



The European Social  
Dialogue Committee  
FOR THE POSTAL SECTOR

Comité Européen du  
Dialogue Social  
POUR LE SECTEUR POSTAL

# **PSE PROJECT “MOBILISING SOCIAL PARTNERS IN A NEW CONTEXT”**

## **Vilnius regional workshop 18-19 January 2018**

**POST EUROP**  
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## 1. Main elements of the project

- An EU co-funded project of 18 months :
  - December 2014 to June 2016
- Project focusing on two topics:
  1. Social dialogue and CLAs to accompany the change process
  2. E-commerce and new proximity services
- Support by an external consultant, Ecorys

## Topic 1: study on collective labour agreements (CLAs)

- Objectives: identify the key topics dealt with by social dialogue at national level and better understand the process of social dialogue
- A selection of 16 national postal operators:
  - Austria, Belgium, Denmark, Estonia, Germany, Finland, France, Ireland, Italy, Netherlands, Poland, Portugal, Romania, Spain, Sweden, UK
- Research and analysis with two main sources of information:
  - First-hand data
  - A desk research with an analysis of CLAs' content

## Topic 2 : E-commerce and new proximity services

- Objectives:
  - Provide social partners with a better understanding of these new markets thanks to the input from selected external experts
- A two-day training in Brussels on 17-18 November 2015
  - 58 participants from 21 countries
  - Particularly attractive to SDC members as it focused on growing activities for the postal sector



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## 2. Project's main findings

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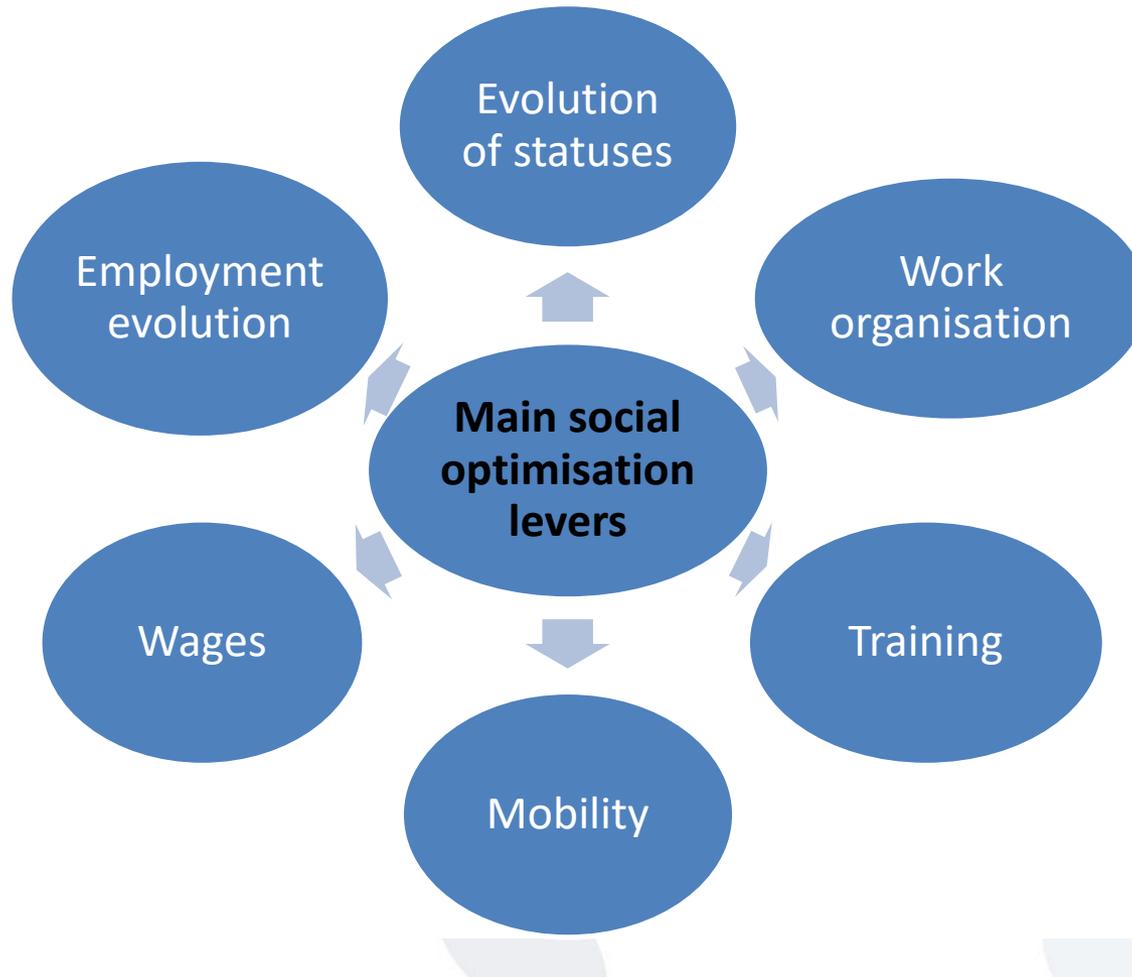
## Topic 1: main findings of CLAs' analysis

- Collective labour agreements (CLAs) as a key tool to manage the change process:
  - NPOs face common challenges but at different stages of transformation
  - Social partners have managed to support well the transformation and mitigate its impacts, in particular through the signature of CLAs
- CLAs are central elements of the social change process in most NPOs
  - Measures in the CLAs do not only aim at limiting the impact of the transformation
  - Positive measures to enable employees to benefit from the transformation have also been put in place ( e.g: Training)
- Social partners try to find a balance between flexibility in working arrangements and employment security

## Topic 1: main findings of CLAs' analysis

- However CLAs do not contain all the measures implemented to support the change process
- The content of the CLAs differs significantly between EU Member States
  - Different national contexts, regulatory and industrial relations framework, companies at different stages of transformation

# Main identified factors shaping the operators' social transformation



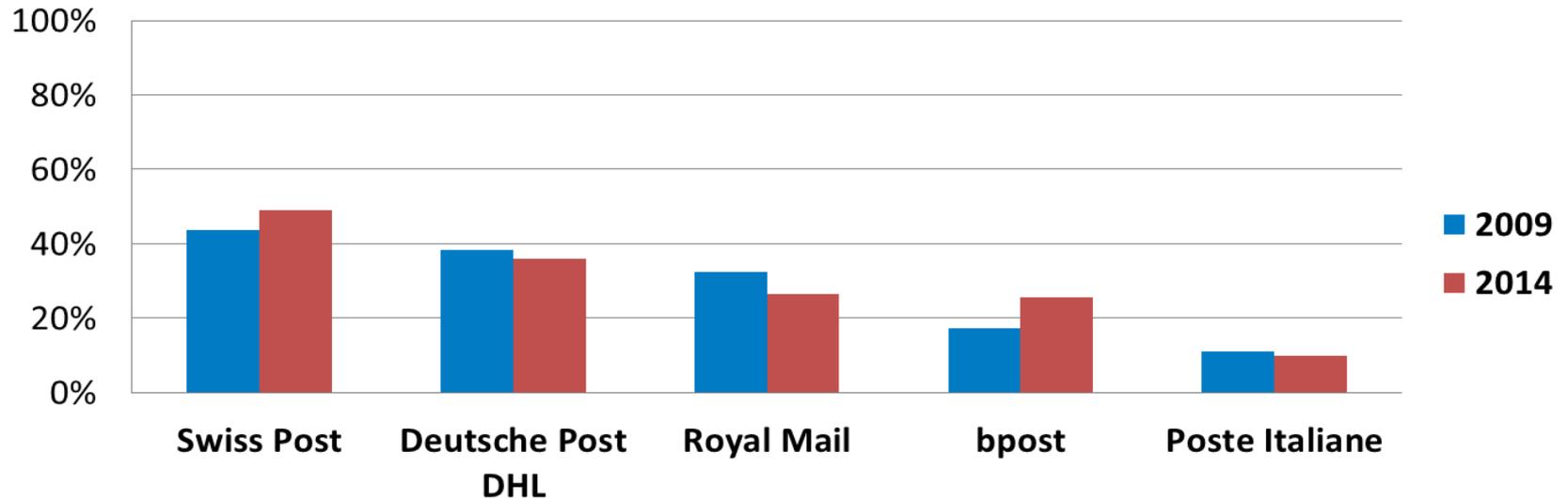
- These levers are non-exhaustive and have been used at different levels by postal companies and usually in combination

## Main conclusions

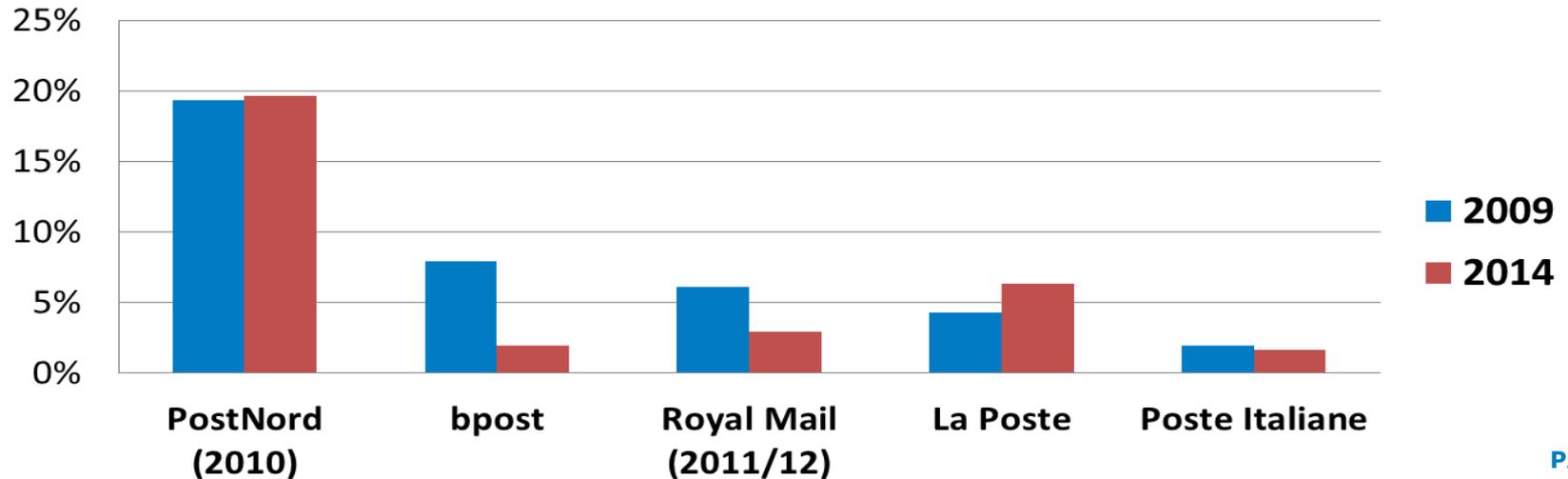
- **Employment:** important decrease in employment levels
  - Mainly via natural attrition supported in some case by voluntary leave
- **Wages:** simplification of salary packages
  - Less allowances, in some countries lower wages for new employees
- **Work organisation adaptation:**
  - Modulation of working time, adaptation of USO, increased combination of mail and parcels' delivery
- **Mobility:** internal and external one
  - Voluntary leave and early retirement programs to support natural attrition
  - Support to external mobility: financial incentives, career counselling
- **Training:**
  - few references in CLAs
  - Support to maintain employability

# Evolution of statuses

## Evolution of the part-time employment rate



## Evolution of the short term contracts rate



## Other measures in CLAs

- Different working conditions for current vs. future employees
  - Maintenance of statuses and wages for existing staff while offering different conditions for new employees with lower wages or more flexible statuses
- Social partners have also put in place several positive measures to support the transformation
  - The development of new jobs together and the need for new skills require further training programmes to enable employees' up-skilling and re-skilling
  - Develop staff employability and redeployment through internal and/or external mobility
  - Postal operators also need to hire new competences and attract the younger generations, in particular at the digital age

## Key role of social dialogue

- Social dialogue has enabled to mitigate the negative consequences of the transformation on employment and working conditions in the sector

### Examples of trade-offs :

Employment security existing staff versus lower conditions new staff

Maintenance labour conditions existing staff versus forced redundancies

Wage freezes and decreases versus increase employment levels

## Draft typology of social transformation strategies

1. A strategy geared towards employment security with **no forced redundancies in exchange of negotiated wage freezes or moderation**
2. A strategy geared towards the **maintenance of labour conditions** in terms of **wages and work organisation stability** which entails a **reduction in employment and in some cases externalisation** of operations (last-mile delivery).
3. A strategy aimed at **preserving wages' and employment levels** whilst entailing **increased flexibility in work organisation** patterns.

## Topic 2: New services in e-commerce

- A fast-growing but also highly-competitive market
- Besides delivery, NPOs can develop other services on the e-commerce value chain :
  - Sales with online market places, online payment solutions, fulfilment solutions with storage and pick & pack.
- The development of these services relies on the postal operators' know-how, their position as trusted companies and their customers' knowledge
- Some e-commerce companies tend to develop a new services offer
  - Market places are increasingly looking at offering delivery services so that they can rely on their own services all along the value chain.

## New services in e-commerce

- On the e-commerce value chain, the last kilometre delivery is of key importance for the customer
  - Postal operators need to better answer customers' needs in terms of flexibility, rapidity and delivery choice.
  - For this purpose, it appears that there is a development of flexible working arrangements which impact work organisation.
    - Within several NPOs, an increased combination of mail and parcels delivery
    - Tendency to extend delivery time across the day and at the week-end.
- Competition on this activity occurs not only through cost-cutting but also via quality of service provision.

## New proximity services

- NPOs have been transforming their businesses into hybrid organizations
  - A range of business such as parcels and logistics but also non-mail services – called ‘proximity services’:
- These proximity services can be divided into five categories:

Types of services	Examples
Extending the product range in delivery	<ul style="list-style-type: none"> <li>• Groceries</li> <li>• Pharmaceutical products</li> </ul>
Targeted solutions for a specific sector	<ul style="list-style-type: none"> <li>• Welfare</li> </ul>
New services in postal offices	<ul style="list-style-type: none"> <li>• Banking services</li> </ul>
Proximity to the public space	<ul style="list-style-type: none"> <li>• Road quality</li> </ul>
In-house visits and services	<ul style="list-style-type: none"> <li>• Towards elderly people</li> <li>• Collection of contracts</li> <li>• Reading meters</li> <li>• Collection of electric appliances/ bottles for recycling</li> </ul>

## New proximity services

- High diversity of new proximity services tested or implemented by NPOs
  - Services characterized by a personalisation of the relationship
  - Fully in accordance with emerging societal needs like silver economy, rapid delivery of fresh products, optimisation of public services
- A potential for incumbents to develop new services to individuals
  - Based on their extended network and relationship of trust with consumers
  - NPOs have a unique added-value in terms of proximity and physical link in the digital economy
- These new services create opportunities in terms of employment
  - A need to develop new competences through training and re-training of employees and attract skilled labour



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## 3. Project's main outputs



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# Project final report

- Content of the final report
  - Project's main findings, key messages from European social partners, consultant analysis and all material presented during the final conference and the training seminar
- A large dissemination:
  - Final report in English, French & German
  - Dissemination to internal and external stakeholders:
    - PostEurop members, UNI members
    - Institutions:
      - European Commission, Eurofound



# Joint Declaration ‘The role of social dialogue in the transformation’

- The project led to a Joint Declaration signed on 1 December 2016
- Formalizes European social partners’ joint messages on social dialogue:
  - Sets main principles on how an effective social dialogue at all levels can be an essential lever for anticipating and supporting the transformation process.
  - Social dialogue should find the balance between the modernization of the work structure, increased flexibility and good working conditions.
- Also underlines the need to :
  - Enhance the awareness and competencies of all social partners on economic developments and e-commerce

## The e-learning module : POST MY MOOC

- MOOC on e-commerce and proximity services
  - Follow-up to November 2015 training seminar
- Objectives of the MOOC:
  - A wider dissemination of the seminar's main findings to postal operators and trade unions
  - Have an innovative and dynamic tool to communicate on SDC activities

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## The MOOC

### 3 main sessions

1. Main challenges in the postal sector
2. The e-commerce value chain
3. Developing new proximity services



© 4 Minutes

#### The regulatory challenges

Camilla OLMUS,  
European Commission

# The MOOC: session 1

## 1. Main challenges in the postal sector

- Botond Szebeny (PostEurop) on opportunities for the postal industry
  - [https://www.youtube.com/embed/4h9BaI7hQ\\_8](https://www.youtube.com/embed/4h9BaI7hQ_8)
- Stephen de Matteo (UNI Global Union) on social challenges
  - <https://www.youtube.com/embed/BRwNYpcrbIA>
- Camilla Olivius (DG Growth) on regulatory challenges
  - <https://www.youtube.com/embed/rper2HYOiVQ>

<http://www.postsocialdialog.eu/MOOC>



Opportunities for the postal industry

Botond SZEKENY,  
PostEurop

© 3 Minutes



The social challenges

Stephen DEMATTEO,  
UNI Post & Logistics Global Union

© 3 Minutes



An integrated solution for e-retailers

© 2 Minutes

Wiesława MAZARSKA,  
Pocztą Polska



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## The MOOC : session 2



Customizing parcel delivery

© 5 Minutes

Ralph WIECHERS,  
Deutsche Post DHL Group

### 2. The e-commerce value chain

- Ralph Wiechers (DPDHL) on Developing new sales and payment solutions
  - <https://www.youtube.com/embed/H7sxYZcnqco>
- Wiesława Mazarska (Poczta Polska) on an integrated solution for e-retailers
  - <https://www.youtube.com/embed/ZmoBOTUhGmU>
- Daniel Charon (La Poste) on Adapting the delivery organisation to parcels
  - <https://www.youtube.com/embed/CstpDfh6rBI>

<http://www.postsocialdialog.eu/MOOC>



© 3 Minutes

Adapting the delivery organisation to parcels

Daniel CHARON,  
Le Groupe La Poste



3 Minutes

#### Offering welfare services

Jeppé VESTERGAARD TRIER,  
PostNord Denmark



## The MOOC: session 3

### 3. Developing new proximity services

- Jeppé Trier (PostNord Denmark) on offering welfare services
  - <https://www.youtube.com/embed/6yDHzyQ9lHo>
- Hans Maris (bpost) on a wide range of proximity services
  - <https://www.youtube.com/embed/R2i4u9MZwPc>



3 Minutes

A wide range of proximity services: the example of bpost

Hans MARIS,  
bpost

<http://www.postsocialdialog.eu/MOOC>

# POST MY MOOC

Get inside e-commerce and new postal services

The ONLINE TRAINING TOOL to know more about...

- ✓ THE POSTAL SECTOR CONTEXT
- ✓ E-COMMERCE OPPORTUNITIES
- ✓ NEW PROXIMITY SERVICES

3 HOURS , VIDEOS, INFOGRAPHICS...

WITH THE CONTRIBUTION OF THE EC, PostEurop, UNI, BPOST, DPDHL, LA POSTE FRANCE, POCZTA POLSKA, POSTNORD REPRESENTATIVES

SHARE IT LARGELY WITHIN YOUR ORGANIZATION !

<http://www.postsocialdialog.eu/MOOC>



Get inside e-commerce and new postal proximity services with the POST MY MOOC online training...

Project co-funded by the European Commission

