

NON-FINANCIAL INDICATORS

For the fifth consecutive year, all of the Group’s subsidiaries were asked to submit a report on Human Resources and Corporate Social Responsibility data. This is the second year that the supplemental report on innovation at the subsidiaries level has been consolidated. The consolidated scope for HR and innovation data is the same as the consolidated financial scope, but due to eligibility criteria implemented for this type of report (one full year in the Group), CSR reporting does not include the acquisitions completed in 2013 (Mag Americas and OTO Mills).

SOCIAL INDICATORS

	2011	2012	2013	The Americas	France	Europe excl. France	Asia & Africa
Employees	6,108	6,521	7,825	1,865	3,902	1,242	816
Men	84%	84%	84%	87%	84%	86%	76%
Women	16%	16%	16%	13%	16%	14%	24%
Percentage of engineers among women	30%	32%	30%	14%	44%	9%	23%
Number of nationalities	46	49	46				
Employees by category							
Engineers and managers	38%	39%	36%	28%	42%	23%	46%
Technicians, designers and supervisors	25%	24%	25%	21%	27%	26%	19%
Staff	14%	14%	15%	18%	10%	23%	18%
Operators	23%	24%	24%	33%	21%	28%	17%
Employees by age range							
Less than 20	1%	1%	1%	0%	0%	2%	0%
From 20 to 29	15%	16%	14%	10%	15%	13%	23%
From 30 to 39	23%	24%	23%	12%	27%	19%	39%
From 40 to 49	26%	26%	25%	21%	27%	27%	24%
From 50 to 59	28%	28%	29%	39%	27%	32%	11%
60 and more	6%	6%	8%	18%	4%	7%	3%
Employees by length of service							
Less than 5	40%	41%	36%	32%	36%	30%	56%
From 5 to 10	18%	20%	23%	15%	26%	22%	23%
From 11 to 15	10%	9%	9%	6%	10%	12%	7%
From 16 to 20	7%	7%	8%	8%	7%	11%	7%
From 21 to 25	8%	7%	8%	8%	7%	10%	3%
From 26 to 30	4%	4%	5%	8%	3%	6%	2%
From 31 to 35	6%	5%	5%	8%	5%	3%	1%
From 36 to 40	4%	5%	6%	10%	5%	3%	1%
41 and more	2%	1%	2%	5%	1%	1%	0%
Acquisitions							
Workforce at the end of the year from acquisitions completed in the year			1,304	756	237	262	49

	2011	2012	2013
Employees by region			
The Americas	17%	18%	24%
France	58%	56%	50%
Europe (excl. France)	15%	15%	16%
Asia & Africa	10%	11%	10%
Employees by business sector			
Aluminium	6%	6%	4%
Steel/Glass	18%	16%	16%
Cement	8%	9%	7%
Energy	34%	32%	28%
Logistics	9%	9%	8%
Automotive, Aerospace and other industries	23%	24%	33%
Others	2%	3%	3%
Skills and mobility management			
Proportion of French affiliates with an implemented GPEC* policy	80%	84%	94%
% of French employees for which the GPEC* policy has been deployed	75%	93%	99%
% of employees reviewed by the CEDRE career management committee	35%	52%	47%
% of employees receiving regular appraisal interview	59%	69%	70%
Number of employees recruited	1,231	1,262	1,150
Number of people having attended ‘career booster’ interviews	84	133	90
% of employees having attended at least one training course	60%	69%	70%

*GPEC: jobs and skills forecast management

In response to external growth operations carried out in 2013, the Group’s workforce increased significantly to 7,825 employees at the end of December, representing 1,304 additional employees this past year. The acquisitions of Mag Americas, Forest-Liné and OTO Mills brought nine new entities into the Group’s consolidated scope. These inclusions affect the distribution and organization of the Group’s staff numbers.

Consequently, the Group is expanding its presence overseas with a larger workforce in Italy (268 more employees and a 3%-6% rise in the Group’s total staff) and in North America where the Group’s headcount was up 6 points in 2013 to 24%. The French share of the workforce decreased to 50%, but the number of employees in France accounts to 266 additional employees, due to Fives Nordon (which now exceeds 1000 employees) and to the acquisition of Forest-Liné.

Overall workforce increases mainly occurred in the Steel/Glass and Automotive/Aerospace divisions. One-third of the Group’s employees currently work in the division of the Automotive, Aerospace and other industries. Growth at Fives Nordon and Fives Cryo Suzhou is also increasing staff numbers in the Energy division. The share of female staff members remained at 16% of the total workforce, despite headcount variations. The percentage of engineers and managers in the total female population reduced to the level of 2011, ie 30% (32% in 2012). However, this proportion remained stable at 44% in France.

Technicians and managers were very well represented in the Group, making up 60% of the workforce. Workers accounted for close to 25% of the staff members.

Recruitment numbers were high in 2013, with over 750 new permanent full-time hires. While 36% of the Group’s current workforce joined the Group less than five years ago, the number of employees with 5-10 years of seniority is on the rise, a sign of our successful induction policies and ability to retain talent. Once again this year, almost half of our employees were assessed during CEDRE career review meetings. In an effort to meet the demands of its businesses, every year Fives ensures that young graduates and experienced personnel alike join the Group. This variety in hiring is keeping the age pyramid balanced.

In order to support the Group’s growth by developing its employee skills, the human resources department continues with its training initiatives, which benefited 70% of the Group’s total staff in 2013.

INNOVATION INDICATORS

	2011	2012	2013
R&D expenditure in millions of euros	21.2	22.7	28.1
Breakdown of R&D expenditure			
Costs of patents and trademarks	7%	6%	7%
Standard design and formalization of Know-how	15%	14%	8%
Continuous improvement of products and processes	41%	41%	32%
Development of new products and processes	29%	32%	42%
Research and radical innovation activities	8%	8%	11%
Patents and trademarks			
Number of patents and patent applications in force	1,599	1,447	1,784
Number of patent families in force	347	371	504
Number of first patent applications (new patented inventions)	21	18	61
Number of first patent applications relating to energy and environmental performance	12	8	16
Percentage of patents relating to energy and environmental performance	57%	44%	26%
Number of ‘product’ trademarks registered	97	93	98
The eco-design program			
Number of products carrying the Engineered Sustainability® mark		1	2
Number of products currently being analyzed		7	12
Number of subsidiaries participating in the program		7	12
Percentage of eligible subsidiaries participating in the program		21%	29%
Number of new people trained in eco-design		47	48
Fives Innovation Awards			
Number of subsidiaries taking part in the Group Innovation Award contest launched in 2011	15	26	44
Percentage of Group employees invited to compete for the Group Innovation Award	19%	40%	62%
Number of ideas submitted for the Group Innovation Award		252	443
Number of research and test centers			
Number of research and test centers (*)	19	20	27
France: 16, The Americas: 6, Europe (excl. France): 4, Asia: 1			

(*) All of the subsidiaries conducting their own R&D product testing in designated locations are now being counted. The number of sites in the former count was 17 in 2012 and 16 in 2011.

R&D spending increased sharply in 2013 (up 24% in one year) and its share compared to new product and process development (42% in 2013 versus 32% in 2012) reflects the Group’s desire to distinguish itself from its competitors with innovative and high-performance technical solutions.

In 2013, these R&D efforts resulted in several inventions and patent applications were filed for 61 of them, which is a new record for the Group. This was partly to compensate for a less active 2012 (18 filings) and partly due to initiatives at all levels to encourage patent filings. This outcome was undoubtedly influenced by the talks on intellectual property held in November 2012 at the annual General Managers seminar attended by the Director of INPI (French patent office) as well as awareness training on intellectual property given at many of the Group’s subsidiaries. With eight new patented inventions in 2013, the latest entities to join the Group in 2013 contributed to this result. They also helped enhance the Group’s patent portfolio (36% more patent families), bringing 76 families and 161 patents.

Deployment of the Group Innovation Award contest has gained momentum with 41 participating subsidiaries representing more than 60% of the Group’s workforce. In 2013, 443 innovation proposals were received, representing a 75% increase.

Innovation in equipment energy and environmental performance continued to grow in 2013: There were 16 new patent applications in this area and a second Fives product obtained the internal Engineered Sustainability® brand upon completing an eco-design process. Engineered Sustainability® is an innovation program to optimize the energy performance and environmental impacts of Fives’ products, which experienced its strongest growth in 2013. Fives had asked Ernst & Young to conduct an independent verification of the program and it issued a certificate of insurance to the Fives Group in October 2013. More resources were allocated for eco-design and lifecycle analysis and 48 additional people were trained in eco-design principles in 2013. Twelve eco-design projects were in progress at the end of 2013 involving about one-third of the Group’s subsidiaries where the program is applicable.

All of the subsidiaries conducting their own R&D product testing in designated locations are now being counted in the number of research and testing centers. This indicator is further proof of the Group’s resources for testing and developing its innovations. Along with resources from the new entities that joined in 2013, the Group now has 27 research and testing centers.

INTRO FOR THE DATA BY SITE AND THE STATISTICS ON ENVIRONMENT/HEALTH/SAFETY/ETHICS AND GOVERNANCE

At the end of 2013, Corporate Social Responsibility (CSR) reporting covered 81% of the Group’s workforce and included all sites with 10 or more employees as of mid-2013 as well as all sites with an industrial activity. Companies that did not have an activity in the Fives Group for the full year 2013 were not included in this reporting period. The companies acquired in 2013 (Mag Americas and Oto Mills) alone account for 17% of the Group’s workforce and so were not included in the CSR reporting scope. As a reminder, these companies were included in financial, HR and innovation reporting.

CSR CROSS-SECTIONAL INDICATORS

	2011	2012	2013	The Americas	France	Europe excl. France	Asia & Africa
Number of affiliates included in the scope of the CSR policy	50	51	53	9	20	14	10
Total number of sites	75	79	79	13	37	15	14
Industrial sites	29	30	30	8	14	5	3
Offices	23	27	26	4	10	5	7
Combined sites, test centers and regional facilities	23	22	23	1	13	5	4
Number of affiliates already embarked on a CSR action plan	6	25	35	8	18	3	6
Percentage of employees accounted for by these Group companies (total and by region)	25%	56%	68%	47%	97%	23%	54%
Number of sites with ISO 9001 certification	48	51	49	5	27	11	6
Number of sites engaged in ISO 9001 certification	2	2	3	2	0	0	1
Number of FTE ⁽¹⁾ Health, Safety and Environment staff in the Group	46.6	50.5	65.5	8.8	42.4	9.4	4.8

(1) FTE: Full-Time Equivalent

Two new companies were included in 2013: Solios Chemical (joined the Group in the first quarter of 2012) and Fives Brazil (whose staff increase made it eligible for reporting). On the other hand, the site count does not reflect these additions because three subsidiary sites in France and India that were already in the scope closed down in 2013. CSR coaching remains a fundamental tenet of the Group’s social responsibility program. The program enables each Management committee to address their own challenges individually based on their business, marketplace and country and to make them part of a continuous improvement plan. In 2013, the program was mainly deployed in France where it involved almost all of the subsidiaries. Work hours allocated to health/safety/environment continues to increase significantly with the 30% increase in full-time equivalent hours. This rise is partly due to the environmental effort as part of the Group’s ISO 14001 certification program and partly because of a larger safety coordinator network.

BUSINESS ETHICS INDICATORS

	2011	2012	2013
Number of languages into which the Group Code of conduct has been translated	12	13	13
% of companies in which the Code of conduct has been distributed	90%**	94%**	98%
% of employees accounted for by these companies	89%**	91%**	94%
% of subsidiaries that hold an annual presentation of the Code of conduct involving at least 25% of the workforce	ND	ND	13%

** 2011 and 2012 corrected data (errors detected in 2013)

Fives’ Code of conduct is continuously improved, in order to provide the Group’s new recruits with its values and guidelines but also to keep all of its employees regularly up to date with any changes. Fives is currently developing a specific training program on its Code of conduct, to further develop and improve the internal dialog on the Group’s common values and “dos and don’ts”. Training initiatives on the Code of conduct that were expected to be launched in 2013 had to be postponed. However, in 2013 there were many actions to formalize and clarify the Group’s expectations at the corporate level. Development of case studies and of a reading guide for the Code of conduct will encourage more discussion on these values. The Code of conduct will also be supplemented by a new Group Directive.

HEALTH & SAFETY INDICATORS

	2011	2012	2013
Number of industrial sites	29	30	30
Number of sites with safety certification	16	18	18
Number of sites engaged in safety certification	3	9	6
Percentage of industrial sites with safety certification	17%	17%	23%
% of affiliates having written and distributed a Health & Safety Policy	72%	76%	77%
Number of FTE(1) Health & Safety staff in the Group	ND	35.2	46.0
Employee accident frequency (Number of lost-time accidents (≥1 day) x 1,000,000 / Number of hours worked)	7.57	6.62	5.44
Employee accident severity (Number of lost-time accidents (≥1 day) x 1.000 / Number of hours worked)	0.165	0.135	0.186
Employee + temp workers accident frequency	ND	7.47	5.96
% of lost-time accidents occurring on customer/subcontractor sites*	ND	20%	34%
% of lost-time accidents occurring in workshops*	ND	62%	53%
% of lost-time accidents occurring in offices*	ND	7%	5%
% of lost-time accidents occurring on business trips*	ND	11%	7%
Number of Group HSE representatives	45	47	48
Number of Group HSE auditors	10	11	15
Number of Group HSE audits conducted	17	25	22
% of companies audited (cumulative)	49%	67%	75%

* Employee figures in 2012/Employee and temp worker figures in 2013

The Group’s safety performance continued to improve in 2013 with a frequency rate for employees of 5.44 (versus 6.62 in 2012). Nevertheless, this improvement varied greatly by quarter: the first two showed very positive numbers whereas performance in the last two quarters was as low as the worst quarters of 2012.

This had been predicted at the end of 2012, so a voluntary action plan on safety was launched at the beginning of 2013. The action plan primarily involved:

- Determining the level of ambition of Fives Group in Safety,
- Developing safety leadership and commitment among all managers,
- Improving the analysis, communication and operational experience feedback on accidents and incidents at every company and within the Group.

Fives would like to advance the Group toward involving everyone in a strong safety culture and achieve a frequency rate of 4 for employees and temp workers in 2016. The actions launched in 2013 involved the Executive Committee of Fives and all of the Group’s General managers at five day-long safety seminars. These seminars resulted in commitments taken by all of the Group’s top managers in 2014 that will be monitored by the Group CSR department.

Consequently, starting in 2013 our monitoring scope will systematically include employees and temp workers. As for the locations of accidents, the 2012 statistics only include employees. However, the trend is not affected by adding temp workers and is increasing in terms of accidents that occur at customer sites.

Non-financial indicators

Alongside this and for the first time since 2009, the Group severity rate is up significantly due to a handful of serious accidents involving Fives employees. It is imperative to preempt this trend in 2014 because it is often a sign that the frequency rate will rise again. The safety certification process continued in 2013 (MASE for Fives Nordon in Nancy and OHSAS 18001 for Cinetic Giustina in Italy). The same number of industrial sites as in 2012 were certified because two sites certified in 2013 were not included in the reporting (a site at Cinetec Service and one at Fives Nordon were dropped from the scope). That said, safety certification is not a Group program and is still a voluntary effort by Fives subsidiaries.

The HSE coordinator network continued to expand with new positions and skills development as did the Group auditor panel, which increased in size in 2013.

ENVIRONMENTAL INDICATORS

	2011	2012	2013	The Americas	France	Europe excl. France	Asia & Africa
Number of sites with ISO 14001 certification	15	18	21	5	8	3	5
Industrial sites	29	30	30	8	14	5	3
Scope of the ISO 14001 certification objectives for the end of 2014 (in number of industrial sites)	/	27	27	8	12	5	2
Number of industrial sites with ISO 14001 certification	12	14	16	5	7	3	1
% of progress toward the 2014 ISO 14001 certification objectives, total and by region	/	52%	59%	63%	58%	60%	50%
Percentage of sites that have written and distributed an Environment policy	48%	59%	62%	54%	65%	60%	64%
Number of FTE ⁽¹⁾ Environment staff in the Group	ND	15.3	19.5	2.7	10.77	4.2	1.8
Electricity consumption in GWh	44.6	48.6	48.7	13.3	23.3	6.9	5.2
Natural gas and heating oil consumption in GWh	60.2	57.2	56.8	21.9	26.8	7.6	0.5
Total energy consumption in GWh	104.7	105.9	105.5	35.1	50.1	14.5	5.8
Electricity consumption in €000	3,820	4,430	4,604	997	2,144	840	622
Natural gas and heating oil consumption in €000	1,954	2,141	2,018	363	1,255	361	39
Total energy consumption in €000	5,774	6,571	6,622	1,361	3,399	1,201	661
Water consumption (industrial sites) in m³	96,477	87,644	84,739	23,421	33,344	7,477	20,497
Water consumption (industrial sites) in €000	160	175	190	73	90	19	8

(1) FTE: Full-Time Equivalent

With the momentum behind the ISO 14001 certification objectives set for industrial sites, the number of certified sites in the Group continues to grow with three new industrial sites ISO 14001 certified in 2013. In addition, one site suspended its certification to set up an integrated quality and environment system and is expected to be certified again sometime in 2014. At the end of 2013, the ISO 14001 certification project had achieved nearly 60% progress. In the same vein, the number of full-time equivalents working on the environment increased significantly (27% over 2012) as did the number of sites that had documented and distributed an environmental policy.

The Group’s energy consumption remains stable compared to 2012 with electricity consumption up slightly, but this was offset by a virtually equivalent drop in fossil fuel consumption. This trend was carried by the 10 largest sites in the Group that account for nearly 75% of the Group’s energy consumption.

Natural gas remains the Group’s primary source of energy and makes up 52% of the Group’s consumption. Half of the Group heated facilities use natural gas for heat and almost half of the industrial sites use natural gas for the production process or to conduct tests.

The cost differential continues to widen between electricity and gas due to the effect of large regional differences in energy prices. As in 2012, water consumption was mainly affected by repairing old leaks or the appearance of new ones. Water consumption was down in 2013 because leaks were controlled at two of the Group’s shops in France and China. However, it should be noted that this decrease could have been more significant had there not been a water leak at a third site in France in 2013. The price of water went up overall compared to last year, but the rate increase was not as high as in 2012.

Lastly, it is important to note that while half of the industrial sites use water in their processes, this water is mostly used for relatively low-consumption activities like cooling, hydraulic testing, part washing, etc.

I AM CONVINCED THAT WORKING TOGETHER WITH INTERNATIONAL PLAYERS IS THE ONLY WAY TO PROMOTE FAIR AND RESPONSIBLE BUSINESS PRACTICES THROUGHOUT THE WORLD. THE UNITED NATIONS GLOBAL COMPACT IS A PRAGMATIC APPROACH TO PROGRESS COLLECTIVELY IN THIS DIRECTION. I FULLY SUPPORT THIS INITIATIVE THAT PROVIDES LOCALLY AND INTERNATIONALLY TOOLS AND BEST PRACTICES SHARING.

Frédéric Sanchez, Chairman of the Executive Board

Progress in deployment of the Group corporate social responsibility program

A yearly assessment of the progress done by the Group in the field of Corporate Social Responsibility is being carried out since 2012. This year’s progress includes key indicators showing changes between 2012 and 2013.

Two new programs are presented in the table. They were already launched in the past years without being highlighted as CSR contribution:

- Initiatives to maintain the Group’s expertise, as part of the global objective of managing skills and careers;
- Regular employee satisfaction surveys.

The following table details the overall progress made by the global corporate social responsibility program of the Group and how that progress relates to the commitment made by Fives to respect and promote the 10 principles of the UN Global Compact.

All 10 principles have been incorporated in fully into the Group corporate social responsibility policy and several programs contribute directly to Fives’ progress towards full compliance with the commitments set out in the Global Compact. Their correlation with the 10 principles of the UN Global Compact is indicated by ‘GCI’ (Global Compact 1) for the program that corresponds to Principle 1 of the Global Compact, and so on, as detailed below:

Human rights

GC 1. Businesses should support and respect the protection of internationally proclaimed human rights; and
GC 2. ensure that they are not complicit in human rights abuses.

Labor






GC 3. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
GC 4. the elimination of all forms of forced and compulsory labor;
GC 5. the effective abolition of child labor; and
GC 6. the elimination of discrimination in respect of employment and occupation.

Environment

GC 7. Businesses should support a precautionary approach to environmental challenges;
GC 8. undertake initiatives to promote greater environmental responsibility; and
GC 9. encourage the development and diffusion of environmentally friendly technologies.










Anti-corruption


GC 10. Businesses should work against corruption in all its forms, including extortion and bribery.

Commitment	Domain	Program	Description of the program	Achievements at end-2012	Achievements at end-2013	Level of maturity at end 2013
To minimize the environmental footprint of Fives and its customers	Eco-design & machine safety GC 8 GC 9	Engineered Sustainability®	Internal eco-design program which meets (and exceeds) the requirements of the ISO 14062 standard. It's an innovation process that can lead to the award of a brand identifying best-in-class products in terms of environmental performance.	- One branded product: “Centrispray chamber washer” by Fives Cinetic. - 7 products being analyzed. - 21% of the eligible subsidiaries involved in this program.	- One other branded product: “Stein Digit@l Furnace® AT 2.0” by Fives Stein, so a total of two branded products. - 12 products being analyzed. - 29% of the eligible subsidiaries involved in this program. - Certificate of insurance issued by Ernst & Young.	
	Environmental management GC 7 GC 8	ISO 14001 environmental certification program	Mandatory environmental certification program for all Group industrial sites by the end of 2014 (for sites that were part of the Group at the end of 2011).	- 14 industrial sites certified as meeting ISO 14001. - 52% of sites concerned by the 2014 goal are certified.	- 16 industrial sites certified as meeting ISO 14001. - 59% of sites concerned by the 2014 goal are certified.	
To promote honest, fair behavior in our markets	Business ethics and corruption prevention GC 10	Training in the Code of conduct	Production of a reader’s guide to the Code of conduct and practical examples to train all Group managers, to feed into an annual discussion of the code in each team.	Distribution of the Code of conduct to 91% of employees.	Distribution of the Code of conduct to 94% of employees. 13% of subsidiaries organize an annual presentation of the Code attended by at least 25% of staff.	
	Sustainable Partnerships / Incorporation of social and environmental criteria into purchasing practices GC 1 – GC 2 – GC 3 GC 4 – GC 5	Responsible purchasing	Incorporate our social responsibility goals into our relations with subcontractors and suppliers.	- Generic safety and environment clause inserted into the Group’s general conditions of Purchase and into the tools provided to subsidiaries (qualification questionnaire, audit checklist). - Monitoring of how these topics are addressed per main purchasing family.	In addition to the initiatives already in place: - Drafting of a full CSR clause (including human rights and corruption prevention) for the United States.	
	Sustainable Partnerships / promotion of social responsibility to our customers GC 9	Transforming environmental benefits and social performance in value for the customer	Be able to integrate Fives’ and each subsidiary’s CSR performances into the sales approach.	- Distribution of the 2011 results of the Group’s CSR approach to the sales community - Development of the Engineered Sustainability® brand - Two meetings with customers’ CSR management teams (aluminum and logistics sector) - Ecovadis rating: committed level (Silver), 57/100	- Distribution of the 2012 results of the Group’s CSR approach to the sales community. - Development of the Engineered Sustainability® brand. - A meeting with a customer’s CSR management team (industry sector). - Ecovadis rating: Confirmed (Gold), 63/100.	



— Topic not identified  Emergent  In construction  Defined, with deployment in progress  Fully and satisfactorily deployed

Commitment	Domain	Program	Description of the program	Achievements at end-2012	Achievements at end-2013	Level of maturity at end 2013
To provide a safe and motivating working environment	Health & Safety management	Safety roadmap for 2016	Move the Group towards a safety culture shared by all. In three years, halve the frequency rate for employees and temporary staff, with the ultimate goal remaining zero serious accidents. Our aim is to reach a maximum frequency rate of 4 in 2016 for employees and temporary staff.	- Frequency rate for employees and temporary staff = 7.47 - 2 deaths among our subcontractors. - 65% of companies have achieved their safety goal.	- Frequency rate for employees and temporary staff = 5.96 - 63% of companies have achieved their safety goal. - 92% of Group top managers (Members of the Fives Board of Directors, Executive Committee, Managing Directors and Site Managers) have taken part in one day-long safety leadership awareness session.	
	Diversity GC 6	Promoting diversity and raising awareness of non-discrimination	Gender equality: tracking of the % of women hired, access to training and promotion; awareness raised of discriminatory practices. Employment of older people: tracking of the agreement on older people signed in France. However, the over-50s employment rate is high, and the challenge for Fives in many of its subsidiaries is to transfer know-how. Employment of disabled people: awareness-raising campaign since 2012 and sharing of best practices.	Gender equality: 16% of employees are women 32% of women are engineers or managers. Older people: 34% of employees are 50 or over. Nearly 40% of employees have been with the Group for over 10 years (15% for over 25 years). Disability awareness campaign: 3 deliveries in each Group company, worldwide, in six languages (English, French, Chinese, Spanish, Italian and Japanese).	Gender equality: 16% of employees are women 30% of women are engineers or managers. Older people: 37% of employees are 50 or over. 43% of employees have been with the Group for over 10 years (15% for over 25 years). Disability awareness campaign: the communication tools are still in place in the subsidiaries. Numerous initiatives were put in place locally in 2013, and will be compiled in a brochure in 2014..	
	Compliance with international employee welfare protection standards	Harmonization of the employee welfare protection regime	Harmonize and challenge the employee welfare protection regime in the main domains where the Group has a presence.	Harmonized in France.	Harmonized in China. Project launched in the United States.	
	Skills and career management / Identification and management of high-potential employees (CEDRE)	CEDRE career management process	Annual career management meeting in each subsidiary, attended by the management team and a Human Resources representative, to: - Determine which measures need to be taken to improve employee performance. - Approve personal career plans.	52% of employees are assessed in a CEDRE career management committee meeting.	47% of employees are assessed in a CEDRE career management committee meeting.	
	Skills and career management / Skills and employability development (GPEC)	Skills and employability development (GPEC)	Develop workforce planning with a 5-step program: - Define the company strategy. - Determine the business goals and the operational goals. - Identify the skills required to achieve these goals. - Qualify the existing positions in the company and the associated required skills. - Analyse the shortfall and build action plans.	84% of French subsidiaries have launched a GPEC program. It covers 93% of French employees.	94% of French subsidiaries have launched a GPEC program. It covers 99% of French employees.	
	Skills and career management	Maintenance of know-how within the Group	Process existing in France since 2009. Sharing meetings held two or three times a year, to review the workloads/under-loads and make staff allocation decisions, ranging from several weeks to several months.	Over fifty sharing initiatives have happened in France.	84 sharing initiatives in France. Initiatives are proliferating in the Group, depending on the workloads/under-loads for the cycles in the different markets where the Group has a presence.	
	Measurement of employee satisfaction	World employee satisfaction survey	A satisfaction survey conducted among all Group employees every three years, designed to measure satisfaction levels and any organizational malfunctions, and which gives rises to the implementation of action plans proposed by employee bodies.	100% of subsidiaries contributed to the survey in September 2012. 72% response rate. 76% of respondents are happy or very happy to work for their company. 72% would recommend it to a friend.	90% of French subsidiaries have finalized the action plan resulting from the satisfaction survey, and are implementing it.	
	Incorporate CSR priorities into the organization of all Fives entities	Distribute best practices and Group directives GC1 to GC10	Compilation of Directives and Recommendations covering all Group jobs, linked to internal control rules.	Distribution to all Management committees. Every year, the managing directors produce a report on the incorporation of the Directives Manual into their organization. 100% of subsidiaries have produced this report.	Distribution to all Management committees of companies acquired by 2012. Distribution in progress to companies acquired in 2013. 100% of subsidiaries, except those acquired in 2013, have produced the Managing Director's report on the Directives Manual.	
		Incorporation of CSR into the organizational structures of Group companies GC1 to GC10	One-day working meeting with each subsidiary's Management committee, to identify the key CSR challenges and priority improvement areas. Annual tracking of the action plan.	25 companies are involved in this program, accounting for 56% of staff.	35 companies are involved in this program, accounting for 68% of staff.	

— Topic not identified  Emergent  In construction  Defined, with deployment in progress  Fully and satisfactorily deployed