



Global framework agreement

on

**working conditions, social responsibility
and sustainable development**

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Dr
JF

FOREWORD

The parties to this Agreement are as follows:

- Safran, party of the first part, a high-technology group and top-class equipment manufacturer in the fields of aerospace and defence, with 58,000 employees in close to 30 countries;
- IndustriALL Global Union and its affiliated federations located in the company, party of the second part, representing more than 50 million workers in the mining, energy and industrial sectors, and the majority of unions operating in the Group's sectors of activity.

The signing parties wish to promote an open and constructive social dialogue worldwide in order to improve and develop their good working practices on all Safran sites. They undertake to ensure that the growth of the Group is managed according to its policy of sustainable development and in compliance with the rights of its own employees and their representatives within the Group, as well as those of its suppliers and subcontractors throughout the world.

Safran and IndustriALL Global Union affirm their desire to develop their relationships of trust in order to ensure the proper implementation of the commitments and principles embodied in this agreement. Both parties intend to pursue and consolidate transnational negotiations on a global level and consider this Agreement as a framework for the development of dialogue in the companies and on the various sites operated by the Group.

The parties wish to emphasise that all the functions set forth in this Agreement are to be understood as both male and female roles.

1. SCOPE OF APPLICATION OF THE AGREEMENT

This Agreement shall apply to Safran and all of its present and future subsidiaries, upon which the Group exercises a dominant influence, either by majority financial participation (+50%) or where up to 50%, by its responsibility in the social management of that subsidiary. The Group shall ensure the promotion of this agreement and the compliance of its suppliers themselves and their own subcontractors with these principles.

2. FUNDAMENTAL PRINCIPLES

Safran undertakes to fully comply with the ILO Conventions (International Labour Organisation) mentioned in the ILO Declaration on fundamental principles and rights at work (sometimes called ILO core Conventions), which cover collective negotiation, forced labour, child labour and discrimination. The conventions concerned are as follows:

- Freedom of Association and Protection of the Right to Organise Convention, 1948 (No. 87)
- Right to Organise and Collective Bargaining Convention, 1951 (No. 98)
- Workers' Representatives Convention, 1971 (No. 135)

- Forced Labour Convention, 1930 (No. 29)
- Abolition of Forced Labour Convention, 1957 (No. 105)
- Minimum Age Convention, 1973 (No. 138)
- Worst Forms of Child Labour Convention, 1999 (No. 182)
- Maternity Protection Convention (No. 183)
- Equal Remuneration Convention, 1951 (No. 100)
- Discrimination (Employment and Occupation) Convention, 1958 (No. 111)

As a signatory of the United Nations Global Compact, Safran is committed to promoting the Guiding Principles on Business and Human Rights (2011), the OECD Guidelines for Multinational Enterprises (2011) as well as the ILO Tripartite declaration of principles concerning multinational enterprises and social policy - 5th edition (2017).

Safran undertakes to comply with the legislation and regulations of the countries in which it operates and with international standards. In cases of conflicts of standards, the Group aims to apply the standard that is the most protective of human rights and trade union rights. The working conditions of employees, respect of persons, absence of discrimination, health and safety are given special attention, irrespective of the political and social context or difficulties encountered in the country where the Group operates.

Safran expects all its managers, business groups and representatives as well as those of its subsidiaries, business partners, suppliers and subcontractors, to fulfil the above commitments, including ILO conventions and jurisprudence.

Safran is committed to strengthening social relations allowing its employees to feel like part of a group that aspires, through company dialogue based on trust and cooperation, to achieve a dynamic balance between the company's strategic long-term interests, respect of fundamental rights, satisfaction of employees' needs and quality of life at work.

To this effect, the aim of this Agreement is to promote the Group's commitment to universal principles for all of the companies, while respecting the cultural, social and economic differences in the implementation of the adopted principles.

Similarly, Safran affirms its intention to pursue and develop activity related to sustainable development the principles of which are recorded, for example in COP 21 such as:

- The level of remuneration of the main managers which should not harm social harmony within the Group,
- The fact that Safran is able to operate in all parts of the world, which can result in it setting up in countries with particular legal, economic, social and environmental settings. Adaptation to these particular settings is conducted with strict compliance with a rigorous code of ethics. Integrity and the prevention of risk of corruption are not negotiable. In the same way, in terms of taxation, Safran respects the guidelines set out by OECD for transfer pricing, implying that profits are taxed where the added value is actually created.

In this context, Safran is committed to providing its employees, via free and independent unions or elected staff representation where applicable, with the information that they need in applying this Agreement in the context of company dialogue based on trust. Such dialogue should create conditions that are conducive to the emergence of joint commitments, established and monitored by management and the union organisations or the elected representatives of staff on the same level.

The signing parties describe this Agreement as a Framework Agreement, i.e. constituting the minimum commitments for each of the topics covered. Thus it does not invalidate or dispute the provisions of the collective or practical agreements in force.

This Agreement applies to all countries in which Safran, its suppliers and its subcontractors operate.

3. PROHIBITION OF FORCED OR COMPULSORY LABOUR AND CHILD LABOUR

Forced or compulsory labour (ILO Conventions 29 and 105) and child labour (Conventions 138 and 182) are prohibited.

Safran rejects all kinds of forced or compulsory labour and respects the principle of freedom of choice in employment.

The Group undertakes not to use child labour in any form whatsoever. Particular attention will be paid to young people to ensure that they are fully protected and receive specific safety training.

4. COMPLIANCE WITH EMPLOYEE AND UNION RIGHTS

Safran fully complies with the ILO Conventions on "freedom of association and protection of the right to organise" (no. 87), the "right to organise and collective bargaining" (no. 98) and "protection of workers' representatives" (no. 135). This applies in all countries in which Safran operates.

Each entity of the Group shall have a free and independent union organisation or an elected staff representation, with the aim of ensuring the consideration of employees' needs and fundamental rights.

Safran recognises them as a legitimate point in a dialogue aimed at maximising the company's social value, i.e. the dynamic balance between preparation for the future, employment and guaranteeing employee satisfaction within the Group.

Safran undertakes to maintain a position of strict neutrality with regard to its employees' choice whether to belong to a union and, where applicable, the choice of the union by which they wish to be represented. The right of employees to establish a union or belong to an existing union must be respected; no discrimination against these organisations or their members may be allowed. Similarly, support in all forms or tacit consent to strategies of "union avoidance" or "union dismantlement" does not comply with the Group's practices and are prohibited.

Safran ensures the access of union representatives to all workplaces, in accordance with legal and

conventional provisions. Appropriate measures shall be possible regarding restricted areas within the Group's establishments.

The company will allow elected union or staff representatives to enjoy equal access to the opportunities offered in terms of training, promotion and mobility.

The signing parties intend to implement this Agreement and jointly oversee its application in accordance with the conditions set forth in the various countries (see section 12 hereinafter).

The signing parties undertake to:

- 1) Guarantee the existence of free and independent unions.
- 2) Guarantee in accordance with ILO Conventions or national legislation - the higher standards used according to the provisions set forth in section 2 - the right of employees who wish to have staff representatives, or create a union or join an existing organisation, and ensure that these employees encounter no forms of discrimination whatsoever.
- 3) Guarantee the non-discrimination of elected staff representatives or union representatives in any way whatsoever. They shall in particular benefit from equal access to the opportunities provided by Safran in terms of training, promotion and mobility.
- 4) Guarantee that elected union or staff representatives are informed, and where applicable, consulted on strategic and organisational decisions within the Group.

5. SUSTAINABLE DEVELOPMENT

Safran is committed to ensuring that its subsidiaries, suppliers and subcontractors apply the measures promoting sustainable development in the framework of their activities in international matters, as provided in the sustainable development objectives adopted by the UN in 2015.

The deployment plan shall be continued and extended, and the corresponding indicators defined in relation to the implemented resources and their effects (economic, social and environmental).

Sustainable development shall be integrated in employee training plans.

6. SUPPLIER, SUBCONTRACTOR AND SERVICE PROVIDER RELATIONS

In accordance with sections 1 and 2 of this Agreement, Safran will ensure that its subsidiaries respect and apply fully Human Rights and all the ILO Fundamental Conventions, in the context of their activities and expects the same from its suppliers and subcontractors. Safran's commitment implies full compliance with the law and jurisprudence as defined in the Universal Declaration of Human Rights, the ILO Fundamental Conventions (in particular conventions 87, 98, 135, 29, 105, 138, 182, 100, 111 and convention 169 of the ILO on the rights of indigenous people), as well as all standards relating to the fields of health, safety and the environment.

Compliance with fundamental rights, including those set out in this agreement, must be taken into account in the selection and assessment of suppliers, subcontractors and service providers.

Any failure to adhere to these principles, fundamental labour standards and the health and safety rules, which is not remedied after warning, shall lead to the taking of measures to invoke the termination of the contractual relationship between Safran and the business in question.

7. DIVERSITY, EQUAL OPPORTUNITIES AND NON-DISCRIMINATION

Safran sees diversity as a major asset. Each person should see their individuality recognised, personal development assured and be fulfilled as they are. Our origins, culture, religion, nationality, education and training, political and union views, sexual orientation and diverse abilities shape our vision of the company. Differences in age and seniority encourage and facilitate the sharing of experience. Balance between men and women allows a more nuanced approach to individuals and situations.

Any discrimination based on these differences would not only be against the law, but also detrimental to the development of the Group. It would prevent the strengthening of the fabric of our society and hinder harmony.

Therefore, Safran reaffirms the principle of equal opportunities and treatment for its employees, without distinction. This principle is reflected in the following commitments.

7.1 Fighting all forms of discrimination

Through education, training and internal communication, the signing parties intend to combat stereotypes that could lead to discriminatory behaviour.

To do so, Safran undertakes to:

- 1) Sensitise and train recruiters and others working in career development to identify discriminatory practices and to implement the means to prevent them.
- 2) Prepare and conduct internal audits with a view to guaranteeing the non-discriminatory nature of the processes established by Human Resources.
- 3) Keep persons with disabilities or victims of workplace accidents in a position that is appropriate for their qualifications, taking into account any limitations related to their health problems.

7.2 Gender equality

The signing parties undertake to:

- 1) Broaden the scope of their social policy in order to help parents in early childhood (crèches, work organisation, flexible hours, etc.).
- 2) Make workstations more adapted to each person's abilities and characteristics, in particular by improving their ergonomics.
- 3) Intensify communication in order to recruit more women and seek new sources of talent to bring more women into technical professions.
- 4) Fight stereotypes and evolve attitudes to provide women with a safer and more welcoming

environment.

5) Provide women with identical career paths to those of men, as well as training courses to enable them to gain access to higher qualifications or even executive positions.

6) Ensure equal pay between men and women for work of equal value.

7) Jointly develop policies for the joint professional development of both men and women.

8) Encourage gender diversity within the representative bodies of staff. In this regard, union organisations or elected staff representatives shall endeavour to respect the balance between men and women within these bodies.

9) Liaise with staff representatives, particularly in on-site work groups (gender equality, diversity network) in order to align social responsibility commitments with actions undertaken by the Group.

8. PERSONAL DEVELOPMENT OF SKILLS AND QUALIFICATIONS

8.1 Development of each employee as a factor of individual and collective success.

Personal development is at the heart of the Group's ambitions and policies. This is the most important factor in individual and collective success. Any person, at any level and in any role, shall have the opportunity to fully develop and enact their abilities in order to be fulfilled in their work.

The signing parties make the following joint commitments:

- to help people work together,
- to develop a culture of mutual assistance,
- to offer opportunities for development and improvement of skills,
- delegate more responsibilities and tasks in order to promote increased interest in the position in question and to promote a setting of trust, solidarity and social harmony.

8.2 Favouring professional development and capacity for adaptation of employees throughout their professional career

Safran encourages and recognises the importance of functional and geographical mobility for those who voluntarily wish to be part of a professional development approach. This mobility is organised based on the criteria of skill, performance and potential, excluding all distinctions of origin, gender, age or religion. This mobility is recorded in the Group's mobility charter.

Safran intends to recognise and promote its employees' ability to acquire and maintain skills and qualifications. To do so, the companies of the Group will endeavour to enable their employees to access, from their recruitment and throughout their professional life:

- information on the evolution of their field and their organisation as well as available jobs,
- continuous education to prepare them for new fields and new technologies,
- development of skills and potential for evolution, with a view to progress and ongoing training,
- development of each person's empowerment, so as to add value to the tasks allocated to employees at any age and at all stages of their career,
- appropriate measures for retirement.

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Safran shall provide them with all the tools and systems that will help them achieve their tasks, whatever their category, with particular attention to those less qualified.

To do so, Safran will endeavour to inform and train each HR manager on career management and skills development. In this context, Safran recognises that training is a key factor in the successful, efficient management of each person's skills. The Group will therefore ensure that training covers all professional fields.

With particular regard to the younger and older categories of employees, the Group is committed to:

- being an attractive employer for young people seeking to understand their needs and aspirations,
- making 50% of jobs accessible to older staff, including adapting the ergonomics of workstations,
- promoting the role of older staff in the transfer of knowledge and expertise (tutoring and mentoring) to younger generations.

9. RESPECT AND RECOGNITION

All members of staff may claim to be recognised as individuals, a group or members of a team. All employees may claim to be recognised for their effort, behaviour or particular results. Respect and recognition are vital factors in working and succeeding together. Both factors shall be applied in relations between colleagues, but also in hierarchical relations.

10. FIGHTING CORRUPTION AND PREVENTION OF CONFLICTS OF INTEREST

The ethics of professional conduct for employees of the Group, starting with its managers, include duty of confidentiality, safeguarding of Group interests, loyalty, and absence of conflict of interest.

Safran is committed to taking action against corruption in all its forms. The Group shall strive to make employees aware of the matter using communication and/or training tools.

Safran forbids the use of "tax havens".

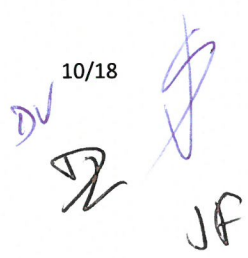
11. GROUP WORKING ENVIRONMENT

11.1 Freedom of association and recognition of right of collective negotiation

Freedom of association and collective negotiation contribute to ensuring fair employment and working conditions.

Thus, Safran recognises the right to information and, where appropriate, consultation of union organizations or elected staff representatives on major decisions affecting the life of the Group.

Safran undertakes to promote collective negotiation as a central aspect of social dialogue (ILO Convention no.98).



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11.2 Remuneration

Safran intends to pay fair wages and benefits, in line with satisfactory sectoral standards in the country concerned. The principle of equal pay, in particular between men and women, for work of equal value and performance shall apply.

Employees' salaries must allow them to benefit from decent living conditions.

The Group undertakes to ensure that the duration of the work should not be longer than that provided by national legislation or by the collective agreements of the country in question. In case of overtime, their remuneration must be increased, according to the provisions laid down by local legislation.

Safran is committed to ensuring that its remuneration policy is defined in an objective, fair and transparent manner.

12. ANTICIPATION AND DISCUSSION OF DEVELOPMENTS OF ORGANISATION AND WORK

Changes in the organization of work must be prepared for and anticipated. Free and independent union organisations or elected staff representatives shall be systematically informed and, where applicable, consulted on the implementation of these changes. Such changes shall not lead to a reduction in remuneration or a deterioration in working conditions. All parties involved shall have access to the information required to ensure compliance with these commitments.

Safran shall ensure compliance with national regulations and agreements relating to working time and shall respect rest periods and periodic leave with pay, corresponding to at least the conditions provided by the national legislation or collective agreements.

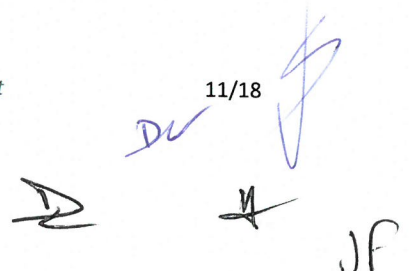
13. HEALTH, SAFETY AND THE ENVIRONMENT

Committed to matters of sustainable development and compliance with existing legislation, the signing parties consider that improving safety and conditions of work, as well as environmental protection, are fundamental aspects of industrial development that must be integrated into the Group's processes.

As such, the signing parties shall ensure that the growth of the Group is managed in accordance with its sustainable development policy and in respect of the rights of its own employees and their representatives, as well as those of its suppliers and subcontractors all over the world where the Group operates.

This commitment is also reflected in the desire to discuss these issues with all parties involved (including staff representative bodies), in a spirit of transparency and sincerity.

Where there is no established social dialogue on health or safety issues, a discussion will be held between management and employees' representatives of the company in question, seeking the most appropriate organisational methods for this ongoing dialogue.



13.1 Health, Safety and Environment Policy (HSE)

Safran guarantees health and safety to all employees and strives to ensure that this is also applied to subcontractors and service providers. Reducing the number of workplace accidents and occupational illnesses is a permanent objective. Safran's goal is to achieve excellence in the areas of health, safety at work and the environment, as well as to develop products and services with less impact on the environment.

Through this Agreement, the Group undertakes to further develop its culture of anticipating and preventing in order to control health risks (mental and physical integrity) and safety at work for its staff, as well as those of its subcontractors. Considering that quality of life at work cannot be conceived in a poor environment, Safran is also committed to ensuring respect for resources and limiting the environmental impact of its activities.

Further, Safran recognises the rights of its employees in terms of health and safety. To do so, the Group:

- undertakes to inform employees of all risks existing at their place of work,
- guarantees the participation of union representatives or elected staff representatives in the development and implementation of health and safety measures,
- recognises the right to refuse to perform dangerous work without risk of sanction, particularly dismissal.

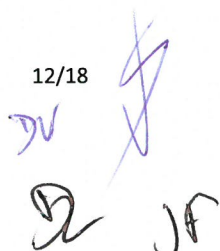
Consequently, the Group applies the best organisational standards and refers to the most appropriate means of protection in terms of health, safety and the environment. At the very least, it is a matter of ensuring that all applicable national, European and international legal and regulatory obligations are respected, as the Group strives to exceed this level with the aim of reducing accident rates and professional illnesses, improving control of risks with delayed effects (chemical, TMS, psychosocial, etc.) and reducing the effects of its activities on the environment.

The implementation of Safran's preventative culture is based on a high-level health, safety and environment reference with more than 800 performance requirements on different types of risks (working at a height, explosive atmospheres, asbestos, confined environments, fire, etc.).

This reference also responds to the requirements of international references, for example the ISO (International Standards Organisation) and the ILO.

The group implements it on an international level on all sites where it operates, and evolves it through a process of continuous improvement by keeping up to date with the best risk control practices and taking into account developments in external standards.

The same approach to progress leads the Group to regularly update its health, safety and environment policy and to evaluate the results of health and safety through appropriate indicators, brought to the attention of all its managers, employees and their representatives and more generally all other parties involved.



13.2 Health

Safran is committed to protecting the physical and psychological health of its employees and all those involved in its activities. This also applies to staff of businesses involved in its establishments.

In line with its civic responsibility, and in relation to local public health policies, Safran advocates a motivational approach to public health risk prevention. Thus, employees' access to education, prevention of cardiovascular accidents, first aid and emergency actions, prevention of addictions, etc. is facilitated.

Medical monitoring programmes, where indicated, are developed and implemented jointly with the consent of the employees concerned and the appropriate mechanisms for the protection of medical secrecy.

Decisions regarding the assignment of employees with limited working capacity are made jointly. Safran is committed to working on the employment of disabled workers in all areas of the business.

Without prejudice to any other action likely to be carried out in the field of occupational health, Safran is deploying three main prevention programmes.

- Prevention of toxicological risks:

Safran applies the best practices in industrial hygiene and endeavours to control the use of the hazardous substances required for its activities. All employees must be able to access complete information on hazardous materials. A prevention form can be consulted at each working area.

- Prevention of psychosocial risks:

Safran is concerned with the prevention of psychosocial risks in general, including in particular work-related stress. A prevention policy with primary, secondary and tertiary levels is implemented. This policy is one of the Group's health, safety and environmental standards.

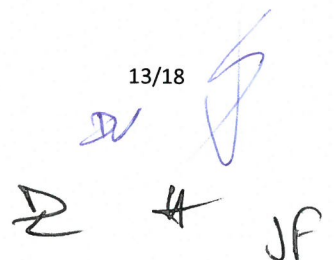
Thus, the health repercussions of psychosocial issues will be handled by detecting and preventing cases of stress, bullying, intimidation, sexual harassment and all forms of violence. All employees, including staff representatives or union members, shall have access to education and training programmes in order to detect and manage stress and stress-generating situations.

- Ergonomics:

At the heart of human/system integration, Safran's ergonomic programme is a part of prevention of work-related health issues by contributing to decreasing workplace accidents related to handling and by limiting the occurrence of musculoskeletal disorders and other occupational diseases. It helps to ensure that all employees have access to permanent employment.

13.3 Safety

Safran has a proactive role in reducing work-related accidents and, more generally, actions aimed at preventing occupational hazards, including those occurring during tasks and travel.



Thus, in relation to local public policies, Safran advocates a motivational approach to road hazard prevention.

All of these actions relate to Safran's activities, carried out by its employees and all persons involved in its activities (including the staff of intervening companies).

Thus, all allocated jobs and tasks are subject to risk analysis, and instructions will be given for safe performance of such work. They will be conducted with the full participation of the employees concerned and/or their representatives.

Safran's health, safety and environment reference in particular describes the processes for systematic analysis of danger and control of risks, especially in relation to hazardous materials. It also ensures that all employees, when taking on new functions or changing working conditions, benefit from initial training on the specific dangers associated with their work and how to act to achieve their work safely.

Its prevention approach focuses on eliminating or isolating hazards. However, as not all dangers can be prevented, employees must benefit from the appropriate safety equipment for their activity and be informed of the rules and responsibilities related to their own safety and that of their colleagues.

To this end, training programmes will be provided in each Group company.

Safran also expects its employees, suppliers and subcontractors and other persons operating on its sites or under its management, to at all times work and act in a safe manner, protecting themselves and those around them, in the interests of shared vigilance.

14. ENVIRONMENTAL PROTECTION

Safran's commitment in terms of environmental protection relates particularly to the conservation of natural resources and the minimisation of impact on the environment of the Group's activities.

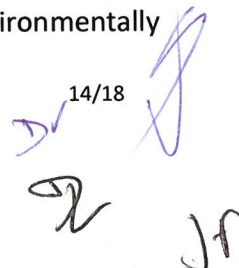
Safran intends to lead actions favouring environmental protection by its clients, suppliers and other parties involved.

Safran will ensure the implementation of progress in environmental matters in all its companies, for example regarding global warming, conservation of natural resources, waste reduction and sorting, prevention of pollution risks, etc.

Through its internal health, safety and environmental guidelines, Safran is committed to generalising recognised environmental approaches in all its industrial sites worldwide.

In addition, on all its sites, Safran strives for the development of its employees' awareness and skills in relation to environmental matters.

The Group will offer dialogue to find solutions for its employees to adopt more responsible behaviour, favouring for example initiatives to stream-line professional travel and promotion of environmentally



friendly actions (teleworking, public transport, carpooling, low carbon footprint travel, etc.).

In accordance with the commitment to transparency in dialogue, described at the beginning of this section, Safran shall communicate all its actions, good practices and results in environmental matters.

15. CONSIDERATION OF THE EFFECTS OF THE COMPANY'S ACTIVITY ON ITS HOME TERRITORY

Safran intends to promote the employment and training of the local labour force, thus contributing to economic and social development wherever the Group is established.

Thus, in each country where it operates, Safran favours local human resources to fill available jobs and whenever possible, develops local integration.

In the event of evolution of its activity, Safran undertakes to inform the local and national authorities beforehand and to cooperate with them in order to better account for local interests.

16. COMMUNICATION, IMPLEMENTATION AND MONITORING OF THE AGREEMENT

The parties to the Agreement shall jointly monitor the proper enforcement of this Agreement.

16.1 COMMUNICATION

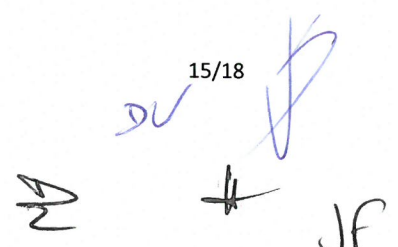
The signing parties agree to bring this Agreement to the attention of Group employees via their own communication channels.

Upon entry into force of this Agreement, the joint signing by IndustriALL Global Union and Safran shall be promoted via the appropriate means of communication. It shall be communicated to all employees, the elected staff representatives or union organisations of the different companies, suppliers and subcontractors falling under the scope of the Agreement.

Within three months following the signing of the Agreement, particular attention will be paid to the promotion and implementation of this Agreement. This shall occur by:

- translation into the language of each country where Safran operates and employs at least 50 staff
- editing and distribution of a briefing note regarding the Agreement for Managers and Human Resources
- editing and distribution via Intranet of supports for managers and also for employees, emphasising the main points of the Agreement
- integration in the Responsible Purchasing charter of the commitments made in this agreement concerning suppliers and subcontractors so that they may be made aware of them.

The Agreement shall also be published on the signing parties' websites. Furthermore, the management of both Safran and IndustriALL Global Union must identify the local contacts in each country for its

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implementation.

16.2 METHODS OF MONITORING AND ENFORCEMENT RECORD

This Agreement reinforces and extends the social practices of the Group. It is not intended to substitute or interfere in dialogue or negotiation processes carried out at local, national or European levels.

This Agreement shall be monitored by a global monitoring committee comprising representatives of Group management and representatives from unions affiliated with IndustriALL Global Union, appointed by the latter as follows:

- 1 from IndustriALL Global Union
- 4 from France
- 1 from the rest of Europe
- 2 from America
- 1 from Africa
- 1 from Asia

The number of participants indicated above is a minimum amount. It may be increased if Safran significantly evolves in one of these regions.

Similarly, the Group shall take all necessary measures so that participants may be absent from their workplace. Furthermore, the local correspondents for this committee should be identified by each representative in order to ensure correct representation and proper application of the agreement on a regional level. In all cases, resources of time, materials and access facilities shall be provided.

The objective of such monitoring is to:

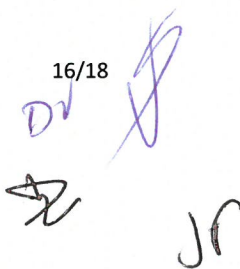
- ensure the conditions for implementation of the Agreement
- Analyse the enforcement record and assessment of results
- draw up action plans where deviations are observed
- identify good practices and propose measures to promote them.

Information regarding results and strategic directions of the Group, presented within the Group Committee and the European Works Council, shall be communicated in advance of the annual meeting of this global monitoring committee. Such information may be part of exchanges during the meeting. The first meeting in particular shall be dedicated to defining indicators for the monitoring and success of application of this Agreement. These indicators may be reviewed.

This global monitoring committee shall meet for reporting purposes as well as for application of the Agreement in all its components. Another annual meeting will also be organised in a zone or country in which the Group operates in order to grasp these aspects for monitoring on a more local level. For these two annual meetings, preparatory sessions shall be arranged, respectively:

- one day for the annual reporting,
- one half-day for the annual zone/country meeting. In this case, the local correspondent(s) of the zone in which the meeting take place may participate.

The global monitoring committee established according to this Agreement is intended to add to, rather



than replace, other fora for exchanges and dialogue, such as the European Works Council. In the presence of such organisations, all efforts will be made to ensure quality of communication and collaboration.

Safran shall provide to the global monitoring committee all useful information for the implementation of the Agreement by its subsidiaries.

On a practical level, all associated transport, accommodation, food and interpreting costs shall be covered by the Group's companies in accordance with the conditions generally applied therein.

Each year, the report shall be presented in one of the meetings of the European Works Council, currently the largest such organisation.

17. SETTLEMENT OF DISPUTES

Safran is committed to guaranteeing the protection of whistle-blowers. Any information submitted by an employee regarding difficulties in interpreting this Agreement or doubts as to its proper application shall in no way be detrimental to them.

As far as possible, the fast resolution of local issues at a local level is a basic principle of this Agreement.

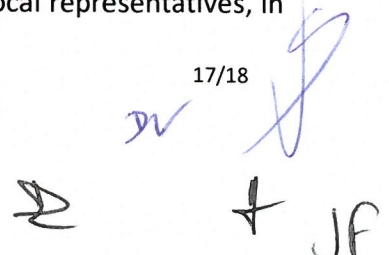
In the event that an employee or other person involved claims that this Agreement is not being respected, the following procedure shall apply:

- For local problems, all efforts shall be made to resolve the issue locally. If they wish, an employee may be assisted by a representative of a local union organisation.
- If a problem arising from the implementation or interpretation of this agreement cannot be resolved locally, it will then be referred to the attention of the national level of the union organisation and the General Management of the Group.
- If the problem persists, the dispute may be referred to the global monitoring committee, however, respecting a delay of at least four (4) weeks following referral to national level.
- The signing parties agree that any discrepancy with respect to the implementation and interpretation of this global Framework Agreement shall be considered jointly, with a view to addressing it. These discussions must be carried out before any external communication by either of the parties involved in the dispute.
- From the onset of litigation, there shall be a limit of three months for resolution.
- In the absence of an agreement between the parties, legal jurisdiction may intervene.

18. FINAL PROVISIONS

This Agreement shall take effect on the day of its signature. It shall remain in force for a period of 5 years. A global enforcement review of this Agreement shall be drawn up within the 6 months prior to its expiry. At such time, the signing parties may decide to recommit to all or part of the provisions under an open-ended agreement.

This Agreement shall be applied in each relevant country in consultation with local representatives, in



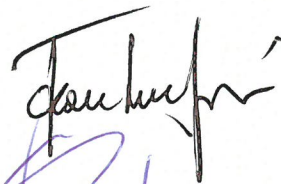
order to take economic, social, cultural and regulatory differences into account. It shall not substitute national legislation and/or collective and/or business agreements if they are more favourable.

Any request for termination of the Agreement, by either of the signing parties, is subject to a minimum notice period of six (6) months. In this case, the signing parties agree to meet during the notice period in order to attempt to replace this agreement with a modified version.

This Agreement is subject to French law. In the event of discrepancy between versions in different languages, the French version shall prevail.

This global Framework Agreement shall undergo official notification to the governmental and administrative bodies of each country.

For Safran, Jean-Luc Bérard Corporate Senior VP Human Resources



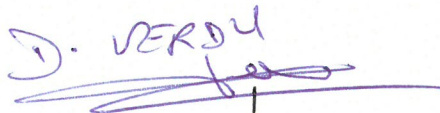
For IndustriALL Global Union, Valter Sanches, General Secretary



With ratification of the French unions affiliated with IndustriALL Global Union:

For FO Métaux:

For CFE-CGC Métallurgie:



For FGMM-CFDT:



For FTM-CGT:

