



ARaymond

- **GLOBAL COMPACT**
Communication on Progress 2018



This is our **Communication on Progress** in implementing the principles of the **United Nations Global Compact** and supporting broader UN goals.

We welcome feedback on its contents.

ARaymond 
MORE THAN FASTENING

Word from our Chief Executive Officer

The ARaymond Network links 7 200 people in 25 countries

We believe our enterprise is a social web.

Our aim is to develop a meaningful, respectful, useful sustainable enterprise for our collaborators, for their families, for our customers, for our suppliers, for our partners and for the communities we belong to and where we operate.

The success of our enterprise is based on the engagement and contribution of people.

Our project is to become step by step a global collaborative Network, in which all individual, all teams and all communities roles are important, recognized and empowered.

We believe this is the most agile, efficient and sustainable organization in an environment of uncertainty for all stakeholders

The cement of a collaborative and contributive organization is TRUST.

The trust is generated by a respect of our values in action as well as a leadership of awareness and care.

Therefore we continued to extend worldwide our “Servant Leadership” and “Non Violent Communication” trainings.

We continued as well to develop and implement our “ATOMS” program in all departments of our organization worldwide.

The aim of this program is to develop the empowerment and blossoming of each collaborator, in their role, making them actors and contributors, supported by Servant Leaders.

We set up the first bases of our future international CSR policy.

We implemented worldwide a full compliance organization in line with the Sapin 2 law.

We started our “we cARe” internal initiative to promote “Eco Design”, “Eco Conception” and “Circular Economy”

We continue worldwide to encourage and develop local charity initiatives.

All those intentions and actions are wished, supported and followed up by our Executive Committee composed of 45 Managing Directors and all Corporate Officers of our Network.

I renew the ARaymond engagement towards Global Compact for 2019!



Antoine RAYMOND
CEO



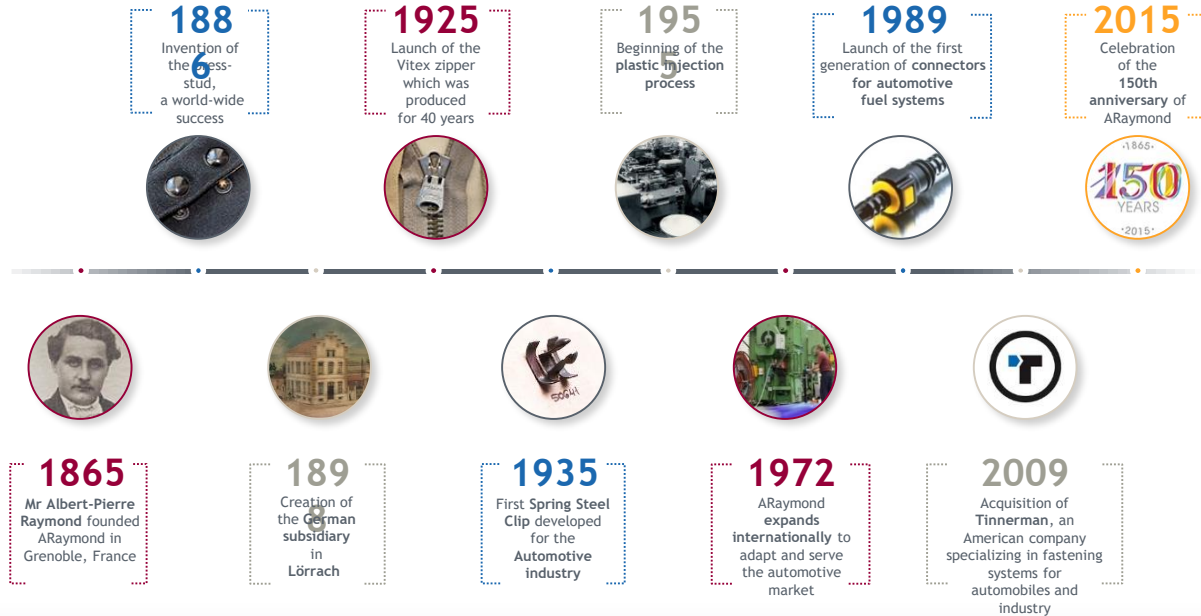
At ARaymond

We imagine, design
and produce assembly
and fastening solutions

by clipping, connecting
and bonding.



The history of ARaymond

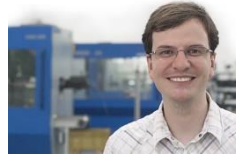


ARaymond at the forefront of innovation and technology since 1865

ARaymond today



25,000
Assembly
solutions
in production



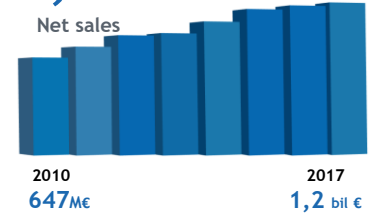
7,200
Employees

More than
150
Years of experience



1,2 bil.€

Net sales



2010
647M€

2017
1,2 bil €



26 Manufacturing
sites



In
25 countries

Family-owned company for



5 generations

ARaymond, close to you everywhere

ARaymond 
MORE THAN FASTENING

Our global footprint

EUROPE & NORTH AFRICA

Belgium
Czech Republic
France
Germany
Hungary
Italy
Morocco
Poland
Romania
Russia
Slovakia
Spain
Sweden
Turkey
UK

AMERICAS

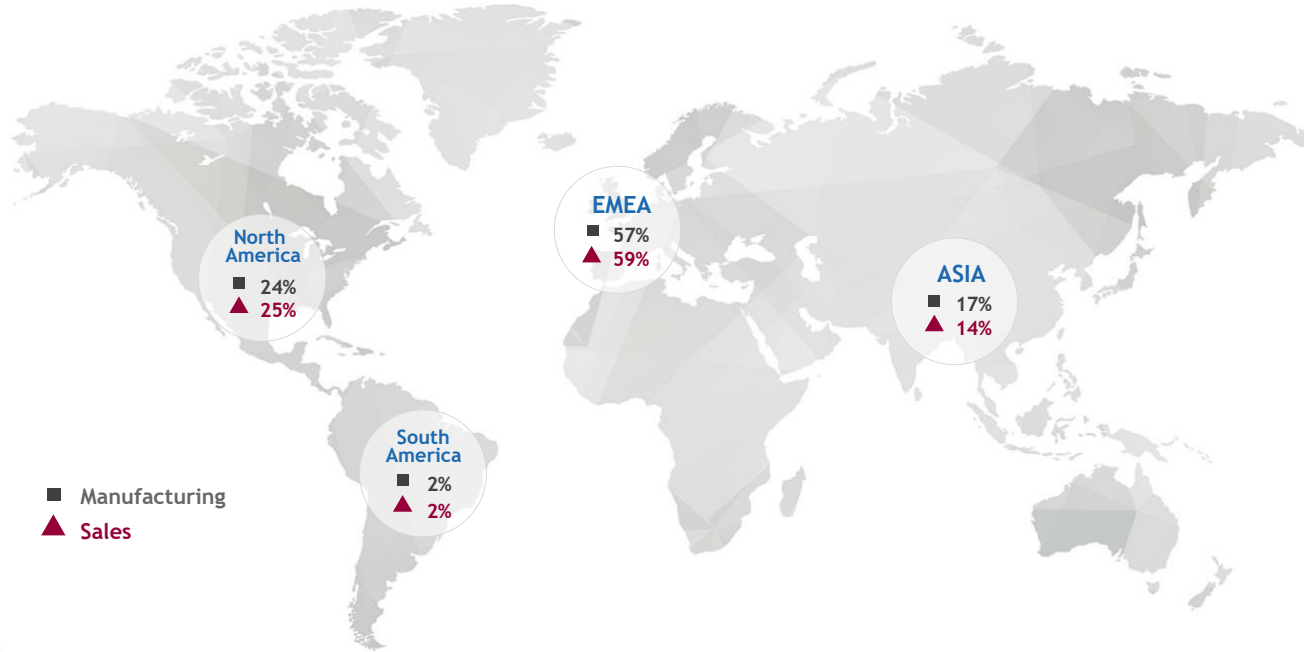
Brazil
Canada
Mexico
US

ASIA

China
India
Japan
Korea
Singapore
Thailand



Where we manufacture and sell



Did you know?
Most vehicles
worldwide contain
an average of
500 ARaymond™
parts



Did you know?
Most vehicles
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500 ARaymond™
parts



CLIPPING

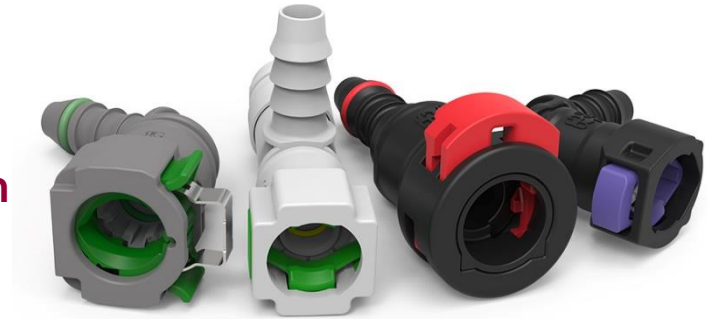
Our core business is **fastening by clipping** which enables **quick assembly** of two parts, without tools, to **simplify assembly operations**.

Clipping is an attractive alternative to conventional assembly (screwing or bolting). We use the technology of **metal processing and plastic injection**, or the **combination of the two**.



CONNECTING

Quick connectors are used to provide a **fast connection of all types of automotive fluid systems**: fuel lines, cooling circuits, air conditioning, power steering and brake fluid circuits, etc.



ARaymond™ Quick Connectors are appreciated for their **comprehensive range, adaptability and integrated functions.**

BONDING

Our bonding expertise is based on an innovative technology, Techbond®PUR, specifically designed for **glass, composite materials, and painted metals.**



We supply complete service solutions to **optimize assembly line operations** and to anticipate emerging **lightweight issues.**

Our know-how

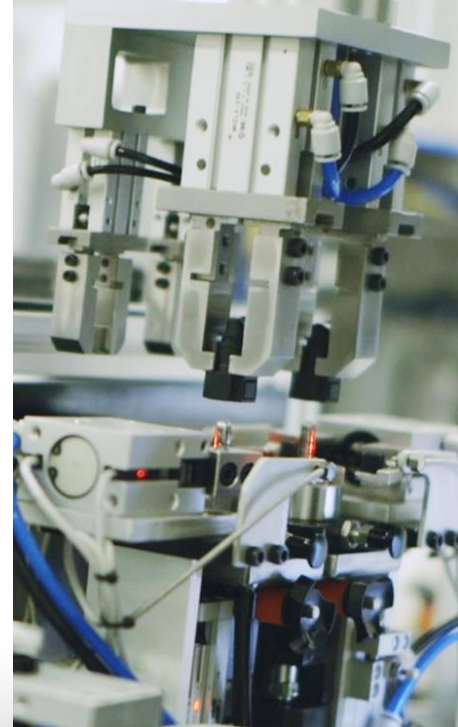
Engineering and services: designing custom solutions, prototyping, digital simulation, 3D printing.

Metal transformation: cutting, stamping and bending metal with the control of the entire process up to heat treatment and surface treatment.

Plastic injection with complete injection molding solutions for over **300 materials**. The ARaymond Network sites are equipped with presses that can go up to **1,000 tons** and can produce up to **200 million pieces** per year for a given catalog reference.

Production of adhesives & providing, a complete solution for manual and automatic adhesive application (application onto glass, composite).

Automatic, high-speed assembly of parts made of metal, plastic or combinations of these two materials.



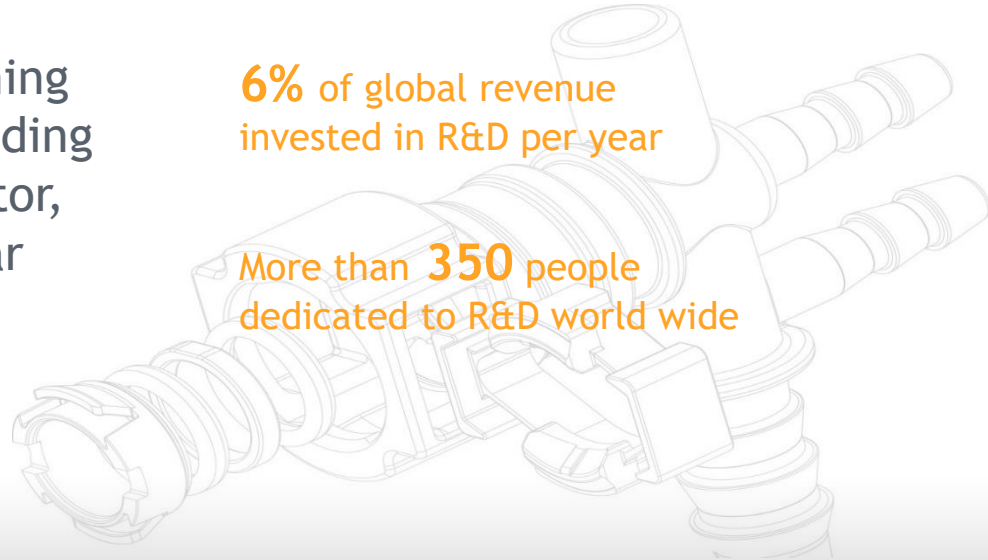
Innovation is in our DNA

Innovation has shaped our development from the press-stud for clothing to plastic injection molding for the automotive sector, and more recently, solar panel fasteners.

11 Engineering Centers

6% of global revenue invested in R&D per year

More than **350** people dedicated to R&D world wide



New markets, new opportunities

In addition to being a global automotive supplier, ARaymond is using its **fastening know-how** to diversify and serve a variety of industries and market segments.





INDUSTRIAL

Fastening and connection solutions specifically designed for industrial equipment such as household appliances, HVAC (Heating, Ventilation and Air Conditioning), lighting & electrical equipment, and furniture.

araymond-industrial.com



ENERGIES

Fastening solutions for photovoltaic systems, which provide fast and simple assembly.

araymond-energies.com



AGRICULTURE

Value-added fastening solutions for greenhouse cultures, able to optimize labor costs, culture yield and profitability.

araymond-agriculture.com



LIFE

Designed and produced parts suited to the human and animal health industries; packaging, medical devices and drug delivery systems.

araymond-life.com


Corporate core values

Our values define who we are and how we work, they are at the heart of our business.

In line with our core values, **Respect**, **Collaboration**, **Innovation**, **Entrepreneurial Spirit**, **Value Creation**, and **Pleasure**, we at ARaymond use a “**Servant Leader**” management approach. This type of leadership places itself at the service of its teams and encourages **supportive listening** to stimulate talents and reinforce collaboration.



A major key success factor for us is collaboration



“People engagement is of utmost importance. During our 150 years of experience, this has enabled us to succeed and never stop innovating.”

Antoine Raymond, CEO

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- 3 - Anti-corruption: Principle 10

1 - Human Rights and Labor: Principles from 1 to 6



Actions and Results

ARAYMOND EUROPEAN WORKS COUNCIL

ARaymond EWC is now operational!

2018 Achievements :

- A delegation has been completed end of May 2018
- 2 meetings have been organized :
 - First plenary session in Spain in June
 - First extraordinary meeting on-line in November
- Secretary and vice secretary have been elected in June 2018

Focus on the AR EWC Delegation

- 14 employee representatives for 5 countries
 - 6 for France
 - 3 for Czech Republic
 - 2 for Spain
 - 2 for Germany
 - 1 for Italia
- 7 on 12 companies of the scope have at least one EWC representative



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MORE THAN FASTENING

Highlights on the first sessions

AR EWC plenary and ordinary session is a three-day event :

- European representatives benefit from 2 closed-door meetings : a half-day preparation meeting and a half-day wrap-up meeting.
- A half-day meeting is dedicated to strategy .
- The main meeting needs one day in order to inform or consult EU employee representatives on recurring and current topics that are transnational in nature.

In June 2018, during the AR EWC plenary and ordinary session

- There were 9 points of consultation that were linked to the founding agreement signed in 2017.
- Regarding current topics, the project to implement a code of conduct and ethics (accompanied by guides on the fight against corruption and conflict management) and to set up an early warning procedure has been presented for a consultative opinion.
- European representatives were able to visit the plant of ARaymond Tecniacero near Manresa (Catalonia).

In November 2018, during the AR EWC extraordinary session

- We experimented collectively a remote session with online & simultaneous interpretation.
- A simple information on the General Data Protection Regulation has been provided in order to harmonize the information level of EU representatives on this EU regulation.



THE RAYQUEST SURVEY —

All committed

The 2018 Rayquest survey revealed positive results highlighting a strong sense of belonging and working conditions that favor collaboration. ■



Commitment

85% positive opinions

"Strong engagement"



Sense of belonging

88% positive opinions

"I would recommend my company as a good place to work"



Servant Leadership

78% positive opinions

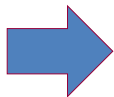
"Nearly eight out of ten employees have a positive opinion on servant leadership"



Raymotion 3

82% positive opinions

"Top management has adequately communicated around my company's long-term goals and strategic plan Raymotion 3"



ARaymond cares about its people and customers

The employee opinion survey has to-date been conducted 4 times: in 2010, 2013, 2015 and 2018. Its guarantee of respondent anonymity and the high participation rates make it a valuable tool for the HR to work on people development.

Since 2010, actions have been taken in terms of communication, development Programmes (Servant Leadership trainings). The 2018 issue focused on the employee Perception of Raymotion 3, the strategic plan running to 2030. ARaymond teams can once again look forward to shaping the future of the network.



92%

customer satisfaction (2016 & 2017)

Until now, over 2,000 local and global customers across a dozen countries took part in the ARaymond satisfaction survey. Answering questions about topics ranging from new product development to logistics, customers were overwhelmingly satisfied (92%) with the products and service provided. Based on this feedback, the Network should continue to focus on being as flexible and reactive as possible.

ARaymond 

MORE THAN FASTENING

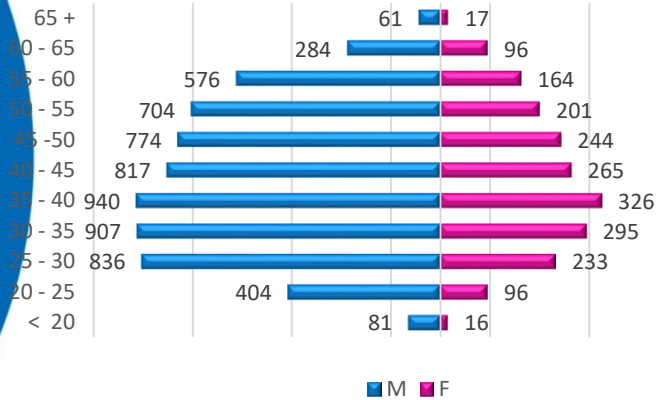


2018

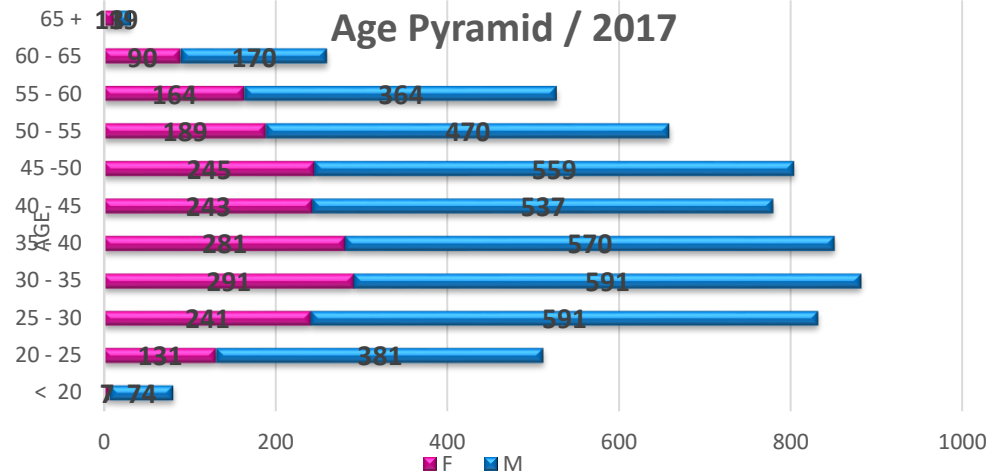
HUMAN RESOURCES YEARLY REPORTING

Age & Gender distribution: AR Network - 2018

Age Pyramid 2018



Age Pyramid / 2017



Headcount as of September 30, 2017

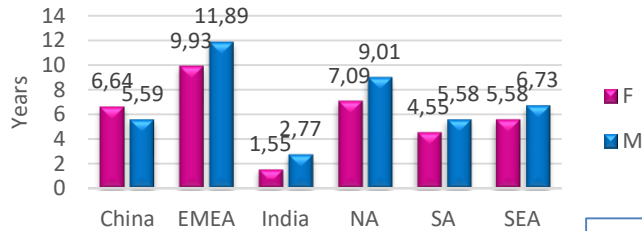
Average age and seniority by position level - 2018



Headcount as of September 30, 2017

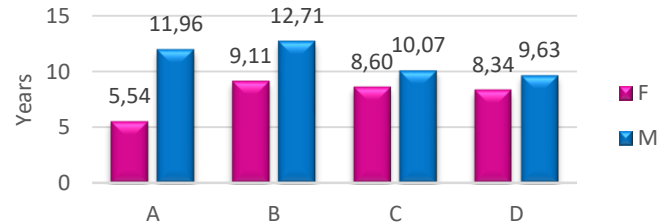
ARaymond Network : Seniority - 2018

Average seniority by region 2018



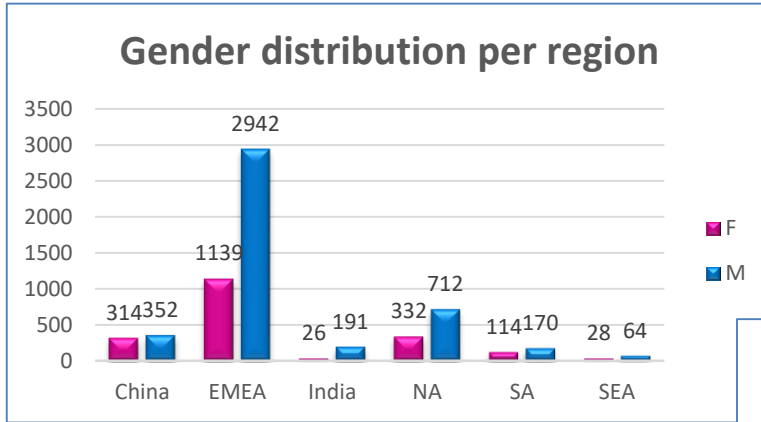
A : Executive & Top Management
 B : Middle Management
 C : Expert
 D : Other workers & employees

Average Seniority by position level 2018

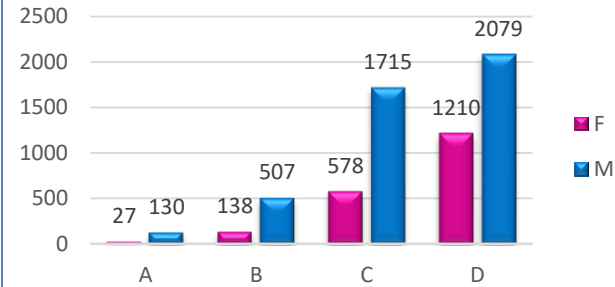


Headcount as of September 30, 2017

ARaymond Network : Gender distribution- 2017



Gender distribution by position level

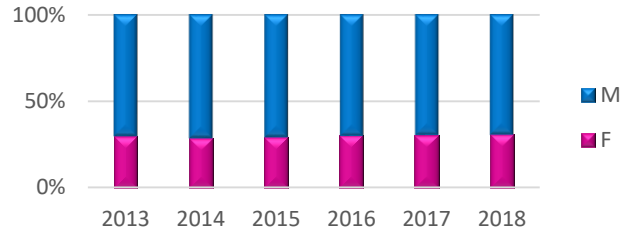


A: Executive & Top Management
B: Middle Management
C: Expert
D: Other workers & employees

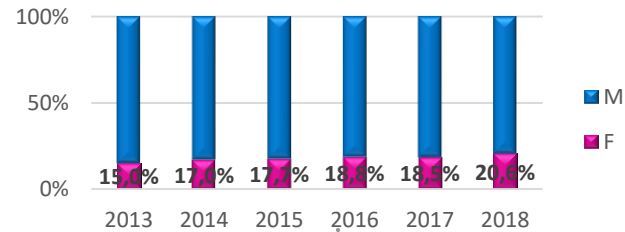
Headcount as of September 30, 2017

Gender by position level : 2013-2017

Men / Women by position level : all



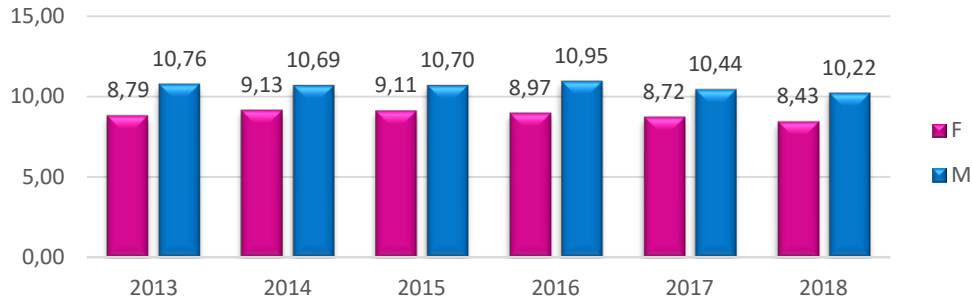
Men / Women by position level : A & B



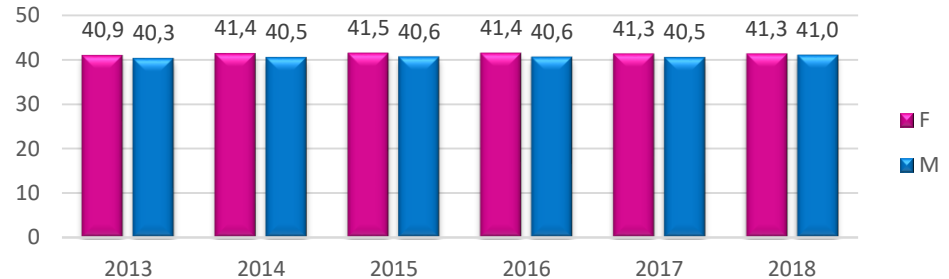
Headcount as of September 30, 2017

Average age and seniority evolution

Average seniority evolution



Average age evolution



Headcount as of September 30, 2017

Safety Leadership Project

Safety: our core value

- In 2016 our Safety Leadership Project was rolled out in the entire ARaymond network. The **Safety Promise and the Commitment Charter** were explained to all our employees.

SAFETY PROMISE

WHAT?

ARaymond commits to creating the conditions needed to care for people's safety kindly and totally so that it becomes naturally embedded into everyone's mind.

TO WHOM?

For employees, customers and any stakeholder involved in the company's activities.

WHERE?

In all job practices at every level of management, our decisions and actions focus on ensuring workers', users' and contractors' health and well-being in our processes and solutions.

WHEN?

At strategic consideration level and in the day-to-day operations, permanent care of others, full transparency, and continuous improvement are the key elements of our Safety Culture.



SAFETY COMMITMENT CHARTER

C1: I have an exemplary safety behavior in line with the safety promise and with the safety guiding principles, wherever I am, whenever I make decisions and take actions.

C2: I systematically take into consideration people's safety and the assets preservation when I design, procure and implement an asset's investment.

C3: I pay full attention to ensure the users' safety with the products and services which I contribute to develop, produce and deliver.

C4: I relentlessly focus on ensuring the safety of the people who work around me, wherever I am in the network and without distinction of organizational affiliation.

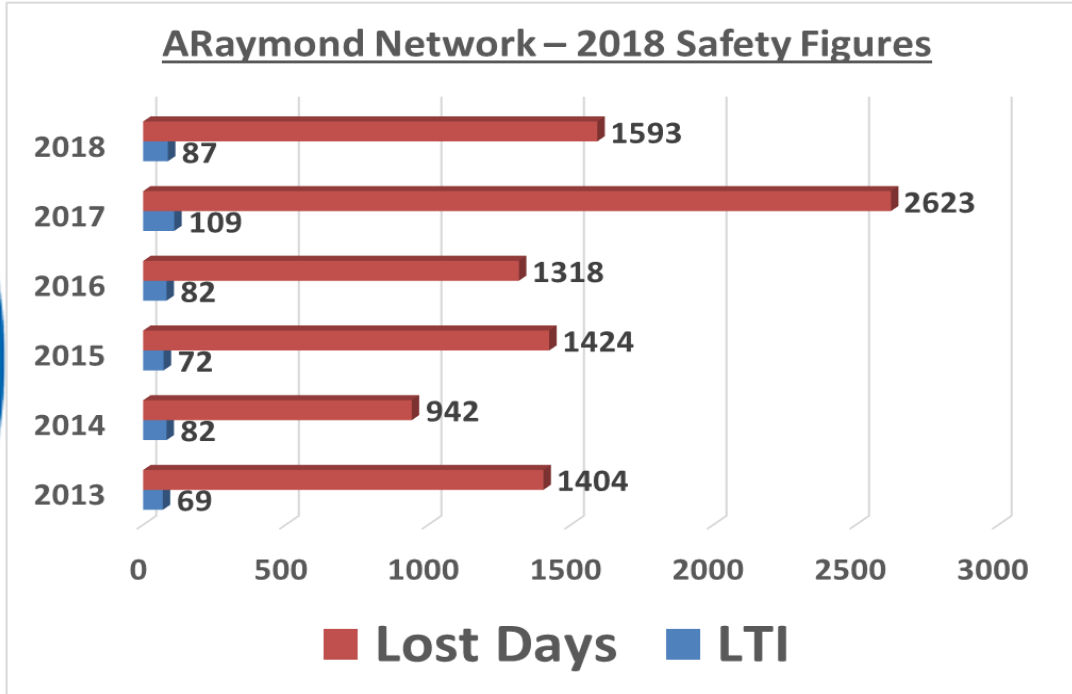
C5: I take any opportunity to make my working pairs and any stakeholders aware about the critical importance to implement the safety promise and to respect the safety guidelines.

C6: I build my safety management approach on encouraging a safety mindset and a preventive approach to safety in line with the « servant leadership » principles.

C7: I commit to notifying any instance when I perceive or detect a danger related to occupational health or preservation of assets wherever I am in the company network.

Safety Leadership Project

Safety: our core value



In 2018 we are back with figures in terms of lost time incidents and lost days similar to those of 2016/2017.

The incidents mainly concern non-observance of the PPE wear; our actions are mainly conducted towards the raising of the safety culture awareness. Workshops about « management exemplarity » are being led throughout our network to make safety more vivid in terms of behaviours.

Safety Leadership Project

Safety: our core value

- In 2017 we started a long-term action regarding road risk as it had been identified as one of our major risks. Several actions were taken in 2017 (specific events, flyers distributed).
- Actions continued throughout 2018 with a specific group of managers attending a pilot awareness session about safety on the road. This session will be deployed to all drivers with a company car in 2019 and to those who travel a lot between our ARaymond sites: around 30 people will thus be trained.

Je peux conduire ou rouler si...

- ✓ Je suis titulaire d'un permis de conduire valide**
A moins d'être titulaire d'un permis valide.
- ✓ Je suis titulaire d'un permis de conduire valide**
A moins d'être titulaire d'un permis valide.
- ✓ Je suis titulaire d'un permis de conduire valide**
A moins d'être titulaire d'un permis valide.
- ✓ Je suis titulaire d'un permis de conduire valide**
A moins d'être titulaire d'un permis valide.

Je rouler en 2 roues en toute sécurité pour mes trajets domicile-travail.

Un vélo est un moyen de transport sûr et agréable. Pour rouler en toute sécurité, il est important de respecter les règles de la circulation et de bien entretenir son vélo.

Le Code de la route est la référence pour tous les usagers de la route.

Respecter les règles de la circulation, c'est garantir la sécurité de tous.

Porter un casque est obligatoire pour tous les usagers de la route.

Prévention du risque routier Santé et Conduite

Tous mobilisés pour la sécurité routière

« Créez votre fait partie de nos valeurs, prenez soin de nous, entendez et aidez les autres. »
Arnaud FAIVCHO, Président de l'Association ARaymond

ARaymond® et le risque routier

Dr Sara

9 accidents de voiture mortels par jour et nuit

14 accidents en 2 roues mortels par jour et nuit et 70 blessés par jour et nuit

Attention aux « fausses bonnes idées »

- « L'air frais ne sert à rien, le vent est froid et ça coupe la visibilité »
- « Prendre un vélo ou du matériel coûteux ne garantit pas la sécurité »
- « L'effet de la pluie rend le sol plus glissant »
- « Le fait de rouler dans la boue est plus sûr »
- « Le fait de rouler dans la boue est plus sûr »
- « Le fait de rouler dans la boue est plus sûr »
- « Le fait de rouler dans la boue est plus sûr »

Problème de santé ou de handicap

- « J'ai un problème de santé »
- « J'ai un problème de santé »
- « J'ai un problème de santé »

Quels sont les facteurs du risque routier ?

LE MANQUE DE SOMMEIL

Les troubles de la vigilance sont responsables de 24 à 30 % des accidents.

La fatigue est un facteur de risque majeur. Elle agit sur la capacité de concentration, la réaction et le jugement.

La vigilance est une ressource limitée.

Les troubles de la vigilance sont responsables de 24 à 30 % des accidents.

La fatigue est un facteur de risque majeur. Elle agit sur la capacité de concentration, la réaction et le jugement.

La vigilance est une ressource limitée.

Effets du trouble du sommeil

- Abaisse le seuil de réaction, augmente le temps de réaction.
- Augmente le risque de distraction.
- Diminue la capacité de concentration.
- Diminue la capacité de réaction.
- Diminue la capacité de réaction.
- Diminue la capacité de réaction.

LES CONDUITES ADDICTIVES

ALCOHOL

L'alcool est à l'origine de 30 % des accidents mortels de la route. Une consommation excessive est responsable de 24 à 30 % des accidents.

La dose d'alcool maximale est limitée :

- 0,05 g/l pour les conducteurs professionnels
- 0,05 g/l pour les conducteurs particuliers

Effets de l'alcool

- Diminue la capacité de concentration.
- Diminue la capacité de réaction.
- Diminue la capacité de réaction.
- Diminue la capacité de réaction.

BOISSONS ET MÉDICAMENTS

Les médicaments peuvent avoir des effets secondaires qui affectent la conduite. Il est important de consulter un médecin avant de prendre un médicament.

In India as well: road safety is meaningful

Employee Volunteering Activities- Traffic Awareness in May 2018



- Road safety awareness at Alandi Phata
- Distribution of Traffic Rules
- Appreciation of Rule followers with a small gift



Safety Leadership Project

Safety: our core value

Celebrating 4 years without incidents!

The ARaymond Flemingsburg Team has achieved over 4 years without a Lost Time Accident (the last one was 4/23/2014). We are still on track to achieve 1 million hours and achieve 5 years without a Lost Time Accident. The team at ARaymond Flemingsburg has focused on safety for 3 decades and achieved numerous safety awards. The team takes safety as a very important part of their daily activities. Safety, Quality and then Production is our way of life here. Each month a cross functional team, consisting of hourly and salary employees, takes a tour of the plant to identify any unsafe or 5S issues. At the end of the month a meeting is held to go over the finding and mark the ones corrected and set dates for completion of the remaining.

ARaymond®
MORE THAN FASTENING



Safety Leadership Project

Safety: our core value

Developing exchanges to improve collaboration and lessons learned

In 2017, Safety delegates from Germany had travelled to France for a 1-day visit of St Egrève and Technisud to discuss safety topics. On December 13 last year, it was up to the safety teams from St Egrève and Technisud to discover our sister company in Weil am Rhein thanks to Joachim Gerteis' and Martin Eckert's great contribution.

After an introduction around their numerous and voluntary-based safety teams, their tool for training, we had the opportunity to visit the plastic and metal plant, to see the Agilox operate.

These exchanges are a unique opportunity to make teams meet and grow !



Because our body is our first working tool ! Focus on our French subsidiary AR Fluid Connection

In 2017, we had a lot of lost days due to musculoskeletal disorders. It is the reason why we decided, during the International Day For Safety at work, on the 28th of April 2018, to emphasize this axis through specific workshops.

The feedback was very positive from all the employees who pushed to have a warm-up put in place in our company.

It is meant for all employees who volunteered. It is deployed today in production, logistics, laboratory and administrative services at specific timeslots during the day.

7-minute exercises at the beginning of the shift during the working time. These exercises are managed by 10 coaches, who have been trained during 2 days by a physiotherapist.



ARaymond cares about disability

ARaymond is mobilized to integrate and maintain the employment of people with disabilities. Every year, Raygroup & Raynet try to raise awareness on different types of disabilities. In 2018, "Mental Disability" was addressed.

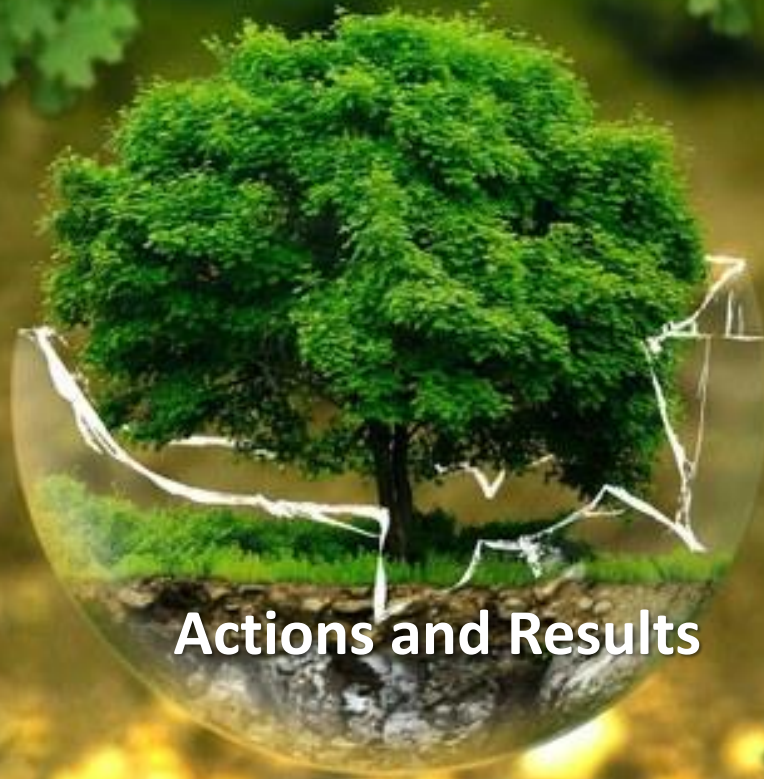
Disability is part of diversity but there is also a lot of diversities in disability!
This kind of event is a good way to communicate and have some constructive exchanges.



On November 20, 2018, there was a breakfast dedicated to this subject, with the testimonies of *(from left to right on the photo above)*:

- **Christophe LEFEBVRE**, 7 times Champion of France in table tennis Adapted Sport ;
- **Bruno SCHEHR**, Occupational Health Nurse ;
- **Benoît FRECON**, Champion of France in Ski Adapted Sport ;
- **Yves FRECON**, President of the [Isere Adapted Sport Committee](#)

2 - Environment: Principles from 7 to 9



Actions and Results



1. Installation of treatment equipment for Copoazu (cacao's cousin!) in Peru

The "depulper" machine has just been manufactured in a workshop in Iquitos, Peru. The machine must now be sent to Puerto Maldonado.



2. Construction of a 7-class primary school in Tanzania

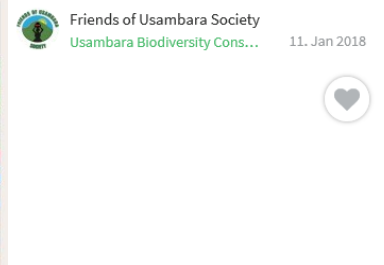
The construction is progressing but not completed!



Global warming and the general [#climate_change](#) do not respect ages, everyone suffers the same. Here is one of the school kids doing his share in combating these portents. He learns to manage a [#school](#) tree nursery which finally produces seedlings to be planted at his school compound and homes. Much thanks to Tree-Nation, [ARaymond](#) and other partners for their donation and made this happening. [#ARaymond2018](#)



We are ready to change the world starting with the Usambaras, FoU and Tree Nation are working hard to empower the kids in primary [#schools](#) utilizing the available resources for the best use of nature and creates superb ambassadors who will take care the planet, thank you Tree-Nation for supporting this project in [#Tanzania](#) [#ARaymond2018](#)



This video shows the progress of the Masaai school construction, where schoolchildren from the Mlembule village will be studying at.

Thanks to Tree-Nation and ARaymond for their support!

[#ARaymond2018](#)

ARaymond acts for the environment

1 — We are all concerned by environmental care. The local and corporate initiatives growing throughout the Network are living proof.



2 — ARaymond has several levers to reduce its environmental impact including the Carbon Project that aims to make ARaymond carbon neutral.

3 — ARaymond Fluid Connection France uses an innovative eco-design tool to analyze the lifecycle of its products.

TESTIMONIALS from around the Network



SHUANGSHENG MIAO,
ARaymond China /
Equipment Department Manager

— **Energy-saving at ARaymond China.**
Since 2018, we've been developing energy-saving initiatives for our R&D center in China to limit our environmental impact and costs.

Installing a sun tunnel brings natural light to windowless rooms and reduces our energy consumption by an estimated 125,000 KWH per year. Other measures include reusing rainwater, opting for a solar water heater system and installing photovoltaic panels (inside) and solar panels (outside). A closed-loop Frigel cooling system reduces the energy consumption of our injection machine and the green roof limits heat conduction.

We're delighted to have earned the gold LEED certification, the most widely used green building rating system. This is a source of pride that inspires us to continue improving our energy efficiency.

NADÈGE GONGUET,
ARaymond Fluid Connection France /
Integrated Management System
(IMS) Manager

— **ISO 50001: driving energy efficiency.**
Inspired by eco-design and the success of the product lifecycle tool, we discussed how to further limit our environmental impact, especially our energy consumption. We realized that complying with ISO 50001 would help us reduce our energy costs, limit our emissions and offer a competitive advantage.

We've already prepared a working plan and set up a dedicated, multi-disciplinary "energy" team — we hope to be ready for Summer 2019. Going for a certification is a challenge and puts the pressure on, but it's also a huge opportunity to learn — not only in terms of technical knowledge, but also different approaches, especially working with the Building and Maintenance Community.



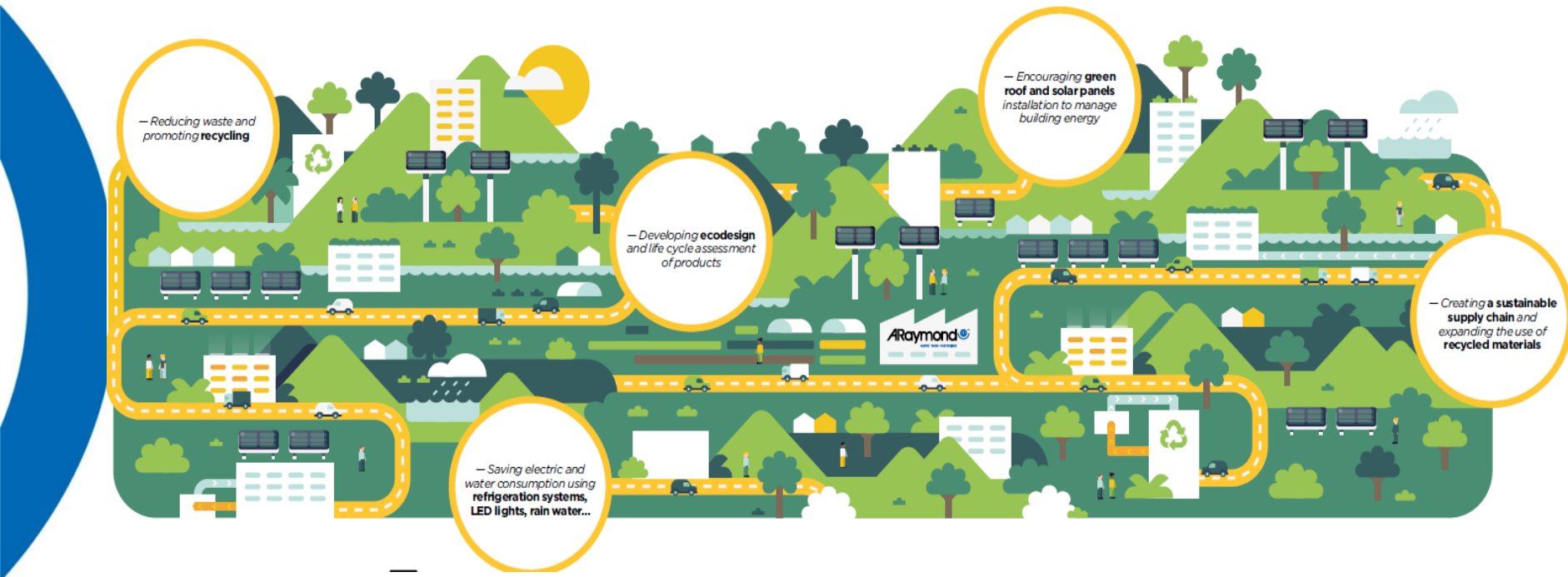
FERNANDO GODOY,
ARaymond Brazil /
Knowledge Management
& IMS Supervisor

— **We are all environmental protectors.**

For us, being a sustainable organization means possessing a structure that inspires and channels the creativity of our collaborators, making us active agents of environmental protection. We've made this a reality through strategies ranging from waste management to integrating environmental impacts in product design. We've also opted for innovative equipment such as Solar Heating applied in our moisturization process and the ECODRY cooling system that lowers our water consumption from 100,000 liters per month to just 4,000!

It hasn't been easy changing our mindset and creating the discipline to systematically apply sustainable concepts. But, we are delighted that our efforts are bearing their fruits. Next step? Measure the energy consumption per equipment / machine.





Environmental care

— ARaymond is convinced we need to protect and preserve the planet for future generations. Boosted by Raymotion 3, this conviction translates into an array of concrete actions – find out more about the green inspiration sweeping across the Network. /

ARaymond cares about people, the earth and our future. This omnipresent benevolence is the underlying force behind the Network's environmental approach at a local and corporate level. Receiving a welcome boost from Raymotion 3, especially the "We cARe" initiative that focuses on enhancing the Network's social, societal and environmental impact, the environment is taking center stage.

Preempting, preparing and promoting

As "We cARe" initiative leader Damien Fousneau, Engineering & I-Way Project Coordinator at Raygroup, explains, "we have taken wide concepts, like the circular economy and sustainability, and we're now applying them to ARaymond". Having defined four interconnected pillars - lifecycle management, industrial and territorial ecology, economy of functionality and eco-socio culture

(closely linked to Corporate Social Responsibility) - and built dedicated teams, "we now need to establish objectives and tools, so each company can assess its own performance and take appropriate actions," continues Damien.

100% commitment, 0% emissions

Under this overarching framework, eco-initiatives are flourishing. Already invested in limiting ARaymond's emissions, the Building and Maintenance Community wanted to "move beyond LEED (Leadership in Energy and Environmental Design) building certification to monitor and manage the energy consumed by each building via a global system," explains Antoine Rouberol, New Building & Facility Management Coordinator at Raygroup. With Raymotion 3, "the scope quickly grew to include monitoring carbon consumption with the ultimate aim of becoming carbon

neutral," adds Manish Padharia, Managing Director at ARaymond India and the Carbon Project Sponsor. "This is a huge challenge given the size of the Network and the age of some of the buildings. But, it's an adventure we're ready to take part in." Currently exploring potential partnerships and existing solutions, the project team will be launching a pilot version in 2019.

Designing a greener future

To successfully reduce consumption, the Network is adopting a strong eco-smart approach through initiatives such as solar panels, recycling and... eco-design. ARaymond Fluid Connection France developed a lifecycle tool with AdFine, energy-oriented design and consulting agency, to analyze the environmental impact of its products. "It's a powerful decision-making tool that takes into account raw materials, as well as processes, recyclability, waste and energy

consumption," explains Nadège Gonguet, Integrated Management System (IMS) Manager.

Currently applied at the R&D stage, in 2019, "we're hoping to use it across all processes and share this knowledge with the Network. With raw materials becoming difficult to obtain or obsolete, it's the ideal time to focus on alternatives and transform risk into opportunity," concludes Nadège.

A Network for tomorrow

Damien also views the Network's increasingly coordinated approach in a very positive light, "today, environmental issues like global warming are important, but soon they will be critical. Environmental impact therefore needs to be fully integrated into decision-making and performance assessment, alongside cost and quality. By being early adopters, we can transform environmental care into a competitive advantage aligned with our core values." ■

"We can transform environmental care into a competitive advantage aligned with our core values."

DAMIEN FOUSNEAU - Raygroup /
• Engineering & I-Way Project Coordinator,
• Raymotion 3 - "We cARe" initiative leader

we cARe eco-socio initiative



Raymotion 3 - Strategic initiative

What do we want to achieve

What if Environmental and Social impact was one of our main drivers to take decisions, launch new projects or build up our business strategy...(as it is now for Price, Quality and Service level) ?
Here is our target : change our mindset by raising awareness and then develop tools and policies to run this change through every AR locations.

Strategic differentiator

Understanding and optimizing environmental and social impact of our activities will clearly become a mandatory parameter to consider in a close future.
As of today, we believe it can bring a competitive advantage.
Therefore, as ARaymond, we want to be seen as a role model in this field in order to be differentiated from competitors, inspire our stake holders and give meaning to all of our colleagues.



We cARe mission is to support the growth of ARaymond Network through environmental values, human responsibilities and ethical behaviors.

The implementation of this strategy will allow us to develop products, processes or services which will bring a sustainable performance to our customers and stakeholders.

Our ambition is to be seen as an exemplary company managing the environmental and human impact of our activities.

Our vision 2030



"We want to contribute to the **improvement of work life** for human beings, to create and generate beneficial technologies and to succeed respectfully with pride."

"We commit to contribute to the **preservation of our planet's** environment through meaningful creations, development and actions"

"We believe our company is **part of the global ecosystem**: we connect ourselves to our planet and the nature from which we get our resources - to preserve it"

"Less parts but more value (add value product & more services)"

"Parts are offered always in a **fully recycling version** and **0 particles total impact** including part transportation..."

"Reduce weight of mobile objects; facilitate labor intensive operations; free-up product design; simplify Construction (ex: 50% energy saving in assembly processing)."



LIFE CYCLE MANAGEMENT

we design sustainable solutions

ECONOMY OF FUNCTIONALITY

we offer sustainable performance

INDUSTRIAL AND TERRITORIAL ECOLOGY

we produce through sustainable flows

CULTURE & BEHAVIORS

we have a sustainable mindset

we cARe



**"To be prepared is
half the victory."**

MIGUEL DE CERVANTES,
1547 - 1616

CONNECTED

Adding value with new solutions

Connected cars communicate with infrastructure and other vehicles to offer passengers advanced services, safety and customization. Enabled by improvements in connectivity (4G and 5G) and sensors, today, the majority of new cars are connected – which is also essential for automated models. In the future, software – including entertainment, online services and tracking – will continue to add value.

In partnership with Raydial, as part of a joint venture to develop high-speed interconnection solutions, ARaymond is exploring ways to fasten the antennas used for in-vehicle and external communication. Additional features and modular cockpits will require new fastening solutions, particularly for the numerous screens and smart surfaces. ■

CONTRIBUTOR: Manuel VITASSE,
RAYDIAL / Coordinator

AUTONOMOUS

Investing in self-driving vehicles

Capable of driving with limited human input, autonomous vehicles are divided into 5 levels – feet off, hands off, eyes off, mind off and driver off. Currently available up to level 3, for example the Audi A8; by 2021, manufacturers like General Motors plan to launch completely autonomous models.

The interiors are being rethought to incorporate modularity, interactivity and a simplified cockpit that offers passengers new experiences. The exteriors use a growing number of cameras and sensors – including washer nozzles for cleaning systems – for which ARaymond is currently developing new fastening solutions. This is the ideal opportunity for us to move toward being a solution architect by combining different functions and requirements. ■

CONTRIBUTOR: Jens RICHWALSKY,
ARaymond Germany / Coordinator

SHARED

Sharing your ride in an evolving market

Urban growth is generating new forms of shared mobility, such as car sharing and ride hailing, which are more economical for users and encouraged by major cities with dedicated parking areas. By 2030, it is predicted that a third of cars will be shared.

Focusing on fleets, we are identifying how to facilitate maintenance, modularity and interior cleaning – this requires long-lasting components that can be easily removed, repaired and put back. Subject to heavy usage, these vehicles will be replaced more often (x3.5) and their parts repaired more regularly – a potential opportunity for us to position ourselves in the aftermarket, also working directly with new players like Uber. ■

CONTRIBUTOR: Eric CHEVALLIER,
ARaymond France / Coordinator

ELECTRIC

Powering mobility and the environment

With cheaper, longer-lasting batteries, better charging station infrastructure and stricter CO2 regulations, the electrified car is taking the automobile market by storm – sales are expected to grow from 4% in 2017 to 25% in 2023 with China leading the way. Whether hybrid, fully electric or fuel-cell powered, these vehicles are radically changing production lines with a simplified powertrain and more integrated parts requiring, on average, 36% fewer components.

To create the product lines of tomorrow, we need to investigate, test and develop concepts that will end in serial production, particularly for battery modules and cell assembly, bus bars connection, power electronics cooling systems and charging solutions (in-car and infrastructure). ■

CONTRIBUTOR: Jonathan FENOLL,
ARaymond Automotive USA / Coordinator

Focus on some actions around the ARaymond Network: Araymond India



**An Involvement of our teams
.....to build a greener, more human and sustainable planet**

India

- Renovation of Kitchen & Toilets at Roundhalwadi ZP School Completed in May 2018



Kitchen – Before



Toilet – Before



Kitchen – After



Toilet - After



Employee Volunteering Activities in April 2018



- ARI TEAM MADE THE CHILDREN PLAY, GET DIRTY.
- TAUGHT THEM HOW TO CLEAN HANDS.
- MADE THEM LEARN ABOUT CLEANLINESS & HYGIENE AS A HABIT



Employee Volunteering Activities in May 2018



- CLEAN INDIA HELD IN COMPANY CAMPUS
- IT HELP TO KEEP SURROUNDING HEALTHY & SAFE.
- VOLUNTEERS COLLECTED 7 kg OF PLASTIC AND 8.5 kg OF METAL



Employee Volunteering Activities- ZP School Saturday Teaching



- Two volunteers visiting ZP School Roundhawadi
- Aim to provide basic skills like English speaking and computers, games etc





Full employee participation / India

Committed to helping others, ARaymond India set up a working committee of collaborators to select charity activities and monitor all Corporate Social Responsibility (CSR) projects focusing on Clean India, Green India, Education & Women Empowerment. Three Employee Volunteering Activities teams namely Team Bloss, Team Sparkle & Team Traffic Warriors, lead various initiatives with different focuses. In 2018, teams helped renovate the kitchen and toilets at Roundhalwadi ZP School, taught children about hygiene as a habit through play, spread awareness about traffic discipline and also organized a Clean India Drive on the company campus. Further actions included collecting waste plastics and metal, traffic awareness and giving English and IT classes on a continuous basis. ■

Promoting education / Turkey

At ARaymond Turkey, employees are encouraged to take part in different charitable actions. In 2018, collaborators focused on education by facilitating the transition into the working world. For example, employees donated computers to a high school, helped university students to prepare for life after higher education with a video and employee presentations about work life at ARaymond. ARaymond Turkey also hosted university students to raise their awareness about the local plant and similar working environments. In 2019, many of these actions will be repeated and more projects will be added. ■

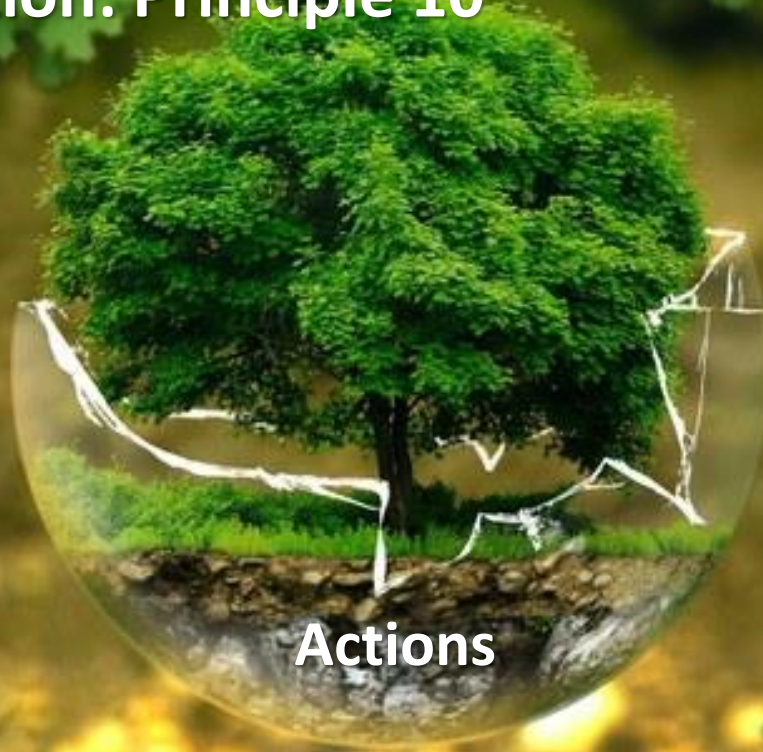


Many ARaymond companies generously committed to an array of good causes in 2018, whether by renovating kindergartens, giving donations, organizing food collections

or fundraising, ranging from grief support to domestic violence, child protection, animal welfare, medical research and education. A big thank you to everyone involved at:

ARaymondLife, ARaymond France, ARaymond Germany, ARaymond Italy, ARaymond Spain, ARaymond United Kingdom, Rayce, and Raygroup.

3 - Anti-corruption: Principle 10



Actions

ARaymond cares for compliance



Risk and compliance: committing to ethics and transparency

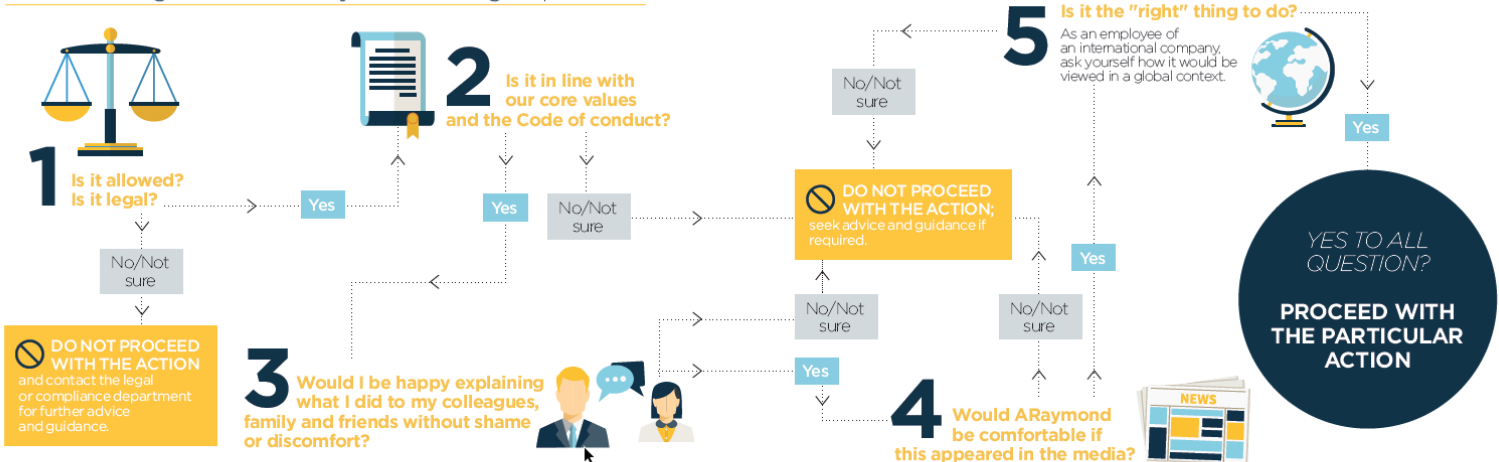
1 — What do new anti-corruption legislation and the IATF 16949 quality certification standard really mean for ARaymond? Find out more about the impact on daily operations.

2 — How does the Code of Conduct help ARaymond companies and personnel act ethically? Discover the documents that will reinforce and guide ethical behavior.



3 — What should you do if you encounter any kind of misconduct at work? Read on to find out more about the confidential SAFEALL whistle-blower platform.

Before making a decision, ask yourself the right questions!



Risk and Compliance

— Laws and standards create a framework for quality management and ethical working practices. So, when the Loi Sapin 2 and IATF standard called for greater accountability and transparency, ARaymond decided to meet the challenge with new tools allowing everyone to work more ethically and responsibly/

In 2016, updated regulations introduced new expectations for companies in terms of risk and compliance. In the automobile industry, IATF 16949 reinforced requirements for continual improvement and adaptability, as well as corporate responsibility. The French Loi Sapin 2 focused on defining provisions to increase transparency and fight against corruption.

A more coordinated approach to ethics

In response to these new requirements, and in line with ARaymond values, the Network set about developing the conditions and tools to “create sustainable value and economic peace, while growing and acting in an honest, healthy and ethical manner,” explains Antoine Raymond, ARaymond Network CEO. “With the new legislation, we must now have a clear means to prevent, detect and deal with any form of corruption and bribery, for example, a whistle-blower tool. ARaymond has already been proactive in ethical business practices through its commitment in 2003 to the United Nations Global Compact program,” continues Jason Crumley, Risk &

Compliance Manager Raygroup. In early 2017, ARaymond worked with external legal counsel to establish anti-corruption risk mapping as the basis for a Code of Conduct. The aim? Set out guidelines for all collaborators on how to act in different contexts covering issues ranging from respecting the environment to human rights and business principals. Separate anti-corruption and conflict-of-interest management guides also help define standards of behavior and support decision-making.

Customized guidelines reflecting ARaymond values

“However, we quickly realized that although legally accurate, the documents didn’t match our company culture and operating practices. So, we decided to create a simpler, clearer and more user-friendly version internally with a panel of people from different departments including Finance, HR, Legal and Quality. There were plenty of administrative hurdles and we didn’t want to take an overly top-down approach, but by the end of 2018 we had presented the document to the Workers Council and staff,” continues Jason. Once validated by the teams involved

and the Executive Committee, the Code of Conduct and compliance documents were rolled out in France and will cover the entire Network by March 2019. All the Network’s Managing Directors have already attended a training course, so they can fully support the implementation, which will be extended to all personnel in the different ARaymond companies. The guidelines are being translated into each local language and adapted to comply with local legislation, which is one of the biggest challenges given the diversity of countries represented.

A confidential whistle-blowing platform

To further increase transparency, ARaymond chose a 3rd party solution from independent industry expert SAFECALL, to complement traditional reporting channels. With a 24/7 call center in every language, collaborators can confidentially report any unethical behavior that is not in line with the Code of Conduct. Launched in July 2018, the platform has already been used in several ARaymond companies. “In France, the implementation involved change management as whistle-blowing is not part of the culture.

We explained how this new additional way of alerting the company to issues provides extra protection to staff, managers and the Network,” highlights Jason.

Building deeper trust and protection

Supported by top management, the Code of Conduct not only complies with new regulations but is also consistent with ARaymond’s desire to respect the people at the heart of the Network. “We want to build an ethical, decent and honest way of operating that is conducive to promoting trusting relationships for everyone who plays a part in our organization’s life,” concludes Antoine Raymond. Each member of staff and business partner can actively contribute to creating a safer, fairer and ethical workplace. ■

“Regulatory constraints are increasing “GDPR, Anti-corruption, Environment etc.” on ARaymond directly and indirectly via our clients. We must therefore work to meet these new challenges and be able to demonstrate that ARaymond continues to be a solid, ethical and reliable business partner.”

ANTOINE RAYMOND, ARaymond Network CEO

Risk and Compliance Community

To manage transversal compliance issues relating to the Sapin 2 anti-corruption law, IATF certification and other legal requirements, a dedicated community is being set up. In 2018, one person for each company—either a dedicated R&C manager or related function in smaller companies—was identified and the community will meet together for the first time later this year. The key challenge? Roll out the Code of Conduct, help drive change management and ensure the new operating requirements are effective, as well as providing support and training.

COP 2018

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