
EUROPEAN FRAMEWORK AGREEMENT FOR DEVELOPING SKILLS AND SECURING PROFESSIONAL PATHS

PREAMBLE

Following on from the European framework agreement for professional integration of young people signed in 2017 between Safran Management and IndustriAll Europe, this agreement further consolidates the implementation of a common social base for the various Group entities present in Europe.

Boasting a well-established presence in Europe, the Safran Group is growing in an environment with ever-changing markets, a major sanitary crisis, and technological and digital transformations which impact all sectors of the company. To make way for the future and implement its innovation policy and to respond to the technical, social and environmental transformations accelerated by the crisis linked to the Covid 19 pandemic, the Group has to adopt a forward-thinking approach with regard to job evolutions and skills requirements. Against this backdrop, the parties to this agreement choose to establish a framework for the development of skills and career paths for Group employees to address these issues. The parties also intend to make this agreement a major tool for securing jobs in the Group.

The parties recognise the need to enable the personal and professional development of employees, by maintaining a level of training that corresponds to the needs of the company and the wishes of the employees, and by ensuring that everyone plays a major role in their own professional development. The parties recall that training must be a tool for supporting employees in employment protection and securing career paths.

To this end, the Group intends to rely on the most appropriate training tools, in particular on the Group's internal systems, and also intends to strengthen and develop its career management and development tools. For the Group, periods with a reduction in workload should be used to train employees to meet the challenges of these changes.

Finally, given the evolution of training and career management techniques, new forms of work and health constraints, the digitalisation of tools and processes will be an integral part of the support provided to employees in their professional development.

Moreover, Safran intends to promote mobility both within companies and between different countries, recognizing the need to enrich each individual's career path by benefiting from the Group's international industrial footprint.

This agreement outlines the common principles that serve as a framework for all European subsidiaries with the aim of maintaining and developing skills and expertise at the highest level, to boost professional development and to guarantee the employability of all.


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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 and associated skills;
- Developing and securing career paths for employees by allowing equal access to training, by supporting the fields of expertise and by organising the transfer of knowledge;
- Promoting professional mobility as a means of developing employees' skills and careers;

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. These good practices shall be shared through an area on the Group's intranet devoted to European labour relations and through exchanges within the Monitoring Committee of the present agreement as well as with the entire HR network.

This agreement is in line with the European Skills Pact for Aerospace and Defence initiated on 16 November 2020.

The interested 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 national 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, as well as to employees in Switzerland and the United Kingdom.

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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, as well as to Switzerland and the United Kingdom.

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.

In case of changes to the scope of this agreement, the parties agree to meet within 3 months from the date of this change in scope in order to exchange on the impact of this development and to evaluate and assess, where appropriate, the necessity, if any, to adapt the agreement.

SECTION III – Anticipation: a shared approach

3.1-Anticipating future changes to professions

Given changing markets and technological transformations due in particular to decarbonation and environmental requirements, taking into account the particular difficulties linked to the health and economic crisis linked to Covid-19, the Group must anticipate changes to professions and ensure the professional development of its staff, supporting the new development of career paths as well as professional retraining. In this context, the greatest attention will be paid to jobs that are destined to undergo profound change.

Safran also affirms its objective to help each employee develop in an environment conducive to the acquisition of skills, the development of professional knowledge and the transfer of knowledge, if applicable, by developing versatility and a multi-skills approach.

To achieve this, the companies and the Group will work together to develop a common reference system which describes all Group positions. This common reference system will be applied inside the companies and shared with the local representative bodies.

This reference system will enable the analysis and consolidation of data on employment, the current resources and foreseeable evolution of needs in terms of positions and skills, and also the setup of action plans within each company. This is the case for work relating to the Digital transformation, the Factory of the Future or the increasing maturity of One Safran's process.

3.2-A European approach shared at Group level and deployed to subsidiaries

In order to achieve a common vision at Group level, once a year a presentation will be made to Safran's European Works Council followed by discussion of any changes in markets and technologies, the Group's strategic objectives as well as their impact on the situation and probable developments in employment, the evolution of positions and skills on a European level and, where appropriate, by country.

To ensure this vision is also shared within each subsidiary, 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, the evolution of positions and skills within that subsidiary, and training approaches adapted to the tier-one company¹ strategy.

On this occasion, a presentation will also be made of the HR levers to be mobilized: recruitment, mobility, skills development pathways or other change support systems to ensure the professional development of staff on the one hand, and to respond to changes in professions and skills and support employees with these changes on the other.

3.3-Jobs and skills Observatory

Through this agreement, the parties agree to set up a joint committee called the "Observatory of Jobs and Skills".

This Observatory is composed of 7 members from the Monitoring Committee of the present agreement and Management representatives. Among the Management representatives, Human Resources representatives from various Group countries in Europe will participate.

The observatory is a forum for exchange and dialogue. It makes recommendations and proposals, and will welcome internal and even external specialists in order to enrich and enlighten the work.

The observatory also examines the annual report presenting the quantitative and qualitative elements for the evaluation of jobs within the Safran Group in Europe.

In order to assess job evolutions, information may be communicated concerning the evolution of socio-professional categories, the transformation of jobs, the age pyramid and the gender balance in professional fields.

¹ This refers to Safran SA, Safran Seats, Safran Cabin, Safran Aerosystems, Safran Aircraft Engines, Safran Landing Systems, Safran Nacelles, Safran Electrical and Power, Safran Electronics and Defense, Safran Helicopter Engines, Safran Aero Boosters, and Safran Transmission Systems
European framework agreement for developing skills and securing professional paths

Particular attention will be paid to sites that may be at risk of a significant reduction in jobs, in order to anticipate possible reclassifications, retraining, retraining measures and more generally to prepare the support of employees.

This report will then be sent to the European Works Council (EWC), prior to the EWC annual meeting dedicated to the prospective study of jobs and skills evolutions on the horizon of the Group's Medium-Term Plan in application of paragraph 3.2 above.

The report will be supported by a communication plan aimed at employees of Safran companies in Europe.



SECTION IV – Developing and securing career paths for employees

Given the parties' desire to create 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 professional paths.

4.1–The development interview: a tool to help employees

Safran intends to give each employee an opportunity to exchange in a privileged way on a regular basis with their manager about their professional development, taking into account employee and company wishes and needs.

In particular, the annual development interview will allow the employees and manager to:

- Draft a report about the professional path and competencies acquired;
- Define, where appropriate, a professional project and/or any other kind of development, which allows employee evolution within the group;
- Complete a report on the skills to develop in the current job;
- Identify levers for progressing in the job, or in the next job, for example:
 - ✓ Training: the professional development of the employee could be performed through training measures identified during exchanges between the manager or the HR officer and the employee
 - ✓ Professional mobility: mobility in the same job or towards other types of jobs as a means to achieve a professional goal.

Safran intends to roll out this development interview for each employee, on a European scale, within three years, according to locally defined procedures that take into account local practices.

The parties agree on the importance of raising awareness with and/or training the different players involved in the development interview (employee / manager / HR).

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 do this, pursuant to this agreement Safran guarantees that the average number of training hours undertaken by employees that fall within the scope of this agreement is at least:

- 18 hours in 2022
- 26 hours in 2025.



Furthermore, it undertakes to provide each employee with the means to acquire new skills in response to changes in the business. Training is one of the essential levers for developing the employability of employees.

In the context of the exceptional crisis and / or transformation that the aeronautics sector is going through, several specific guidelines will be given for the entire European perimeter:

- Employees coming from professions where profound changes are highly likely or which are strongly impacted by the current crisis will have to benefit from training measures as a priority when these measures will allow them to take on a different job internally.
- Particular attention will also be paid to employees in the second half of their careers or those who have the least access to digital tools, ensuring that they are involved in this digital transformation.

To guide training investments within the Group, Safran offers to its employees a training centre of excellence, Safran University, in Massy.

Safran University aims to develop and offer to employees educational solutions pooled over the European scope. For some programs, Safran University may rely on relay centres or directly interface with entities alone in their country. Safran University now has a branch in Toulouse.

Among the structured relays, it should be noted that Safran is one of the partners of the Campus Fab training centre within the Factory of the Future. This centre will be available to all professional categories of the industrial world. Located in the Paris area, it is intended to be open to the whole of Europe for specific programs aiming to meet the Group's needs for employee skills' development.

Finally, in order to improve career paths and allow Group employees to develop their career, the concerned parties consider important to develop transversal skills (See Appendix 4). In this respect, a number of training programs, intended for all, allow the development of transversal skills of all employees on the following topics: Hierarchical and transversal management, project, risk, change, Group knowledge, product knowledge, mastery of digital and data, intercultural knowledge and language learning, personal development in communication, speaking, organization, and interpersonal relations management.

To support the Group's transformation challenges, professional retraining is an important lever to enable employees to move into fast-growing professions.

The Group is therefore committed to supporting employees who volunteer for a retraining project, by building individual or collective career paths that will enable each employee to successfully change professions.

4.3-Turning the company into an environment conducive to acquiring new skills and knowledge

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

- Encouraging discussion between employees:
 - ✓ To achieve this, special discussion opportunities will be encouraged during working hours in order to boost communication within teams.
 - ✓ In particular, knowledge transfer tools (MOOC) will be developed.
- 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 ("reverse mentoring").
- Presence and spotlighting of mentors to encourage integration in the company²:
 - ✓ The parties emphasize the importance of ensuring the development of employees' skills during integration (in particular trainees, apprentices and new hires), or in the event of changes in the working environment (in particular the arrival of a new process or production system). When integrating, a support tool will be offered to the new employee.
 - ✓ The mentor will be responsible for advising, guiding or supervising the person concerned, for a period to be defined, to encourage their 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 draw on 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 mission consists in cultivating and transferring the most in-depth knowledge and developing new concepts and applications.

The parties to this agreement emphasize the need to:

² As provided for by the European framework agreement on the integration of young people in the workplace, signed on 19 September 2017 (cf. Section III article 2)

- 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,
- ensure the renewal of experts and support them in the transfer of knowledge
- Ensuring expert coverage of critical and strategic competencies
- Undertaking of reviews and preparation for succession
- Access to specific training to support them and develop their role
- Developing the hosting of networks of expertise with an international outlook: sharing practices, knowledge watch, identifying critical and strategic skills, guaranteeing the deployment of knowledge management tools in the networks...

4.5. Digitisation to support the development of Employees skills and career paths

The Safran group intends to promote digitalisation as a means of developing the skills and career paths of its employees.

To this end, the parties agree to integrate new communication media into these schemes by encouraging the progressive use of digital means.

As pedagogical continuity is particularly necessary in this period of health and economic crisis, the parties agree that, in addition to the use of traditional, face-to-face training tools or devices, training will also be conducted digitally.

This applies, for example, to the deployment of remote classes and the use of tools such as smartphones, tablets or other tools, which are adapted to the acquisition and development of knowledge and skills as well as career management.

The same applies to the use of 360 platforms or the so-called "Atawad" system.

As soon as training is accessible digitally or remotely, it will be the responsibility of Human Resources managers to remind employees of:

- the rules for the proper use of digital tools,
- the need to make reasonable use of digital connections,
- and, to respect working hours and where applicable the right to disconnect.

SECTION V – Encouraging and guiding professional mobility on a voluntary basis 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 relating 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 open-mindedness 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 according to the company's needs and their employees' career advancement goals. Safran offers employees an environment conducive to their development and encourages them to broaden their professional experiences.

This section does not cover mobility linked to a restructuring project decided by the employer, which is subject to specific procedures and assistance.

5.1-Providing access to professional mobility opportunities for all employees

For several years now, Safran has been deploying a proactive policy of promoting internal mobility to support employee development and the Group's agility. High priority is thus given to intra and inter-company mobility to promote the positions opened by the companies.

With a view to encouraging this professional mobility of employees and in agreement with their employer, the parties agree that it is essential to:

- Consolidate employee knowledge with regard to professions and viable professional changes within the Group, by providing information (information on professions, 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 people
 - ✓ New communication media and digital tools (webinars, etc.)

- Encourage exchanges between employees and managers or their local HR contact person, especially through the professional development interview.



During this interview, the parties will have to discuss the employee's perspectives for professional development, particularly in terms of qualifications and employment, with a view to reconciling the employee's professional aspirations with the needs of the company.

- Make it possible for employees in the Group's subsidiaries in Europe:
 - to have access to all available job offers and to allow them to apply,
 - to submit an unsolicited application.
- Define the reference framework of support measures for inter-country mobility within Europe in a specific note including:
 - Language training, moving and settling in,
 - A progress report once the job has started,
 - Information on the handling of social benefits, in particular retirement contributions.

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 process,
- ✓ an up-to-date database of positions available,
- ✓ confidentiality when making contact with an employee for the first time,
- ✓ a response sent to all applicants.

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

The aim is to reinforce "Mobility Meetings" that have been existing and deployed for several years in France and in other countries that have several Group companies

The parties want to promote the Group's Mobility Charter in the countries where Safran has several subsidiaries. This Charter expresses a commitment that the Group wishes to roll out around the world (see Appendix 5).

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.

TITLE VI: Adaptation and support measures in the event of difficulties which may impact employment

In the event of particular difficulties at a Group site where the volume of jobs would be at risk, particularly in the event of a sharp slowdown in activity, it is agreed that measures must be taken to preserve, as far as possible, the employability of employees in the company and in the Group, but also in the local employment area. This will be subject to a prior, shared analysis with Employee representatives. All of these measures will be deployed in compliance with local, national and European regulations.

- Access to training will be a priority for the employees of these sites, both to support a change in their profession and for professional retraining.
- It will be each company's responsibility to determine locally the actions that are necessary and relevant for all employees concerned, drawing in particular on existing national and/or European funding mechanisms. To this end, the Group may assist the local companies in the implementation of these job security and retraining measures.

In this context, it should be noted that Employee representatives at local and/or Group level may be called upon to help prepare and implement these adaptation measures.

6.1 Priority access to training

For sites that are more particularly exposed to the risk of a sharp decline in activity, the employability of employees will also be assessed at the level of the employment area, in order to provide the best possible job security for each individual's development and professional paths.

Access to training will be a priority for employees at these sites, both to support changes in their profession and to help them retrain. In this context, the stakeholders will be careful to respect the principle of non-discrimination, in particular between men and women or between young people and older employees. Particular attention will be paid to the most vulnerable employees with regard to their employability (those with a low level of training or in the second half of their career).

6.2 Measures to support retraining

Assistance for the professional retraining of employees may take the form of:

- Either support for changing jobs or professions within the company by:
 - defining the professional project, information on job roles
 - the possibility of testing a new job
 - the implementation of training courses to acquire or upgrade skills; a dedicated budget may be devoted to this
- Or support of job/professional changes within the Group or externally in the regional "employment area"

In order to take into account the wishes of employees who are not considering geographical mobility and to provide them with information, the involvement of local Human Resources Management in the job pool network is encouraged, in order to gather medium-term employment prospects in conjunction with the Human Resources departments of other companies, professional associations and local employment authorities.

- Upstream preparation of internal or external retraining courses will be encouraged and may be supported by education partners of Safran and/or local training institutions, such as Universities, engineering schools, high schools and other continuing education organisations.
Professional/industry associations of Employers, regional public authorities and neighbouring companies may also be involved.

Attention will be paid to the possibility of including these multi-player programmes in European schemes, in particular in the "Pact for skills".

6.3 Measures to support professional transition

- The use of external professionals ("transfer agency", outplacement firm) will be encouraged, in order to provide support and methods for defining a realistic professional project and search for opportunities.
- The use of local support enabling the employee to obtain information on the country's social or financial aid schemes. The Group will be able to provide assistance to local companies in identifying measures that could be implemented, particularly with regard to European funding.
- The possibilities of making employees available to neighbouring companies or research centres in the form of missions with suspension of the employment contract will be studied and implemented over short or medium-term periods, in compliance with the legal framework.

These assignments must meet the Group's protection requirements vis-à-vis its competitors and will require the approval of the Human Resources Department of each Tier 1 company.

SECTION VII – Miscellaneous provisions

7.1-Term of the agreement

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

The parties agree to meet again after three years of application of this agreement in order to review the application of the Agreement. In the light of experience and notwithstanding the necessary regulatory adjustments, changes to the provisions of the Agreement may be envisaged.

7.2-Application of the agreement

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

7.3-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 languages of the countries within the European scope.

7.4-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 management and up to ten representatives appointed by IndustriALL.

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 2. If the Monitoring Committee finds shortcomings in the local action plans, it may propose areas for improvement,
- a review of the indicators to make way for any changes and improvements

An *ad hoc* enlarged committee, with one HR representative per country, will meet after the first 18 months of application of this agreement.

Also, on this occasion, a presentation will be made on the main transformations / evolutions of the business lines, in particular in the case of the project Factory of the Future or the digital transformation.

7.5-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 endeavour to settle them between themselves. IndustriAll and Management shall endeavour to find an amicable solution to any such disputes, within a reasonable timeframe and in a spirit of cooperation.

7.6-Non-regression clause

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

7.7-Revision

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

7.8-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 also be available on the Group Intranet, and all employees in the European scope will have access. It may also be displayed on information boards.

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





Isabelle Barthès
Deputy General Secretary



Done in Paris, on

2 / 6 / 21



Stéphane Dubois
Group Director, Human Resources



ANNEX I

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

France

Safran SA

- Safran Additive Manufacturing Campus
- Safran Ceramics

Safran Aircraft Engines

- Airfoils Advanced Solutions
- Safran Aero Composite

Périmètre Safran Aerosystems :

- Safran Aerosystems SAS
- Safran Aerosystems Duct
- Safran Aerosystems Fluid
- Safran Aerosystems Hydraulics
- Safran Aerosystems Services Europe
- Safran Aerotechnics

Safran Cabin

Safran Electrical & Power

- Safran Electrical Components
- Safran Engineering Services

Safran Electronics & Defense

- Safran Data Systems
- Safran Electronics & Defense Actuation
- Safran Electronics & Defense Cockpit Solutions
- Safran Reosc

Safran Helicopter Engines

- Safran Power Units

Safran Landing Systems

- Safran Filtration Systems
- Safran Landing Systems Services Dinard

Safran Nacelles

Safran Seats

Safran Test Celles France

Safran Transmission Systems

Safran Ventilation Systems

The Netherlands

Safran Cabin Cargo Bv

Safran Cabin Catering Bv

Czech Republic

Safran Cabin CZ

Germany

Safran Cabin Services Gmbh

Safran Cabin Germany Gmbh (Burg)

Safran Engineering Services Gmbh (ISE)

Safran Engineering Services Gmbh (SES)

Safran Electronics & Defense Germany Gmbh

Safran Data Systems Gmbh

Safran Helicopter Engines Germany

Safran Nacelles

EVAC Gmbh

Safran Passenger Innovations Germany DE

Zodiac Cabin Controls Gmbh

Belgium

Safran Aeo Boosters

Safran Aircraft Engines Services Brussels

Spain

Safran Engineering Services Espagne

Finland

Robonic LTD - Oy

Poland

Safran Aircraft Engines Poland

Safran Transmission Systems Poland

United Kingdom

Safran Aerosystems Services UK Ltd
Safran Cabin UK
Safran Electrical & Power UK Ltd
Safran Engineering Services UK Ltd
Zodiac Interconnect UK
Safran Helicopter Engines UK
Safran Landing Systems UK Ltd
Safran Landing Systems Services UK
Ltd
Safran Nacelles Ltd
Safran UK Ltd
Safran Seats gb limited

Switzerland

Safran Colibrys AG
Safran Electronics & Defense Optronics
Switzerland AG

**ANNEX II – AGREEMENT MONITORING INDICATORS
(At national and European level)**

- Number of hours' training given by country, company and field
- Number of e-learning courses offered (international)
- Percentage and number of employees trained by country // Number of employees employed by country
- 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 organised by sites
- Number of employees using repositioning support service within the Group or externally (outplacement)
- Number of experts/specialists per country
- Experts extension: annual monitoring of the entry/exit of experts from the network

ANNEX 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, 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 within the Safran Group:

- Company Expert
- Safran Senior Expert
- Safran Distinguished Expert

APPENDIX IV – DEFINITION OF CROSS-FUNCTIONAL SKILLS

Skills	Definitions
1. Hierarchical Management	Is responsible for managing their employees and ensures the development of their skills and their employability. Proposes an overview of changes in their sector in line with the company's strategy.
2. Functional Management	Ensures the functional management of a team or cross-functional group.
3. Project steering and management of risks/opportunities	Steers a program or coordinates a multidisciplinary team in charge of the project. Has expertise in project management methodology (management of costs, deadlines and quality) and implements it. Within their activity, they always seek optimal compromises. Establishes and steers the program/project management plan. Anticipates and manages difficulties upstream, assesses and manages risks linked to a program/project. Implements specific risk analysis and mitigation methodologies based on quantitative and qualitative risk assessments.
4. Authority to commit	Has the authority to make significant commitments on behalf of their company, whether commercial, contractual or in relation to programs or the technical performance of a product.
5. Knowledge of the Company and Group	Importance of experience in several companies and/or fields (environment)
6. Product knowledge	Knowledge of the characteristics of a product/service or technology.
7. Ability to lead change	Ability to understand the changes occurring in the company and their environment and to identify the implications of those changes in their professional environment. Ability to explain the changes which need to be made and obtain commitment to the corresponding action plans. Ability to see through action plans to completion.
8. Expertise in tools/Digital	Knows and uses the company's IT tools and applications.
9. Intercultural skills	In addition to mastering a foreign language, takes into account the characteristic elements of their contact person's culture in

	their behaviour and relationships.
9. Language	Fluency in a foreign language (target is English for all companies and French for English speakers).
10. Data management	Knows and is able to implement data manipulation and analysis techniques.
11. Specific job skills	Job indicator (based on the summary of specific job skills).

APPENDIX V – MOBILITY CHARTER SCOPE: SAFRAN WORLD



MOBILITY CHARTER

Mobility is a key part of career management at Safran

OBJECTIVES OF SAFRAN'S CAREER MANAGEMENT TEAM:

- **Offer career advancement opportunities across the Group**
- **Give employees visibility on jobs and careers**
Safran has a Group-wide Jobs Catalogue and provides training and development courses through Safran University.
- **Combine mobility and experience**
Mobility is part of a well-structured career path and is aligned with Safran's business goals. Every situation is unique, but mobility can usually be considered after three years in the same job.
- **Ensure transparency**
 - A shared process all employees are aware of and encouraged to engage in.
 - Complete confidentiality when employees first enquire about mobility.
 - An up-to-date offering of mobility opportunities.
 - Swift and relevant responses to employee requests.

➤ FOR EMPLOYEES, MOBILITY IS ABOUT:

- **Acquiring new skills** and regularly exploring new avenues by changing jobs and business lines.
- **Expanding your experience** by moving to a different business sector, product line, company or country.
- **Building a diverse career path** within the Group so you stay motivated, engaged and on top form throughout your career.

➤ FOR SAFRAN, EMPLOYEE MOBILITY FOSTERS:

- **Creative thinking, proactiveness** and the **acquisition and maintenance** of skills.
- **Collaboration** across organizations by bringing people together with diverse experience, **sharing of best practices**.
- A shared **Group-wide culture**.

The Mobility Charter sets out the general principles of mobility within and between Safran companies. The purpose is to encourage and help employees to build rewarding mobility plans based on open, long-term commitments. The Charter applies to all Safran employees.

HOW TO BUILD YOUR MOBILITY PLAN

➤ DISCUSS YOUR CAREER GOALS

with your **manager** and **human resources contact**. You should aim to **build your career path** on a **continuous basis**.

- Enquire about **jobs across the Group**.
- Think about and act on your **career plans regularly**.
- Review your **skills** and **career goals**, as well as the **Group's needs**, with your **manager** and **human resources**.

➤ CREATE YOUR PROFILE IN E-TALENT

(Insite/RH/Mobility)

- Enhance your **profile** by specifying your expectations.
- Set up **alerts** to stay informed as soon as a relevant opportunity arises.
- Apply as soon as an e-Talent job offer fits with what you're looking for.

➤ GET IN TOUCH AND SELL YOURSELF!

After **contacting** the department offering the position (this can be kept **confidential if you prefer**), arrange a **meeting** with your **human resources contact** and **let your manager know** about your mobility plans.

Formal arrangements for mobility are made in conjunction with the relevant managers and human resources staff at the employee's current and future place of work.

GUIDING PRINCIPLES

➤ YOUR CAREER IS IN YOUR HANDS!

Proactively building your career path by listening out for internal job opportunities, expanding your skills through training, and seeking advice from your various networks are all essential aspects of shaping a successful career at Safran.

➤ YOUR MANAGER AND HUMAN RESOURCES ARE THERE TO HELP

Managers have a good understanding of changing job requirements, so they can help you make the right choices for developing your skills. You can also benefit from the excellent cross-functional expertise of Safran's human resources teams.

➤ TOOLS TO HELP SHAPE YOUR CAREER PLANS

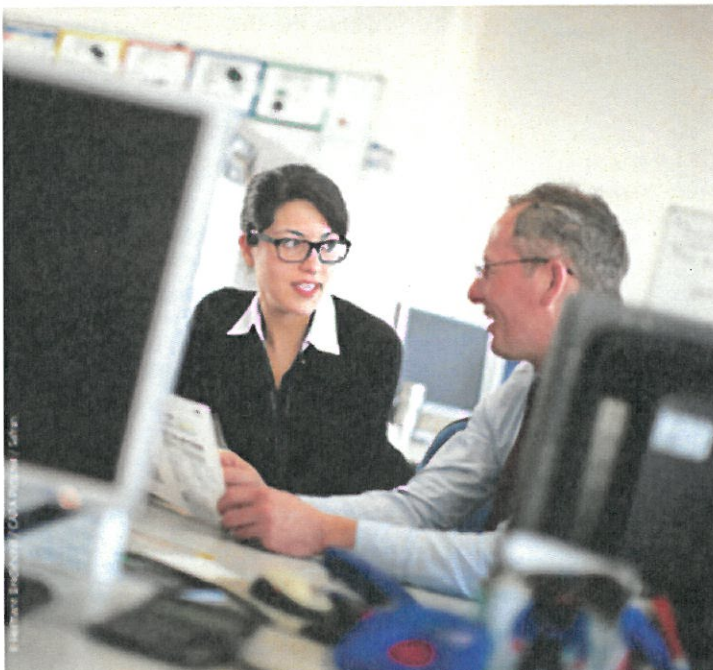
The Performance & Development Review isn't the only time for discussing your career goals. You can request an interview or a midpoint review with a Safran adviser at any time. The training programs on offer at Safran University are another good way of investing in your career development.

➤ SUPPORT MEASURES

Safran offers partial compensation to offset costs incurred by employees (and their families) following a mobility move.

➤ TIMEFRAME

Once a mobility arrangement has been set up, your current company is required to enable your transfer within the next three months. Your current manager and new manager are responsible for organizing the operational aspects of your move. HR teams handle all administrative procedures to meet operational requirements.



JB

