

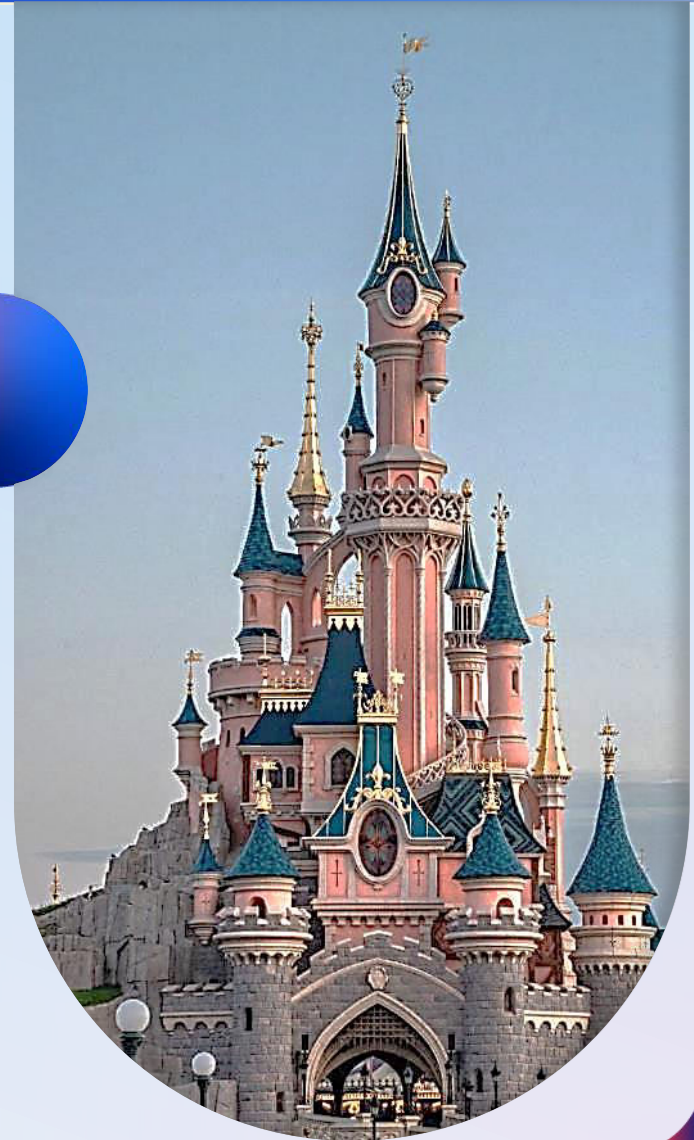
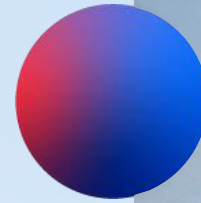
Learning & Development Transformation at



HR Minds Europe
Wien – April 30th, 2026



Bruno Fournet
HR Director



Disneyland Paris is Europe#1 tourism destination

2 theme parks

45 attractions

60 merchandise shops

70 food and beverage locations

New shows or parades every season

5 800 rooms

11 000 sqm dedicated for meetings, incentives,
conferences, and exhibitions.



20 000 permanent employees on 500 different jobs



37 years-old on an average
120+ nationalities (78%
French)



10 years average tenure
80% of our leaders
promoted internally



8 000 new contracts each
year
(25% directly on permanent
contracts)

Our mission: Propose magical and immersive experiences creating lifetime memories.

To achieve this mission, Disneyland Paris consistently invests in L&D.

2 500+ training programs

30+ training hours / employee / year

5% of labor cost invested in L&D each year

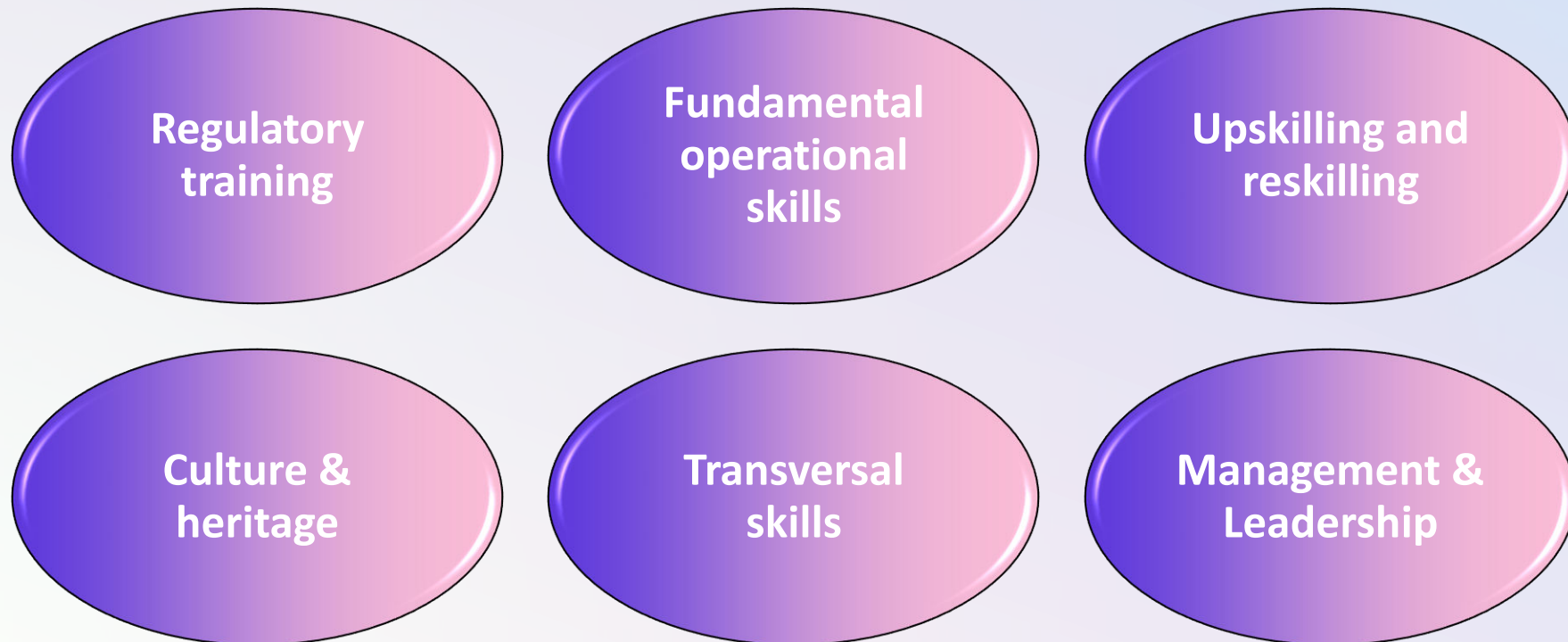
100+ dedicated L&D professionals

700+ on-the-job trainers



The mission of our team

Develop and deploy Learning and Development programs, supporting Disneyland Paris performance and transformation, employees' competencies, motivation and engagement, and facilitating attraction and retention of talents.



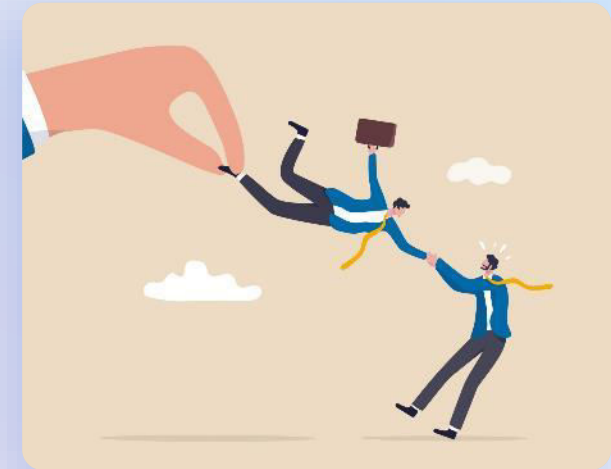
3 megatrends influenced our vision for Learning



A new relation to
knowledge



Faster obsolescence
of skills



War for talents

Our vision for Learning is supported by 3 convictions.



Learning can bring
much more to
Disneyland Paris'
transformation &
performance



Learning should be
smooth, enriching
and desirable for all
employees



Learning should be
seamlessly blended
with working

This vision led to many transformations within L&D.

New org structure
regrouping expertise
and generating
synergies

- 6 teams producing L&D content
- 1 team supervising facilities and equipment
- 1 team leading communication and digital tools

Streamlined
processes on L&D
core activities

- Need definition, with business leaders and HRBPs
- Make or buy decision
- Design & delivery methods

New L&D
communication tools

- Regular newsletters, promotional videos
- Workvivo site and intranet platform
- Quarterly reporting to our SteerCo leaders

We also use several technologies to enhance the learners' experience...



Virtual Reality,
maximizing practice



Augmented Reality,
immersing learners



Quizzes, making
instructor-lead
training more
interactive





During this transformation, we faced several challenges.



Mindset: *“A good training is an in-class training. The longer the better”.*

- Explain and engage
- Test and evaluate
- Promote further



Skillset: Some employees have difficulties with new technologies.

- Supervised/facilitated e-learning
- Specific training programs on use of technologies



Toolset: a majority of employees without an easy access to a computer.

- 500+ tablets provided to lines of business
- Training rooms near operations



Law: EU GDPR strictly regulating use of personal data.

- Adequate process with our Purchasing and Legal experts

Our results since 5 years encourage us to keep our direction.

+10% training hours per employee

+50% training modules per employee

-25% costs

-20% L&D positions

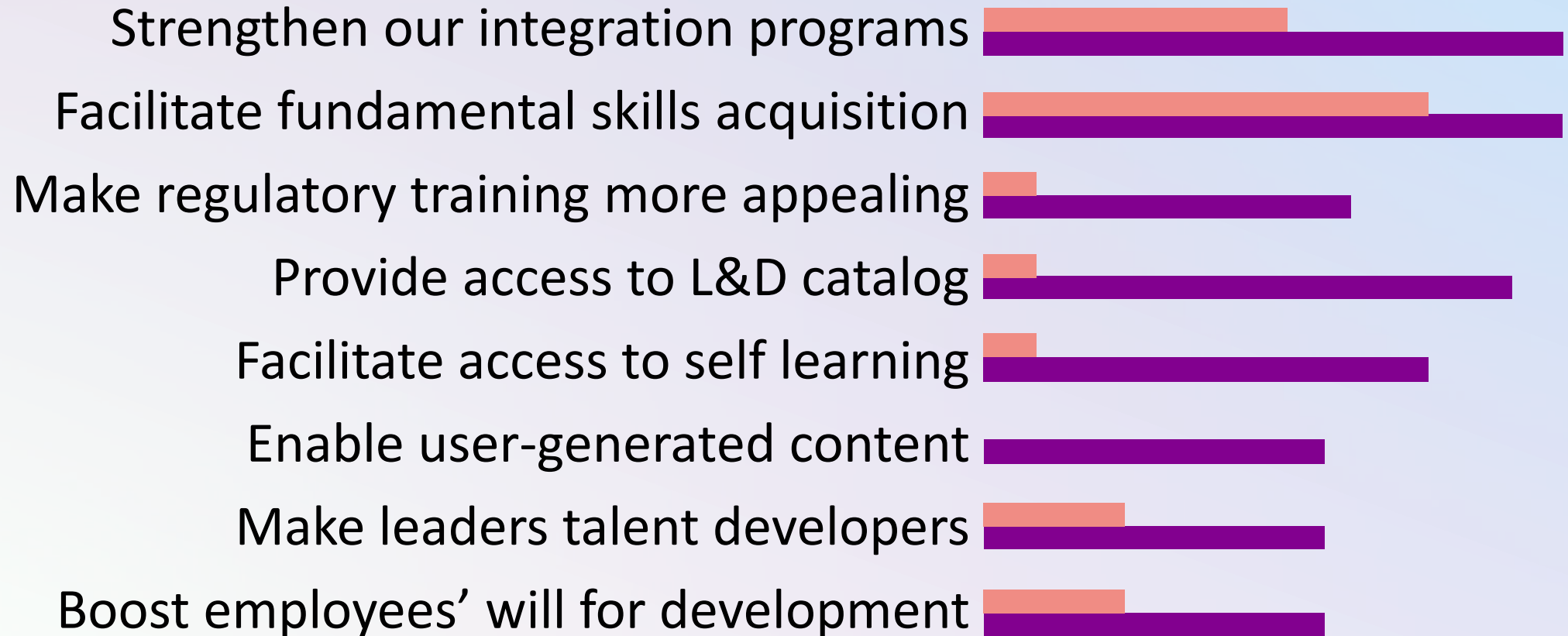
Higher learner satisfaction

Higher satisfaction from the leaders of learners

25 000+ labor hours re-allocated every year



Where are we in relation to our vision for L&D?



My 3 take-away's for you



Define KPI's for L&D efforts, linked to business results, to demonstrate L&D value



Strengthen the connection with the business to fully capture the need and context



*Select technologies generating real value.
Test & measure, then stop or adjust.*



**Your questions are
welcomed!**



And remember:

You can't spell **HERO**
without **HR!**

Let's stay connected

