

PROGRESS ON DEPLOYMENT OF THE GROUP CORPORATE SOCIAL RESPONSIBILITY PROGRAM

Since last year, the Group has strengthened its CSR actions and has evolved its organization to meet major challenges such as compliance and health and safety.

All of the commitments and projects deployed all contribute to Fives' raison d'être: "Faire aimer l'industrie".

The review of the CSR action plan was carried out and the main summary elements are included in the following table. A correspondence with the 10 principles of the Global Compact and with the 17 Sustainable Development Goals is mentioned.

This table naturally includes the new commitments of the Fives CSR policy as well as the objectives set within the new roadmap.



By placing the men and women of Fives at the center of our concerns, by reinforcing actions in terms of environmental protection, by combating climate change and by respecting shared values, we can successfully respond more quickly to our stakeholders' expectations. Making a commitment and taking stock of our actions through the United Nations Global Compact will also help to build this future.

Frédéric Sanchez
Chairman & CEO

THE TEN PRINCIPLES of the United Nations Global Compact


















- HUMAN RIGHTS**
- LABOUR**
- ENVIRONMENT**
- ANTI-CORRUPTION**

- 1 Support and respect the protection of internationally proclaimed human rights.
- 2 Not be complicit in human rights abuses.
- 3 Uphold the freedom of association and the effective recognition of the right to collective bargaining.
- 4 Support the elimination of all forms of forced and compulsory labour.
- 5 Support the effective abolition of child labour.
- 6 Support the elimination of discrimination in respect of employment and occupation.
- 7 Support a precautionary approach to environmental challenges.
- 8 Undertake initiatives to promote greater environmental responsibility.
- 9 Encourage the development and diffusion of environmentally friendly technologies.
- 10 Work against corruption in all its forms, including extortion and bribery.








Source: UNGC
















The value of sharing principles

Commitments	Group's objectives	Program and action plans	Level of maturity at end-2019	Achievements at end-2019	2020 goals
 Minimizing the environmental footprint of Fives and its customers	<u>Reduce our sites' environmental impacts:</u> GC7 - GC8 	<ul style="list-style-type: none"> Support all our industrial sites towards ISO 14001 certification Reduce the Group's energy consumption by 10% by 2022 	 	<ul style="list-style-type: none"> Certification program for the Group's industrial sites: <ul style="list-style-type: none"> - 79% of the Group's industrial sites ISO 14001-certified - 47 sites of all types ISO 14001-certified within the Group Energy consumption: <ul style="list-style-type: none"> - 30% of Fives companies have implemented actions to reduce their energy consumption. - Communication and support for all Group companies on the new target for reducing energy consumption: -10% on consumption in kWh/hour worked by the end of 2022 (reference year: 2018) - Evaluation of their level of maturity on energy management and implementation of roadmaps, - Structuring of an energy network of 122 people around the world: development of tools, experience sharing and training. 	<ul style="list-style-type: none"> Definition of the Group's new roadmap structured around 3 axes: <ul style="list-style-type: none"> - Manage the environmental impacts on our sites - Reduce CO2 emissions related to our energy consumption. - Protect our assets against the risks of climate change
	<u>Improve the environmental performance of our customers:</u> GC7 - GC8 - GC9 	<ul style="list-style-type: none"> Help subsidiaries to integrate environmental criteria into their design processes Enhance and develop services that extend the life of our products and clients' equipment 	 	<ul style="list-style-type: none"> Conduct a Group-wide inventory of high-performance solutions that contribute to our clients' environmental performance: <ul style="list-style-type: none"> - development of digital solutions to optimize processes: energy and raw material consumption, etc. 	<ul style="list-style-type: none"> Definition of the Group's new roadmap structured around 2 axes : <ul style="list-style-type: none"> - To be recognized by our customers for the environmental benefits of our solutions - Develop new solutions in both historical and new markets
	<u>Apply our expertise to Climate Change and Circular Economy:</u> GC7 	<ul style="list-style-type: none"> Adapt our solutions to meet these challenges 		<ul style="list-style-type: none"> Circular economy: <ul style="list-style-type: none"> - Ongoing development of the Rhodax® recycling process for deconstruction concrete. Climate change and circular economy: <ul style="list-style-type: none"> - Development of a new service: Fives Remote Services 	
 Being a responsible economic actor	<u>Promote fair market behaviour:</u> GC10 	<ul style="list-style-type: none"> Define the new Group compliance roadmap Setting up of the internal alert system Promote social responsibility in our commercial offer 	  	<ul style="list-style-type: none"> Business ethics: <ul style="list-style-type: none"> - Communication of the new Group Business Ethics Charter. - Implementation of the new WhistleB internal alert system: communication on the Intranet portal, by email and presentations to the Group's subsidiaries. - Pursuing employee awareness and training in business ethics: e-learning in the U.S. and face-to-face training in Europe have been set up for employees considered to be the most at risk: 432 employees were trained in 2019, particularly during company management committee meetings. Internal control: <ul style="list-style-type: none"> - Mapping of the Group's major risks - Carrying out several cross-functional audits in connection with the mapping of Fives' major risks - Finalization of the new Guidelines Enhancing the value of non-financial rating with our clients: <ul style="list-style-type: none"> - Improvement of the rating with a Confirmed (Gold) level, 76/100, top 1% of the panel of 35000 companies rated by EcoVadis in 2019. 	<ul style="list-style-type: none"> Business ethics: <ul style="list-style-type: none"> - Drafting of a guide to ethical behavior: The Fives Business Ethics Charter sets the general framework for the professional conduct of each of the Group's employees. This Guide to Ethical Behavior details the methods of application and gives examples of situations. - Creation of e-learning training materials on corruption, anti-competitive practices, etc. available on the Fives&Me digital HR platform. These training sessions will be mandatory for all new arrivals (with the highest risk exposure) and the entire Group Purchasing and Sales population (approximately 400 people). Internal control: <ul style="list-style-type: none"> - Guidelines available online via the Group's intranet portal. - Launch of the deployment system for all Group subsidiaries (analysis tools, waiver tool, training, etc.). - Creation and deployment of e-learning and training courses in French and English for all employees concerned on the Directives and the main risk themes. - Carrying out several cross-functional audits in connection with the mapping of the Group's major risks.
	<u>Deploy a "Responsible Purchasing" approach:</u> GC1 - GC2 - GC3 - GC4 - GC5 - GC8 - GC10 	<ul style="list-style-type: none"> Carry out a mapping of CSR risks in Purchasing and set up means to reduce them Integrate environmental and social criteria into purchasing processes 	 	<ul style="list-style-type: none"> Purchasing: <ul style="list-style-type: none"> - Reinforcement of the "safety" aspect in the purchasing process: selection, contractualization, monitoring, evaluation of subcontractors' safety performance. 	<ul style="list-style-type: none"> Purchasing: <ul style="list-style-type: none"> - Drafting of a new CSR Supplier Charter

 Non-deployed topic
  Emergent
  In construction
  Defined, with deployment in progress
  Fully and satisfactorily deployed

Commitments	Group's objectives	Program and action plans	Level of maturity at end-2019	Achievements at end-2019	2020 goals
	<p>Preserve the health and safety of the women and men working for Fives: GC1 – GC2 – GC4 – GC5</p>  	<p>• Continue the Group Safety Ambition 2018-2020 program: Enhance the Group's safety culture with: <u>Accident objectives for 2020:</u> - Reduce the accident frequency rate to 2.5 or below - Halve the number of accidents with lost-time (LTI) in Fives' workshops - Reach 0 severe accidents - No fatality (including subcontractors) <u>Safety culture targets for 2020:</u> - Achieve the "Independent" maturity status at Group-level (Bradley Curve) - Have no company with "reactive" status - Reach "interdependent" status for some Group companies</p> <p>• Ensure the management of the medical and safety assistance program for the travel abroad of the Group' employees: Train and support Group companies to prevent and limit the risks to which their employees could be exposed during abroad professional missions on Fives sites or at the customer's site</p> <p>• Define an Health at Work program to prevent accidents and work-related illnesses</p>	<p>Emergent</p> <p>In construction</p> <p>Defined, with deployment in progress</p> <p>Fully and satisfactorily deployed</p>	<p>• Safety results: - a lost-time frequency rate that increases slightly from 3.30 to 3.39, - 1 fatal accident of an employee in the Group's activities, - The number of severe accidents increased from 1 to 4.</p> <p>• Group Safety Ambition program: - Creation of a China Safety Coordination to help define and implement actions.</p>	<p>• Group Safety Ambition program: - Development of digital tools for safety: pre-task risk analysis, direct feedback of incidents, etc. - Creation of a self-assessment tool for the level of maturity in safety for Fives companies.</p>
	<p>Promote diversity and guarantee equal opportunity: GC6</p>    	<p>Promote diversity and raise awareness of non-discrimination</p> <p>• Gender equality in the workplace and equal opportunity: - To encourage, develop and enhance the place of women at Fives and support their career path - Make our organizations attractive and encourage employees to be ambassadors for the Group to external stakeholders (schools, technical and scientific partners, etc.)</p> <p>• Professional integration of young people: - Increasing the number of young people, including those from the disadvantaged areas, who will be able to discover the company and the industry - Ongoing and strengthening of the system to attract and train young talent</p> <p>• Employment of people with disabilities: - Promote access to employment and secure the professional careers of people with disabilities within the Group - Reinforce collaboration with the adapted and protected sector (EA/ESAT in France)</p>	<p>Emergent</p> <p>In construction</p> <p>Defined, with deployment in progress</p> <p>Fully and satisfactorily deployed</p>	<p>• Definition of the Women@Fives program to encourage and support female talent: - Development of partnerships with associations to promote women in the industry in France and in the United States, - design of a special coaching program for female employees of the Group, - A survey was sent to all Group employees, across all activities and all countries, to measure their expectations and incorporate certain suggestions into the program, - test of dedicated coaching, - definition of a specific mentoring...</p> <p>• Female-to-Male Proportion: - 16% women among employees - 42% of women are engineers and managers (+1% compared to 2018)</p> <p>• Professional integration of young people: Commitment in the commitment plan "La France, une chance" mainly for the benefit of young people in the City's Priority Neighborhoods (QPV). Ongoing partnership in France with the Nos Quartiers ont des talents (NQT) association. In 2019, some forty sponsors were mobilized.</p> <p>• Youth welcome at Fives: - 419 trainees (+12% compared to 2018) - 343 work-study contracts (+4% compared with 2018) In France : - 87 trainees and work-study students at the end of the program - 25% of them were offered a contract, 95% accepted.</p> <p>• Prevention of discrimination: - Ongoing discrimination prevention training (open to managers and mandatory for recruiters).</p> <p>• Disability: - 2.2% of the workforce are people with disabilities.</p>	<p>• Definition of a new Group Diversity Charter in line with the CSR policy and the Group's new "Raison d'être": Faire aimer l'industrie - Industry can do it. - Development of a Handicap France plan</p> <p>• Deployment of the Women@Fives program throughout the Group</p> <p>• Reinforcement of the youth reception system to increase the capacity to receive interns and work-study students in Group companies in France and abroad.</p>

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Commitments	Group's objectives	Program and action plans	Level of maturity at end-2019	Achievements at end-2019	2020 goals
 Being a responsible employer	Manage a forward-planning management of jobs and skills: GC1 – GC2 	<ul style="list-style-type: none"> Development of a forecast strategy for jobs and organizations in each company: A 4-step program, based on the strategy defined at the activity level: <ul style="list-style-type: none"> - Determine the business goals and the operational goals - Identify the skills required to achieve these objectives - Qualify existing positions in the company in relation to the required skills - Perform a gap analysis and set up an action plan Human Resources Evaluation and Development Committee: Annual career management committee in each subsidiary, attended by the management team and a Human Resources representative, to: <ul style="list-style-type: none"> - Determine which measures need to be taken to improve employee performance - Approve personal career plans Training plan and monitoring of employee development 	  	<ul style="list-style-type: none"> Create and maintain dialogue: - 562 people have been received at a Starter interview (assessment carried out 6 to 18 months after the arrival of a new recruit to validate the integration and suitability for the position). - 76% of the workforce have had an annual interview (-1% compared to 2018). Evaluate and develop: Human Resources Evaluation and Development Committee (CEDRE): - 67% of the workforce has been evaluated in CEDREs (+4% compared to 2018). The follow-up of action plans has been optimized thanks to the digitalization of these exchanges under the Fives&Me HR information system. Training and support for employee development : The training commitment for the year represents a total of 146,543 hours (-18% compared to 2018), i.e. approximately 26 hours of training per employee. - 70% of the workforce has taken at least one training course, including : *50% technical training; *33% of safety training; *7% management training; *5% linguistic training; *5% of training in personal development. - 127 employees trained in the specific Manager@Fives program in China, France, the United States and Italy (675 people trained since the program was launched in 2015). 	<ul style="list-style-type: none"> Evaluate and develop: Human Resources Evaluation and Development Committee (CEDRE): - Continued improvement in the monitoring of the action plans identified at the heart of CEDRE. - Optimization of career management tools for career paths associated with training paths for certain cross-functional professions Development of the mentoring program Training and career development support for employees: - Evolution of the management and leadership programs of the Leadership Academy - Use by all subsidiaries of the training module integrated into the Fives&Me HR information system. - Deployment of a Group e-learning offer through the elearning@Fives digital platform. - Development of the coaching offer.
	Strengthen the sense of belonging to the Group: GC1 – GC2	<ul style="list-style-type: none"> Share the vision and insights: - Redesign of the Group Intranet Portal and evolution of communication tools and channels to share more visual and verbal information - Group-wide deployment of online collaboration tools that promote exchanges, cross-functional work and opening-up of silos Be attentive to the teams: - An opinion survey conducted among all Group employees every three years, designed to measure satisfaction levels and any organizational malfunctions, and which gives rises to the implementation of action plans proposed by employee bodies 	 	<ul style="list-style-type: none"> Launch of "Fives Digital Workplace": - Deployment of the new "Fives Digital Workplace" Intranet Portal: a collaborative platform, a single, streamlined access point to Group information, Microsoft Office 365 tools and business applications available to all Fives employees. Be attentive to the teams: - Support and follow-up of the implementation, by company, of the actions identified during the satisfaction survey. 	<ul style="list-style-type: none"> Redesign of the Fives Website : - This new site will be a key asset to make our external stakeholders: customers, prospects, future recruits, journalists, financial community, etc., likewise, it will be a key asset to make the industry more attractive to our external stakeholders. Each section of the site will echo Fives' Raison d'être and its new brand signature, Industry can do it, and will present the Group's response to environmental, technological, societal and economic challenges. Be attentive to the teams: - Preparation for the next survey to be conducted by 2021 Defining Fives' values in relation to the Group's raison d'être: Faire aimer l'industrie
Integrate CSR priorities into the organization of all Fives entities	Fives Code of conduct: GC10 	<ul style="list-style-type: none"> Acknowledgement of the Code of conduct by all employees, by: - the distribution to all employees - the implementation of training tools to facilitate the appropriation of the Code of conduct 		<ul style="list-style-type: none"> Revision of the Code of Conduct to make it a reference document. 	<ul style="list-style-type: none"> Draw up a plan to roll out the new Code of Conduct to Fives' 8,427 employees in nearly 30 countries.

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