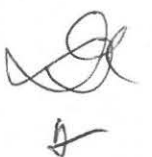


**EUROPEAN FRAMEWORK
AGREEMENT FOR
PROFESSIONAL
INTEGRATION OF
YOUNG PEOPLE
2017 - 2022**



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PREAMBLE

Faced with the situation of youth employment in Europe, their employability through training is a social and economic issue to which the Safran group pays particular attention.

Furthermore, the Group must anticipate changes in jobs and skills and renewal of its teams. Safran is committed to deploying considerable resources to acquire, maintain and pass on the skills needed to support its development and the renewal of its staff.

For young people who are welcomed into the Group, vocational training is the guarantee of obtaining a qualifying professional or certifying experience in order to facilitate their access to employment.

As a follow-up to the agreement reached in March 2013, the parties undertake to improve the existing arrangements.

To date, Safran employs over 40.000 employees in the European Union and wants to continue to be committed to the professional integration of young people through training and thereby be able to have a privileged pool of expertise in recruitment in its European entities. These actions underscore ultimately the involvement of Group employees to welcome and to accompany young people.

The parties to this agreement recognise that the key to youth employability is based on appropriate training, correlated with practical work experience. They also affirm their will to contribute to the employability of young Europeans through the development of apprenticeship devices, training and tutoring, but also consulting programs, referrals and support to students and young students.

In this context, Safran participates in actions carried out by the European Commission which supports, in particular, the development of learning within the member countries*.

Safran also intends to promote the integration of these young people, in particular by providing employment opportunities and pay particular attention to those already in training within the Group.

Through this agreement, the parties also wish to affirm their commitment to equal opportunities and treatment. Finally, they intend to define common guidelines for Safran's European subsidiaries while letting them choose their implementation methods in accordance with domestic laws, While ensuring the proper deployment of the Agreement.

Highlighting best practices among all initiatives is illustrated by a 'Best practice guide' available to all Group entities in Europe. Some of them are included in this agreement.

*Intranet link

<https://insite.collab.group.safran/HrOnline/EqualOpportunityAndDiversity/Pages/MissionsOrganisations.aspx>

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 Annex 1 to this agreement in addition to Switzerland.

SECTION II- Change of scope

Any company becoming a subsidiary more than 50% of one or more companies referred to in Title I of this Agreement and falling within the scope defined in Section I may accede to this Agreement.

In the event that the scope of the European Union would evolve, the parties agree to meet within a period of three months from the occurrence of the operative event, in order to discuss the impact of this change.

SECTION III - Contributing to the professional training of young people



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

The annual monitoring of the previous Agreement and its commitments showed the involvement of a large number of Group entities in the integration of apprentices, trainees, PhD students and VIEs (International volunteering in business) in Europe. Thus to date, almost one Group employee out of six takes charge for a young person trained at Safran every year.

All of these schemes enable young people to obtain a diploma, a qualification or recognised certificate and to foster their integration into the working world. This process is done through mutual commitments and contributions to promote the success of their professional integration. Thus, the apprentice will be trained throughout his school curriculum mainly through his tutor. The conditions for success in his examination will be sought permanently (help in the work of reports or essays during schooling, exchanges with some Safran's professionals to prepare his future career guidance ...). In parallel, the apprentice will respect the rules of the company and will be assiduous in his courses.

Thus, Safran undertakes to continue hosting young people, as part of training schemes, and to develop this practice within its European subsidiaries. The aim is to contribute to the training of young people within the scope defined in Section I above. And the primary objective of trainings provided through these schemes is the access to employment for young people in Europe. To do this, all schemes have to lead to qualifications and diplomas.

The parties affirm their determination to continue to promote and to develop the possibilities of apprenticeship, traineeship, and the training of European research students. Training positions' offered will be consistent with companies' businesses concerned.

In addition, the European Commission aims to develop apprenticeship programs throughout the European Alliance for Apprenticeship. Safran wishes to continue its commitment to this approach. In this context, an assessment of the actions carried out within the "European Alliance for Apprenticeship" will be presented at the annual monitoring committees. Safran shall also ensure that a variety of training courses is represented among the young people hired within the framework of vocational training.

1.1 Developing apprenticeship schemes

The parties assert their commitment to maintain apprenticeship at the level reached by the Group, as a vocational training scheme recognised by the social partners, the various European countries and the European Commission. Management intends to maintain it at least at the level reached by each of the Group's entities in Europe.

Therefore, Safran intends to welcome 5% of apprentices (full time equivalent – FTE) at Group level in Europe each year and is also committing to give priority to the recruitment of some of those young people at the end of their training, in accordance with national practices where candidates are equally qualified.

Best practices –

Poland - Development of training through apprenticeship

Safran-Transmission Systems, based in Poland, participated in the creation of educational content of training courses within the "CEKSO" apprenticeship site.

It implements annually actions for the integration of unskilled young people via induction in training programs or on site visits.

France – Bondoufle's training center

This center has been created at the initiative of industrial companies of mechanics in Ile-de-France, whose production processes are digitized progressively. Designed as the "factory of the future" simulator, this training center will offer to train apprentices (250/300 apprentices spread over three years of training) and employees in continuous training (300 people per year). Using networked machines, connected objects, additive manufacturing, augmented reality, collaborative robots, tablets, and so on. It is expected to be operational by 2018.

1.2 Encouraging traineeship

The parties agree that traineeships enable young people to confirm their career choices by concretely discovering the company and a trade, while allowing them to gain work experience through a rich and rewarding mission.




Safran is committed to welcome 5% trainees per year at Group level in Europe. Such traineeships may be offered as part of the academic path and also within the framework of a training course leading to a qualification.

Best practice - Germany - Partnerships with universities

Safran Helicopter Engines has developed a partnership with "Wedeler Hochschulbund" and integrates students into research contracts.

Safran Electronics and Defense is in partnership with "Technische Universität München" and "Technische Hochschule Ingolstadt" as part of research and development of Master's programs.

1.3 Accepting young European research students (PhD)

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 PhD students and thus contribute to their training.

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 within the company, particularly to facilitate their potential recruitment within the Group. Thus, the parties consider that the supervision of young people trained by the Group must be such that it motivates them. A guide for young people undergoing training will be drawn up in order to inform them about the Group's policy and this agreement's content.

Called "guide of the apprenticeship", it will aim to take stock of the course of the period in company and the skills acquired by the young learner. This aims to review the progress of the period and the skills acquired by the young learner. This follow-up is also the way for the trainee to benefit from an exchange on his/her first experiences and skills acquired. Moreover, this guide will mark out the main stages of the young apprentice throughout his career at Safran. Its translation will be done in languages adapted to the need. It will also complement the "training booklet" where it exists.

Safran intends to ensure that all apprentices, trainees and PhD students are monitored by "supervisors" who are responsible for welcoming them and supporting them to 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 should 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.

As for apprentices, an HR representative will see those who request it, three months before the end of their contracts, to help them to prepare their professional integration, particularly through advice in preparation of their job search (assistance in resume writing, simulation of recruitment's interview, presentation of the e-talent tool for identification of available positions in the company, knowledge of the local job pool...). The "apprenticeship guide" will give the possibility of this interview to the alternates, future graduates entering the active life.

Clause 2 - Promoting tutoring schemes

The parties believe that within the framework of training, the supervisor plays a key role in the success of the young person's vocational training, by welcoming and supporting the newcomer. Through this follow-up, the supervisor advises and guides the young person in training. The supervisor gives him/her all necessary knowledge to finalize the training. Therefore they wish to encourage support of young people doing training and the transfer of knowledge and skills by promoting tutoring and recognizing the tutor's role.

The Group undertakes:

- to offer this role only to volunteers,
- to train supervisors,
- to include the role of the accompanying person as an integral part of his / her function, take it into account in his / her career development,
- to enable the supervisor to adjust his/her working time to carry out the mission, Adapt working time when necessary
- to make available to them a suitable guide, translated as needed.

The Development Interview is the ideal time for this particular mission to be tackled between a tutor and his manager.

Best practice - Belgium - Tutoring

Tutoring is practised regularly in Belgium within Safran Aero Boosters: it concerns everyone supervising young people included in the company's training process.

Clause 3 - Continuing to develop relations with European Schools and Universities

As part of this agreement, Safran will ensure:

- to further develop the links with European schools and universities at local level?
- to strengthen those ones at a Group level in order to reinforce the Group's presence with students and schools of interest to Safran, but also to guarantee adequacy matching training courses with the Group's requirements in terms of skills.

The Group also intends to encourage and to organize employee interventions as contributors in training centres, schools and universities. It is pointed out as a reminder that these missions which promote our line of work and support are inherent within the activities of any employee of the Group and are accomplished during their working time.

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

Best practice - Belgium and France - Academic Ambassadors

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

As former students of those schools and universities, now employed by the Group, their mission involves developing cooperation with these academic institutions, making contact with students and supporting them with their career plans at various events.

France - Creation in March 2015 of the Aeronautical Competence Center with the partner company Albany, Safran Aéro-composites and the Lorraine region. This center is installed at the Lycée Henry Vogt de Commercy following the creation of the Commercy plant by Safran and Albany

Clause 4 - Developing the integration of young people through 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 encourage in particular the induction of trainees on a European scale, in optimal conditions. At the practical level, Safran intends to make use of all the reception arrangements provided within the institutions for trainees from other European countries. The internship and internship offers are published on the e-talent website, which will highlight these terms and conditions.

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, in direct jobs, qualified young people, primarily young people being trained within the Group. It is recalled that the majority of hires are for permanent contracts.

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. In this context, a network of contributors (speakers) will be established at an European level. This network will consist of the Group's employees who regularly work with schools to promote professional diversity of our lines of work. These contributors' mission is to inform high school students about the numerous careers available to them, in the scientific and technical fields of a company like Safran. They will be able to integrate this network if they are themselves graduates of scientific and technical education and occupy a post of this nature.

Best practices

France – Mairaines of the association "Elles bougent"

Safran has developed a partnership with the association "Elles Bougent", which aim is to promote diversity of talent and showcase professions in the industry. As a founding member, Safran is part of the board of directors of the association and has been actively involved in the life of the association since 2007 with nearly 250 engineers and technicians from all Group companies. Safran regularly organizes events in coordination with "Elles Bougent" such as meetings between mairaines and high school students or sites visits within the Group

Germany - National initiative « Mädchen-Zukunftstag »

This action aims to welcome employees' daughter through visits of the workplace of their parents, exchange with the teams and carry out practical work during open days. The German sites of Safran Electrical and Power, Safran Helicopter Engines participate each year in this action.

Otherwise, when families days are organised on sites, a special communication will be done, in order to affirm the Group's willingness to host girls, like the Best practice of the Group's German entities involved in the national initiative "Mädchen-Zukunftstag". Those ones aim indeed, to accept, in particular during the Open Door Days, daughters of employees who can visit the workplace of their parents, interact with the teams and carry out practical work.

The parties also agree on the need to encourage the feminisation of teams and gender mix at every level in the company and in all categories of staff. Safran has the objective to hire at least 25% of women.

Clause 7 - Promoting diversity and equal opportunities and treatment

The parties reaffirm their commitment to a fair treatment of applications and fight against discrimination. These actions are essential to the respect of Human Rights.

Safran thus undertakes to promote diversity, equal opportunities and to treat applications without any discrimination on the basis of skills and experience required for the position to be filled. The actions in this area allow to eliminate social and cultural barriers that already exist at an European level, and to mobilise all stakeholders.

The parties stress in particular the importance of contributing to the vocational training of young people with disabilities. Partnerships that already exist between Group companies and training centers, schools or universities in the integration of disabled people will be developed where they do not exist. The Group's companies will ensure that the means to welcome young people with disabilities are implemented. These resources will be defined and adjusted to their disability situation in order to offer the best conditions for their induction and training.

Best practices –

Germany - Partnership between Hamburg's Bundesforschungsanstalt für Forst- und Holzwirtschaft (BFH) and Safran Electrical and Power (partnership with the center for wood economics)

12 months' training of people who can no longer practice their previous professional activity for physical or mental reasons. The training alternates theoretical courses with the BFH and periods in the company.

France - HANVOL, an association created by aerospace enterprises

HANVOL with the help of member companies, including Safran, promotes training and professional integration of disabled people. It is 40 disabled adults who take a certifying training in the framework of a session in Paris or Toulouse every year.

7.1 Varying 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.

Actions to diversify partnerships towards universities will be particularly implemented in order to secure greater diversity in recruitments.

7.2 Fostering integration and fighting exclusion

The signatories reaffirm their willingness, in a context of high unemployment among young people at European level, to promote the vocational integration of young people with little or no qualifications and away from employment.

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

Best practice - Switzerland - Programme "Automatik-Monteurin"

Vectronix AG built a course to accommodate low-skilled workers on assembly activities in collaboration with Saint-Gall's canton.

Clause 8 - Developing an attractive induction course for young hires

8.1 Welcoming young hires

The parties further acknowledge that a 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 begin their job in their local environment.

The host company will anticipate induction arrangements to enable young hires to begin their missions 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.

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, particularly through local action plans.

8.2 Integrating young hires

As the Group's environment offers good career advancement prospects, Safran wishes to support young people as they start their missions 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 familiarise each young employee hired with the business of its site, of its 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.

Best practices

United Kingdom - Induction Day

At Safran Helicopter Engines UK, a formal induction program is assigned to every new hired. This path starts on the first day of the employee and lasts some weeks. The role of the Representative Offices of Personnel is described. On this point, Safran Landing Systems proceeds in the same way on its site in Gloucester.

Day 1 is dedicated to the administrative induction of the employees: this gives the opportunity to provide key information regarding HR, HSE and IT stakes onsite.

A training path is then assigned with a succession of general training courses (IT security, HSE and safety awareness, quality management, etc.) and also job specific training courses.

Belgium - A meeting with the trade union organizations integrated into the welcome path

Safran Aéro-Boosters has integrated a meeting with the trade union organizations present on the site into the welcome path of all new recruits.

This meeting is one of the steps that must be formalized in the form signed by the new recruit and his / her line manager.

SECTION V - Implementing commitments

Clause 9 - Application of the agreement

The parties agree on the need for dialogue between local management and employee representatives on the implementation of this Agreement.

To enable this agreement to be implemented, action plans, developed between local Management teams and union organisations and/or employee representative bodies in compliance with applicable domestic laws, shall be implemented. Implementation of these plans will take place within 6 months of signature, where they do not exist. Local authorities shall, as far as possible, endeavor to implement the good practices identified in this Agreement.

Clause 10 - Agreement monitoring

Initially, the presentation of this agreement will be ensured, within 3 months of its signature, with the HRDs of the Group companies and then within the HR teams in each country of establishment, inviting, where possible, the staff representatives. At the end, the signatories of the agreement will meet for a first point of situation.

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

This committee will be composed of representatives of Safran Management, together with a maximum of ten representatives nominated by Industri'ALL.

The monitoring committee shall meet once a year. The meeting shall have the following goals:

- a review of the indicators listed in Annex 3, quantitatively,
- a review of qualitative actions within the entities.

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 five 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 each 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 will seek an amicable solution of these disagreements. 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 emphasise 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 favourable to employees.

Clause 15 - Revision

The parties hereto may suggest a revision of all or any part of this agreement, particularly in the event of significant changes in the scope of consolidation. 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. It will also concern the employee representative bodies of each Group entity.

This agreement shall be available on the Group's intranet.

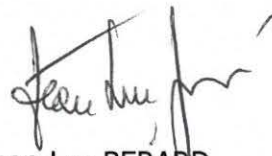
The notice concerning the signing of this agreement shall be drafted in the languages of the countries listed in Annex 1.



Luc TRIANGLE
General Secretary



Executed in Paris, on 19 september 2017



Jean-Luc BERARD
Corporate Senior VP Human Resources



ANNEX I
SCOPE OF GROUP COMPANIES, ON THE DATE OF SIGNING THE AGREEMENT

France

Safran
Safran Aerospace Composites
Safran Aircraft Engines
Safran Ceramics
Safran Electrical & Power
Safran Electronics & Defense
Safran Engineering Services
Safran Filtration Systems
Safran Helicopter Engines
Safran Landing Systems
Safran Nacelles
Safran Nacelles Europe Services
Safran Power Units
Safran Reosc
Safran SMA
Safran System Aerostructures
Safran Transmission Systems
Starchip
Structil
Technofan

Germany

Safran Engineering Services GmbH
Safran Helicopter Engines Germany GmbH
Safran Nacelles GmbH
Safran Electronics & Defense Germany GmbH

Belgium

Safran Aero Boosters
Safran Aircraft Engines Services Brussels

Spain

Safran Engineering Services Spain

Finland

Robonic LTD Oy

Poland

Safran Transmission Systems Polska Sp. Z.O.O.

United Kingdom

Safran Electrical & Power UK Ltd
Safran Engineering Services UK Ltd
Safran Helicopter Engines UK Ltd
Safran Landing Systems Ltd
Safran Landing Systems Services Ltd
Safran Nacelles Ltd
Safran UK Ltd

Switzerland

Safran Colibrys AG
Safran Electronics & Defense Optronics
Switzerland

ANNEX 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 centre). Their successful completion leads to nationally recognised initial VET certification degrees. This definition makes no explicit reference to the existence of a direct contractual relationship between the employer and the apprentice." »

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 organisation, a large company or in international development organisations.

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. "

Tutoring/Tutor

Any activity offering a learner guidance, counselling 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 centres 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;
- 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.

ANNEX 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 - Number of interviews D-3 months completed
 - By country
 - By gender
 - Total number of trainees per year
 - By country
 - By gender
 - Total number of research students per year
 - By country
 - 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 classification (Executives/Employees)
 - % of women hired per year
 - By country
 - By classification (Executives/Employees)
 - Total number of tutors trained each year

The analysis of the indicators by company will be carried out in case of need.

2. Qualitative indicators
 - Mapping of local action plans
 - List of partner schools and universities
 - Initiatives taken for non-qualified young people
 - Actions carried out in partnership with the "European Alliance Apprenticeship"
 - Welcome Day of pupils/students

A copy of each of the guides provided for in the Agreement (HR guide of good practices, training booklet, guide to the tutor, alternate guide) will be communicated to the members of the Monitoring Committee.