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## **PREAMBLE**

The professional integration of young people in Europe is a social issue to which Safran pays particular attention.

Furthermore, faced with the challenge of innovation, the Group must anticipate changes to jobs and skills and the renewal of its teams. Safran thus expends considerable resources to acquire, maintain and pass on the skills needed to support its development and the renewal of staff.

In this context and following on from the agreement of July 4, 2008 establishing the European Works Council, the parties wished to include the theme of professional integration of young people in the scope of social dialogue, in order to extend the construction of a Safran social model in Europe.

At present, Safran employs over 40,000 people in the European Union and wishes to continue introducing ambitious recruitment plans, which target young people in particular. In this regard, vocational training is proving to be a useful tool for integrating young people into working life, and also a recruitment tool for the Group.

The parties to this agreement recognize that the key to professional integration of young people lies in training tailored to their goals, combined with practical work experience. They have decided to rely on existing best practices, some of which are mentioned in this agreement, to foster the dissemination thereof throughout the Group.

The parties hereto also confirm their commitment to contribute to the professional integration of young Europeans through the development of traineeship, apprenticeship and tutoring schemes.

Safran intends to promote the integration of these young people, particularly by offering them employment opportunities and paying particular attention to those already training within the Group.

The parties hereto also wish to affirm their commitment to equal opportunities and treatment through this agreement.

Lastly, the parties intend to define common guidelines for Safran's European subsidiaries while letting them choose their implementation methods in accordance with domestic laws.

## **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 defined in Section I, may become a party to this agreement.

## **SECTION III – Contributing to the vocational training of young people**

### **Clause 1 – Reinforcing and improving the training of young people to foster their integration into the working world**

The parties wish to reinforce the rollout of vocational training schemes for young people<sup>1</sup> such as apprenticeship, traineeship and arrangements for research students. A review of local regulations and best practices in force shows that such schemes are used in the main European countries in which the Group is established.

All of these schemes enable young people to obtain a diploma, a qualification or recognized certificate and foster their integration into the working world.

Safran thus undertakes to continue and to develop welcoming young people as part of training schemes in its European subsidiaries.

The aim is to contribute to the training of young people within the scope defined in Section I above.

The parties agree that it is necessary to continue to develop the possibilities of apprenticeship<sup>2</sup>, traineeship, and the training of European research students.

The positions for training on offer are consistent with the businesses of the companies in question.

Safran shall also ensure that a variety of training courses is represented among the young people hired within the framework of vocational training.

The parties particularly emphasize the importance of contributing to the vocational training of young disabled people. The Group's companies shall take the necessary measures to welcome young disabled people in optimal conditions.

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<sup>1</sup> The term "young person" will be defined in the local action plans referred to in Clause 10 hereinafter.

<sup>2</sup> As defined in the glossary in Appendix 2.

## 1.1 Developing apprenticeship schemes

The parties assert their commitment to developing apprenticeship, a vocational training scheme that is recognized by the social partners, the various European countries and the European Commission.

Safran undertakes to develop its active policy in favor of apprenticeship by endeavoring to welcome and train young people at all levels of qualification.

Safran therefore intends to welcome at least 2,000 apprentices each year and further undertakes to give priority to the recruitment of some of those young people at the end of their training, and in accordance with national practices where candidates are equally qualified.

### **Best practice - Belgium - Apprenticeship as a lever for socio-professional integration**

Each year, Safran's Belgian subsidiary Techspace Aero, takes on apprentices in its production, corporate services and maintenance operations and thus fosters their professional integration.

Two pilot experiments are frequently repeated: the hiring of apprentice production operators and of students doing a master's degree in production management and corporate services.

## 1.2 Encouraging traineeship

The parties agree that traineeships enable young people to confirm their career choices by concretely discovering the company and a given line of work.

Safran thus undertakes to encourage traineeships in its European subsidiaries.

Such traineeships may be offered as part of the academic path and also within the framework of a training course leading to a qualification or certificate.

## 1.3 Accepting young European research students (PhD)<sup>3</sup>

Innovation is a major focus for the Group and a strategic area of investment.

The parties intend to develop the capacity to welcome young European research students (PhD) and thus contribute to their training.

Within this framework, Safran undertakes to increase the number of theses offered to students.

<sup>3</sup> As defined in the glossary in Appendix 2.

#### **1.4 Supporting and monitoring young people during their training at Group level**

The parties recognize the importance of supporting and monitoring the young people during their training periods in the company, particularly to facilitate their future recruitment within the Group. The parties effectively consider that the supervision of young people trained by the Group must be such that it motivates them.

The parties therefore wish to introduce a process for supporting and monitoring young people doing vocational training within the Group's subsidiaries, subject to compliance with domestic laws.

Safran will therefore strive to ensure that all apprentices, trainees and research students are monitored by "supervisors" responsible for welcoming them and helping them achieve their professional project, in compliance with domestic practices and laws.

Furthermore, it is suggested that the relationship between the supervisors and the young people be supported by formal meetings held at various times during the training. The aim is to meet the young people's vocational needs by enabling them to review progress of their work and their future goals.

Lastly, a "Safran training handbook" will gradually be introduced through the local action plans referred to in Clause 9 below, in compliance with domestic practices and laws.

#### **Best practice – Great Britain – Training for apprentices**

At Messier Dowty Ltd (in Gloucester), a ten or so apprentices are taken on each year in the company's various departments. Each position held by an apprentice corresponds to a specific assignment defined by the host teams. The apprentices are supervised both by a member of HR and by a manager from the department in which the young person is training. The young person's training focuses on developing both his/her soft skills and technical capabilities.

#### **Clause 2 – Promoting tutoring schemes**

The parties believe that within the framework of apprenticeship training, the tutor<sup>4</sup> plays a key role in the success of the young person's vocational training. They therefore wish to foster support for young people doing training and the transfer of knowledge and skills by promoting tutoring and recognizing the tutor's role.

The Group undertakes:

- To train tutors in the manner defined in the local action plans.
- To include the tutor's role as an integral part of his/her job.

<sup>4</sup> As defined in the glossary in Appendix 2.

**Best practice - Belgium – Tutoring**

Tutoring is a regular practice in Belgium at Techspace Aero: it concerns everyone supervising young people included in the company's training process. Over the past three years, over 100 people have thus received training in teaching, communication, tutoring and presentation techniques.

**Clause 3 – Continuing to develop relations with European Schools and Universities**

The parties firmly believe that the world of education and the world of business must progress together to improve the training of young people and foster their long-term integration into employment. They would therefore like Safran to continue developing special relations with European training centers, schools and universities that meet the needs of its businesses.

Within the framework of implementing this agreement, Safran shall study ways of extending partnerships at European level with education institutions training young people in its main lines of work. This initiative particularly aims to strengthen awareness of the Group among key students and schools for Safran, but also to guarantee adequacy between training courses and the Group's requirements in terms of skills.

These actions will also be an opportunity for the parties to promote gender mix and the diversity of educational backgrounds within its teams.

Implementation of these actions will be defined in the local action plans referred to in clause 9 below. A review will be done with the follow-up committee referred to in clause 10 below.

**Best Practice - France – Academic Ambassadors**

In France, Safran has developed an "Ambassadors Program" which relies on a network of employees of Group companies to organize various actions and events in target schools and universities.

As former students now employed by Safran, their role involves developing cooperation with these academic institutions, making contact with students and supporting them with their career plans at various events.

**Best practice in Belgium – Informing young people of technical jobs**

Techspace Aero has rolled out an initiative with independent partners designed to develop awareness, knowledge and the appeal of technical jobs among young people in technical education and the public in general.

This initiative particularly involves trips by schools and classes to the site, talks given by employees to teachers and pupils in schools, and participation at employment and job fairs.

#### **Clause 4 – Developing the integration of young people by vocational training at European level**

The parties acknowledge that developing an international culture and being mobile during one's studies can be an asset for the long-term professional integration of young people. Therefore, Safran will particularly offer traineeship arrangements on a European scale. Safran shall ensure that the companies in the Group welcome these young people in optimal conditions: these conditions shall be examined as part of the local action plans referred to in clause 9 below.

Roll-out of the recruitment website on a European scale will also be examined to contribute to this objective.

### **SECTION IV – Hiring and integrating young people into the Safran Group**

#### **Clause 5 – Hiring young people in the Group**

To rise to the Group's development challenges, Safran intends to continue hiring qualified young people paying particular attention to those who have been trained within the Group. Safran thus undertakes to give priority in recruitment to young people trained within the Group, at the end of their training.

#### **Clause 6 - Promoting gender mix**

In the European countries in which the Group is established, the recruitment of women in scientific and technical jobs is still very difficult given the small number of girls in the corresponding training courses.

The parties therefore undertake to encourage initiatives that promote the Group's scientific and technical jobs among young female students. These initiatives will be rolled out in the countries to which this agreement applies according to their practices and the local context.

The parties also agree on the need to encourage the feminization of teams and gender mix at every level in the company and in all categories of staff. It should be noted that Safran pursues the aim of hiring at least 25% of women.

#### **Clause 7 - Promoting diversity and equal opportunities and treatment**

The parties reassert their commitment to the fair treatment of applications and the fight against discrimination.

Safran thus undertakes to promote equal opportunities and candidates without discrimination on the basis of the skills and experience required for the position to be filled.

##### **7.1 Diversification of training backgrounds**

Within its teams and in all professional categories and fields of activity, Safran is keen to see a diversity of training backgrounds represented in the Group.

Action to diversify partnerships to universities will particularly be taken in order to secure greater diversity in recruitment.



## 7.2 – Fostering integration and fighting exclusion

The parties assert that it is their responsibility, in a context of high unemployment among young people in Europe, to encourage the professional integration of young people with little or no qualifications and who are alienated from the working world.

The parties thus undertake to encourage initiatives that raise awareness of the Group's jobs among "young people" alienated from the world of industry. These initiatives require specific support and will be rolled out in the countries to which this agreement applies according to their practices and the local context.

### **Best practice - France- A Group agreement for employment of the disabled**

Safran Senior Management and all the trade union organizations signed a three-year Group agreement in April 2012 for the employment of disabled people. The agreement applies to all Safran subsidiaries in France.

One of the aims of the agreement is to contribute to improving the qualification of young disabled people by developing possibilities of sandwich courses and traineeships within the Group.

Safran is committed to accept at least 100 disabled sandwich students and 65 disabled trainees in France over the term of the agreement.

## Clause 8 – Developing an attractive induction course for young hires

### 8.1 Induction of young hires

The parties further acknowledge that particular attention must be paid to the induction and integration of young hires into the Group.

Safran therefore wishes to support young people as they commence their job in their local environment.

The host company will anticipate induction arrangements to enable young hires to commence their jobs in optimal conditions.

The parties wish to improve the information provided to young hires as part of the induction measures concerning the presence and role of Trade Unions or/and staff representatives.

The details of rolling out this measure shall be examined by the social partners in the companies concerned by this agreement according to practices and the local context.

### **Best practice - Belgium – A meeting with trade unions integrated into the induction course**

Safran's Belgian subsidiary Techspace Aero, has integrated a meeting with site trade unions into the induction course attended by each new hire.

This meeting is one of the compulsory steps to be attended during the new hire's first two days in the company and is documented in the form signed by the new hire and his/her manager.

## **8.2 Integrating young hires**

As the Group's environment offers good career advancement prospects, Safran wishes to support young people as they commence their job and improve their knowledge of the Group to open up opportunities for advancement.

Integration systems shall thus be developed according to local specificities and at three levels (Group, Company and Site) to familiarize each young employee hired with the business of their site, of their company and with the Group as a whole.

These integration systems must also enable young hires to envisage their career development via the introduction of appropriate training courses aiming to develop their skills.

## **SECTION V – Implementing commitments**

### **Clause 9- Application of the agreement**

To enable this agreement to be implemented, action plans, developed between local Management teams and union organizations and/or employee representative bodies in compliance with applicable domestic laws, shall be implemented.

### **Clause 10 – 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 be representatives of Safran Senior Management and all the members of the Bureau of the European Works Council who will be entitled to be replaced. 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 particularly:

- review progress of the local action plans on the basis of the indicators listed in Appendix 3,
- assess the indicators with a view to making any changes and improvements.

## **SECTION VI – Miscellaneous provisions**

### **Clause 11 – 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.

### **Clause 12 – 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.

### **Clause 13 – Appreciations 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.

### **Clause 14 – 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.

### **Clause 15 - Revision**

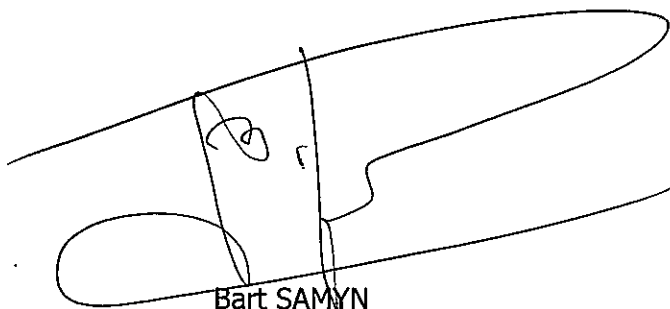
The parties hereto may suggest a revision of all or any part of this agreement. Any changes must be approved by all the parties to the agreement.

### **Clause 16 – 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.

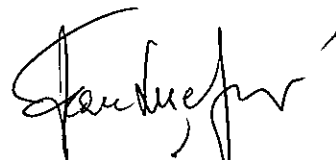
The notice concerning the signing of this agreement shall be drafted in the languages of the countries listed in Appendix 1.



Bart SAMYN  
Deputy General Secretary



Fait à Paris, le 28 mars 2013



Jean-Luc BERARD  
Corporate Senior Vice-President Human Resources



## APPENDIX I

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

#### France

Aircelle  
Aircelles Europe Services  
Cassis International Europe  
CPS Technologies  
Herakles  
Hispano-Suiza  
Labinal  
Messier-Bugatti-Dowty  
Microturbo  
Morpho  
Pyroalliance  
Reosc  
Safran Consulting  
Safran  
Safran Engineering Services  
Sagem Défense Sécurité  
SLCA  
SMA  
Snecma  
Sofrance  
Structil  
Technofan  
Turbomeca

#### Germany

Labinal GmbH  
Morpho Detection Germany  
Sagem Navigation GmbH  
Morpho Cards GmbH  
Turbomeca Germany GmbH

#### Belgium

Snecma Services Brussels  
Techspace Aero

#### Spain

Safran Engineering Services Spain

#### Finland

Robonic Oy

#### Ireland

Sagem Security Ireland Ltd

#### The Netherlands

Morpho B.V.

#### Poland

Hispano-Suiza Polska Sp. Zoo

#### Portugal

Globe Motors Portugal  
Morpho Cards Lda

#### Czech Republic

morpho cards czech

#### Romania


Morpho Cards Romania S.R.L.

#### United Kingdom

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

#### Switzerland

Vectronix Ag



## APPENDIX II

### GLOSSARY

The definitions given below are for reference in the event of any discrepancies or difficulties in interpreting the terms of this agreement.

#### **Apprenticeship**

According to the European Commission, "Apprenticeship-type schemes are understood as those forms of Initial Vocational Education and Training (IVET) that formally combine and alternate company based training (periods of practical work experience at a workplace) with school based education (periods of theoretical/practical education followed in a school or training center), and whose successful completion leads to nationally recognized initial VET certification degrees. This definition makes no explicit reference to the existence of a direct contractual relationship between the employer and the apprentice."<sup>5</sup>

#### **PhD**

A PhD is prepared after obtaining a master's degree or equivalent. As the culmination of academic studies, it is now an essential prerequisite for any student wishing to embark on a career as a researcher in a public research organization, a large company or in international development organizations.

#### **Traineeship**

According to the European Commission, "There is a great discrepancy across all Europe in the extent to which traineeships are clearly defined. In relation to the definition of traineeships, in most Member States there is either a legal definition or, at least, a common national understanding of the concept of a traineeship. In general, in almost all countries where a common definition of traineeship exists, there is a strong link between education and work experience. Across Member States, the common defining characteristics of legal frameworks relating to traineeships are: (i) the general educational purpose, (ii) the practical element of learning; and (iii) the temporary character of the traineeship."<sup>6</sup>

#### **Tutoring/Tutor**

Any activity offering a learner guidance, counseling or supervision by an experienced and competent professional, without any reporting relationship with the learner. The tutor supports the learner throughout the learning process (at school, in training centers or on the job).

#### **Job Board**

A tool that allows employees to consult job openings within the Group. This tool is currently deployed in the Group's French companies.

#### **Executives (Managers and Engineers)/Employees (Non-Managers and Non-Engineers)**

Executives (Managers and Engineers) shall be understood to mean employees:

- who coordinate a set of resources (material, human, financial) entrusted to them, with the degree of independence and accountability necessary to achieve objectives. They may manage a team, projects, a process, a technique or a portfolio of customers or suppliers ;

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<sup>5</sup> Apprenticeship supply in the Member States of the European Union – European Commission, January 2012

<sup>6</sup> Study on a comprehensive overview on traineeship arrangements in Member States – European Commission May 2012

- and/or who passed an engineering diploma in a university or school during their studies. An engineer's basic job consists in solving technical problems, relating to the design, development and implementation of products, systems or services primarily in R&D and production.

All staff members not identified as Managers and Engineers are considered Employees (Non-Managers and Non-Engineers).

### **Best Practice**

A best practice is a practice recommended as a good example by a country's social partners with a view to applying it in other countries.

### **APPENDIX III – AGREEMENT MONITORING INDICATORS (National and European Levels)**

As stated in Clause 10 of this agreement, the list below may be enhanced and/or changed following decisions made by the monitoring committee.

#### **1. Quantitative indicators (in compliance with domestic practices and legislation)**

- Total number of apprentices per year
  - By country
  - By company
  - By gender
  
- Total number of trainees per year
  - By country
  - By company
  - By gender
  
- Total number of research students per year
  - By country
  - By company
  - By gender
  
- Conversion rate: number of persons hired at the end of the training / number of persons hired on fixed-term and permanent contracts as at 31 December
  - By country
  - By company
  - By classification (Executives/Employees)<sup>7</sup>
  
- % of women hired per year
  - By country
  - By company
  - By classification (Executives/Employees)

#### **2. Qualitative indicators**

- List of partner schools and universities
- Initiatives taken for non-qualified young people

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<sup>7</sup> As defined in the glossary in Appendix 2.