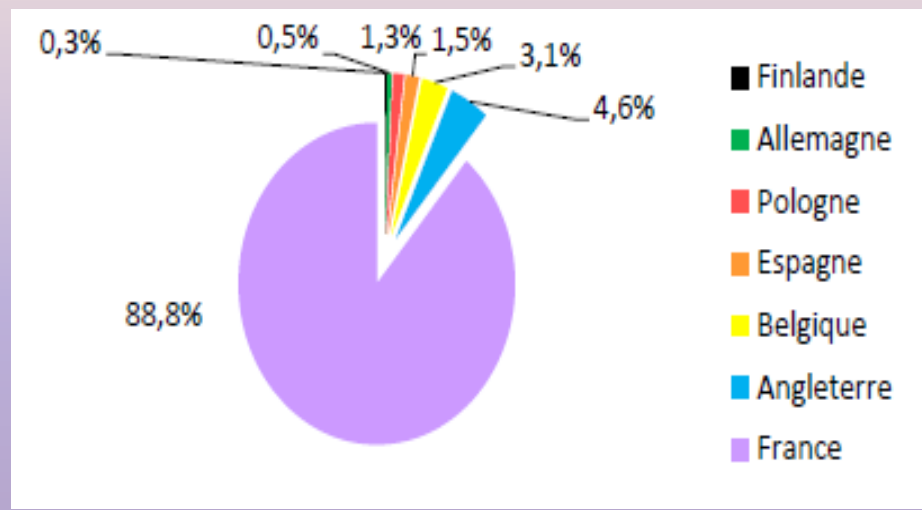
→ **6,000 young people recruited in 2015**

In a context of global high level of recruitments



Concrete results 2/4

33% of the young hired at the end of their training period - Young graduates



	managers /engineers	collaborators
Finland	0	1
Germany	0	2
Poland	3	2
Spain	6	0
Belgium	1	11
England	4	14
France	236	112
General total	250	142

Concrete results 3/4

- ❑ A significant **investment of the employees** within the company

*Every year,
1 employee out of 6
hosts a young for
training*

- ❑ A **rate of feminization of our recruits of 24%** for activities that are traditionally more handled by men.



Concrete results 4/4

□ Integration by the training of young people = Major axis for Safran

→ *Best Practices Guide*



□ Integration of Safran to the program of the Eafa (European Alliance for Apprenticeship)*

* *European political initiative to promote apprenticeship in Europe*

A new and more engaging agreement (1/3)

Strengthening measures for apprenticeship

- Keeping a level of apprenticeship at 5%
- **Better accompanying and monitoring** young people during their training:
 - **Apprenticeship Guide**: translated and discussed with Monitoring Committee
 - **Systematic interview with HR** (simulation of job interview and introduction to E-Talent*).

Valorization and recognition of accompanying status

- Becomes an **integral part of the function** of the accompanying employee
- Will be **taken into account in his career development** (must be included in the annual interview).
- **Adaptation of his workload and working time**

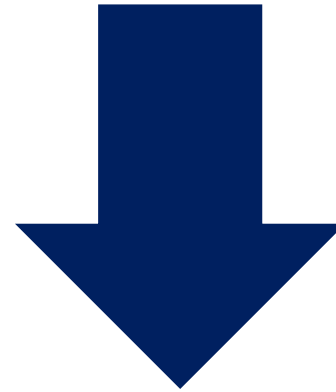
* *Safran recruiting platform*

A new and more engaging agreement (2/3)

- ↪ **Recruitment of young people in training primarily in direct employment**
- ↪ **More concrete follow-up of local action plans**
 - Implementation within 6 months
 - Implementation of good practices by local management
 - Revised and more relevant indicators
- ↪ **Association of the social partners**
 - Inform recruited youth about the presence and role of staff representative bodies and Union reps.
 - Invite staff representatives when presenting the agreement to local HR
 - A new composition of the Monitoring Committee

A new and more engaging agreement (3/3)

- ↪ **Renewal of promoting social mix and equality of opportunity in recruiting with an emphasis on the disabled**
- ↪ **Communicate better on the agreement**
 - Link to the European agreements in the Safran intranet
 - Translation into all languages of the European Safran perimeter
- ↪ **Agreement monitoring**
 - Presentation of the agreement within 3 months of its signature, to HRs in each country
 - New composition of the Monitoring Committee: 10 representatives designated by IndustriALL
- ↪ **More concrete and engaging indicators**



***Signature of the new agreement
planned in September 2017***

Agreement in favour of the development of skills and professional paths

Monitoring Committee of 26th May 2016

SCOPE OF THE AGREEMENT

Anticipate job changes and ensure the professional development of employees through a shared approach

Develop and secure the career paths of the Group's employees

Encourage professional mobility as an opportunity for the employees to develop new skills

Agreement in favour of the development of skills and professional paths

Monitoring Committee of 26th May 2016

2015 OVERVIEW AND BALANCE SHEET 1/2

SAFRAN European framework agreements

↪ **Implementation of a common reference system of the jobs**
→ better visibility of all the jobs needed in the Group with their description

↪ **e.Talent** * is implemented in all the companies in Europe et **TWIST**** is being implemented.

* Safran recruiting platform

** Online form for development interview

↪ **The dynamics of local career management are put in place**
→ The Safran mobility charter exists in Germany, Belgium, France and the UK.



Agreement in favour of the development of skills and professional paths

Monitoring Committee of 26th May 2016

2015 OVERVIEW AND BALANCE SHEET 2/2

SAFRAN European framework agreements



↪ **Implementation of the specialist branch
in several countries** : Germany, Belgium,
France, Netherlands and the UK.

Agreement in favour of the development of skills and professional paths

REVIEW OF BEST PRACTICES

- ↳ All companies use  and  to give a better visibility on the jobs and vacancies in the Group.
- ↳ All European companies use de development interview to talk about mobility and training needs.
- ↳ Many companies use mentoring and sponsorship to support the integration of new hired employees.

However, there is some heterogeneity in the practices of development interviews, mobility and managerial meetings such as "balance sheets / prospects".

Agreement in favour of the development of skills and professional paths

Monitoring Committee of 26th May 2016

SCOPE 2016-2017

SAFRAN European framework agreements

- ↪ Continue to support the companies in **appropriating this new agreement**;
- ↪ Continue the implementation of the **training passport** in France and in the European subsidiaries;
- ↪ Expand the **pooling of training activities**.
- ↪ **Maintain a high level of training**;
- ↪ Encourage the extension of **development interviews to all employees** and implement **TWIST*** to all the European area;

** Online form for development interview*

CONCLUSION 1/2

AT SAFRAN, THE NEGOTIATION OF THESE TWO EUROPEAN AGREEMENTS SHOWS:

- ✓ **AWARENESS OF THE DEMOGRAPHIC CHALLENGES AND THE EVOLUTION OF EMPLOYMENT FOR THE COMPANY**
- ✓ **THE WILL OF THE DIRECTORATE TO ASSOCIATE AT EUROPEAN LEVEL THE TRADE UNION ORGANIZATIONS IN THE APPROACHES AND ACTIONS**

CONCLUSION 2/2

THE COMPANY AGREEMENT → A MEAN FOR TRADE UNION ORGANIZATIONS

TO BE ASSOCIATED WITH THE KEY ISSUES OF THE COMPANY:

- ✓ **DEMOGRAPHIC EVOLUTION**
- ✓ **EVOLUTION OF EMPLOYMENT**
- ✓ **NEW SKILLS (digitilization)**
- ✓ **PERSONAL DEVELOPMENT**
- ✓ **TRAINING NEEDS**

THE COMPANY AGREEMENT → A MEANS FOR TRADE UNION ORGANIZATIONS:

- ✓ **TO HAVE AN OVERVIEW OF THE SITUATION**
- ✓ **TO NEGOTIATE CONCRETE AND ENGAGING MEASURES**
- ✓ **TO FOLLOW IMPLEMENTATION**
- ✓ **OF IMPROVING THE PROFESSIONAL COURSE AND PERSONAL DEVELOPMENT OF EMPLOYEES IN A MULTIPLE AND VERY QUICK ENVIRONMENT**

