



2017  
**CSR REPORT**

*Shaping the future together*



The background is a deep blue with a large, lighter blue triangular shape pointing towards the top right. On the left side, there are architectural details of a building, including a series of horizontal lines and a textured surface, possibly a staircase or a wall. The word "CONTENTS" is centered in a white, sans-serif font.

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# Message from the CEO

Since its inception in 1863, Daher has been a family-owned company that shares and passes on its founding values through its daily interactions with every employee, supplier and customer:

RESPECT AND CONFIDENCE IN OUR RELATIONSHIPS, CREATIVITY AND INNOVATION,  
RESPONSIBILITY, ENTREPRENEURSHIP AND SENSE OF MOVEMENT.

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In 2017, the Group successfully completed its Performance 2017 strategic plan and developed its new Succeed Together plan for 2018-2022. Backed by the trust of its shareholders, Daher laid the foundation for the strategy, which is rooted in value creation, international expansion and digitalization, without losing sight of the manner in which the company operates. Sustainable development has become an integral part of the Group's practices in recent years. Daher co-developed its first-ever social responsibility strategy in 2017, an ambitious plan that was shared with management at the end of the year. The Group aims to become a corporate social responsibility (CSR) leader in its business sectors within five years. The evaluation criteria for this goal will be assessed sector by sector through comparisons with a selection of market players. The three focal points of the strategy are to build cohesion between employees and shareholders (ONE DAHER), serve as a partner to Group stakeholders to achieve common social responsibility goals (TOGETHER), and manage operations with a comprehensive performance mindset now and in the future (DAHER WAY). This social responsibility strategy is designed to be inclusive and encompasses the

entire company. We hope to share our principles both in France and the other countries where we do business, which is why Daher signed the United Nations Global Compact in 2017 and supports its initiatives to promote human rights, international labor standards, environmental protection and the fight against corruption. This year we are publishing our achievements as part of the Compact. This report highlights our initiatives in two key areas: respect for human rights and international labor standards.

We have also undertaken a transparency initiative. An independent third-party organization evaluated all of Daher Aerospace and Daher Technologies' extra-financial data, which are presented in the report.

Our goal for 2018 is to expand the scope of our CSR policy, including among our stakeholders, in order to incorporate their feedback on the relevance and effectiveness of our priorities. If we succeed together, we will all reach our own objectives along the way!

**Didier KAYAT**, Chief Executive Officer



## BUSINESS LINES

### **AIRCRAFT MANUFACTURER**

Daher designs and manufactures the world's fastest single-engine turboprop aircraft.

### **AEROSPACE EQUIPMENT & SYSTEMS**

An aircraft manufacturer at the service of aircraft manufacturers, Daher designs and develops products and systems that meet critical needs in the aerospace sector: weight, cost-effectiveness, competition and production rate.

### **LOGISTICS & SERVICES**

Daher draws from its longstanding expertise in logistics and industry to help its customers improve their cost-effectiveness, competitiveness and flexibility, by managing all or part of the supply chain while optimizing and securing flows and program lifecycles.



# Main corporate social responsibility priorities

In early 2017, Daher conducted an iterative process to identify its main social responsibility priorities. A steering committee led the process in coordination with a specialized consulting firm, based on the guidelines set forth in ISO 26,000. They started by narrowing down the list of priorities from around 30 to 15 or so key issues. In addition, feedback from stakeholders inside the company gathered during a series of workshops held over a six-month period provided valuable input regarding the company's performance in each of the targeted areas.

Plotting these priorities has enabled the Group to demonstrate the high level of ambition in its social responsibility strategy. The Group Executive Committee has established a five-year goal: become a leader in our business lines in relation to our competitors. The social responsibility strategy and its 12 priorities were presented first to top managers, and then to all employees in conjunction with the start of the new strategic plan, Succeed Together.

**3 FOCAL POINTS AND  
12 PRIORITIES TO BECOME  
A SUSTAINABLE  
LEADER OF THE INDUSTRY  
OF THE FUTURE**







## ONE DAHER

LEVERAGE A SUSTAINABLE,  
LONG-TERM VISION TO STRENGTHEN  
THE COHESION BETWEEN EMPLOYEES  
AND SHAREHOLDERS

- Strengthen the dialogue with employees and employee representatives.
- Ensure the future of our leading shareholder governance
- Build cohesion between the various members of the company, shareholders and employees alike



## TOGETHER

PROMOTE PARTNERSHIPS  
WITH OUR STAKEHOLDERS TO ACHIEVE  
COMMON CSR GOALS

- Implement more collaborative, participative work methods
  - Act as a partner with the local communities to ensure greater diversity and equality
- Enhance supplier relations on issues such as CSR
- Substantially contribute to our customers' overall performance



## DAHER WAY

MANAGE OUR OPERATIONS WITH  
A COMPREHENSIVE PERFORMANCE  
MINDSET, NOW AND IN THE FUTURE

- Improve safety and quality of life in the workplace
  - Conduct business ethically
- Minimize our environmental impact
- Ensure the safety and security of products, services and data
- Incorporate CSR into the overall management of the company





## LARGE-SCALE PROJECTS

Daher created a multi-faceted excellence program called SeeD in 2014. SeeD focuses on safety (SeeD Safety) and quality (SeeD Quality) by providing information on performance standards and instilling the "champion mindset." Over the course of three years, SeeD has been rolled out across the entire company, establishing a Group-wide standard for all aspects of the business. The Group's strategic plans – Ambition 2012,

Performance 2017, and now Succeed Together – structure operations in five-year periods. The social responsibility strategy, Shaping the Future Together, was established in late 2017 and covers the same period as the Succeed Together strategic plan. The social responsibility strategy determines the Group's main CSR priorities up to 2022. This report presents the strategy's three focal points.





# ONE DAHER

**LEVERAGE A SUSTAINABLE, LONG-TERM VISION TO STRENGTHEN THE COHESION BETWEEN EMPLOYEES AND SHAREHOLDERS.**

## STRENGTHEN THE DIALOGUE WITH EMPLOYEES AND EMPLOYEE REPRESENTATIVES



The agreements signed in France in 2016 as part of the employer-employee dialogue established a new approach to social cohesion and equality in the workplace. These agreements contain measures to promote diversity and respect for all types of differences, guarantee equal opportunities, and make it easier to be a parent and achieve a healthy work-life balance.

In addition, an agreement was reached establishing support measures for all types of mobility within the Group between different locations or functions on a temporary or permanent basis.

In 2017, the supervisory committee for these agreements met to assess their application, provide input on the results achieved and propose areas for improvement.

One of the provisions of the agreements pertains to how vacation days are granted. A mutual-assistance initiative was created for employees

experiencing difficult personal situations, namely those with children requiring an ongoing presence and time-intensive care. Every employee is able to gift vacation days anonymously to a group account. Employees in difficult situations may also be granted CESU employment/service vouchers. By the end of 2017, employees had given their counterparts 110 vacation days.

The supervisory committee for the agreements found that the initiative should be developed further, particularly in terms of communication with employees.

In Morocco, the dialogue with employee representatives concluded with a two-year agreement for 2016 and 2017 covering compensation and other issues.





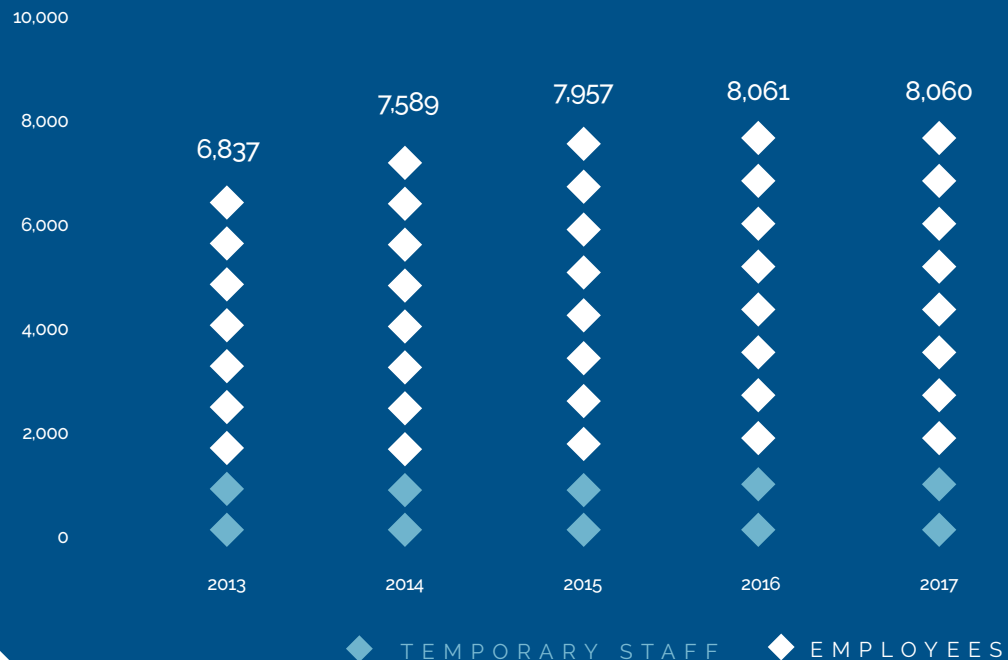
## SPOTLIGHT

### EMPLOYEE REPRESENTATIVES SIT ON THE DAHER AEROSPACE AND DAHER TECHNOLOGIES BOARDS OF DIRECTORS

Daher continued to pursue its transformation in 2017 by modifying and simplifying its legal structure. In May 2017, Daher Technologies SAS was restructured as a corporation. In November 2017, Daher Aerospace SAS also became a corporation. This

new legal structure enables two employee board members to sit on the twelve-person board of directors of each of the two entities, enabling employee representatives to play a more involved role in strategic direction and operational decisions.

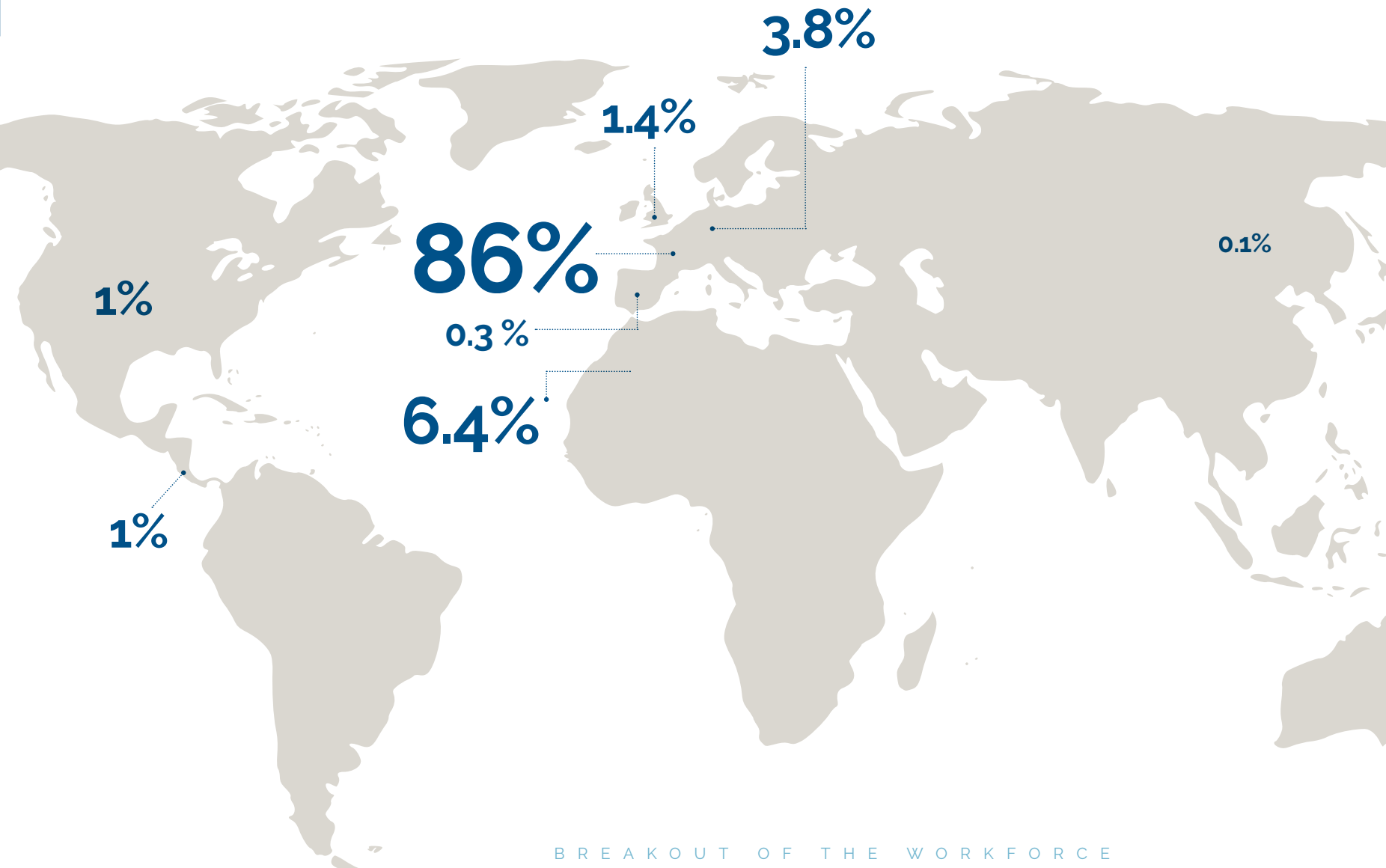
## WORKFORCE HISTORY





◆ 433 PERMANENT  
HIRES IN 2017

◆ 8,060 EMPLOYEES  
IN 2017



BREAKOUT OF THE WORKFORCE  
WORLDWIDE IN 2017

## ENSURE THE FUTURE OF OUR LEADING SHAREHOLDER GOVERNANCE

The Daher family has been Daher's lead shareholder ever since the company was founded, in 1863. The family shareholders have held full ownership of the Sogemarco-Daher holding company since 1994, when the company undertook a new family governance approach designed to protect the long-term future of the company. At the end of 2017, Sogemarco-Daher held 87% of the company's capital, alongside BpiFrance, a top-tier partner that has supported Daher since 2009 and shares the family's long-term vision for industry.

The Group's governance model enables shareholders to make a long-term commitment to guiding the company in defining strategy and growth plans. Daher has established a unique industry and services business model and shored up the company, to become a solid industrial player and plan its future growth with peace of mind.

Daher's governance model is built on entities that promote early-stage

dialogue and discussion on all issues key to the long-term future of the company, to ensure effective, concerted decision-making. This model has proven its worth on several occasions:

- In 2009, Daher decided to open up its capital to investors for the first time in its history, which dates back to 1863. Preliminary discussions at all levels of governance enabled the company to make the final decision in a matter of days.
- In 2016, the Daher family accepted the restructuring of Sogemarco-Daher as a limited partnership with shares in order to protect the holding company from a hostile takeover and cement the Group's family ownership.
- In 2017, Sogemarco-Daher acquired the Compagnie Daher shares owned by Aerofund and a portion of the shares held by BpiFrance, increasing the holding company's share capital to 87%. The transaction has afforded Daher greater flexibility to finance growth by once again opening up the company's share capital, if required.

More than

# 50

members of the Daher family are currently actively involved in the company's various governance bodies (boards of directors, supervisory committees and other committees).



## BUILD COHESION BETWEEN THE COMPANY'S SHAREHOLDERS AND EMPLOYEES



Daher is a family-owned company with a 155-year history and a steadfast focus on the future. The Group aims to secure its future as a family business by developing a closer bond between its nearly 10,000 employees and its shareholders – 550 members of the Daher family are current and future shareholders – shaping and strengthening its "crew". This initiative is key to rooting the sustainable development of the company in common values. It is also one of the major priorities the company will be focusing on in the years to come. In addition to these actions to strengthen bonds – namely employees sitting on various company boards of directors – a number of dialogue-building initiatives have been established:

- Tours of industrial sites by children of Daher family: some 30 young members of the Daher family paid a visit to the Daher site in Tarbes, in southwestern France, in 2017.
  - Annual theme dinners: in November 2017, more than 130 family shareholders met in Marseille and Paris for presentations on Daher's business environment by Didier Kayat, Hervé de Chillaz and Nicolas Orance.
- Daher's charitable initiatives are set to take a major step forward in 2018, which was set in motion in 2017. The Fondaheer family foundation has spearheaded all the family's charitable initiatives past and present. Plans are in the works to bring the Daher company into the fold and establish a "corporate and family"

foundation. The primary role of the new foundation will be to provide access to lasting employment for vulnerable individuals and implement first-rate training programs based on innovative, rewarding solutions. Fondaheer will encourage the participation of employees and family members through calls for projects that they will be able to sponsor. The first calls for projects are slated for the first half of 2018. During the Christmas season in Germany, Daher makes donations to charitable organizations, including a foundation for children with cancer and firemen's charities.

## SPOTLIGHT

Members of the Daher family have met with Daher employees at the Paris Air Show since 2011. In 2017, Daher employees welcomed more than 100 members of the family and gave them a tour of the Group's booth and those of our main customers and partners.





# TOGETHER

PROMOTE PARTNERSHIPS WITH OUR STAKEHOLDERS  
TO ACHIEVE COMMON CSR GOALS

## IMPLEMENT MORE COLLABORATIVE, PARTICIPATIVE WORK METHODS



### PARTICIPATIVE BUDGETS

Daher firmly believes that collective intelligence should play an active role in the Group's transformation and is therefore looking to develop a participative approach within the company that involves employees in decisions that affect them. Daher has been experimenting with participative budgets as part of the initiative. Generally implemented by public authorities, participative budgets were first used to empower citizens in Porto Alegre, Brazil, by giving them a say in how a portion of the local budget was allocated to projects. At Daher, the process involves allocating a budget to employees to implement their ideas, which are put to a vote to decide which projects to greenlight.

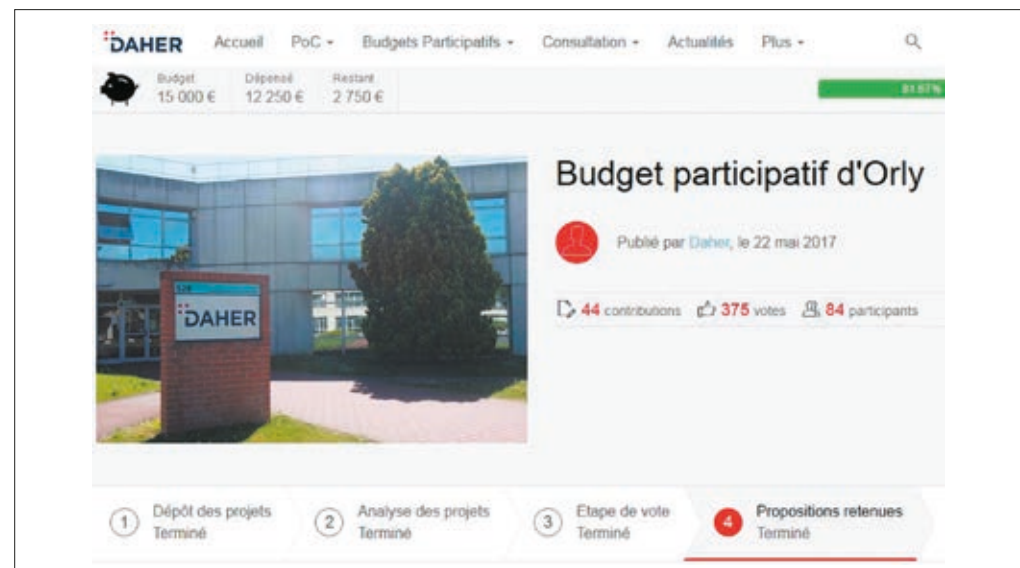
Daher conducted initial tests on quality of life in the workplace at two sites in 2017: offices in Paris at Orly and an aerospace production facility in Luceau, in the Sarthe region of France. The approach is particularly innovative in the corporate world, where it remains rare.

Daher used a collective intelligence platform to organize the various phases, enabling each participant to propose a project, comment, vote and follow the entire process in complete transparency.

Following a tepid start, both sites received a considerable number of project submissions: 44 at Paris-Orly and 27 at Luceau (out of a workforce of 170 and 155, respectively). In the end, al-

most none of the proposals were odd or outlandish. In fact, the employees offered practical solutions to meet day-to-day concerns, such as ideas on how to improve office layouts, environmental protection and team-building exercises.

The initiative took longer to achieve success at the Luceau plant than in Orly, as employees at the former only had one interactive terminal for the entire







site. Management and team leaders stepped up their efforts and the participation rates reached 49% and 54% – much higher than the 5% generally seen in French municipalities that conduct similar calls for projects. Daher is planning to launch calls for proof-of-concept campaign projects, suggestion boxes for innovative ideas and consultations on broad-based topics.

## COLLABORATIVE CONSTRUCTION OF THE STRATEGIC PLAN

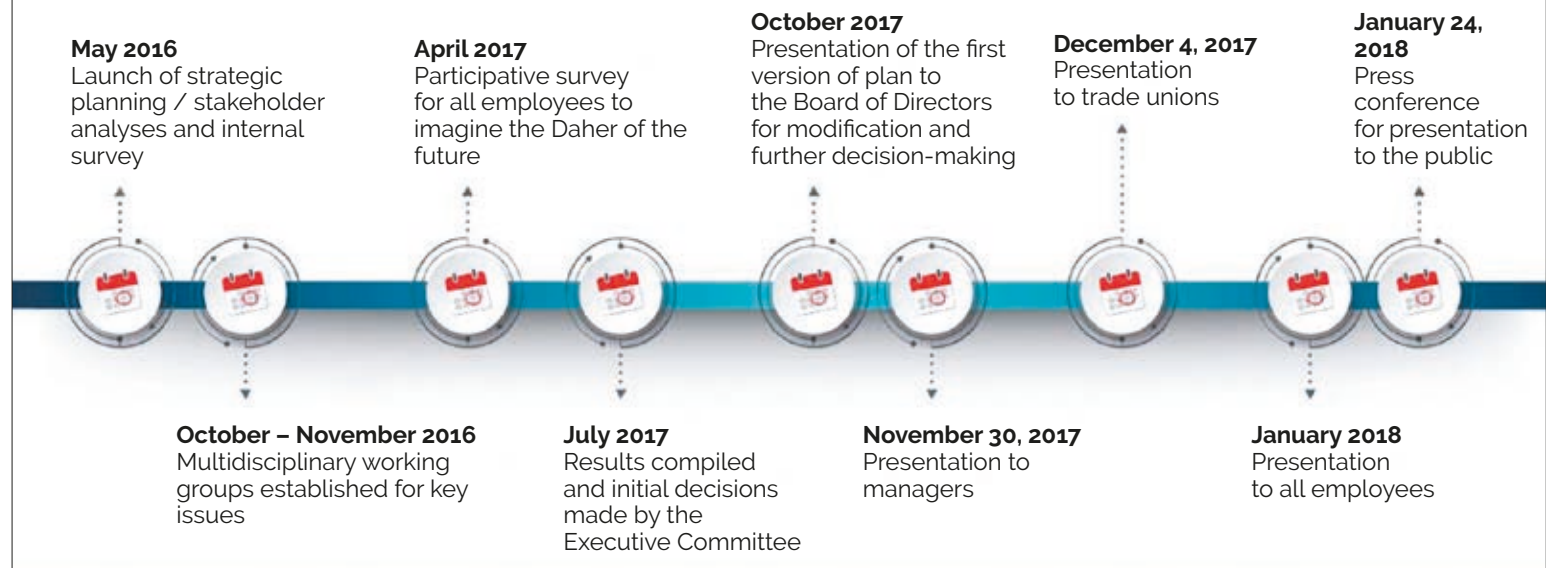
The new Succeed Together strategic plan is the culmination of 18 months of discussions and co-construction as part of a development process launched in May 2016.

Following an initial assessment and analysis phase to gauge the needs of our stakeholders (employees, customers, suppliers, institutions and shareholders) and gather feedback from them, about 80 employees in working groups took part in the development phase to produce concrete proposals. In April 2017, the Group launched a par-

ticipative survey for all employees to imagine the Daher of the future. The working groups then delved into the results and the Executive Committee compiled their work, made some initial decisions and presented the plan to the Board of Directors. Further adjustments and decisions were made before the plan was presented to managers, trade unions and, lastly, the press, in January 2018.

In Morocco, in particular, the Group gained a better understanding of employer-employee relations and made improvements through a satisfaction survey conducted among permanent employees.

## 18 MONTHS OF DISCUSSIONS AND CO-CONSTRUCTION





## SPOTLIGHT GROUP PARTICIPATIVE SURVEY

All Daher employees were able to take part in an internal survey held from May to June 2017, which was designed to pinpoint human resources trends for the five coming years. The results of the survey provided input for the human resources component of the Succeed Together 2018-2022 strategic plan. Some 2,751 employees from across the Group – one out of three overall – completed the survey. The results revealed interesting trends concerning the importance of human relationships and teamwork.



## DAHER TOMORROW

TOGETHER LET'S BUILD THE  
DAHER OF TOMORROW

TAKE PART IN SURVEY  
UP UNTIL END OF MAY 2017

**YOUR OPINION  
COUNTS!**

**How?**

I can use the print version of the questionnaire  
and drop it off in the dedicated box.  
I can access the online questionnaire on  
the website to complete it online.

<https://www.daher.com/1/mon-daher-daher.org>

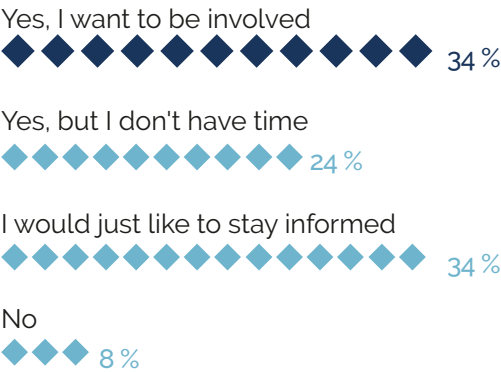
**DAHER**

Here are a few examples of the survey results:

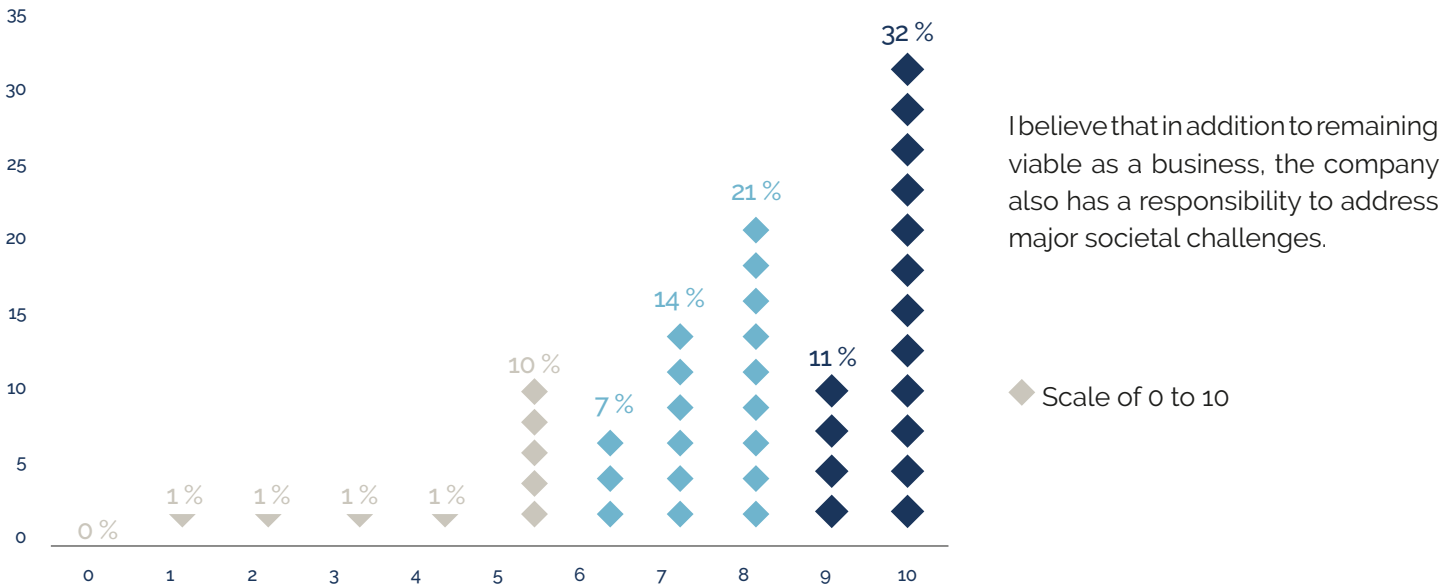
OVERALL, WHAT IS MOST IMPORTANT FOR YOU IN YOUR JOB?



WOULD YOU LIKE TO PLAY AN ACTIVE ROLE IN CSR POLICY?



HOW IMPORTANT IS IT FOR YOU TO WORK FOR A SUSTAINABLE COMPANY?



A report analyzing the results was submitted to the Executive Committee in August 2017. The full, detailed results were later presented to management, employee representatives and all employees in the Daher in-house magazine.



# ACT AS A PARTNER WITH LOCAL COMMUNITIES TO ENSURE GREATER DIVERSITY AND EQUALITY



## LOCAL DEVELOPMENT

Daher plays an active role in local development as an employer in a number of French administrative departments: Loire-Atlantique, Hautes-Pyrénées, Loir-et-Cher and Bouches-du-Rhône. Outside France, its regional impact is strongest in Morocco (Tangier Free Zone). Daher has a lesser impact on local economies in the United Kingdom and Germany.

Daher strives to build bridges and foster cooperation between the worlds of education and industry, in order to help young people transition to employment and meet future recruiting needs. The Group develops close-knit relationships with schools and training organizations at all levels. These relationships are formed locally in our various employment areas, in particular with high schools and establishments that deliver vocational degrees, such as the Adour Training Center for Apprentices in Industry, in order to help further education.

In Morocco, Daher signed a partnership agreement with the Specialized Institute

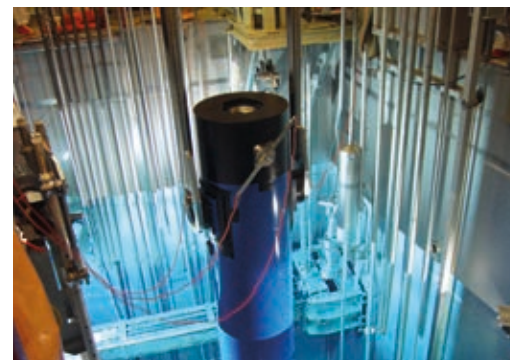
for Applied Technology (ISTA) in Tangier for the recruitment of digital control technicians and composite materials technicians.

As part of a partnership with an industry association in Tangier Free Zone, Daher Aerospace Morocco lent support to a program initiated by the US Agency for International Development (USAID). The program, which is called Favorable Opportunities to Reinforce Self-advancement for Today's Youth (FORSATY), helps young people who have withdrawn from school to find jobs by providing training leading to qualifications. Daher is participating in the program by accepting young apprentices in its teams.

Daher Aerospace Morocco also took part in another USAID program called Career Center, which provides high school graduates with training in soft skills to boost their employability. Daher Morocco put forward about 20 candidates to take part in pre-hiring training courses on topics such as time and priority management, social skills, IT and languages.

Daher is present at many job fairs and forges partnerships with engineering schools. The Group has set up partnerships with the following schools: École Centrale de Nantes, École des Mines de Nantes, ENI Tarbes, INSA Centre Val-de-Loire, ENAC Toulouse, ENSAM, École Polytechnique de Paris and Polytech Tours, as well as business schools such as ESSEC and ESCP.

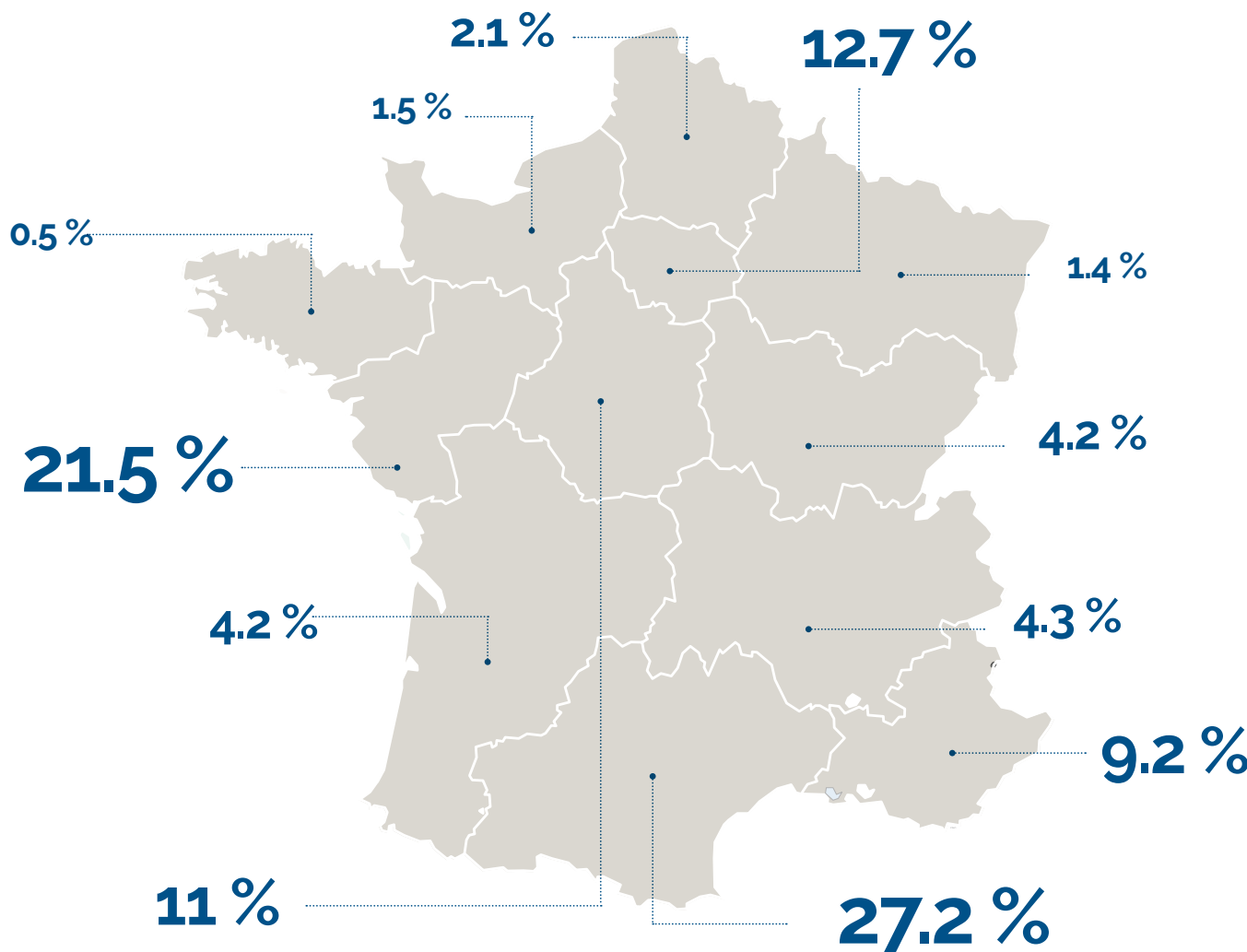
In Morocco, Daher is developing partnerships with ENSAM Casablanca, Manageria, ISTA TFZ, and HEM Tangier. Daher has signed agreements with the following institutions: HEM Tangier, ENCG Tangier, and IKI Tangier.



A WIDE RANGE OF PARTNERSHIPS WITH COMPETITIVENESS HUBS AND REGIONAL AND NATIONAL PROFESSIONAL BODIES

Discussions with stakeholders have enabled Daher to identify several organizations with which to partner (see Appendix for more details).

BREAKDOWN OF THE WORKFORCE IN FRANCE BY REGION





# 24 Hours of Innovation

WITH ESTIA INSTITUTE  
OF ADVANCED INDUSTRIAL  
TECHNOLOGIES

Daher took part in the 24 Hours of Innovation® event again in 2017, on December 1 and 2. First held by the engineering school ESTIA in 2007, the event calls for a combination of creativity and innovation within a 24-hour time limit, with the aim of providing an extraordinary experience that creates synergy between the different participants: companies, students, educators, consultants, researchers, representatives from institutions and more.

## WHAT IS 24 HOURS OF INNOVATION?

The companies proposing projects present a scenario to the students, who have 24 hours to develop solutions, concepts, products and innovative services.

## WHAT SCENARIO DID DAHER PUT FORWARD THIS YEAR?

**"Find a solution for removing operators' gloves without turning them inside out during operations in nuclear services."**

Employee safety is a constant concern at Daher, which is why we tasked the students with designing an innovative solution enabling our operators to remove their gloves safely, without having to turn them inside out, during operations in contaminated environments.

## WHAT SOLUTION DID THE STUDENTS PROPOSE?

The group of students came up with an automated system that removes operators' gloves with ease. The Group's innovation teams saw potential in the project and would like to explore the solution inside the company.



## DIVERSITY AND EQUALITY

Daher is committed to gender equality, as evinced in the Group agreements in effect in France since 2016 on equality and diversity in the workplace, and social cohesion. The agreements form the foundation of measures to promote an environment conducive to equality, in areas such as parenthood (nurseries available to all employees, salary protection during paternity leave, maternity leave, adoption leave, etc.), recruitment, training and compensation. The Daher Workplace Equality Commission conducts an annual review that includes compensation and promotion indicators.

- 34.5% of women and 28.3% of men personally received a pay raise in 2017
- 37% of women were promoted\*, versus 25% of men

24.9% of Daher's workforce is now made up of women, who hold 25.1% of non-managerial positions and 23.7% of managerial positions – higher than the benchmarks in its sectors, which stand at 21% in aerospace (source: GIFAS) and 20% in logistics and transport (source: OPTL\*\*). The Group has expanded initiatives to promote gender diversity and awareness-raising efforts to improve these figures.

To give one example, the Saint-Julien-de-Chédon site in France took part in an initiative to increase the number of women in aerospace jobs, launched and organized by AirEmploi during the Paris Air Show. Some sites have also pledged to increase gender diversity, such as Tangier 2, where women now represent 33% of the workforce.

## INTEGRATED NUCLEAR EXPERTISE IN LAUDUN-L'ARDOISE, FRANCE

In 2017, Daher established a site in Laudun-l'Ardoise, in a valley in the Gard region of France that has been dubbed "Énergies du Gard". The Group aims to lend proactive support to a program led by EDF to breathe new life into the region's economy. Daher is leveraging its aerospace expertise to structure the region's nuclear industry around a recognized industrial player within a local network that boosts the competitiveness of the industrial companies led by the Union of Metallurgy Industries and Trades (UIMM), an employers' federation. This will provide local companies with the ability to meet the needs of EDF's regional sites while also pooling training solutions together with local schools and universities.

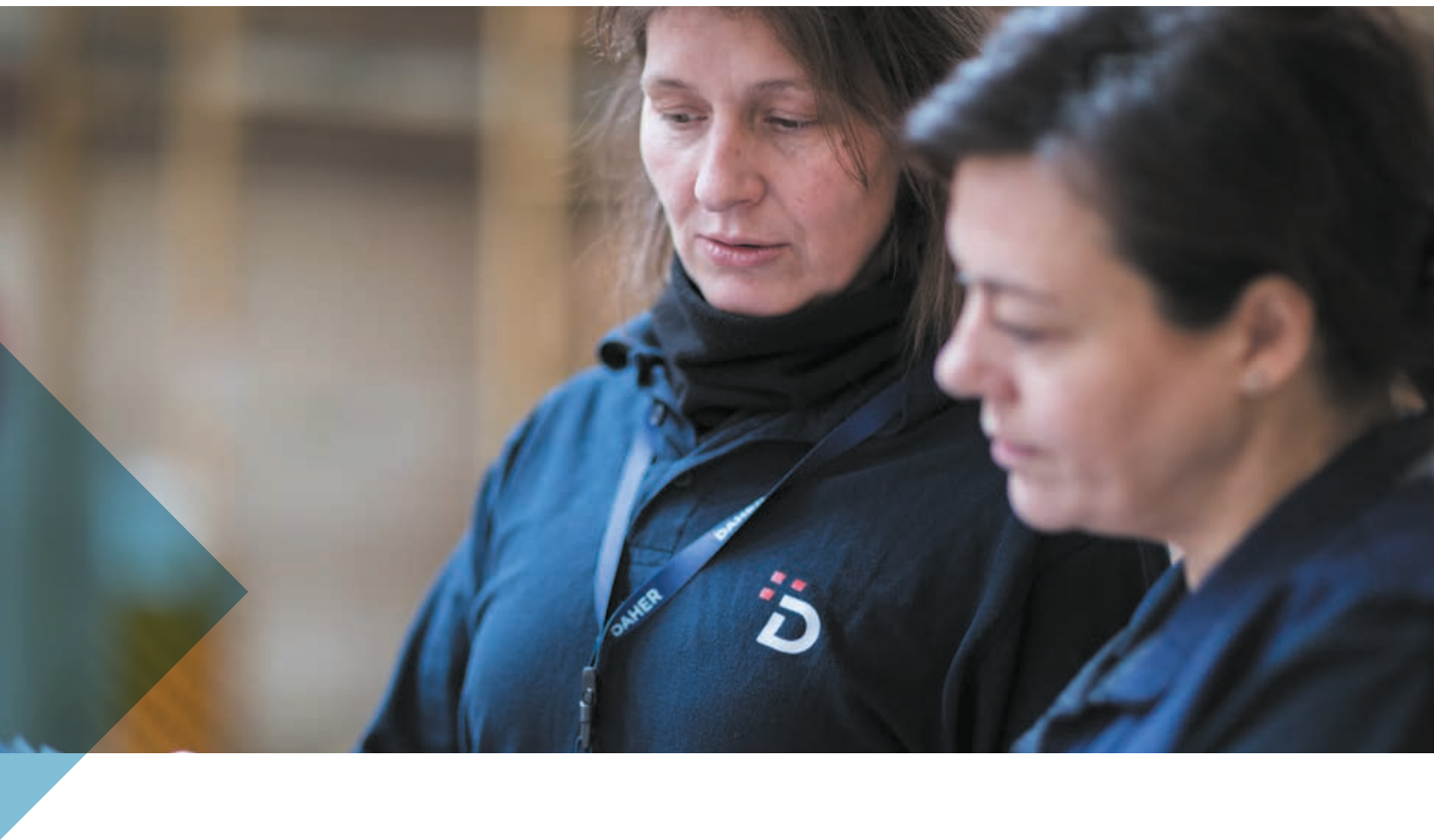
## SPOTLIGHT

### INCREASING THE NUMBER OF WOMEN IN AEROSPACE JOBS IN LOIR-ET-CHER, FRANCE

AirEmploi held its initiative to boost the percentage of women in aerospace again in 2017, its fifth year, and the Saint-Julien-de-Chédon site took part in the initiative for the first time. Each year, the project pairs middle school and high school students with aerospace professionals, in order to promote career paths that young women may not envision for themselves on their own. The Saint-Julien-de-Chédon site chose to form a partnership with Jean Chaptal Vocational High School in Amboise, where it provided guidance to students ranging from freshmen to post-secondary students studying Plastics and Composites, and Tooling. The seven students were tasked with producing a work that represented fields in aerospace, with help from the women at Daher who sponsored them. The awards for the project were presented at the Paris Air Show on June 20, 2017. The national contest provided an opportunity to reach out to female students and help attract more women to aerospace positions in the region.

\*Promotions are defined as a change of job grade, rank or socio-professional category.

\*\*Observatoire prospectif des métiers et des qualifications dans les transports et la logistique (Observatory of Prospective Trends in Transport and Logistics Trades and Qualifications)



DAHER TAKES ACTION TO IMPROVE WORKING  
CONDITIONS FOR EMPLOYEES WITH DISABILITIES



LIn 2017, the Group continued its efforts to improve working conditions for employees with disabilities, the overall percentage of whom is 7.1% at all Group companies in France, higher than the 6% legal requirement and an increase from 2016, when the figure stood at 5.8%. This improvement was achieved through the dedicated efforts of all stakeholders – the human resources management, health safety environment, social, occupational medicine departments and management – to take the needs of each individual and each position into account. Ergonomic analyses are conducted as needed.



**AWARENESS-RAISING  
INITIATIVES HAVE ALSO  
BEEN CONDUCTED  
TO DISPEL COMMON  
MISCONCEPTIONS.  
FOR EXAMPLE,  
DID YOU KNOW  
THAT 80%  
OF DISABILITIES  
ARE INVISIBLE?**

The Group partners with its customers on certain contracts to provide employment to people with disabilities, at sites such as Marignane, near Marseille, on the Airbus Helicopters contract with COOPSOC, and at facilities run by associations such as Fontaine Insertion, for the Caterpillar contract in the south-eastern French town of Échirolles.

In addition, the Group makes an effort to subcontract to companies that help the unemployed join the workforce or are tailored to those with disabilities, as well as employment assistance organizations and services. Some of these ongoing contracts include packaging and shipment of parts, on-site equipment distribution, component storage, part cutting, uniform cleaning and grounds maintenance.

In France, the Group has partnered with Gestform, a company that caters to workers with disabilities, for archiving and digitizing personnel files.

Daher's social services department is implementing solutions for employees in various areas: the development of a regional partnership with organizations funded by AGEFIPH, the state disability fund, that help people retain gainful employment; awareness-raising

and informational campaigns for employees regarding disabilities in the workplace; drafting of files officially recognizing employees' disabilities; and distribution of information on employees' rights.

The Group generated €1 million in revenue for the sheltered sector in 2017, representing 10% of its disabled workforce.

Daher began laying the groundwork for a Group disability policy in partnership with AGEFIPH in 2017, which should take effect in 2018. The goal of the policy is to maintain the same level of commitment while expanding the hiring of people with disabilities.

In Germany, 8.19% of the company's workforce is disabled – far above the 5% required by law.

While there is no a legal requirement in Morocco, Daher Aerospace Morocco is aware of its duty to society and has undertaken positive actions to promote the employment of people with disabilities, including a commitment to allocate 1% of its jobs to disabled workers.

In the United Kingdom, the 2010 Equality Act prohibits discrimination of any kind: age, gender, origin, sexual orientation, disability, etc.





## CAREER DEVELOPMENT

Daher is dedicated to developing its employees' skills and careers. The Group chiefly fulfills career aims via personal reviews, which are conducted for 93% of employees in France and 99% in Morocco, where the job descriptions have been adjusted to match those of Daher's French companies. The 2017 expansion of the People Review to include all managers represents another step forward in managing the careers of the men and women who work for the Group.

Internal mobility and promotion are also encouraged to foster career development. Some 101 employees have taken advantage of geographic mobility and 234 functional mobility since the mobility agreement took effect in France. In Morocco, 11 of the average 458 staff members were promoted in 2017.

The company's focuses for career development are in line with the strategic plan, particularly the 60,000 hours of training in operational excellence provided over three years via the SeeD program.

## SPOTLIGHT

### NUIT DE L'INFORMATION IN FRANCE

Every December in France, more than 3,000 students meet at a large number of sites for an all-night web development competition. The theme of the 2017 event was to create a website about road safety. Daher issued a challenge to the students dubbed "VR: Infinity and beyond," in which participants had a night to incorporate a virtual reality brick into their website. The challenge was a great success among the students and **enabled Daher to expand the ecosystem around its information systems department** through new connections with schools such as Polytech Tours. Daher employees had the opportunity to demonstrate their open-mindedness, curiosity and dedication.

### TRAINING INITIATIVES

**72** % of employees in France completed at least one training course in 2017, representing 76,360 hours of training.  
3.6% of employees are on work-study contracts.



## ENHANCE SUPPLIER RELATIONS, ON ISSUES SUCH AS CSR

Daher's purchasing strategy entails finding preferred partners to help the company achieve its industrial targets. As such, Daher aims for multi-year agreements with large suppliers that enable the Group to operate a competitive supply chain. The terms of these relations are laid out in contracts designed to build long-term partnerships. The Group maintains relations with suppliers throughout the year and holds a large annual supplier event to discuss strategy and medium-term plans. The event, Daher Suppliers' Day, was held in the southwestern French city of Tarbes in January 2017.

In addition, the Group lends support to all its suppliers, including at the local level. These efforts have made the Group a major stakeholder in the Industrial Performance program led by GIFAS, a French Aerospace industries association, which supports microbusinesses and small- and medium-sized businesses. The goal of the program is to enhance supply-chain performance, improve purchaser/supplier relations and boost the companies' competitiveness, while also improving working conditions and creating jobs in the industry. Daher is involved in three of the local industrial clusters, which are located in the Centre, Pays de la Loire and Occitanie regions of France.

The Group Purchasing Department has also continued its efforts to incorporate CSR into its processes. CSR components are now included as standard clauses in new contracts, in line with Daher's code of ethics for suppliers. Drafted as contractual obligations, these components establish a strong commitment to ethics and sustainability between the parties, an approach that Daher hopes to make an integral part of its purchasing strategy. The code of ethics is currently being implemented with all new Group suppliers.



SUBSTANTIALLY CONTRIBUTE  
TO OUR CUSTOMERS' OVERALL  
PERFORMANCE

## SeeD IN FIGURES

92%

OTD IN INDUSTRY

30%

REDUCTION IN  
THE WORKPLACE  
ACCIDENT  
FREQUENCY RATE  
SINCE 2014

400

SEED ROUTINES  
CONDUCTED DAILY TO  
MANAGE PERFORMANCE

27%

REDUCTION  
IN NON-QUALITY  
COSTS VS 2016

99%

OTD IN  
SERVICES

60,000

HOURS OF TRAINING  
PROVIDED IN 3 YEARS

70%

REDUCTION IN PPMS  
SINCE 2014

164

CALLS LAUNCHED  
WITH SEED WIN

91

PROJECTS IMPLEMENTED  
WITH SEED LAUNCH

4 SeeD  
DAYS

40 KAIZENS  
14 AWARDS

see the glossary at the end of this report



Daher strives to substantially boost its customers' overall performance, ensuring the delivery of high-quality products and expanding relations beyond operational commitments to include CSR performance. The Group has set up a satisfaction initiative for institutional B2B customers rooted in ongoing improvements and four components for listening to needs and improving operational performance, as follows:

- Daily performance indicators
- Monthly customer satisfaction surveys
- Monthly discussions to assess the implementation of the contract and goals
- Annual meetings to listen to the customer's needs, align strategies and set common goals

The results for on-time delivery stand at 92% for industrial business and 99% for services.

In addition, Daher's B2C aircraft manufacturer TBM department has an internal customer satisfaction organization that coordinates initiatives directly with the customer network and via distributors, while also forging a connection with customers through events at well-known gatherings, such as the TBM Owners and Pilots Association event at the Oshkosh air show in the US. These initiatives propelled Daher to another second-place finish in the Pro Pilot customer satisfaction poll for its category.





# DAHER WAY ♦

MANAGE OUR OPERATIONS WITH A COMPREHENSIVE  
PERFORMANCE MINDSET, NOW AND IN THE FUTURE.



## IMPROVE SAFETY AND QUALITY OF LIFE IN THE WORKPLACE

Safety is a top priority at Daher, where the main goal is to reduce lost-time accidents through efforts closely coordinated with operations, implemented by every employee within his or her scope of responsibility. To reach its goals, the Group launched a "safety first" program called SeeD Safety in 2014, which has 10 tools and 4 pillars: Regulatory Compliance, HSE Culture, Risk Management and Workplace Accident Management. Daher has achieved a 30% reduction in the lost-time accident frequency rate over the past three years.

Analysis of the main causes of accidents led the Group to focus the program on the following initiatives:

- Ergonomics, via training in the Ergomapping tool, inclusion of ergonomics in new programs, and the roll-out of ergonomic solutions at existing workstations
- Management of temporary staff, via an induction module, regular reviews with agencies and increased involvement for temporary workers in safety improvement initiatives
- Employee responsibility, via special training for managers on conducting SeeD routines and QSE walks, communications on HSE improvement initiatives and the promotion of exemplary behavior
- Projects to improve quality of life in the workplace. All these elements form part of a comprehensive approach that covers organization, relations, work environment and training. The project, which has been implemented at Daher since January 2017, unites all stakeholders: employees and managers as well as labor and employers' groups. A pilot test was carried out at the Tarbes sites in France, which is set to be expanded in 2018 and 2019. An action plan will be presented at the end of the process. The Tangier site in Morocco has set up a social services unit in order to mitigate psychosocial risks.





OTHER ACTIONS TO IMPROVE  
QUALITY OF LIFE IN THE WORKPLACE

Over the past several years, Daher has set up Health, Safety and Prevention (HSP) commissions at sites and groups of sites in France, which bring together representatives from various departments – Human Resources, Health Safety Environment, Occupational Medicine and Social Services – in a single body to forestall social risks at sites via collective monitoring. The commissions plan and implement personal support, advice and guidance for employees on health, working conditions, housing, personal life, finance, disability and more.

Employees across France had access to social services departments in 2017. Daher has also provided employees in France with access to a network of daycare centers for their young children since 2016. As part of the initiative, the social services department sits on commissions that allocate daycare spots – 69 were allocated in 2017 – and handle emergencies.

The mobility agreement signed in June 2016 provides for assistance in the form

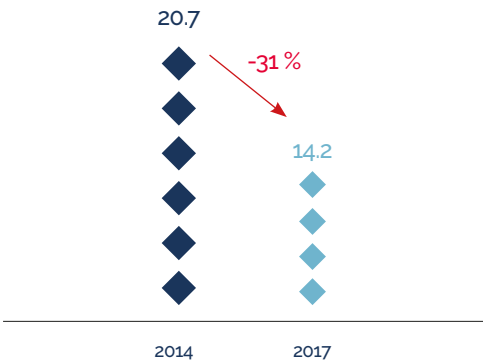
of CESU service vouchers for employees who move to a new site. The social services department processes requests from HR, centralizes CESU voucher requests and provides assistance with CESU requests stemming from personal emergencies.

As part of the company's general workplace health and safety policy, Daher has made an active commitment to the prevention of addictive practices among its employees. Addictions can pose a threat to employees' health and safety, in particular by causing accidents in the workplace due to risk-taking, altered perception, and lapses of attention or concentration. The social services department supports the initiative by helping the company implement awareness-raising campaigns. The Group reached an occupational health agreement with the Workers Council in Germany in February 2017, which provides benefits such as for a gradual return to work following long absences due to illness and coverage of vaccinations by the company.



2017 FREQUENCY  
RATE

Change in the rate of work-related accidents (with lost time)



# S P O T L I G H T

## ABSENTEEISM AND PROFIT SHARING

The company has reduced absenteeism through a social initiative implemented over the years via HSP commissions, in partnership with the social services department.

Substantive work has been undertaken to combat absenteeism via the Back to Performance targets, in order to support operational employees on site.

The goals include decreasing absenteeism and related costs, using this decrease to boost motivation and conduct collective bargaining, and, in the long term, to take a comprehensive approach to absenteeism that encompasses workplace accidents, working conditions (ergonomics and quality of life) and the reduction of psychosocial risks.

In Morocco, line managers (especially team leaders) have greatly expanded efforts to prevent absenteeism.

In France, the Group signed a profit-sharing agreement for 2017-2019 in order to recognize employees' dedication and reward them for positive results, with an extra contribution allocated for the 2017 fiscal year. The amount of this additional contribution is calculated based in equal parts on the absenteeism rate target and on the quality performance target. Employer and employee representatives are scheduled to meet again to negotiate the 2018 and 2019 local or Group contributions, based on financial results.

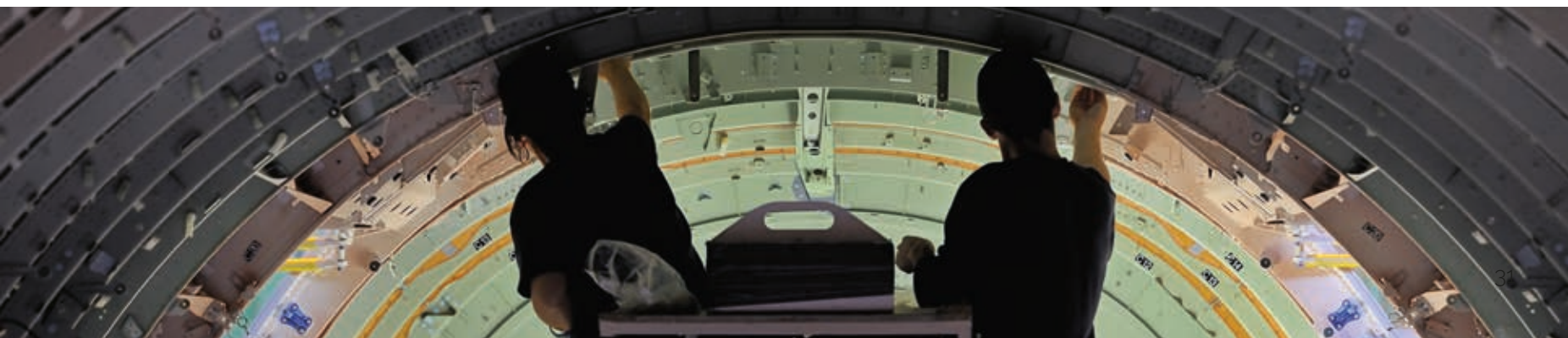
## SAFETY INITIATIVE FOR INTERIM STAFF WITH ADECCO

The Group has formed a partnership with Adecco on safety to detect risks earlier. The joint initiative involves an e-learning tool that teaches interim staff about Daher's HSE policy. The tool includes an introduction to the policy, the company safety rules, videos on workplace situations (workstation and processes) and a multiple-choice questionnaire to test the staff on what they learned.

The training tool, which teaches interim staff about safety issues before they arrive at the Daher sites, will be gradually rolled out with all temporary staffing agencies.

Meanwhile, Daher has also established the Safety Performance Charter, which has been approved by temporary staffing companies. This tripartite agreement is designed to protect temporary workers' bodily integrity and health.

In addition, various actions have been taken to reduce the number and severity of workplace accidents and enhance the safety culture at Daher, in particular by sharing best practices, workstation inspections, on-site workshops, regular meetings within each operational group, and loss ratio management.



# CONDUCT BUSINESS ETHICALLY

## DAHER'S ETHICS POLICY IS BUILT ON THREE PILLARS:

the Code of Ethics, established in 2015, a compliance program  
and membership in the United Nations Global Compact.

### THE CODE OF ETHICS

Drafted in 2015 and translated into four languages, the Daher Code of Ethics establishes fundamental principles and good practices in business relationships with customers, suppliers and partners. The code has been distributed to employees and is displayed at sites. Each new employee receives and signs the code upon his or her hiring. The Code of Ethics is a pledge of responsibility by all Daher employees to observe the following principles:

- Fundamental rights: human rights, international conventions and laws, and environmental regulations
- Social and personal rights
- Rules of conduct and organizational policies with customers, partners and suppliers
- Policies pertaining to confidential information, assets and intellectual property

In addition, the Code of Ethics sets forth good practices in regard to:

- Business practices and professional conduct
- Ethics and integrity

It requires all employees to uphold the company's values, principles rights and rules. Lastly, it provides for an internal whistleblower procedure open to anyone confronted with an ethics violation.

### COMPLIANCE PROGRAM

Daher is currently rolling out a compliance program to adjust to new laws in countries where it operates, starting in France with the Sapin II Law, which strengthened anti-corruption measures, and the law on the "duty of vigilance" governing parent companies' obligations. The program draws from the compliance system already up and running in the United States and at subsidiaries.

### UNITED NATIONS GLOBAL COMPACT

Daher became a member of the UN Global Compact in 2017 and has adopted its 10 principles. Since joining the United Nations Global Compact, Daher has expanded its communications on anti-corruption initiatives through the 10th principle: "... work against corruption in all its forms, including extortion and bribery".

The Group has stepped up its efforts by incorporating the UN Sustainable Development Goals into its CSR strategy. Daher has already begun work toward Goal 17, "Partnerships for the goals", by instituting a charter for suppliers and long-term partnerships that make ethics an integral part of business and expand the reach of the Group's values to the supply chain. The compliance program in the United States stands as an additional bulwark against corruption at a global level.



Daher's Succeed Together strategy

## HELPS ACHIEVE THE FOLLOWING SUSTAINABLE DEVELOPMENT GOALS:



8

DECENT WORK  
AND ECONOMIC  
GROWTH



9

INDUSTRY,  
INNOVATION AND  
INFRASTRUCTURE



12

RESPONSIBLE  
CONSUMPTION AND  
PRODUCTION



16

PEACE, JUSTICE  
AND STRONG  
INSTITUTIONS



17

PARTNERSHIPS  
FOR THE GOALS





## ENSURE THE SAFETY AND SECURITY OF PRODUCTS, SERVICES AND DATA

Daher undertakes to implement all resources required to guarantee the safety and security of its stakeholders' products, services and data, which are of utmost importance to the Group. This is one of the principles of the General Policy and Commitment of Management, which has received strong support from the company's leadership. The Quality on Podium program sets ambitious targets for reducing non-quality, which has made an immediate impact on the safety of products and services provided.

The security of goods is another top priority that led Daher to redefine its standard for the physical protection of its facilities, which is being rolled out at all operational sites.

In 2017, Daher trained its purchasers in combating counterfeiting, which is a key component of ensuring safety in its industrial sectors, aerospace, in particular.

Lastly, Daher also completely revamped its information systems security policy in 2017 and has started to usher in the changes required to apply the EU General Data Protection Regulation in 2018, in particular by appointing a data protection officer. Daher has made a major push to stay at the leading edge of data protection (customer, personal and company data) in line with the growing importance of digital information and the digital development priorities set forth in the Succeed Together strategic plan.

## MINIMIZE OUR ENVIRONMENTAL IMPACT



The Group is determined to control and reduce the environmental footprint of its business activities. This commitment to protect the environment is enshrined in Daher's general corporate policy and distributed to Group business units each year after review and approval by management. Daher's environmental initiative provides for regulatory compliance, the monitoring of indicators and environmental targets, and continuous improvement in line with the company's priorities. The Group has instituted a new HSE compliance tool at its French and Moroccan businesses in order to strengthen supervision of regulatory compliance. The long-term goal is to monitor compliance at all levels of operations via performance indicators, which have already been added to the Group's general dashboard. These measures will enable Daher to monitor energy

use (power and gas, excluding industrial gas) throughout its businesses in relation to average headcount, as well as the percentage of non-hazardous and hazardous waste recovered or recycled. The Health Safety Environment departments assist with environmental certification procedures, work to reduce pollution and harmful substances, and support the company's risk management system.

In addition, a Products/Services Lifecycle approach is being developed for the sites with ISO 14001 version 2015 certification.

Daher is continuing the roll-out of a sustainable fleet featuring electric and hybrid vehicles and equipping its sites with recharging stations for electric vehicles. Clean vehicles represented 31% of the fleet of company cars and 14% of utility vehicles in late 2017.

Average CO2 emissions per vehicle decreased from 109 g/km in 2014 to 101 g/km in 2016 and 96.5 g/km in 2017.

Lastly, Daher continued to replace its fleet of heavy trucks in line with European emissions standards for new vehicles; 40% of the heavy truck fleet was EURO VI-compliant in 2017. Drivers were also given training in eco-friendly driving.

In the United Kingdom, Daher Aerospace Ltd partnered with the city of Derby to provide electric bicycles for short trips.



## SPOTLIGHT LES FLORIDES PARKING LOT AT THE MARGNANE SITE, EQUIPPED WITH SOLAR PANELS

A photovoltaic power plant with peak output of 648 kilowatts was built in the parking lot of the Les Florides site in 2017. The solar canopies in the parking lot were designed to provide maximum shade while also generating power. The existing lighting was replaced with LED lamps.







## INCORPORATE CSR INTO THE OVERALL MANAGEMENT OF THE COMPANY

Some of Daher's social responsibility initiatives make a near-immediate impact on daily operations, while others are more long-term. The vision for these policies comes from the Transformation Risk and Sustainable Development Department, which was created in 2017. The department supports the Group's transformation by advancing CSR topics in all departments. 2017 also saw the creation of three Social Responsibility Committees: ONE DAHER, TOGETHER and DAHER WAY. Members of each department sit on the committees, which meet quarterly to define social responsibility initiatives and oversee the implementation of action plans.

Another key plank of the Succeed Together strategic plan is innovation, which is of prime importance both inside and outside the company. Daher is a member of CORAC, the French council for civil aviation research, alongside major industry players – Airbus, Dassault, Safran, Thalès, Latécoère, Zodiac Aerospace, etc. – and research groups such as ONERA, the French office for aerospace study and research.

The goal of the association is for the entire aviation industry to join forces to conduct more effective research and achieve environmental footprint reduction targets. In practical terms, working groups with a focus on applied research offer the French Civil Aviation Authority guidance on the future of the aerospace industry over the five years to come. All the projects share two focal points: digitalization and environmental impact reduction. One of the topics covered in 2017 was the role of people in industry 4.0.

In 2018, Daher is set to create an in-house CSR network comprising full-fledged ambassadors for sustainable development ideas, which will make CSR part and parcel of daily operations in all departments.

The Group aims to conduct a materiality analysis in 2018 to improve its impact on internal and external stakeholders. The analysis will be used to determine and prioritize the sustainable development issues most important to its stakeholders, providing a strategic direction for the years to come.





# Methodology AND GLOSSARY

## METHODOLOGY

An internal working group led by the Transformation & Sustainable Development Department structured the information gathered throughout the initiative. This report presents Daher's business activities and model, serving as a complement to the more detailed explanations found in the annual report. The methodology for collecting and compiling social, societal and environmental data is set forth in an internal memo for follow-up, consistency and comparability.

An auditing firm verified Daher Aerospace and Daher Technologies' indicators, in accordance with the provisions of Article L.225-102-1 of the French Commerce Code. The firm did not identify any major aberrations that would have cast doubt on the fact that the CSR data, taken as a whole, are presented in an honest manner, as per the reference system set forth in Article 225.

## COMMUNICATIONS ON PROGRESS

The UN Global Compact logo is now displayed on communications regarding initiatives that help achieve UN goals, in order to establish the connection between the Global Compact principles and Daher's commitments. For its first year of communications, Daher chose to highlight its commitment to:

- Human rights
- International labor standards



## SCOPE

The report covers the 2017 fiscal year, from January 1 to December 31, 2017, and is interspersed with information regarding the Group's medium- and long-term outlook for a broader perspective on Daher and its business environment.

The report pertains to the following companies:

- Compagnie Daher SA
- Daher Aerospace SA
- Daher Nuclear Technologies GmbH
- Daher Technologies SA
- Daher Valves SAS
- Socata SAS
- United Kingdom: Daher Aerospace Ltd
- Morocco: Daher Aerospace Morocco
- Germany: Daher Nuclear Technologies GmbH

These companies employ 93% of the Group's total workforce. The other Group companies with over 50 employees will be included in the 2018 CSR report.



## GLOSSARY

### ABSENTEEISM RATE:

The definition changed in 2017. The 2016 figures take into account this new definition. The new definition corresponds to the total number of hours of absence (less than 90 consecutive days) due to illness, lost-time accidents, late arrivals or unjustified absences.

### AVERAGE HEADCOUNT:

Calculated in full-time equivalents (FTE). Permanent, fixed term, work-study and temporary contracts are included in the calculations. The headcount excludes employees with long absences and is calculated prorata based on contracted time for part-time employees.

### EMH (END-OF-MONTH HEADCOUNT):

Number of employees recorded during a monthly tally.

### GDPR:

(EU) General Data Protection Regulation.

### HAZARDOUS WASTE:

Waste from industrial activity that poses a health or environment risk at the time it is produced, requiring appropriate treatment as defined by national law.

### HEADCOUNT BY GENDER:

Annual figure calculated based on the average of the headcounts recorded at the end of each month.

### HOURS OF TRAINING:

Expressed as (number of persons trained x hours of training), except in Morocco, where the formula employed is [(number of persons trained x length of training x 1 working day in hours] x 8 hours).

### HSE:

Health, Safety & Environment

### ICPE (*Installation Classée pour la Protection de l'Environnement*):

A French classification scheme for facilities that could pose environmental risks.

### MATERIALITY:

Relevant information

### MSB:

Midsized business (generally between 100 and 999 employees and between \$50 million and \$1 billion in annual revenues).

### NON-HAZARDOUS WASTE:

All other forms of solid and liquid waste, excluding effluent.

### OTD:

On Time Delivery. The ability to deliver products on time: percentage of deliveries on time/number of deliveries.

### PERMANENT STAFF:

Salaried staff hired on permanent contracts.

### PPM:

Parts Per Million, refers to the number of defective parts declared by clients (Daher's responsibility)/shipped units x 1,000,000.

### QSE:

Quality, Safety & Environment.

### SEED:

Daher's Operational Excellence Program, which includes several modules (SEED Safety, SEED Quality, SEED Launch, SEED Win).

### SME:

Small and midsized businesses.

### VSMB:

Very Small Business

### WATER CONSUMPTION:

Total quantity of water withdrawn on-site by the company, directly or via an intermediary, from all water supply sources (surface water, aquifers, rainwater and municipal water) for all purposes.

### WC:

Works Council

### WHSC:

Workplace Health & Safety Committee

### WORK-STUDY RATE:

Calculated from data consolidated from French Apprenticeship Tax statements. Average work-study headcount in end of mission indemnity/total average headcount, including temporary workers, in FTE.

### WORKPLACE ACCIDENT FREQUENCY RATE:

Calculated using the formula (number of lost-time accidents x 1,000,000 / number of hours worked).

## INDICATORS

INDICATORS	2017	2016	2016-2017 % CHANGE
AVERAGE HEADCOUNT			
France	7,420	7,475	- 0.74%
Germany	53	58	- 9.4%
Morocco	458	404	11.8%
United Kingdom	129	124	3.9%
Scope of this report	8,060	8,061	0%
Group	8,676	8,644	0.4%
% of total employees covered	93%	93%	-
CONTRACT TYPES			
Permanent	6,152	6,186	- 0.6%
Fixed-term + temp	1,908	1,875	1.7%
% of fixed-term + temp	23.7%	23%	-
HEADCOUNT BY GENDER % OF WOMEN			
Group	24.9%	24.3%	
France	25%	24.4%	
Germany	34%	34.1%	
Morocco	22.9%	23%	
United Kingdom	20.5%	20.4%	
HEADCOUNT BY AGE			
Under 25	4.4%	5.5%	
25-34	25%	26.2%	
35-44	30.4%	29.6%	
45-54	26.4%	25.5%	
Over 55	13.8%	13.2%	
HIRINGS AND DEPARTURES			
Hires	433	547	-26.3%
Departures of permanent employees	594	510	14.1%
of which layoffs	130	79	39.2%
HEALTH AND SAFETY			
Absenteeism - France	3.5%	3.2%	+0.3,pts
Absenteeism - Germany	3.5%	4.5%	- 1 pt
Absenteeism - Morocco	1.2%	1.7%	- 0.5 pt
Absenteeism - United Kingdom	3%	4.4%	- 1.4 pt

INDICATORS	2017	2016	2016-2017 % CHANGE
Number of lost-time accidents - France	165	237	- 26%
Number of lost-time accidents - Germany	9	3	+ 200%
Number of lost-time accidents - Morocco	8	7	+ 14%
Number of lost-time accidents - United Kingdom	1	1	0%
Accident frequency rate - France	16.6	18.2	- 9.6%
Accident frequency rate - Germany	14.4	11	+ 31%
Accident frequency rate - Morocco	6.8	6.8	0%
Accident frequency rate - United Kingdom	4.4	4.3	+ 2%
DISABILITY			
% of disabled workers in France	7.1%	6.9%	+ 0.2 pts
% of disabled workers in Germany	8.9%	7.6%	+ 1.3 pts
TRAINING			
Hours of training - France	76,360	75,774	+0.7%
Hours of training - Germany	884	1,613	-45%
Hours of training - Morocco	7273	13,578	-46%
Hours of training - United Kingdom	957	1,837	-48 %
% of work-study employees France	3.6%	3.6%	-
ENERGY			
Electricity (kWh)	46,462,917	40,724,376	+ ,14%
Gas (kWh)	39,047,465	32,226,691	+ ,21%
Fuel oil (liters)	8,573	1,557	+ ,451%
WASTE			
Total weight of non-hazardous waste (metric tons)	4,016	7,853	- 49%
% of non-hazardous waste recycled	68%	70%	- 2 pts
Total weight of hazardous waste (metric tons)	1,005	2,600	- 61%
WATER			
Water consumption (m³)	72,815	72,179	+ 1%
Withdrawal from the natural environment (m³)	21,754	23,761	- 8%
ENVIRONMENT			
% of sites that have received training	85.7%	82%	+5%
Number of hours of training	647	884	-27%
Number of persons trained	2,085	2,634	- 21%



# Appendices

## REGIONAL, NATIONAL AND INTERNATIONAL PARTNERSHIPS

### FRANCE

#### NATIONAL

##### Trade Associations

- Aerospace: FRENCH AIR & SPACE ACADEMY
- Defense: GICAT
- Nuclear: AIFEN - French Nuclear Industry, AFCEN

##### Employers' Organizations

- Naval and Maritime: GICAN
- Packaging: SEILA industrial packaging federation
- Transport/Logistics: TLF
- Aerospace: GIFAS
- Business Aviation: GIPAG/FNAM

##### Cluster

- Maritime: CLUSTER MARITIME Français (CMF)
- Nuclear: PFCE-PFME
- Logistics-Oil: GILEP

#### NATIONAL AND REGIONAL

##### Employers' Organization

- Aerospace and Nuclear: UIMM

#### CENTRAL REGION

##### Employers' Organization

- Business: MEDEF 41

##### Cluster

- Aerospace: AEROCENTRE

#### NORTHERN REGION

##### Trade Associations

- Nuclear: GIP NO
- Nuclear: PEREN

#### WESTERN REGION

##### Trade Associations

- Aerospace: SAS GIE Pays de la Loire
- Aerospace: GIE QUALITÉ ENTREPRISES

##### Cluster

- Multi-sector: EMC2
- Business: NEOPOLIA

#### SOUTHEASTERN REGION

##### Trade Associations

- Nuclear/Jobs & Training: IFARE

##### Employers' Organization

- BUSINESS: UPE 13

##### Cluster

- Nuclear: CYCLIUM
- Aerospace: SAFE

#### SOUTHWESTERN REGION

##### Trade Associations

- Jobs: CREPI 65
- Aerospace: BAAS

##### Cluster

- Aerospace: AEROSPACE VALLEY

### EUROPE

##### Trade Associations

- Aerospace: EUROCAE, SPACE
- Business Aviation: EBAA

#### INTERNATIONAL

##### Cluster

- Aerospace: TPRC

##### Trade Associations

- Transport: HEAVY LIFT GROUP
- Business Aviation: GENERAL AVIATION MANUFACTURERS GAMA
- Aerospace: NADCAP

### UNITED KINGDOM

##### Trade Associations

- Business: ADS

### MOROCCO

#### NATIONAL

##### Employers' Organization

- Business: CGEM
- Aerospace: GIMAS

##### Trade Associations

- Business: CFCIM

#### RÉGION TANGER

##### Trade Associations

- Business: AIZFE Tanger

## CONVERGENCE BETWEEN DAHER'S STRATEGIC CSR FOCUSES AND THE UN SUSTAINABLE DEVELOPMENT GOALS (SDG)

	SDG8 Decent Work and Economic Growth	SDG9 Industry, Innovation and Infrastructure	SDG12 Responsible Consumption and Production	SDG16 Peace, Justice and Strong Institutions	SDG17 Partnerships for the Goals
<b>ONEDAHER</b>					
Strengthen the dialogue with employees and their representatives					
Ensure the future of our leading shareholder governance	•			•	
Build cohesion between shareholders and employees	•				•
<b>TOGETHER</b>					
Implement more collaborative, participative working methods					•
Act as a partner to local communities for diversity and equality	•				•
Enhance supplier relations on issues such as CSR	•	•	•		•
Substantially contribute to our customers' overall performance		•	•	•	•
<b>DAHER WAY</b>					
Improve safety and quality of life in the workplace	•				
Conduct business ethically			•	•	•
Minimize our environmental impact			•		
Ensure the safety and security of products, services and data		•	•	•	
Incorporate CSR into the overall management of the company.	•	•		•	•

# CONVERGENCE BETWEEN DAHER'S STRATEGIC CSR FOCUSES AND THE PRINCIPLES OF THE UNITED NATIONS GLOBAL COMPACT

HUMAN RIGHTS			INTERNATIONAL LABOUR STANDARDS	
Principles	Support and respect the protection of internationally proclaimed human rights	Make sure that businesses are not complicit in human rights abuses.	Uphold the freedom of association and effective recognition of the right to collective bargaining	Support the elimination of all forms of forced and compulsory labor
ONEDAHER				
Strengthen the dialogue with employees and their representatives	•		•	
Ensure the future of our leading shareholder governance			•	
Build cohesion between shareholders and employees				
TOGETHER				
Implement more collaborative, participative work methods	•			
Act as a partner to local communities for diversity and equality				•
Enhance supplier relations on issues such as CSR		•		
Substantially contribute to our customers' overall performance				
DAHER WAY				
Improve safety and quality of life in the workplace	•			
Conduct business ethically				
Minimize our environmental impact				
Ensure the safety and security of products, services and data				
Incorporate CSR into the overall management of the company.				





# Notes

[illegible]







[www.daher.com](http://www.daher.com)

## LET'S STAY CONNECTED



FACEBOOK  
DaherOfficial



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daher



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## LET'S STAY CONNECTED



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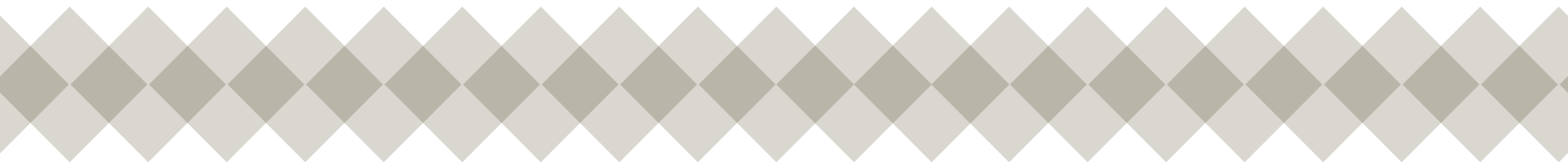






2017  
**CSR REPORT**

*Shaping the future together*



The background is a deep blue with a large, lighter blue diamond shape in the center. On the left, there are architectural details of a building, including a concrete ceiling with rebar and a glass facade with horizontal lines.

# C O N T E N T S





