

CHANGE PROJECT

The example of the European framework agreements of Safran

Madrid (22-23 September 2016)

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Data at 31/12/2015

- Safran is an international high-technology group and tier-1 supplier of systems and equipment in its core markets of Aerospace, Defense and Security.
 - Logged sales of 17.4 billion euros in 2015
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- World population: 70 087 employees
 - EWC agreement perimeter : 48 337 employees (48 980 in Europe) among which 85% in France
 - 15 countries : France, Germany, Great-Britain, Belgium, Spain, Finland, Ireland, Italy, Netherlands, Poland, Portugal, Czech Republic, Romania, Switzerland, Slovakia



COMPANIES

Safran Aircraft Engines
Safran Landing Systems
Safran Electrical & Power
Safran Helicopter Engines
Safran Nacelles

Safran Transmission Systems
Safran Electronics & Defense
Safran Identity & Security
Safran Ceramics

SAFRAN

EUROPEAN WORKS COUNCIL

Data at 15/09/2016

- 41 members (mandate 2013-2017)
 - Executive body : Steering Committee with 6 membres :
 - 3 French (CFDT, CFE-CGC, CGT)
 - 1 Belgian (CSC)
 - 1 English (UNITE The Union)
 - 1 German (IG Metall)
 - 1 Coordinator from IndustriALL Europe
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- Agreement of the EWC (2008 + Amendment n°1 in 2013)

In 2012 it appears that :

- The mainly aeronautical activity is more and more expanding to the international market
- A high age pyramid → 40% of jobs to replace over 5 years.
- Need to cope with technological changes



How to acquire, transmit and maintain the skills to support and develop the workforce renewal?



Negotiation of 2 European framework agreements with INDUSTRIALL EUROPE

28th March 2013 → Signature of the European framework agreement in favor of occupational integration of young people *for a period of 3 years.*

25th March 2015 → Signature of the European framework agreement about skills and career path development for a period of 3 years.

This agreement is an extension of the previous agreement

NEGOTIATING MODALITIES (1/2)

Under the aegis of IndustriALL Europe, creation of a Special Negotiating Group (SNG) consisting members of the representative trade unions in the Group

FRANCE
CFDT
CFE-CGC
CGT

ROYAUME-UNI
UNITE the Union

BELGIQUE
CSC

ALLEMAGNE
IG METALL

NEGOTIATING MODALITIES(2/2)

✚ *There is no European law governing a company agreement.*

✚ **Solution:** *the company concludes an agreement with IndustriALL.
In case of majority (2/3), IndustriALL signs (no response = signatory).
The signature is valid for all unions, absent or not and whatever they
have signed or not.*

*The agreement contains a non-regression clause ✚ this agreement
does not reduce the conventions of other countries.*

1 - European framework agreement for professional integration of young people

Les engagements

Contribute to the vocational training of young people:

- improve the supply of vocational training: rotating, trainees, research students.
- develop relationships and partnerships with schools and universities in Europe.

Ensure development and renewal capacity of the skills of the Group:

- recruit consistently qualified youth and pay special attention to young people trained within the Group (E-Talent)
- accompany recruited young people by the deployment of attractive training (V.I.E.*) and the development of skills.

* *Volunteer for International Experience*

Promote diversity and equality of opportunity:

- Feminization of recruitment
- Promoting the insertion of low-skilled and remote employment young people
- Fight against exclusion: disability

1 - European framework agreement for professional integration of young people

EXEMPLES DE BONNES PRATIQUES

- *On-site visits*
- *Receiving troubled young people*
- *Participation in forums*
- *Actions in favor of non-graduate young people*
- *Actions for women*
- *Collaboration on research with universities*
- *Partnerships with universities and colleges*
- *Conferences*
- *Etc.*

1 - European framework agreement for professional integration of young people

IDENTIFIED LIMITATIONS

- *International politics of Safran is recent*
- *No budget associated with the commitments*
- *How to transpose best practices from one country to the others?*
- *Indicators without comparative evolution*
- *Declination of the agreement in the companies*
- *Enhancement of the professional courses*
- *Trade unions / staff representatives are never associated with management initiatives → the weight of social dialogue needs to be put in the heart of this agreement*

2 - European framework agreement for developing skills and career paths

Commitments

Anticipate changes to professions and ensure the professional development of staff through a shared approach

Develop and secure the career paths of the Group's staff, so they can grow in their current positions and have opportunities to further their careers throughout their working lives

Encourage professional mobility as an opportunity for staff to develop new skills and an effective response to the Group's growing needs for skills

**Thank you
and
see you all in Toulouse
in 2017**