

La Poste social transformation strategy

Focus on training and mobility measures

SDC project « Mobilising social partners in a new context »
Bucharest, 25 May 2016

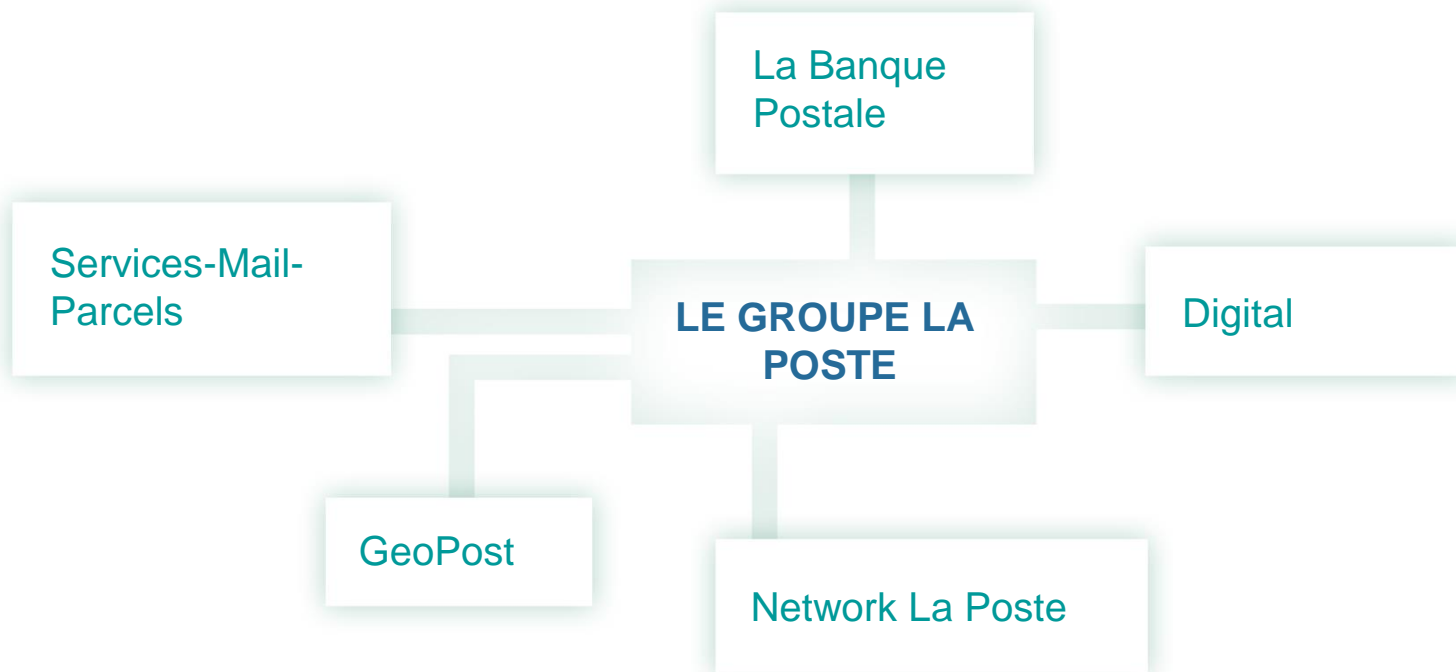
Dominique BAILLY
Le Groupe La Poste



LE GROUPE LA POSTE

Le Groupe La Poste: A multi-activity business model

- A strategy of diversification relying on a balanced portfolio of activities



Key figures

<p>€23 billion in revenues</p>	<p>253,158 employees</p>
<p>REVENUE BREAKDOWN BY BUSINESS UNIT</p> <ul style="list-style-type: none"> • 48.6% Services-Mail-Parcels • 24.3% GeoPost • 24.9% La Banque Postale • 2% Digital Services 	<p>BREAKDOWN OF GROUP STAFF BY BUSINESS UNIT (Average FTE)</p> <ul style="list-style-type: none"> • 56.2% Services-Mail-Parcels • 21.9% La Poste Retail Network • 7.4% La Banque Postale • 11% GeoPost • 1.4% Group parent company & real estate • 2.1% Digital Services
	<p>BREAKDOWN OF GROUP STAFF BY GEOGRAPHICAL AREA</p> <ul style="list-style-type: none"> • 20.9% International • 79.1% France

The transformation strategy

- **La Poste has made the choice to rely on its capital of trust in order to develop and transform itself**
 - On the economic level, a balanced diversification oriented towards services
 - On the social level, the choice to maintain a model favouring stable employment
 - On the territorial level, the choice to maintain a densified network
 - (17000 contact points)
- **A transformation which is supported by dialogue**
 - Territorial dialogue on the adaptation of the postal network
 - Transformation of 7000 post offices into contact points
 - A social dialogue social on the evolution of organisation and the enhancement of working conditions
 - A joint method of work organisation with in particular a fixed timeslot of a least two years between two restructurings
 - Agreements negotiated at all levels of the organisation

A new strategy support by an agreement

- **« La Poste 2020, Conquering the future » strategic plan**
 - An acceleration of the transformation
 - Make the postmen/postwomen become the actors and the beneficiaries of the transformation
- **Supported by the signature of the collective labour agreement « A future for each postmen/postwomen » in 2015**
 - A majority agreement to enhance professional evolution and training and continue the improvement of working conditions

“A future for each postmen”, the agreement in a glance

- **A majority agreement signed on February 2015**
- **Vocational training and professional evolution are at the heart of this agreement**
- **Main topics covered**
 - Training, anticipation of skills and jobs, mobility in order to give each employee the means to manage his/her future
 - Work organisation and enhancement of working conditions
 - Health and Safety at work and prevention of penibility
 - Enhancement of managers’ role as a pillar of the transformation
 - A HR function closer to the employees

Focus on training and mobility

- **A Training policy to support the transformation process and enable the postmen of today to become the postmen of tomorrow**
 - Between 2015 and 2020, massive means dedicated to training and development of skills which is a strategic priority
- **In the framework of the agreement “A future for each employee” several commitments were taken :**
 - Train 80% of employees per year so that each employee attends at least one training every two year
 - Objective of 50 000 qualifying paths until 2020
- **Main initiatives**
 - The creation of the Skills and Qualifications Observatory and organization of social dialogue on ‘Job and Skills Planning’
 - The implementation of a digital training program for everyone
 - The launch of qualification-earning career paths
 - The creation of Group Mobility Spaces all over the territory

Focus on qualifying paths

- **An objective of 50000 qualifying paths until 2020**
- **Main aim is to enhance the employability of employees and support the internal transformation of the company as a whole**
- **Core objectives**
 - acquire or reinforce employees' core competences which are necessary for carrying on their job function,
 - develop new skills which are necessary for supporting the transformation of activities and for enhancing professional evolution,
 - develop the employability of employees within their activity but also in view of their professional project.
- **These paths have a minimum duration of 70 hours and result in a certification from either La Poste or an external institution**
- **Already 6 600 qualifying paths**
 - Followed by mailmen, managers, advisors in professional evolution, banking experts since April 2015
- **The success of the programme is reflected in the rise in participation as well as the positive employees' feedback and testimonies**

Focus on Group Mobility Spaces

- **Besides training, the internal mobility of employees is essential for their development as well as their retention**
 - La Poste has put in place professional career paths which foster internal mobility between the different Branches and are supported by training and financial incentives
- **A core initiative has been the launch of Group Mobility Spaces**
 - After two pilots in Nantes and Lille, they have been developed all over the territory
 - Aim to have a pro-active management of mobility by identifying needs