

**AIR CHANGE PROJECT**  
*The example of the European framework agreements of Safran*

**RESULTS AND DIFFICULTIES OF IMPLEMENTATION**

Toulouse (February 2017)

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

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**Reminder of the initial issues**


- Renew the pyramid of ages to deal with very strong retirements forecast (40% over 5 years)
- Keep the jobs and anticipate the renewal skills and jobs.
- Unemployment of young people in Europe which remains high.
- Promote and federate the initiatives in each country.
- Support social dialogue between management and staff representatives.
- Involve employees in helping a young man in training.


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### Signature of 2 European framework agreements with INDUSTRIALL EUROPE

**2013 - 2015** → European framework agreement for professional integration of young people

**2016 – 2017** → *Renegotiation of the agreement*


**2015 – 2018** → European framework agreement on skills and career path development.


*This agreement is an extension of the previous agreement*


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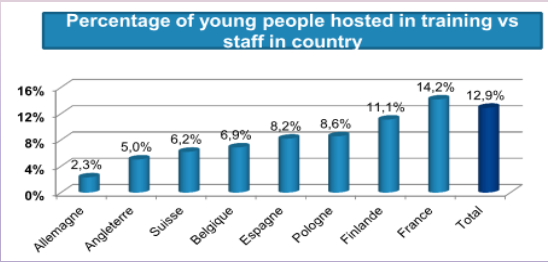
### Renegotiation of the European agreement for professional integration of young people

## Concrete results

**→ 6 000 young people received in 2015**

*in a context of overall high level of recruitment..*

**Percentage of young people hosted in training vs staff in country**





Country	Percentage
Allemagne	2,3%
Angleterre	5,0%
Suisse	6,2%
Belgique	6,9%
Espagne	8,2%
Pologne	8,6%
Finlande	11,1%
France	14,2%
Total	12,9%


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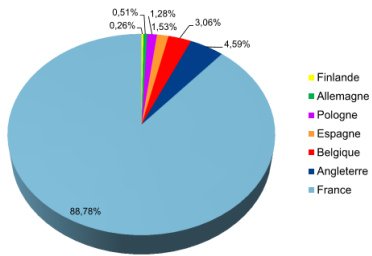
## Renegotiation of the European agreement for professional integration of young people

### Concrete results

**→ 33,5% of the young people trained were hired after their training\***


33.5% of the young people trained were hired for young graduate positions


	managers / ingénieurs	collaborateurs
Allemagne	0	2
Belgique	1	11
Espagne	6	0
Finlande	0	1
France	236	112
Royaume-Uni	4	14
Pologne	3	2
<b>Total général</b>	<b>250</b>	<b>142</b>




\* at 31/12/2015

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## Renegotiation of the European agreement for professional integration of young people

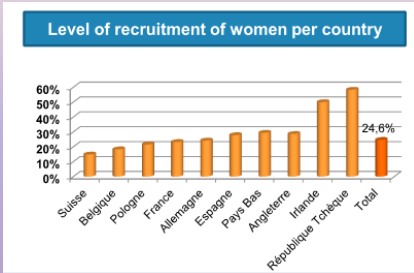
### Concrete results

A significant involvement of in-house employees

→ Annually,  
1 employee in 6  
hosts a young  
in training.

A rate of feminization of our recruitments of the order of **25%** for traditionally more male activities

Level of recruitment of women per country



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métallurgie  
FGMM


**industriAll**  
INDUSTRIAL TRAINING ALLIANCE

## Renegotiation of the European agreement for professional integration of young people

### Concrete results

SAFRAN European framework agreements

☐ The insertion of young people through vocational training = major HR axis for Safran → *Guide of best practices*



European Alliance for Apprenticeships  
Join the Ambassadors' Network!

☐ Integration of Safran in the program of the “European Alliance for learning for the development of apprenticeships in Europe”.

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CEE/EWC  
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**Cfdt:**  
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INDUSTRIAL TRAINING ALLIANCE

## Renegotiation of the European agreement for professional integration of young people

### Concrete commitments

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☞ **Strengthening of measures for apprenticeship**

- 5% of work-students and trainees
- Better support and following of young people during their training:
  - Set up a monitoring system
  - Systematic interview with HR (help to simulation of job interview and introduction to e-talent \*).
- \* Safran recruitment platform

☞ **Encouraging diversity, equal opportunities and reception of young disabled.**

☞ **Better enhance the status of tutor**

- Becomes integral part of the function of the employee tutor
- Taken into account in his career development.
- Adaptation of workload

☞ **Social partners**

- Follow-up Commission expanded to the European trade unions
- Apprenticeship Guide discussed with the follow-up Commission

☞ **Translation into the languages of the main countries of the agreement perimeter**

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## Renegotiation of the European agreement for professional integration of young people

### Strengthening points


- ↪ **Associate social partners**
  - Informing young people recruited on the presence and role of the staff representative bodies and on the Union organizations.
- ↪ **How to transpose best practices from one country to another?**
- ↪ **Set up a European steering of the agreement:**
- ↪ **Improve the indicators for a better monitoring of the agreement**
- ↪ **Improve communication of the agreement**
  - link in the Safran intranet of the European agreements


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## AGREEMENT ON THE DEVELOPMENT OF SKILLS AND CAREER PATH

Monitoring Committee of 26. May 2016

### SCOPES OF THE AGREEMENT

**Anticipate the jobs evolution and ensure the professional development of the employees by a shared approach.**

**Develop and secure the career paths** of the employees of the Group.



**Encourage professional mobility** as a skill development opportunity.

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## AGREEMENT ON THE DEVELOPMENT OF SKILLS AND CAREER PATH

Monitoring Committee of 26. May 2016  
**APPRAISAL AND REPORT 2015**

- ↪ The e-Talent \* tool is deployed in all countries of Europe.
- ↪ The dynamic for a career path management is being implemented → Safran mobility charter in Germany, Belgium, France and United- Kingdom.
- ↪ The project is being deployed.
- ↪ The Experts sector is deployed in several countries as Germany, Belgium, France, Netherlands and United Kingdom.

However, there is a certain heterogeneity in the practices of development interviews, of mobility and meetings management meetings like 'balance/perspectives'.

\* Safran recruiting platform

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**APPRAISAL AND REPORT 2015**



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## AGREEMENT ON THE DEVELOPMENT OF SKILLS AND CAREER PATH


Monitoring Committee of 26. May 2016  
**APPRAISAL AND REPORT 2015**



- ↪ **Deployment of the Experts sector in several countries** as Germany, Belgium, France, Netherlands and United Kingdom.

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## AGREEMENT ON DEVELOPMENT OF SKILLS AND CAREER PATH


Monitoring Committee of 26. May 2016  
**ASSESSMENT ON GOOD PRACTICES**

- ↪ All entities use  and  to give visibility on the jobs and vacancies in the group.
- ↪ All European entities use the development interview to talk about mobility and training needs.
- ↪ Many companies use the practice of mentoring to support the integration of a new hire.

***There is however a certain heterogeneity in development interviews, in mobility and meetings management practices like 'balance sheets/perspective.***

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## AGREEMENT ON DEVELOPMENT OF SKILLS AND CAREER PATH

Monitoring Committee of 26. May 2016  
**TARGETS 2016**

- ↪ Continue to **support of the companies** in the appropriation of this new agreement.
- ↪ Continue the **deployment of the training Passport** in France and in the European subsidiaries.
- ↪ Expand the **sharing of training actions**.
- ↪ Maintain a **high level of training**;
- ↪ Encourage to **develop the development interviews for all employees** with the deployment of TWIST\*\* on the European area;

\*\* *Online development interview form*

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# Thank you and see you in Rzeszow

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