

PREAMBULE

Following on from the European framework agreement for professional integration of young people in 2013 between Management and IndustriAll, this agreement further consolidates the constructive European social dialogue at Group level.

Boasting a well-established presence in Europe with some 45,000 employees, the Safran Group is growing in an environment where markets and technologies are developing at a fast rate. To make way for the future and implement its innovation policy, the Group needs to adopt a forward-thinking approach with regard to skills requirements. Against this backdrop, the parties to this agreement choose to focus on the development of skills and career paths for Group employees across Europe.

As such, Safran will be in a position to offer all of its employees, on the one hand, the evolution possibilities in their current position and, on the other, career opportunities throughout their working life. The Group therefore intends to acquire the necessary tools to ensure the professional development of its employees considering their aspirations and company needs.

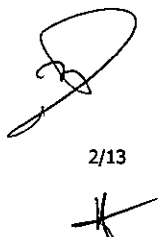
This agreement outlines the common principles that serve as a framework for all European subsidiaries with the aim of developing adaptability in the workplace and helping employees to cope with changes.

The parties hereto understand that the key to developing skills and securing career paths for Group employees lies in factoring in the following main focus areas:

- Anticipating future changes to professions;
- Developing and securing career paths for employees;
- Promoting professional mobility as a means of developing employees' skills.

The parties express a common desire to come together, share knowledge and benefit from being part of a group by pooling best practices from various European countries. The parties intend to define common guidelines for the Safran Group's European subsidiaries while letting them choose their implementation methods provided they comply with the domestic laws and practices in force.

Lastly, the provisions of this agreement shall apply to all employees, regardless of their occupational group, working for Safran Group companies included in the scope of the European Works Council in addition to Switzerland.



SECTION I – Scope of the agreement

This agreement is entered into on a European scale for the Safran Group. It applies to all companies within the scope of the European Works Council as listed in Appendix 1 to this agreement in addition to Switzerland.

SECTION II – Change of scope

Any company that becomes a more than 50%-owned subsidiary of one or more companies referred to in Section I of this agreement and coming within the scope of the European Works Council may become a party to this agreement.

SECTION III – Anticipation: a shared approach

3.1-Anticipating future changes to professions

Given changing markets and technologies, the competitive and economic environment, and customer needs, the Group must anticipate changes to professions and ensure the professional development of its staff.

As such, Safran aims to encourage all employees to develop in an learning environment to enable them to be efficient both in their current and future environment and to develop their professional potential.

To achieve this, the Group companies rely on a common reference system describing all Group professions. This common reference system may, where appropriate, be applied inside the companies and shared with the local representative bodies.

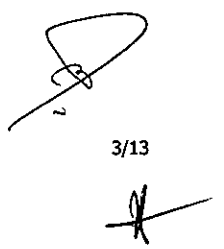
3.2-A European approach shared at Group level

In order to achieve a common vision at Group level, the parties agree that, once a year, a presentation will be made to the Safran European Works Council followed by discussion of any changes in markets and technologies and the Group's strategic objectives that may affect professions and skills at European level.

3.3-An approach shared in terms of each company

To ensure this vision is also shared in terms of each company, the parties agree that, once a year, a presentation and discussions will be held with the existing employee representative and/or union bodies on the balance sheet and business prospects of the company concerned that may affect the professions and skills within the company.

On this occasion, a presentation will also be made of the HR levers to be mobilized (recruitment, training, etc.) to ensure the professional development of staff on the one hand, and to respond to changes in professions and skills and assist employees with these changes on the other.



SECTION IV – Developing and securing career paths for employees

Given the parties' desire to make the company of tomorrow with the women and men of today, it is understood that skills management, out in the field, is vital for everyone to define their own career plan and secure their pathway.

4.1-The development interview: a tool serving employees

Safran intends to give all employees the opportunity to regularly discuss their professional development with their manager, considering the wishes and needs of the employee and of the company. The development interview is used particularly to:

- assess the career path and skills acquired;
- define, if appropriate, a career plan and/or any other form of development enabling the employees to develop in the Group;
- assess the skills that need to be developed in the current position;
- identify the levers to progress in the position or in a future position, like for example:
 - ✓ training: the employees' professional development may be accomplished through training initiatives identified during discussions between the manager or HR officer and employees,
 - ✓ professional mobility: in order to achieve the objective, mobility within the profession or towards other professions may be necessary.

The development interview will be gradually deployed in all the Group's subsidiaries in Europe, according to locally defined procedures and taking into account local practices and customs.

The parties agree on the importance of raising the awareness of and training the various stakeholders concerned (employee/manager/HR) with regard to the development interview.

Best practice – France: In addition to the annual Employee Development Review held for employees in France, the Second Half of Career Review is designed to enable employees reaching the age of 45 and every 5 years thereafter to review with their line manager their skills, training needs, situation and professional development. It is designed to help employees define a coherent career plan that will remain in line with changes in their professional activity or, where appropriate, envisage professional mobility in terms of changes in professions and employment prospects.

Best practice – United Kingdom:

- At Aircelle Ltd, employees have the opportunity to discuss their training & development needs through an annual Employee Development Review. An action plan reflecting the needs identified is then offered. During this meeting the manager may also, for example, discuss with the employee what regulatory training is required for the position.

- Safran Power UK recently introduced a development review for manufacturers on the shop floor. This tool is based on an electronic Skills Matrix and Development Review. The objectives include providing opportunities for progression into more cross-functional/specialized roles and deliver a training program that is appropriate to the needs identified to support development of manufacturers' skills.

4.2- Ensuring access to training for all employees

The Group aims to guarantee access to training to every employee, regardless of their occupational group. To achieve this, it intends to give every employee the means to tailor their skills to changes in the profession, particularly through occupational training, an essential factor for retaining and developing employees.

The parties to this agreement agree to gradually set up a training "passport" for each employee. The aim of this system is to provide a better way of formalizing knowledge and skills acquired through support, training, diplomas, training and certifications obtained both in-house and/or externally. The implementation of this training passport will be monitored through the Committee supervising this Agreement.

Best practice being rolled out:

Safran University works to three complementary training guidelines:

- Professional skills (business): developing training in the Group's professions to strengthen the skills needed for growth
- Management (leadership): developing the leadership skills of managers and promoting a common international and management culture
- Employability (gateways): preparing for changes in professions and defining employee support paths.

The Group also intends to deploy the induction process for newcomers in order to give employees greater visibility of the different companies and professions of the Group.

Best practice – Belgium:

Techspace Aero has developed a tool that measures the efficiency of training received. Using this tool, managers and employees are able to discuss very concretely the aims of training and the relevance of a module in terms of a given need. They can also discuss the evaluation and development of skills acquired and the practices to be implemented.

All of the training is considered and all participants (operators, technicians, employees, executives) and their managers can access this activity. In addition, all training that scores under a given level of efficiency will be dealt with in a continuous improvement action plan.

Best practice – Germany:

In Germany, Labinal Power Systems supports individual needs in order to help participants obtain a qualification or a degree that is recognized by the market. The aim is to support employees in their approach to development and professionalization. For instance, Labinal Power Systems helped one of the team leaders to get his master's in responsible management and a technician to get his diploma from public school.

4.3-Turning the company into an environment conducive to learning

The parties wish to encourage the sharing and transmission of skills, knowledge and best practices between employees for any given work stations by:

- encouraging discussion between employees:
 - ✓ to achieve this, special discussion opportunities will be encouraged during working hours in order to boost communication within teams.

- ensuring cooperation between the generations;
 - ✓ special formal and informal discussion opportunities will also be encouraged to harness the sharing and transfer of knowledge from seasoned employees to newly hired employees or employees from another workstation and vice versa.

- presence and spotlighting of mentors to encourage integration in the company:
 - ✓ the parties emphasize the importance of ensuring best practices develop in terms of integration, in particular for trainees, apprentices and new recruits. To achieve this, a support scheme will be set up if necessary, on a voluntary basis. The mentor will be responsible for advising, guiding or supervising the person concerned, for a period to be defined, to encourage his or her professional integration.

The parties wish to promote the role played by mentors. As such, they shall be given the time needed to conduct their mission and, if necessary, receive dedicated training. The role of the mentors will also be discussed during the development interview of the concerned employee.

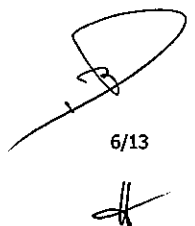
4.4-Developing the Specialist branch

Given the nature of its operations, Safran needs to harness a highly efficient technical branch and in particular its specialists identified in key areas of expertise for the Group.

Specialists are people who have demonstrated solid experience, high-level expertise recognized in their field and an ability to resolve difficult technical problems. Their missions consist in cultivating and transferring the most in-depth knowledge and developing new concepts and applications.

The parties to this agreement emphasize the need to:

- encourage and promote a "specialist" branch in Group companies via the introduction of suitable and targeted communications,
- enshrine the roles and responsibilities of specialists in practice,
- identify and support specialists with the development of their skills and expertise, in phase with the Group's strategic needs, by managing careers on an individual basis, providing specific training pathways, and coordinating networks that pool expertise with a view to creating a real community of specialists.



SECTION V – Encouraging and guiding, on a mainly voluntary basis, professional mobility as a means of developing employees' skills

Professional mobility, as understood by this agreement, refers to all mobility that satisfies both employees' wishes to develop their careers as well as company requirements. This notion comprises both mobility within a profession or between professions, within the same company or between companies, excluding geographic mobility. It is hereby specified that the procedures related to geographic mobility are not covered in this agreement.

Professional mobility plays a crucial role in enabling:

- the Group to cater to changes in its professions and its organisation, foster openmindedness and adaptability as well as contribute directly to skills development,
- employees to harness their acquired skills, develop and diversify their career path and broaden their range of skills.

In this context, Safran undertakes to foster professional mobility by guiding employees according to their needs and supporting their career advancement goals. Safran offers employees an environment conducive to their development and encourages them to broaden their professional experiences.

In this agreement, mobility is not considered that is linked to a restructuring project decided by the employer that is the subject of specific procedures and assistance.

5.1-Providing access to professional mobility opportunities for all employees

With a view to encouraging the professional mobility of employees, the parties agree that it is essential to:

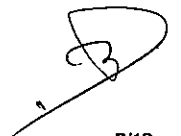
- o consolidate employee knowledge with regard to professions and viable professional changes within the Group, by providing information (profession content, location of various Group sites, career advancement opportunities on offer) using one or more of the following:
 - ✓ the Intranet
 - ✓ displays on information boards
 - ✓ local HR contact

In order to facilitate access to HR information, especially with regard to professions and positions for people unable to access the intranet, the possibility of providing self-service HR kiosks is currently being looked into.

- o encourage exchanges between employees and managers or their local HR contact, especially through the development interview which gives employees a chance to mention their wishes in terms of professional mobility.
- o introduce the e-talent tool within Group subsidiaries in Europe.

The e-talent tool is intended to:

- o give all employees access to the positions available so that they can apply for them,
- o or make unsolicited applications.



5.2-Promoting basic principles with regard to professional mobility in Group subsidiaries in Europe

The parties affirm their desire to promote professional mobility within the facilities, companies and Group through the following points in particular:

- ✓ a known and common transparent process,
- ✓ an up-to-date database of positions available,
- ✓ confidentiality when making contact with an employee for the first time,
- ✓ justified responses to all applicants.

Furthermore, in order to promote the positions available, internal mobility is systematically encouraged.

Best practice – France: mobility committees are organized monthly by the Group's HR Department with different companies, by profession and source area in order to encourage in-house professional mobility without having to opt for geographical mobility.

Best practice – France, United Kingdom:

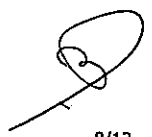

Mobility charters are drawn up for each country in order to define the respective rights and duties of the stakeholders in the context of the mobility process.

Best practice – Belgium:

Every two months the company executive board of Techspace Aero looks into the competencies and mobility requests of all employees and executives. Workers are invited to follow up the mobility offers on the group and company intranet. They know that this topic is regularly considered by the executive board and can see the impacts on the company organization and mobility cases which could occur in the company.

Best practice – United Kingdom:

Messier-Services has developed a career discussion process. The objective is to ensure that the employee has the opportunity to talk about his/her career wishes, discuss with his/her manager and local HR contact, understand and know what are the existing career pathways and what the different opportunities could be.

5.3-Encouraging career paths in Europe for the benefit of new recruits

Attuned to the fact that the Group is growing in an increasingly international context, the parties understand the importance of developing European career paths aimed at new recruits in order to:

- ✓ raise the Group's reputation,
- ✓ develop skills in a multicultural environment,
- ✓ give an international dimension to profiles with a view to fostering the cultural mix within teams.

Best practice – United Kingdom:

- An induction meeting for newly hired employees is organized on a yearly basis. It brings together employees from various Group entities in the United Kingdom in order to improve the respective understanding of the activities in various sites and thereby foster mobility in the United Kingdom.
- Safran Power UK created a graduate program to develop the technical professionals and leaders the company will need in the future. The aim is to ensure renewal of the skills necessary for the company's future needs. Over a 2-year period the company provides placements in key business areas, working on high added-value projects while providing opportunities to network with people from every level of the company.

SECTION VI – Miscellaneous provisions

6.1-Term of the agreement

This agreement shall apply from the date of signature. It is entered into for a term of three years. It may be renewed by express agreement of the parties.

6.2-Application of the agreement

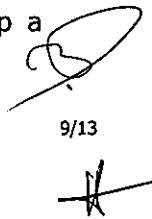
To enable this agreement to be implemented, action plans will be drawn up by local Management teams and shared with union organizations and/or employee representative bodies provided they comply with the domestic laws and practices in force. Local action plans will come with locally defined provisional deployment schedules.

6.3-Reference language of the agreement

The parties agree that the text of this agreement, drafted in French, shall be the reference in the event of any discrepancy or difficulties in interpreting the terms hereof. The agreement shall be translated into the main languages of countries within the European scope.

6.4-Agreement monitoring

To monitor progress and the implementation of the agreement, the parties agree to set up a committee to monitor this agreement.



The committee members shall include representatives of Safran Senior Management and all members of the Bureau of the European Works Council, who may be represented. Three representatives of IndustriAll will be invited to attend the committee's meetings.

The monitoring committee shall meet once a year. At the meeting, it will carry out the following in particular:

- a progress review of the local action plans on the basis of the indicators listed in Appendix 3,
- a review of the indicators to make way for any changes and improvements

6.5-Evaluations and Disputes

In the event of any disputes arising out of or in connection with the application and interpretation of this Group agreement, the parties shall endeavor to settle them between themselves. IndustriAll and Management shall endeavor to find an amicable solution to any such disputes, within a reasonable amount of time and in a spirit of cooperation.

6.6-Non-regression

The parties emphasize that the provisions of this European agreement are not intended to replace domestic laws, regulatory provisions, national, regional or company-wide agreements or practices in force in the European companies in the Safran Group that are more favorable to employees.

6.7-Revision

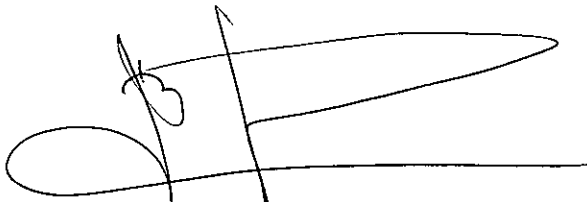
The parties hereto may suggest a revision of all or any part of this agreement. Any changes must be approved by all the parties to the agreement.

6.8-Disclosure of the agreement

A notice will be drafted for all the employees and entities in the various relevant countries to promote this agreement, according to local specificities.

This agreement shall particularly be available on the Group Intranet, to which all employees in the European scope have access. It may also be displayed on information boards and be made into a brochure.

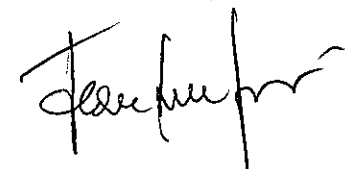
The notice concerning the signing of this agreement shall be drafted in the languages of the countries listed in Appendix 1.



Bart SAMYN
Deputy General Secretary

 **industriAll**
EUROPEAN TRADE UNION

Paris, 25/03/2015



Jean-Luc BERARD
Corporate Senior Vice-President
Human Resources

 **SAFRAN**
AEROSPACE · DEFENCE · SECURITY

ANNEXE I

SCOPE OF THE GROUP COMPANIES ON THE SIGNING DATE OF THE AGREEMENT

France

Aircelle
Aircelle Europe Services
CPS Technologies
Herakles
Hispano-Suiza
Hydrep
Labinal Power Systems
Messier-Bugatti-Dowty
Microturbo
Morpho
Pyroalliance
Reosc
Safran Consulting
Safran
Safran Aero Composite
Safran Engineering Services
Sagem
SLCA
SMA
Snecma
Sofrance
Starchip
Structil
Technofan
Turbomeca

Germany

L-1 Identity Solutions AG (Germany)
Safran Engineering Services
Labinal Power Systems
Morpho Detection
Sagem Navigation GmbH
Morpho Cards GmbH
Turbomeca Germany

Belgium

Snecma Services Brussels
Techspace Aero

Spain

Safran Engineering Services Espagne

Finland

Robonic Ltd - Oy

Ireland

Sagem Security Ireland Ltd

The Netherlands

Morpho B.V.
APP (Aerospace Production Products)

Poland

Hispano-Suiza Polska

Portugal

Morpho Cards Portugal

Czech Republic

Morpho Cards Czech

Romania

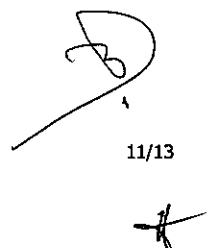
Morpho Cards Romnia S.R.L.

United Kingdom

Aircelle Ltd
Messier-Dowty Ltd
Messier Services UK
Morpho Detection UK Ltd
Morpho UK Ltd
Morpho Cards UK Ltd
Safran Engineering Services
Safran Power UK
Safran UK Ltd
Turbomeca UK

Switzerland

Vectronix Ag
Colibrys



**ANNEXE II – AGREEMENT MONITORING INDICATORS
(At national and European levels)**

- Number of hours' training given by country, company and field
- Number of posts filled through internal mobility (source e-talent or similar)
- Number of development interviews per site and percentage of interviews relative to total workforce of the site
- Percentage of apprentices and interns recruited to posts reserved for young graduates
- Number of "Progress and Outlook" meetings organized by sites



ANNEXE III – DEFINITION AND ROLE OF SPECIALISTS

(extract from Safran Group procedure GRP-0155)

What is an expert?

Within an area of competence that is deemed to be important for the company and the Group, an expert is a person who has demonstrated:

- A recognized high level of expertise in their technological field
- Solid experience in this field
- An ability to solve difficult technical problems, taking account of the wider implications of the environment concerned
- A level of personal influence that enables them to pass on their knowledge to colleagues and young engineers, and/or for the benefit of other Group companies
- Forward thinking and the ability to drive innovation and specify the necessary milestones to ensure that the Group develops its technical assets.

Each company assigns missions to its experts in order to benefit from their expertise. They provide the best possible conditions for the experts to apply their expertise (autonomy, availability, training, access to information and decision-making bodies, etc.) and to develop their skills (through an appropriate career path).

This expertise may be exercised at the request and for the benefit of engineering or R&T divisions and also for Corporate Management, and Production, Customer Support and Quality departments of the Group or individual companies, as well as other company departments on a more ad-hoc basis.

Levels of expertise

There are different levels of expertise. Experts are always progressing in their respective area of expertise and may move up through these levels over time.

There are three main levels of expertise:

- Company Expert
- Safran Senior Expert
- Safran Distinguished Expert "Company"

