

# **WORLDWIDE FRAMEWORK AGREEMENT ON PSA PEUGEOT CITROËN'S SOCIAL RESPONSIBILITY**

*"A social and durable commitment without borders"*

## **PREAMBLE**

PSA PEUGEOT CITROËN, a worldwide automobile Group, bases its development on the principles of socially and environmentally responsible action and conduct in all the countries it is established and in its various sectors of activity.

Through its commitment to the Global Compact on 9 April 2003, PSA PEUGEOT CITROËN made a commitment to respect and promote its ten principles inspired by the Universal Declaration of Human Rights, the Declaration on the Fundamental Principles and Rights at Work, the Rio Declaration on the Environment and the United Nations' Convention against corruption. Furthermore, in September 2009, PSA PEUGEOT CITROËN signed the United Nations' "Caring for Climate" initiative and adheres to its guiding principles.

These commitments are also an integral part of the Group's ethical charter distributed to all its employees. The ethical charter is based around principles of action by the Group's companies in respect of their stakeholders and the principles of ethical conduct. Bringing it up-to-date and renewing it will give rise, before it is deployed, to a presentation to the Group Committee. This charter constitutes an essential common reference body to which everyone, managers and employees alike, may refer.

Through this worldwide framework agreement, PSA PEUGEOT CITROËN wishes to reformalise its commitments in favour of fundamental human rights, responsible development and the protection of the environment and associating with it the trade union organisations as well as the International Metalworkers' Federation (IMF) and the European Metalworkers' Federation (EMF).

This agreement is part of the Group's vision, in particular "the requirement for responsible development", for the Group's men and women and for community involvement.

These commitments in particular express:

- the requirement for employee development,
- the requirement for occupational health and safety,
- the requirement for social cohesion,
- the requirement for ethics and citizenship and in particular the respect and promotion of employees' rights.

This agreement is part of the social policy and human resources framework which is a major asset for the Group's growth and sustainable economic performance. Its implementation relies on a permanent social dialogue with the social partners. The results of this policy have been reflected for several years in innovative developments in all countries, especially in the fields of fundamental human rights, equal opportunities, diversity, the development of feminine employment and the inclusion of disabled people. Progress is accompanied, each time it is achieved, through the clear expression of the policy put in place, with its objectives, actions and measurable results.

This agreement is also part of the Group's environmental approach. For several years, PSA PEUGEOT CITROËN has been pursuing an ambitious approach to respond to the environmental challenges mainly linked to car use. Aware that its business operation has an impact on the environment, the Group considers that the protection of the environment is a basic element of its social responsibility.

The signatories of this agreement, moreover, recognise that the automobile, financing and transport and logistics businesses are developing within a highly competitive and globalised context which requires them to remain competitive within their respective markets. With respect to social dialogue, this context leads to a permanent search for solutions whose goal is to contribute to combining human progress, environmental protection and the Group's sustainable economic performance.

They have wished to include within the scope of this agreement, commitments for the promotion of environmental protection. Moreover, the provisions relating to occupational health and safety have been strengthened.

This agreement, which enables the objectives to be given concrete expression, is a reference framework for each manager and for the signatory trade union organisations. Its monitoring will be integrated into the PSA System of Excellence which constitutes the reference body for the Group's management. It materialises a common desire to promote the respect of fundamental human rights (chapter 2), the management and development of human resources (chapter 3), the social requirement shared with suppliers (chapter 4), the consideration of the company's activity within local territories (chapter 5), the protection of the environment (chapter 6), the application of these principles in each country (chapter 7) and the monitoring of the agreement (chapter 8).

This agreement, a vehicle of social progress, must also be the basis for relations with the stakeholders – public authorities, industrial partners, suppliers, customers, shareholders and non-governmental organisations-. Indeed, the signatories consider that the implementation of these commitments requires the involvement of the national or local actors in these fields in order for long-term social progress to be made.

## **CHAPTER 1: SCOPE OF APPLICATION**

This worldwide framework agreement applies directly to all of the consolidated automobile division (research and development, manufacturing, sales and support functions), as well as the financing and transport and logistics divisions, for the present and future subsidiaries over which the Group exercises a dominant influence either through a majority financial holding or where this is limited to 50 %, through its responsibility in the social management of this subsidiary.

PSA PEUGEOT CITROËN has sent this worldwide framework agreement to the Faurecia Group which has, moreover, its own European dialogue bodies, in order to promote discussions between Faurecia's social partners on these issues.

Furthermore, certain provisions (chapter 4) are directed at suppliers, sub-contractor, industrial partners and distribution networks.

## **CHAPTER 2: PSA PEUGEOT CITROËN'S COMMITMENTS IN FAVOUR OF FUNDAMENTAL HUMAN RIGHTS**

PSA PEUGEOT CITROËN, the trade union federations and organisation, affirm their adherence and commit themselves to ensuring that the principles and fundamental rights expressed by the International Labour Organisation (ILO) are respected. For its part, PSA PEUGEOT CITROËN recalls its commitment to respecting the Global Compact initiated by the United Nations Organisation (UNO).

### **Article 2.1 – The promotion and respect of internationally recognised Human Rights**

PSA PEUGEOT CITROËN, in all its fields of activity, respects the laws and regulations in force in the countries where it conducts its business. With the worldwide framework agreement on social responsibility, PSA PEUGEOT CITROËN desires to go beyond the simple respect of national standards, by giving itself a frame of reference in the field of fundamental human rights.

PSA PEUGEOT CITROËN promotes the respect of Human Rights in all the countries in which it is present, including places where the affirmation of human rights is still inadequate.

### **Article 2.2 – Non-complicity in the breach of human rights**

PSA PEUGEOT CITROËN takes care to avert situations or acts of complicity in the breach of fundamental human rights. The Group considers that this issue is part of its social responsibility.

PSA PEUGEOT CITROËN condemns the non-respect of these infringing the rights and dignity of people as well as verbal or physical abuse and harassment. These actions are punishable by sanctions and are subject to preventative measures in all countries.

### **Article 2.3 – Freedom of association and effective recognition of the right to collective negotiation**

PSA PEUGEOT CITROËN is open to trade union activities and recognises, everywhere in the world, trade union existence and the right of employees to come together and constitute trade union organisations of their choice and takes care to respect trade union independence and pluralism (*IOL Convention no. 87*).

PSA PEUGEOT CITROËN undertakes to protect trade union members and coordinators and not to operate any anti-trade union discrimination (*ILO Convention no. 135*).

PSA PEUGEOT CITROËN recognises the right to information and the consultation of the employees' representatives about major decisions which affect the life of the company.

PSA PEUGEOT CITROËN undertakes to promote collective negotiation, a central element of social dialogue (*IOL Convention no. 98*).

#### **Article 2.4 – Elimination of all forms of forced and obligatory work**

PSA PEUGEOT CITROËN undertakes to respect the free choice of employment and condemns forced labour, considering that this is constituted each time work is imposed through a threat (food deprivation, confiscation of land, non-payment of salary, physical violence, sexual abuse, involuntary prison work etc) (*IOL Conventions nos. 29 and 105*).

#### **Article 2.5 – Effective abolition of child labour**

PSA PEUGEOT CITROËN condemns and prohibits child labour.

For the Group, the minimum general age for access to employment is set at 18 years old. *However, the Group authorises employment or work by teenagers from sixteen years old provided that their health, safety and morality are fully guaranteed and that they have received, in the corresponding sector of activity, specific and adequate instruction or vocational training (ILO Convention no. 138)*. In this case, the company shall set up, for the employees concerned, a specific training measure, in order to assist them in achieving a higher level of general and vocational training.

In order to assist young people during their studies and promote their access to working for the company, various job integration schemes combining vocational training within the company and the acquisition of skills in training establishments may also be offered as early as fifteen years old or the minimum legal age in the country where this is above fifteen years old (apprenticeships etc).

#### **Article 2.6 – Removal of discrimination in employment, the exercise of a profession and the promotion of diversity**

PSA PEUGEOT CITROËN undertakes not to operate any discrimination based on origin, sex, habits, sexual orientation, age, family status, pregnancy or maternity, genetic characteristics, the membership or non-membership, real or supposed, of an ethnic group, nation or race, political opinions, trade union or mutual activities, religious convictions, physical appearance, family name or health status or disablement in recruitment and vocational development (*IOL Convention no. 111*).

PSA PEUGEOT CITROËN intends to apply and promote, beyond the legal rules, best practice and fight racism, sexism, xenophobia and homophobia and more generally intolerance in respect of differences and guarantee the respect of private life.

For PSA PEUGEOT CITROËN, diversity means working together and enabling all talents to be developed. PSA PEUGEOT CITROËN chooses to employ people of diverse profiles, reflecting society and its environment: the coexistence of employees with different profiles is a source of complementarity and social balance. It promotes the confrontation of ideas and economic performance. Managing diversity means managing skills, independently of any other criterion.

### **Article 2.7 – Fighting corruption and the prevention of conflicts of interest**

PSA PEUGEOT CITROËN undertakes, in particular, to act against corruption in all its forms. The Group shall take care to make its employees aware of this issue through various communication and/or training measures.

The Group's employees, including its managers, must avoid any situation of conflict between the Group's interests and their personal interests or those of their close family, in compliance with the provisions of the Group's ethical charter.

Thus each member of the personnel shall not take any interest in a supplier or customer unless this is carried out through the purchase of quoted securities as part of the management of a securities' portfolio and in compliance with the rules banning the use of privileged information.

## **CHAPTER 3: PSA PEUGEOT CITROËN'S UNDERTAKING IN THE MANAGEMENT AND DEVELOPMENT OF HUMAN RESOURCES**

### **Article 3.1 – Responsible management of employment and skills**

#### **▪ Recruitment based on diversity and equal opportunities**

PSA PEUGEOT CITROËN undertakes to ensure that no stage of the recruitment process is discriminatory. The inclusion of diverse profiles is a source of complementarity, social balance and economic efficiency.

In this context, procedures and resources are used to avoid any discrimination and promote equal opportunities.

#### **▪ Developing future skills through in-work training**

PSA PEUGEOT CITROËN undertakes to prepare and develop the required skills through in-work training.

PSA PEUGEOT CITROËN takes care that all its employees are able to benefit from training programmes organised by the company, in particular, those intended to improve their skills level aimed at gaining a greater command of new technologies, equipment, systems and processes.

The signatories consider that vocational training is one of the tools for the promotion of improved employee equality, independently of their sex, origin, initial training, health status or working conditions or hours. PSA therefore adopts a proactive policy in this field.

#### **▪ Promoting professional development**

PSA PEUGEOT CITROËN undertakes to ensure equal opportunities in the development and professional mobility of its employees. The personnel assessment practices meet criteria of objectivity and transparency in the spirit of the agreement on diversity and social cohesion within the company signed by the French social partners in September 2004. Procedures and indicators have been set up to ensure the respect of equal treatment.

PSA PEUGEOT CITROËN encourages each employee to be an actor in his/her professional development.

- **Participation avenues for the employees**

PSA PEUGEOT CITROËN undertakes to provide its employees with regular information about the company's situation and the elements likely to affect working and employment conditions, directly and indirectly, in particular through the employees' local representative bodies and trade unions.

PSA PEUGEOT CITROËN undertakes to promote the participation and the consideration of employees' initiatives.

- **A social approach to changes to the business**

PSA PEUGEOT CITROËN undertakes, in the event of a change in the business, to provide in due time, information and consultation with the employees' representatives. Where conditions allow, PSA PEUGEOT CITROËN promotes stable and long-term employment through a socially responsible approach.

- **Forward planning for changes to professions and jobs**

For PSA PEUGEOT CITROËN, forward planning for changes to professions and jobs and the development of technologies and products, better forecasting of the skills the companies will need and giving its employees visibility over the industrial, organisational and technological developments and changes constitute a major challenge.

Anticipating industrial, organisational and technological changes implies having a thorough knowledge of the company's strategy and the major issues and elements which are used in its definition.

That is why PSA PEUGEOT CITROËN has set up a "Strategic Joint Committee" between the management and trade union organisations whose purpose is to go into depth on issues linked to the company's situation and the policies which are implemented in the short and medium terms allowing discussions over the changes generated to the professions and jobs to take place. On account of the strategic aspect of the issues dealt with, the international dimension of the subjects and the policies that are tackled, since 2008 this committee has included non-French trade union representatives.

Moreover, in other countries management shall develop forward-planning measures for changes to jobs and professions in the automobile industry by revealing the professions in development or, on the contrary, those professions at risk from technological, organisational and economic changes.

PSA PEUGEOT CITROËN strives to accompany its employees in all changes to activities and employment. Its intention is to conduct the required changes as part of a continuous process avoiding sudden breaks and hasty redeployment.



### **Article 3.2 – Attractive employment conditions**

#### **▪ Remuneration**

PSA PEUGEOT CITROËN provides remuneration that is in line with the market practices in each of its businesses (automobile, financing, transport and logistics) and undertakes that these payments shall be higher or at least equal to the conditions set out by national legislation or collective agreements.

Thus, the salaries and remuneration paid for full-time work at least match the legal minimum and the professional guaranteed minimum and/or collectively agreed payments and must therefore allow the employees to enjoy decent living conditions.

PSA PEUGEOT CITROËN recognises the principle of equality of remuneration, in particular between men and women, for work of equal value and performance (*ILO Convention no. 100*). This principle is applicable whatever the contractual framework in which the employees are placed.

The Group's salary policy aims to ensure objectivity, fairness and transparency of the rules setting out remuneration.

In addition, in order to redistribute to its employees the fruits of growth and creation of value to which through their efforts they have contributed, a profit-sharing scheme linked to the company's performance is paid to all personnel.

#### **▪ Social protection**

PSA PEUGEOT CITROËN sets up, in all countries, welfare cover covering the risks linked to death, invalidity and incapacity.

Likewise, PSA PEUGEOT CITROËN is gradually setting up in all countries, supplementary retirement pension schemes with set contributions in order to compensate for the lowering of the rates of benefits from the compulsory schemes, and complementary health schemes according to changes in the compulsory health insurance scheme.

### **Article 3.3 – Employments conditions corresponding to improved international standards**

#### **▪ Negotiated employment organisations**

PSA PEUGEOT CITROËN undertakes to ensure that working hours are always equal to or lower than the periods set by national legislation or collective agreements in the countries concerned.

PSA PEUGEOT CITROËN undertakes to respect rest times and periodic leave corresponding at least to the conditions set by national legislation or collective agreements in the countries concerned.

The fluctuations in demand and diversity of the automobile market require adjustments to be made to working times and organisation and these are defined and implemented as part of social dialogue and consultation according to the practices and rules negotiated and in force in each country.

▪ **Safety, working conditions and health**

For PSA PEUGEOT CITROËN the only acceptable target is an accident-free workplace. The Group undertakes to ensure that efficient occupational health and safety policies based on prevention are set out in the various establishments in the form of a management system for occupational safety involving everyone according to his/her level of responsibility, including the social partners (*IOL Convention no. 155*).

PSA PEUGEOT CITROËN undertakes to gradually improve the ergonomics of the working positions and to seek, for each employee, a position in accordance with his/her aptitudes, without discrimination. Moreover, the Group undertakes to work in reducing physical, postural, cognitive and mental loads and to promote well-being in the workplace.

PSA PEUGEOT CITROËN shall pursue an active health policy as a priority directed towards the prevention of illnesses that may appear or develop through professional activity including the fields of psycho-social risks, the prevention of situations of harassment and stress, muscular-skeletal problems and risks from chemicals and driving.

In addition, the Group favours the action of health sector stakeholders in deploying information and prevention initiatives for the employees on subjects such as tobacco dependency, alcoholism, drug dependency, AIDS or STDs.

**Article 3.4 – Transposition of these undertaking and negotiation in the subsidiaries**

Beyond the national negotiations that are practiced (e.g. salaries, working time and organisation, etc) each subsidiary undertakes to negotiate with the trade union organisations, the implementation of actions which meets the principles and undertakings of this chapter, in particular in respect of training, professional development and safety in the workplace.

## **CHAPTER 4: SOCIAL REQUIREMENTS SHARED WITH SUPPLIERS, SUB-CONTRACTORS, INDUSTRIAL PARTNERS AND DISTRIBUTION NETWORKS**

Without replacing its suppliers', sub-contractors', industrial partners' and distribution networks' legal responsibility, PSA PEUGEOT CITROËN undertakes to communicate this agreement to these companies and request that they apply the previously mentioned ILO international agreements.

PSA PEUGEOT CITROËN requests from its suppliers a similar commitment in respect of their own suppliers and sub-contractors.

As part of calls for proposals, PSA PEUGEOT CITROËN undertakes to ensure that the respect of human rights as set out in chapter 2 is a determining criterion in the selection of the suppliers that will join the panel.

Any failing relating to the respect of human rights shall lead to corrective action plans after a warning from PSA PEUGEOT CITROËN. Non-respect of these rights shall lead to sanctions, which may, ultimately, lead to withdrawal from the panel.

A specific process will also be set up for small companies of suppliers and sub-contractors, to enable them to gradually apply the previously stated ILO standards.

Moreover, in the main countries where it is located, PSA PEUGEOT CITROËN undertakes to participate in structured discussions within the automobile industry and to promote social dialogue in the sector, in particular on the issue of forward planning for economic, technical, industrial and social changes.

## **CHAPTER 5: THE CONSIDERATION OF THE IMPACT OF THE COMPANY'S ACTIVITY ON THE LOCAL TERRITORY**

PSA PEUGEOT CITROËN undertakes to promote the employment and training of the local active population, thus contributing to economic and social development in all places that the Group is established.

Thus, in each country it is present PSA PEUGEOT CITROËN favours the local human resources to fill available jobs and develops, each time this is possible, local integration.

In the event of changes to the business, PSA PEUGEOT CITROËN undertakes to inform the national authorities upstream and to cooperate with them to give greater consideration to local interests.

**CHAPTER 6: PSA PEUGEOT CITROËN'S UNDERTAKINGS FOR ENVIRONMENTAL PROTECTION**, and in particular the respect of natural resources, the reduction of impacts of the Group's activity and the management of the environment and other aspects of conduct.

The Group undertakes to respect the legal statutory international, European and national obligations applicable to this field with a permanent concern for improving safety, the protection of health and the environment, the preservation of natural resources and the minimisation of impacts on the environment of the Group's activities.

#### **Article 6.1 – Respect of natural resources by control of their use**

PSA PEUGEOT CITROËN undertakes to use natural and energy resources responsibly (water, raw materials, gas and electricity, fuel, etc).

#### **Article 6.2 – Combating climate change and a reduction of impacts on the natural environment and third parties**

PSA PEUGEOT CITROËN contributes to combating climate change and to do so the Group identifies direct and indirect sources of greenhouse gas emissions (GHG), measures them, and implements measures for gradually reducing direct and indirect GHG.

PSA PEUGEOT CITROËN makes efforts to develop products which are increasingly respectful of the environment in terms of carbon dioxide emissions and pollutants and the use of natural resources.

PSA PEUGEOT CITROËN intends to introduce manufacturing methods whose impact on the environment is as low as possible.

Controlling harm done to the natural environment is achieved by controlling polluting emissions into the air, pollution of the ground, the disposal into water of waste and dangerous products as well as controlling other impacts on the environment and third parties (noise, odours etc).

#### **Article 6.3 – Environmental management and other aspects of conduct**

##### **▪ Environmental management**

An environmental management system (EMS), based on the ISO 14001 standard, is implemented in the Group's various production sites, all certified since the end of 2007. The EMS involves and mobilises the whole management and trains the employees concerned using appropriate means.

In most of the other sites (R&D, sales and tertiary sites etc) environmental measures adapted to the environmental challenges are applied locally with associated management.

In addition, in all of its sites, the Group takes care to develop its employees' awareness and skills in respect of the environmental challenges.

The Group ensures that it is able to offer solutions enabling its employees to adopt cleaner types of conduct, for example through streamlining initiatives for professional travel and commuting and through the promotion of more ecological behaviour.

- **Making external stakeholders more aware of the environmental challenges**

PSA PEUGEOT CITROËN undertakes to promote initiatives for environmental protection with its customers, suppliers and other stakeholders and takes care to apply its responsible communication charter.

#### **Article 6.4 – Information for the representatives of the personnel and trade union organisations**

PSA PEUGEOT CITROËN undertakes to ensure that each subsidiary makes the trade union organisations and personnel representatives aware of its actions, good practice and results in the environmental field. Moreover, an overall review shall be presented during the Worldwide Works Council meeting.

## **CHAPTER 7: IMPLEMENTATION OF THE UNDERTAKINGS**

The worldwide framework agreement, signed between PSA PEUGEOT CITROËN, the IMF, the EMF, the trade union organisations of the main countries affiliated to them and the non-affiliated trade union organisations, is applied in each country where the entities falling within the scope of application of the agreement (chapter 1) are represented.

The signatories undertake, through social dialogue, to define the actions for the chapters relating to the social, environmental and human resources of the Group which are implemented to apply this framework agreement. The specificities of the automobile, financing, transport and logistics divisions and their competitiveness within the various markets shall be taken into consideration. In the main countries, the implementation work gives rise to the drawing up of a work programme.

PSA PEUGEOT CITROËN undertakes to disseminate information widely about the content of this agreement to the employees of the Group. This text is therefore broadcast throughout the Group through internal communication tools and translated into all languages.

Any employee encountering difficulties of interpretation of this agreement or doubts about its correct application may refer to his/her line manager, the Human Resources Department and/or a trade union representative without this feedback of information being prejudicial to him/her.

## **CHAPTER 8: MONITORING OF THE AGREEMENT**

The monitoring of this worldwide framework agreement is carried out on a dual level.

In each of the main countries (over 500 employees) local social observatories are set up, comprised of the human resources management and the trade union organisations. These social observatories carry out annual monitoring of the worldwide framework agreement's application through a joint document drawn up jointly by the signatories to this agreement. This document allows each trade union organisation to give its opinion as part of the annual monitoring of the application of this agreement in their subsidiary.

In the other countries, the same monitoring document is drawn up, with a gathering of the opinions of the trade union organisations, or failing this, the personnel's representative bodies as part of the annual monitoring procedure.

For monitoring at the Group level of the framework agreement on the Company's Social Responsibility, the Enlarged European Works Council constitutes itself as the Worldwide Works Council.

The European Works Council currently set up is thus enlarged by the presence of trade union representatives from countries meeting the pay-roll criterion set out in the European Works Council agreement (e.g. Argentina, Brazil etc which number over 500 employees). These representatives are invited to plenary meetings in order to participate in the monitoring of this worldwide framework agreement. By participating in these sessions, they are also informed about the Group's general situation and the strategies put in place.

They participate in discussions, with the exception of deliberations that are particular to the European Works Council's remit (e.g. the appointment of the Secretary, the appointment of experts, consultations linked to the application of the European Works Council's directives of the company agreement of 23 October 2003).

It is agreed that European directives automatically apply to the European subsidiaries and the European Works Council.

Each plenary meeting of the Worldwide Works Council is preceded by a preparatory meeting of the representatives to the body, with the presence of representatives of the IMF and the EMF.



## **CHAPTER 9: FINAL PROVISIONS**

The signature by all of the trade union organisations has made this agreement directly applicable for an indeterminate period.

Every three years, the parties agree to meet to carry out an overall review of the actions undertaken and to plan for the required adjusting measures through amendments to the agreement, in particular in respect of legislative and regulatory changes.

In the event of a divergence between the different language versions, the French version is binding.

The governmental and administrative bodies of each country have been officially informed about this worldwide framework agreement.

## **CHAPTER 10: REVIEW OF COMPLIANCE WITH THE AGREEMENT AFTER 3 YEARS OF APPLICATION**

At the end of three years of application, a new self-assessment, comparable to that made in 2006 was made in 2009.

In 2006, the self-assessment showed an overall view of the application of the agreement. Following this report, the subsidiaries selected 1,175 action plans. From 2007, the choice was made to monitor three priority actions plans per subsidiary annually.

This self-assessment enabled the progress made by the subsidiaries in applying the undertakings of the agreement to be measured. Following this new exercise, the subsidiaries selected three new priority action plans that will be implemented from 2010.

Self-assessment and the choice and carrying out the actions plans are submitted for an opinion from the trade union organisations or local personnel representatives. Thus, monitoring the agreement involves the management, the managers and the trade unions organisations or local personnel representatives.

Each year, the subsidiaries are audited on adherence to the agreement. The purpose of the audit is to strengthen homogeneity of social practice within the Group and to proscribe any practice or provisions of application that go against the agreement's undertakings. Between 2007 and 2009, over 20% of the subsidiaries were audited by certified professionals. PSA PEUGEOT CITROËN undertakes to continue these audits since through the actions recommended at the end of the mission this stimulates a continuous progress approach. PSA PEUGEOT CITROËN guarantees that these audits are carried out completely independently and transparently in cooperation with the trade union representatives.

In accordance with the undertakings taken in 2006, the signatories carried out a general review at the European Works Council meeting of June 2009. This review showed very encouraging results. According to the appraisal tool deployed since 2006, between 2006 and 2009, the number of subsidiaries applying all the undertakings has strongly increased with the result that by 2009 87% of the subsidiaries appropriated the agreement completely. This review moreover, reported on the various actions carried out during the 3 years the agreement has been applied. Thus, in 2009, 72 % of the action plans were carried out i.e. 845 action plans carried out of the 1,175 defined during the 2006 self-assessment. From 2006 to 2009 most of the trade union organisations or local representatives of the personnel gave a favourable opinion about the application of the agreement (self-assessments, choice of action plans, completion or otherwise of these action plans). During this review, the signatories agreed to renew the agreement.

This review encourages us to continue with the agreement monitoring procedure. This monitoring allows a transversal view of the Group's social responsibility to be seen and is an important lever for action.