

GRUPE  BENETEAU

Meetings

SUSTAINABILITY PERFORMANCE REPORT
2018-19



Sustainability Performance Report

ANNUAL FINANCIAL REPORT 2018-19 EXCERPT

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BENETEAU S.A. - Société Anonyme au capital de 8 278 984 euros
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Exercice social: du 1^{er} septembre au 31 août

Sustainability performance report

Deployed in 2017, the Transform to Perform plan set Groupe Beneteau's strategic heading as it looks ahead to 2020. The Group's new strategic pillars will be presented on April 29, 2020. In a changing and demanding economic and societal environment, the aim is to engage all the Group's employees, suppliers, dealers and partners in its drive for sustainable and profitable growth.

To succeed with this ambitious transformation plan, Groupe Beneteau is capitalizing on its core values: passion, transmission, conquest and audacity. Rolled out in 2019, the Code of Ethics and Code of Conduct supplement the governance framework

in place by setting out the core principles for individual and collective behavior that must guide all employees, the subsidiaries and the entities managed or controlled by Groupe Beneteau. For suppliers, customers and other business partners, a code has been drawn up to share the Group's expectations with them in terms of ethics.

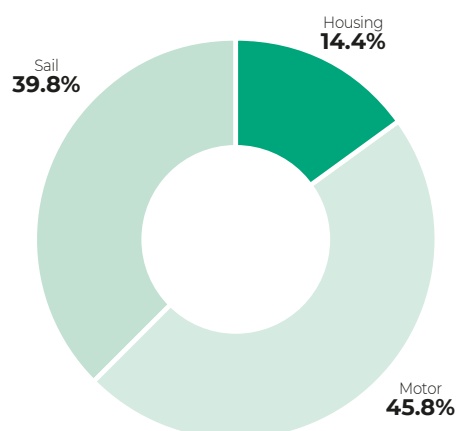
1. OUR CSR POLICY

For over 130 years, across the generations, the Group's men and women have cultivated their passion for our products, their sense of innovation and their constant commitment to our customers and the environment. From amateurs to professionals and novices to regatta racers or experienced skippers, the Group puts the same energy into crafting its products in line with their diverse ambitions and expectations. Working with its dealers, it strives to continuously improve its support for customers, aligned with their navigational needs and uses.

1.1 Business model

2018-19 Group revenues: €1336.2 M

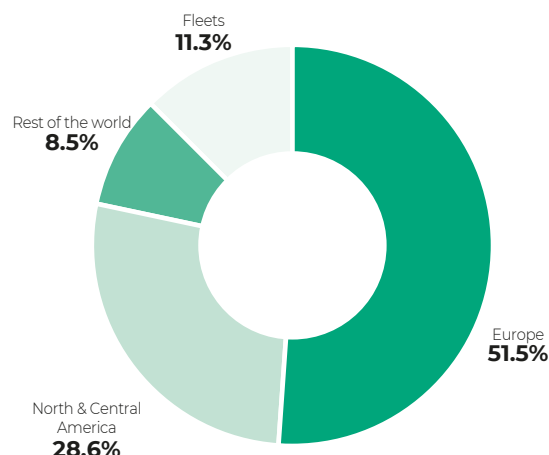
The Boat Division represents over 85% of revenues. A world leader on the sailing and multihull segments, the Group is continuing to strengthen its positions in the various motorboat segments and especially the core 30 to 60-foot market. The French market leader for leisure homes, the Housing Division is developing its business on European markets and particularly Italy, Benelux and Germany.

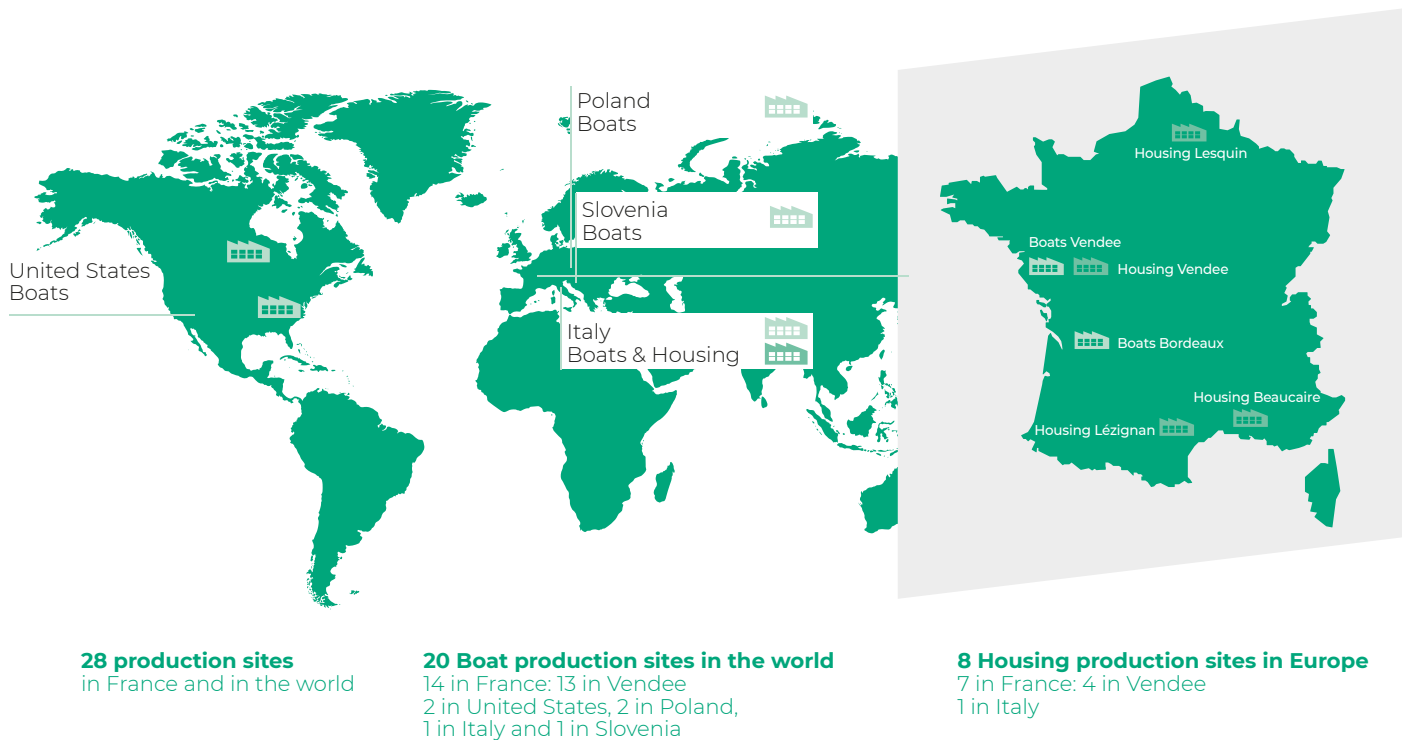


This same commitment to its customers guides the teams in the Housing Division. Creating trends in the camping holidays sector, always looking for new ideas, the leisure home brands are constantly innovating and anticipating their customers' expectations, creating tomorrow's solutions with passion.

2018-19 Boat Division revenues: €1093.7 M

Europe represents more than half of the Boat Division's revenues (15% for France), with nearly one third for North and Central America and over 10% for charter fleets.





The Boat Division represents 85% of the Group's workforce and revenues. Its business is linked exclusively to recreational boats. It includes designing the interior and exterior of sailing yachts and motor boats, from 4.5m to nearly 30m long, as well as their production and marketing. The Boat Division also produces, on demand, the spare parts required to maintain and repair the boats sold. The resources required are primarily reinforcing materials (fiberglass), polyester resins and timber (FSC sustainable certification). The hulls, decks and other parts, such as tanks, are built with composite materials (primarily fiberglass and polyester resins). The interior features in timber (plywood and solid wood) are designed and produced by the three woodwork units in France. For peak activity levels, the production sites may use subcontracting to produce timber and composite parts. The engines, electronic equipment and systems are purchased and installed at the Group's production sites. In 2018-19, the Boat Division had 14 production sites in France, two sites in the US, two sites in Poland (following the acquisition of SJ Delphia), one in Italy and one in Slovenia (following the acquisition of Seascope.) It is present in the Asia-Pacific region through its commercial representative office in Hong Kong (China). During the year, the Group acquired Digital Nautic, a French startup that is developing a services management tool for professionals. Digital Nautic has been integrated into the subsidiary Band of Boats, the online boat services platform, with operations in Europe. All the boats built are sold by networks of independent dealers, with the exception of the fleets of charter boats, which are sold directly to charter firms.

The Housing Division represents 15% of the Group's workforce and revenues. The Leisure Homes business involves designing, producing and marketing leisure homes for the campsite sector. All the leisure home components (chassis, interior fittings, roofing and external cladding) are built in our plants. For peak activity levels, the production sites may use subcontracting to produce chassis and furniture elements and install the electrics. The production process integrates the systems and appliances purchased from suppliers. All the leisure homes are sold directly to campsite managers and operators.

The Group also has a financing activity for its two Boat and Housing Divisions, through SGB Finance, in which it has a 49% stake.

Transform to Perform 2017-2020

Groupe Beneteau's strategic headings for 2017-2020 are set by the Transform to Perform plan. This global plan covers all Groupe Beneteau's activities, in France and around the world. It has paved the way for a number of transformation projects to be rolled out within the company and its subsidiaries, with a dynamic approach to change making it possible to collectively increase performance and agility.

The key areas for action are:

- Moving forward with international development in Europe and North America, as well as renewing charter fleets;
- Ramping up the development of the products and services offered, thanks to effective management of the brand portfolio (12 Boat brands and three Housing brands), a stronger focus on innovation and the deployment of the digital strategy;
- Further strengthening the organization, from its managerial culture to more transversality and collaborative work, and developing training programs for all employees (temporary staff and employees) thanks to the training centers set up in France, Poland and the US;
- The Group's environmental policy, based on ISO 9001, 14001 and 50001 certification, includes five key areas (eco-design, production, purchasing, use and maintenance, end of product lives);
- Reducing development costs thanks to the reorganization of product development in the Boat Division, targeting a better sharing of resources between brands and a stronger capacity for innovation;
- Improving industrial performance through safety, quality, efficiency, supply chain and purchasing, flexibility and multi-capability indicators for the production sites to effectively meet our customers' needs and respond to market opportunities.

1.2 Dashboard for CSR stakes

Areas	Stakes	Objectives	Explanations
GOVERNANCE	<ul style="list-style-type: none"> • Define a coherent strategy in line with sustainable development, reflected in an action plan for continuous progress 	Currently being defined	Point 2
EMPLOYEES	<ul style="list-style-type: none"> • Guarantee a safe and healthy work environment • Develop know-how and skills 	B-SAFE: halve the frequency rate, reducing it by 25% each year Percentage of internal recruitments	Point 3.1 Point 3.2
ECONOMIC	<ul style="list-style-type: none"> • Further strengthen product quality • Eco-design products 	Customer satisfaction rate >85% Currently being defined	Point 4.1 Point 4.2
ENVIRONMENT	<ul style="list-style-type: none"> • Reduce the consumption of raw materials • Reduce energy consumption • Reduce environmental impacts 	Consumption of raw materials and water Energy consumption VOC emissions rate Compliance rate for water discharges Quantity of industrial waste	Point 5.1 Point 5.2 Point 5.3 Point 5.3 Point 5.4
REGIONS	<ul style="list-style-type: none"> • Educate and train on our professions 	Currently being defined	Point 6.1

2019 Gaia Index* overall ranking: 85/230

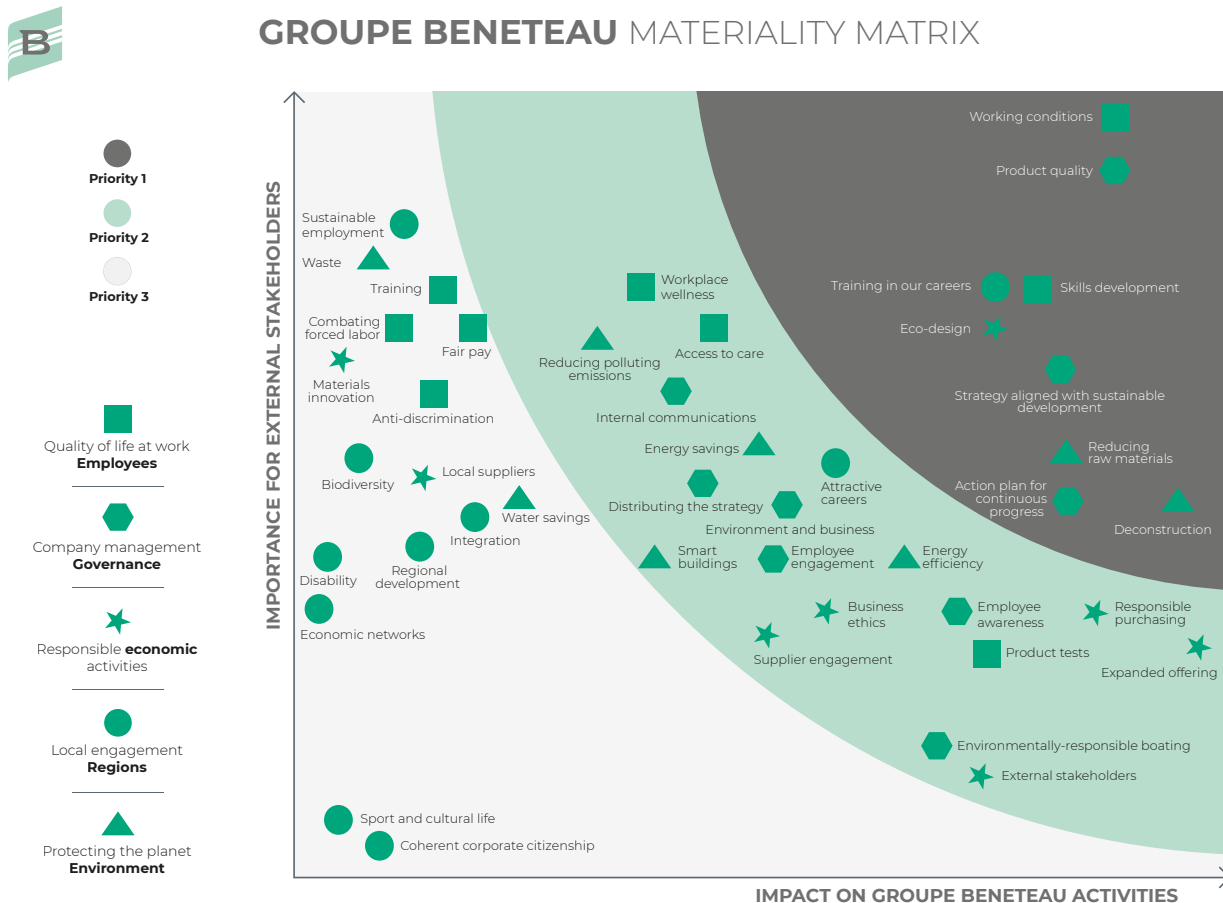
* Gaia Rating, Ethifinance's ESG rating agency, conducts an annual data collection campaign covering most of the listed SMEs and mid-market firms. Based on this information, companies are rated on their level of transparency and performance. Rankings have been established by category of turnover in order to recognize the best performers from a restricted panel of 230 SMEs and mid-market firms that are listed on the Paris stock exchange and meet three criteria concerning their scale and one relating to their liquidity.

1.3 ESG risks and challenges

Materiality approach

As part of its corporate social responsibility (CSR) approach, Groupe Beneteau wanted to refine its strategy by engaging with its various stakeholders. This approach makes it possible to identify the stakes that are important and relevant for the Group, then to rank them based on how they impact the company's performance and ecosystem. These stakes concern environmental, social, economic, local engagement and governance aspects. The priority stakes will be covered by CSR action plans, which will be presented in this document.

In 2018-19, the Corporate and Financial Communications Department headed up the process to create the Groupe Beneteau materiality matrix (methodology presented in points 9.1 and 9.2). The 44 stakes identified with internal and external stakeholders are presented in the matrix. These results aim to incorporate the CSR approach into Groupe Beneteau's strategy.



The materiality matrix makes it possible to prioritize the CSR stakes in three sections:

- The first section – priority 1 – contains nine stakes that are classed as priorities for Groupe Beneteau and are currently covered by or will be subject to an action plan and related KPIs;
- The second section – priority 2 – includes 19 stakes that are medium priority, and some of them are already covered by an action plan and related KPIs;
- The third section – priority 3 – groups together 16 stakes that are classed as low priority.

In 2018-19, Groupe Beneteau also finished mapping the risks relating to its activities and adopted its vigilance plan (point 7.2). This approach has taken into account the Group's organization and the links with the CSR policy, making it possible to identify and assess all the risks and stakes identified to date.

Major risks and stakes

The materiality matrix drawn up for CSR stakes and the mapping of ESG risks have made it possible to identify 12 key areas, presented in decreasing order of priority:

- 1 - EMPLOYEES – Guarantee a safe and healthy work environment (working conditions and accident prevention)
- 2 - ECONOMIC – Further strengthen product quality for our customers
- 3 - EMPLOYEES – Develop the know-how and skills of all staff (career development path, training, mobility)
- 4 - REGIONS – Commit to supporting education and training in our professions (apprenticeships, internships, mentoring)
- 5 - ECONOMIC – Eco-design products
- 6 - GOVERNANCE – Define a coherent strategy aligned with sustainable development
- 7 - ENVIRONMENT – Reduce the consumption of raw materials and energy
- 8 - ENVIRONMENT – Contribute to setting up the decommissioning sector
- 9 - GOVERNANCE – Translate the strategy into an action plan for continuous progress
- 10 - ENVIRONMENT – Reduce the environmental impacts relating to industrial activities
- 11 - EMPLOYEES – Prevent psychosocial risks
- 12 - EMPLOYEES – Combat discrimination, gender inequality and harassment

In addition, Groupe Beneteau complies with the French law combating tax fraud and serious economic and financial crime by ensuring that it does not have any legal entities in tax havens and by having up-to-date transfer pricing documentation. This documentation defines the framework for all international transactions within the Group and is revised each year. Groupe Beneteau has prepared country-by-country reporting (CBCR) on transfer pricing since September 1, 2017 in accordance with the 2016 French Finance Act (Article 223 v C of the French general tax code), as clarified by a decree dated September 29, 2016. Groupe Beneteau declares and pays taxes in the countries where it is present, i.e. France, the US, Hong Kong, Italy, Poland and Slovenia. The following criteria were taken into account in the decision to locate the Asia-Pacific office in Hong Kong: the island's strong maritime and nautical tradition, its ideal geographical position for developing sales networks and meeting agents throughout the Asia-Pacific region, the technical and commercial qualifications of local staff, and the fact that English is its official, legal and accounting language. Hong Kong's advantageous tax system was not a criteria for setting up the structure for Beneteau Group Asia Pacific, which is a cost center that invoices its costs back to the Group's various brands and therefore generates a very low profit.

The risks relating to the fight against food insecurity and respect for animal welfare, as well as the risks relating to responsible, fair and sustainable nutrition, have not been analyzed because they are not considered to have any direct or indirect links with our activities.

2. GOVERNANCE STAKES

To define a coherent strategy aligned with sustainable development, the executive leadership team is working on the new governance model required to implement its CSR policy. This will be defined in 2019-20.

3. EMPLOYEE-RELATED STAKES

Against a backdrop of an economic recovery combined with a generational transition (particularly in France and the US), as well as a low volume of people initially trained for boat building careers, Groupe Beneteau is working on two major employee-related stakes.

AREAS	STAKES	OBJECTIVES
EMPLOYEES	<ul style="list-style-type: none"> Guarantee a safe and healthy work environment Develop know-how and skills 	<ul style="list-style-type: none"> B-SAFE: halve the frequency rate, reducing it by 25% each year Percentage of internal recruitments

3.1 Guaranteeing a safe and healthy work environment by improving working conditions and accident prevention

Protecting the physical integrity and safety of each of its employees is an absolute priority for Groupe Beneteau. Adopted in 2016, the multi-year safety action plan BSAFE is being rolled out across all its sites in France and the US. The subsidiaries in Poland and Italy are deploying specific actions to improve staff safety (training programs and safety policy).

The target set with the BSAFE plan is to halve the number of accidents compared with FY 2015-16 for the Group's CSR scope*, reducing the frequency rate by 25% each year.

Performance indicator CSR scope	BSAFE target 2020-21	2018-19	Reference 2015-16
Frequency rate	16	24.6	32.7
Severity rate	N/A	0.99	1.63

* The CSR scope is defined in point 9.5 of the Sustainability Performance Report.

The BSAFE plan is based on training and building awareness among management and employees, notably conducting safety dialogue reviews, identifying possible production risks and correcting them immediately and/or subsequently, as well as taking these aspects into account from the design phase. Through its five key areas, the BSAFE plan positions safety management at the heart of the Group's Health and Safety policy.

BSAFE KEY FIGURES – FY 2018-19, French scope

6760 safety dialogue reviews carried out

Over **2000** people trained

Over **8000** hours of safety training provided

85% of deferred actions carried out

In France, the BSAFE plan is overseen by a steering committee made up of the three Health, Safety and Security managers from the French subsidiaries (SPBI, CNB and Bio Habitat), Human Resources, the executive leadership team and Group Internal Communications. This committee meets each month to take stock of the BSAFE plan's deployment, the results in terms of accident numbers and the transversal or ad hoc actions to be taken.

This policy is then rolled out:

- In the subsidiaries, during monthly production meetings with all the plant directors, support teams, the HSE director, the Production Human Resources manager, for the Boat Division, and during health-safety-environment committees, made up of the executive leadership team, support teams, HSE director and Human Resources Department, for the Housing Division;
- In the plants, by safety-environment managers at all the Boat Division's production sites in France, and by health-safety coordinators in most of the Housing Division's plants.

SIX KEY AREAS FOR ACTION

1 - Training up the leadership team

Since 2016, 850 managers trained over 2 days (French scope)

In 2018-19, 81 SPBI managers trained again

Training day on managerial requirements created and rolled out for around 20 managers from SPBI

2 - Building staff awareness

Training: 29,100 hours devoted to health and safety for the French scope, up +8% from 2017-18

With 28% for the BSAFE plan

On recruitment: risk and safety awareness module (10 golden rules) in the onboarding programs for new recruits (temporary staff and employees)

D+15: safety follow-up review

D+30: safety follow-up review

For everyone: half-day safety awareness session

In 2018-19, 1,700 staff trained by 75 correspondents in France

Movements and posture: 700 SPBI staff trained in 2018-19, training program rolled out for the entire production scope in France

Chemical risk (boat composites activity): 760 SPBI staff trained for two days on risks relating to the use of styrene, acetone and catalysts in 2018-19; inclusion of the training model in the onboarding program for new arrivals

Awareness operation carried out with apprentices and interns from the Composites Apprentice Training Center (CFA Matériaux Composites), working with the MFR rural socioeconomic development initiative in St Gilles Croix de Vie

3 - Working upstream from production

SPBI: 56 staff from the product development teams completed an ergonomics awareness module in 2018-19 (target: 160 people trained)

CNB: safety risk database created, which will help draft safety-ergonomics specifications for boat designs

Purchasing and logistics: regular dialogue to resolve risks relating to the products purchased

4 - Drawing up and clarifying guidelines

The production frame of reference, created based on the best practices identified at each production site, sets the level of excellence to be achieved by the plants in relation to 12 criteria, with safety as the first one. Each site is assessed in relation to this frame of reference. Following each assessment, the benchmark plant score, based on the best scores for each of the 12 categories, is updated. The change in this score makes it possible to track progress for the plants in each of the 12 key areas.

At August 31, 2019, the benchmark plant achieved a score of 73%, compared with 57% last year for the SPBI scope.

Continuing to draw up safety fundamentals

5 - Eradicating technical risks

The main health and safety risks relating to industrial activities are identified in the dedicated workplace risk assessment reports (DUERP). These risks are assessed and ranked based on their severity, frequency and occurrence, and are covered by action plans to reduce their impact on employees' health.

Main risks:

- Exposure to hazardous chemical agents and dust,
- Workstations,
- Plant organization and product configurations,
- Industrial accident.

Exposure to hazardous chemical agents:

More than half of safety investments in 2018-19

Closed molds: 46% of the boats produced by SPBI (39% in 2017)

Replacement: 32% of the resins used by SPBI (16% in 2017) and 15% of the parts produced by CNB are low-styrene

Use of lower-emission gelcoats in Cadillac, USA

Facilities: extraction-based ventilation systems, separation of areas for activities, provision of varied personal protective equip-

ment adapted to pollutants, making it possible to limit ultimate levels of exposure for operators.

Workstations:

Investments to reduce manual load handling operations (scissor lifting platforms, suction grippers, articulated machines) and protect against falls from height (securing lifelines and setting up safer walkways)

Plant organization:

Launch of specific 5S initiatives at local level

Industrial accident: No accidents in 2018-19

6 - Adopting long-term budgets

In 2018-19, >€5m of safety investments for all the Group's sites

More than half of safety investments focused on reducing operators' exposure to hazardous chemical agents

Accident frequency¹ – CSR scope

	2018-19	2017-18	2016-17
Frequency rate – CSR scope ²	24.6	25.0	22.2
Severity rate – CSR scope ²	0.99	0.88	0.92
Number of days of absence due to occupational illness – French scope ³	13,228	15,032	14,452

⁽¹⁾ Exclusively for companies with production activities.

⁽²⁾ For 2018-19, the CSR scope includes SJ Delphia, from December 2018.

⁽³⁾ The data for 2017-18 and 2016-17 have been adjusted.

3.2 Developing know-how and skills for all staff

« The transmission of our know-how and development of our talents is one of the core pillars from our strategic plan. We are proud to stand out in the boating industry through the quality of the resources we allocate for training all our staff, whether they are on permanent or temporary contracts »

Corinne Margot, Group Human Resources Director

The development of know-how and skills is built around three actions:

- Training staff throughout their careers
- Supporting skills development
- -Facilitating internal development paths

Training staff throughout their careers

The training plan has been created to support Groupe Beneteau's priority areas. It includes several sections: technical know-how, industrial excellence, managerial efficiency (presented in point 3.4 of this report), safety awareness (point 3.1) and quality (point 4.1).

Technical know-how

With complex professions and few training programs available outside of the company, the challenge of transferring knowledge is a key issue for developing skills. Groupe Beneteau has set up its own technical training centers in Vendée and Bordeaux in France, as well as the US and Poland. They make it possible to transfer technical know-how for building boats, molding hulls and decks in composite materials, and assembling boats. These centers also develop training programs for staff from the product development teams and engineers when they join the Group.

Performance indicator

Number of hours of training per employee	2018-19	2017-18	2016-17
French scope	10.9	12.2	10.6
CSR scope ⁽¹⁾	17.5		

⁽¹⁾ The indicator has been extended to include the subsidiaries outside of France for 2018-19

FRANCE

The programs provided in the technical training centers in Vendée and Bordeaux are led by 12 dedicated in-house trainers, all former operators within the Group, with extensive experience, ensuring that the Group's culture, fine craftsmanship and technical know-how can be passed on. Employees who have been trained up can then receive on-the-job support from their trai-

ner to help ensure that the skills they have learned can be put into practice. The in-house training centers have been developing on-the-job training actions based on mentoring since this year to ensure that adapted technical skills are in place, while continuing to develop operational performance. The first on-the-job training actions started up in July 2019, focused on composite activities.

The training catalogue covers more than 100 topics and is continuing to grow. Each year, new modules are rolled out to ensure continued alignment with technological innovations for the boats produced by Groupe Beneteau.

The Vendée and Bordeaux training centers also provide certificates, valid for three years, for risky activities (quality and/or safety), such as installing gas circuits, sticking portlights and gluing decks. The accreditation process is based on a training program, followed by practical experience in the plants, which is validated with an audit that is carried out by trainers from the training center within two months. Since this year, the audit process has been further strengthened with the recruitment of a dedicated internal auditor in the Vendée training center to carry out certification audits.

FRENCH TRAINING CENTERS

FY 2018-19:

3,457 people trained

Including **1,846** through onboarding programs and **2,400** temporary staff

648 "risky activity" certificates awarded

POLAND

33 new operators trained on molding activities this year

20 days of training led by two permanent trainers, who were previously team leaders at the Ostroda Yacht plant, before starting work

UNITED STATES

Groupe Beneteau Boat Building Academy in Cadillac, Michigan

49 new recruits trained this year

4 training modules covering all the plant's activities

Each module is provided once a week during the first month of the onboarding process

In-house training center in Marion, South Carolina

4 days of training before starting work

Industrial excellence

In addition to the quality and manager career paths, the Group is continuing to put in place new professional training pathways to support employees with the development of industrial excellence.

Two methods professional pathways of around 10 days for staff from the plant methods and product development launch methods teams were developed this year, as well as a program for project leaders. 30 staff have already benefited from these programs.

Supporting skills development

Employees' professional development is a strong focus with the Group's transformation.

To better support each employee with the development of their skills, the following actions have been rolled out:

- Creation of new positions for human resources managers in order to have dedicated local correspondents in the plants to provide more targeted support for managers and their teams;
- Annual review of the entire management population in connection with the People Reviews in France and the US. The People Reviews enable managers to put their teams' development goals into perspective with the structures' needs, facilitating the preparation of succession plans, opening up career opportunities and supporting internal mobility.

Facilitating internal development paths

Internal mobility is a priority focus in the Group's human resources policy.

The list of the Group's vacancies for technicians, supervisors and managers is distributed in-house before being released externally. When they have similar skills, internal candidates are given priority over external applicants. This year, internal candidates accounted for 31% of the Group's recruitments.

To promote internal mobility, the Group is working to build specific technical training programs for professions. This year, a supervisor onboarding program was set up at SPBI. This technical and managerial training program is for gap leaders who are being promoted to supervisors, as well as supervisors recruited from outside the Group. It makes it possible to support new supervisors as they take on their role, helping develop skills and promoting internal mobility. This process has been integrated into SPBI's production system and may therefore be audited as part of site audits.

The deployment of B-ONE, the new human resources information system, covering all the Group's subsidiaries, is also expected to facilitate internal mobility by offering direct access to the Group's job offers for staff.

3.3 Training and integrating new staff

Since 2017, Groupe Beneteau has carried out several recruitment plans, with more than 1,000 people joining the Group. Training and integrating these new staff, whether they are on permanent or temporary contracts, has become a key challenge for ensuring that knowledge and skills can be passed on, while continuing to improve operational performance and quality. More than 90% of recruitments have focused on the Boat Division, with half covering operator profiles and half for employees, technicians, supervisors and managers.

In this context, the onboarding programs have been further strengthened for all staff, who systematically pass through the in-house training centers, which provide technical and safety courses, with pathways monitored by management.

The onboarding programs include:

- **Training in the internal training centers:** since 2018, operators joining the Boat Division, in France and other countries, on temporary or permanent contracts, have benefited from a training program from one day to two weeks, provided by the in-house training centers, presenting the tools, products, human organization for production, safety and basic practices. This year, nearly 2,000 new operators were trained in the training centers in Vendée, Bordeaux, Poland and the US.
- **Onboarding morning for SPBI's non-production staff:** since September 2018, the subsidiary SPBI has organized onboarding mornings for all non-production staff (permanent staff, interns, trainees / fixed-term contracts over six months), with a presentation of the Group, a visit of a production site and a safety induction session introducing the BSAFE plan. Each new employee then follows a personalized onboarding program, prepared by their manager, based on the requirements and features of their position. Over the year, 109 people took part in these onboarding mornings.
- **Specific business onboarding program for SPBI supervisors;**
- **Standard onboarding program at CNB:** since January 2018, CNB has put in place a standard onboarding program to ensure a core foundation of information for everyone from their first day. The program starts off with an onboarding day: presentation of CNB by a Management Committee member, discovery of the site, boat visit, welcome, safety and awareness of chemical risks. It then continues over two to three days set aside for professional training, integration in the units and safety. This year, CNB welcomed 1,159 new recruits on board.
- **Onboarding day for temporary staff in the Housing Division:** all temporary staff (285 people for the year) benefit from an onboarding day that covers quality, safety and process aspects. This onboarding day, held at the production sites, is led by plant health-safety correspondents or sector managers who have been specifically trained up to provide this course.

Promoting work-based training to pass on know-how

Groupe Beneteau trains a growing number of interns each year. As part of these training programs, each young person is mentored by a more senior employee, helping promote intergenerational cooperation. For certain activities, the Group's technical training centers supplement the in-company training.

In France, Groupe Beneteau organizes a dedicated day for recruiting interns on work-based training programs. The Internship Speed Dating event is open to everyone and combines meetings with managers, production unit visits and direct recruitments.



INTERNSHIP SPEED DATING

KEY FIGURES

- 1 day of meetings and exchanges
- Over **50** contracts signed during the event in 2019
- Over **300** participants
- Over **50** managers deployed to welcome candidates

At August 31, 2019, the French subsidiaries had 128 internship contracts in place, representing 85% of the workforce on fixed-term contracts, compared with 127 at August 31, 2018. This year, 81 interns were recruited, compared with 73 the previous year. At the end of their internship period, 18% of the contracts signed in 2017-18 were transformed into permanent contracts (2018-19) for the subsidiary SPBI, representing 2/3 of its existing internship contracts. For the subsidiary Construction Navale Bordeaux, the figure came to 13% of its internship contracts.

3.4 Transforming the managerial culture

The managerial culture needs to evolve for the organization to be transformed. The opinion survey conducted with all staff in 2017 highlighted the need for changes to the managerial culture in place. A global action plan has been launched to build the frame of reference for managerial behaviors and adapt the manager training plan.

"The strengthening of Groupe Beneteau's organization and managerial culture is a core focus in its transformation strategy. Uniting all our talents and all our energies is the most natural way to build our collective performance together".

Jérôme de Metz, Chairman and CEO

Building a frame of reference for managerial behaviors

This year, the Group finished building its frame of reference for managerial behaviors, based on three key commitments:

- Be benevolent to build confidence and trust
- Give direction and meaning
- Be exemplary to be demanding

This frame of reference will be integrated into the processes for recruiting and assessing managers.

The key commitments were defined during the manager seminar in March 2018 by 110 managers from all the Group's subsidiaries. They were then translated into observable key behaviors by a working group made up of six managers and two employees, overseen by a HR correspondent and an external consultant. The three key commitments and 30 key behaviors defined in this way were presented during the manager seminar in March 2019.

A self-assessment questionnaire looking at these commitments was launched at the end of September 2019 for all the Group's managers. The answers to this questionnaire will make it possible to guide and adapt the manager training plan.

Developing management skills

The range of manager training programs is based around several tools.

Visa Manager

Organized in partnership with Audencia Business School, this training program aims to prepare and support the Group's managers for their managerial missions.

Since it was launched, 44 managers with production or support roles in the Boat and Housing Divisions have taken this training.

Beneteau Corporate MBA

Organized with Audencia Business School, this accredited Level 1 "Operational Unit Manager-Director" training program, provided in English, aims to prepare managers who are "recognized contributors" for new missions or positions within the Group. There were no graduates this year.

Operational managers

Intended for supervisors, production site managers and support function managers, the operational manager training program was fully reviewed last year in line with the new Profession Manager approach, which has replaced the production operational management school. Its content has been redefined: the technical subjects have been removed and the training has been realigned to focus on management and communication. This training is spread over five days, organized in three sessions.

In 2018-19, around 50 operational managers from the Boat and Housing Divisions benefited from this training. The feedback from these first training sessions has been very positive.

Other training

Groupe Beneteau offers adapted training programs for certain positions or professions to help develop managerial maturity and skills at every level throughout the organization. This year, 80 gap leaders from SPBI benefited from specific training to support them with their role. This selection of training programs will continue to be strengthened over the coming years. All of CNB's non-production managers have completed a six-day training program. This course is now provided for non-production managers when they join the company. At the Cadillac plant, 80 managers received two to four days of leadership training with an external consultant.

3.5 Improving workplace wellness

In response to the findings from the internal opinion survey conducted in 2017, Groupe Beneteau has launched various initiatives to improve quality of life at work.

Performance indicators

Turnover rate	2018-19	2017-18	2016-17
France	4.51%	3.69%	2.83%
CSR scope	8.09%	5.91%	4.78%
Absenteeism rate – CSR scope ⁽¹⁾	2018-19	2017-18	2016-17
Illness	5.69%	5.73%	5.61%
Occupational accidents / illnesses	1.14%	1.39%	1.39%
Other ⁽²⁾	0.71%	0.63%	0.39%
Total absenteeism rate	7.54%	7.75%	7.39%

⁽¹⁾ The data for 2017-18 and 2016-17 have been recalculated to ensure better consistency with the data for 2018-19

⁽²⁾ Maternity leave, leave for personal reasons and unjustified absences.

Various actions are being rolled out to reduce the absenteeism rate linked to illness and making it easier for staff on long-term leave or regular absentees to return to work. 40 managers from SPBI were trained during the year, in partnership with a specialist company, to set up interviews for welcoming these staff back to work.

Psychosocial risks

Over the past two years, the Group has been rolling out an action plan to enable the managerial culture to evolve and the managers to better detect psychosocial risks and manage risky situations.

Tackling harassment

The Group is committed to tackling psychological and sexual harassment in order to ensure a healthy workplace environment within which each employee can fulfil their potential. The prevention of discrimination and harassment is set out in the Code of Ethics and Code of Conduct, rolled out in 2019. Since January 1, 2019, the Group's French subsidiaries have all appointed a harassment correspondent, in accordance with French anti-sexual harassment and sexism legislation.

A training program is planned for these eight correspondents with a specialist provider at the end of December 2019.

In the US, staff have been shown harassment awareness videos

Work environment – France

This year, digital devices were set up at all the Group's plants, in France and internationally, to enable all staff to benefit from access to the B WEB intranet. The Group is also rolling out actions to ensure that all staff can benefit from a work email address and therefore access the Yammer company social network.

A collective Group agreement introducing the right to disconnect from digital tools for all the Group's French subsidiaries was signed in September 2018 to ensure that employees' personal and family lives and rest and holiday times are respected. CNB and SPBI have a social assistant who can intervene at the company's sites to provide support for employees who need social assistance.

In France, various initiatives have been rolled out to promote the boating culture. The approach put in place by the technical training center, which has already trained nearly 1,000 employees on the boating culture, also includes offering opportunities for employees to use boats.

The second Trophées B event was held on September 7, 2018, bringing together 1,500 staff, with 95 teams, for a day of sport in Vendée.

3.6 Tackling discrimination

Groupe Beneteau is opposed to all forms of discrimination, both at the time of recruitment and during employment contracts. It is committed to ensuring equal opportunities and treatment in terms of recruitment, promotions, professional training, working conditions and social protection, irrespective of ethnic origins, gender, disability, age, sexual orientation, political views or religious beliefs. To make equal opportunities effective, it also takes action to support people with disabilities and professional restrictions.

These values are set out in the Group's Code of Ethics and Code of Conduct.

Gender equality

Percentage of female staff per category CSR scope	Aug 31, 2019	Aug 31, 2018	Aug 31, 2017
Other ⁽¹⁾	28.7%	26.4%	25.4%
Employees / operatives	27.5%	26.5%	26.4%
Total headcount – CSR scope	27.8%	26.5%	26.1%

⁽¹⁾ The "other" category groups together technicians / supervisors and managers.

Women represent 27.8% of the total CSR workforce, in line with the data published by INSEE for the manufacturing industry.

In connection with its workplace equality agreements, Groupe Beneteau ensures that gender equality is respected through a benchmarked and detailed annual analysis, working with its employee representative partners, concerning the situations for men and women. Following this analysis, specific action plans have been rolled out to ensure gender equality.

This year, the Group's French subsidiaries published the gender equality index at end-2018. It represents 84% for SPBI and CNB and 77% for Bio Habitat. The gender equality index measures the differences in pay between women and men, identifying a 9% unjustified pay gap.

Bio Habitat signed a new gender equality agreement in June 2018. The action plan, based on this agreement, is currently being rolled out. It sets targets for recruiting women and covers various aspects, including a process for managing returns from periods of leave, as well as actions to reduce pay and promotion gaps.

Disabled people

French scope	Aug 31, 2019	Aug 31, 2018	Aug 31, 2017
Number of units of value recognized for disabled people	370.1	352.7	356.0
% of the average French headcount	7.0%	7.0%	7.4%

The subsidiary SPBI works in partnership with the SAMETH support service to offer solutions for ensuring continued employment for disabled staff by adapting their working times or workstations. SPBI's disability committee supports disabled staff to complete administrative formalities relating to their situation and works with the ergonomist to adapt their workstations. This year, CNB has appointed a disability correspondent.

The Group is committed to supporting the integration of communities who may face various difficulties by promoting the use of work-based support centers and charities for disabled workers. In Poland, Ostroda Yacht works with companies that exclusively employ disabled people for its security and cleaning services.

4. ECONOMIC STAKES

The materiality matrix drawn up in 2019 has made it possible to identify two priority economic stakes.

Areas	Stakes	Objectives
ECONOMIC	<ul style="list-style-type: none"> Further strengthen product quality Eco-design products 	<ul style="list-style-type: none"> Customer satisfaction rate >85% Currently being defined

4.1 Further strengthening product quality

Product quality is an essential issue for the Boat and Housing activities.

Boat Division

Certifications – Boat Division	At August 31, 2019	Objective
ISO 9001	100% of SPBI's sites 100% of the Polish subsidiaries	Analysis underway to assess the opportunity to also get the CNB, US and Italian subsidiaries certified

For the SPBI scope (45% of Boat revenues), the Group has rolled out a quality roadmap focused on six key areas. The aim is to achieve a customer satisfaction rate of over 85% each year. For 2018-19, this rate was 82%, with a reduction in the level of dissatisfied customers (less than 5%).

Quality career path rolled out – SPBI, France

To support the quality plan's deployment, the Group has put in place a quality career path. This program is organized around four key areas for training:

- Developing skills for all quality correspondents: 48 quality correspondents trained over two days in 2018-19;
- Training production site managers on the QRQC - Quick Response Quality Control - method to incorporate problem resolution into day-to-day management: nearly 50 managers from the Boat and Housing Divisions trained in 2018-19;
- Supporting the quality and HSE teams to implement the ISO 9001 and 14001 standards: 41 staff trained over four days in 2018-19;
- Training internal auditors to carry out quality audits: 14 internal auditors trained over two days in 2018-19.

Supplier quality audits

The quality and solidity of its network of suppliers are essential. Groupe Beneteau is committed to building partnership-based relationships with its suppliers, founded on confidence and trust, with a long-term focus, while closely monitoring suppliers' reliability and sustainability, as well as the risk of mutual dependence.

A schedule is drawn up each year for supplier quality audits (30 suppliers audited in 2018-19). It is based on the importance and critical nature of the various suppliers (level of dependence on the supplier, ability to replace the supplier, severity of the risk if the supplier does not deliver for production, or recurring quality issues). These audits are carried out by teams from the Purchasing and Quality Departments. They make it possible to assess the performance of the Group's suppliers, ensure that the internal procedures put in place are aligned with the Group's requirements, and identify and correct potential shortcomings before they become critical.

For purchases classed as "sensitive", suppliers are selected based on a recommendations matrix, making it possible to assess supplier performance. The purchasing teams are made aware of the Group's regional responsibility. Local suppliers represent 40% of production purchases for the French sites each year.

Technical training for dealers

The Group offers four-day technical training programs for its dealers, hosted in the Group's training center and led by the after-sales service teams, with support from certain suppliers. This year, 109 technical staff from its dealer networks were trained up by the Group. The technical leaders from the after-sales service teams also host specific training sessions for dealers once or twice a year in the US and Asia. The brands all have a dedicated mobile after-sales service team made up of six or seven staff who visit dealers worldwide to provide them with support and training on technical aspects.

Housing Division

The quality approach is a priority ambition within the continuous improvement plan. Its mission is to share a common quality culture and goals for results with all staff. Exchanges of best practices between the seven production sites are promoted through constant communications and regular reviews to take stock of developments. For several years, the Housing business has rolled out a structured quality approach, with an industrial monitoring plan, based on compulsory checkpoints throughout the production process: safety, functional and design checks during production and on existing products. From a technical perspective, qualification tests are carried out upstream from production to validate all the components and products: salt fog testing, materials resistance measurements and endurance testing. This approach makes it possible to reduce faults and non-compliance issues, and to improve the reliability of our pro-

ducts. In 2018-19, the criteria for calculating the customer satisfaction rate were reviewed and extended to make it possible to implement more relevant action plans.

4.2 Eco-designing products

Eco-designing boats

In 2018-19, the subsidiary SPBI carried out a lifecycle analysis for boats (motorboats and sailing). This approach aims to determine the impacts of these two types of products "from the cradle to the grave" and to identify the areas for progress with a view to reducing their environmental footprint. This year, the Group built a tool to calculate the recyclability rate for boats, which it tested on one of the Group's models, the Beneteau Oceanis 38.1 sailing yacht.

From the boat design phase, the Group looks into solutions to reduce their consumption at sea: reducing the boats' weight, designing hulls to improve buoyancy on water, optimizing the bonding systems for anti-fouling paint on the gelcoat. The Group is also working to design boats with more environmentally-responsible equipment (solar panels, electric engines). Currently, 87% of the greenhouse gas emissions generated by motorboats during their lifecycle are linked to their use. The proportion is 45% for sailing yachts. Motorboats are equipped with engines that meet the highest performance standards for consumption and greenhouse gas emissions.

This year, the Beneteau, Jeanneau and Prestige brands further strengthened their environmental communications for boat users to raise their awareness of environmental issues relating to boat use and maintenance. Documentation on good practices for boat use is available on the websites of the various brands, presenting the environmentally-responsible steps, behaviors and best practices to adopt when in port, navigating or moored. The maintenance manual distributed to customers and dealers now includes the environmental best practices to be adopted for boat use, upkeep and maintenance.

Being part of the boat decommissioning sector

The French energy transition for green growth act 2015-992 and Decree 2016-1840 define the national regulatory framework required for the financing and accreditation of the decommissioning sector for recreational boats in France. Since January 1, 2019, all companies that put recreational or sports boats, subject to registration, on the French market are required to contribute towards or provide for the processing of the waste resulting from these products.

Since March 2018, the APER is the French decommissioning sector's official eco-organization. Groupe Beneteau actively contributes to its work and sits on its management bodies. Its activities are funded with a mandatory eco-contribution paid by the companies that put each new boat sold and registered in

France on the market, as well as a share of the French annual registration and navigation duty (DAFN) paid by the state.

This sector aims to decommission 20,000 to 25,000 boats by 2023. To date, no other countries have put similar obligations in place.

Eco-designing leisure homes

All the leisure homes are built using recyclable materials and all benefit from advances with eco-design to reduce their environmental impact throughout the product's lifecycle. The eco-design approach put in place is based on the definition of an eco-profile, which includes over 100 criteria, for each product range. A rating by a multidisciplinary group enables improvements to be assessed for all aspects during the design phase.

The eco-design approach is based on the choice of eco-friendly materials, energy-efficient equipment and solutions to facilitate the decommissioning process, focusing on the following areas:

- Living comfort (healthy accommodation and accessibility),
- Simple cleaning and maintenance,
- Integration of homes within their landscaped environment,
- Optimization of leisure home deployment (reversibility, waste generated),
- Responsible purchasing policy for materials and components,
- Optimization of water and energy consumption for leisure homes: use of LEDs, A or A+ appliances, centralized technical management solutions for energy, timers for external lighting,
- Choice of more environmentally-responsible and healthier materials and components: phthalate-free products, timber from eco-managed and PEFC certified forests, recyclable cladding, fiberglass and steel,
- Reduction of impacts relating to upstream and downstream transportation,
- Environmental optimization at the end of product lives through the limited use of non-ecological products.

Leisure homes at the end of their lives are dismantled by Eco Mobil-Home, an eco-organization partner of Bio Habitat.

5. ENVIRONMENTAL STAKES

For several years, the Group has been working to get all the Boat Division's production sites ISO 9001, 14001 and 50001 certified. The Housing Division's sites are following an ISO 14001 approach, although without aiming to renew their certification.

Certifications – Boat Division	At August 31, 2019
ISO 9001	100% of SPBI's sites certified 100% of the Polish sites certified
ISO 14001	100% of SPBI's sites certified representing 14 out of 17 sites in Europe representing 38% of the Group's revenues and 44% of Boat revenues 100% of the Ostroda subsidiary certified
ISO 50001	100% of SPBI's sites certified
ICPE declarations*	20 out of 21 sites in France

* Regulated environmental protection facilities (ICPE)

The materiality matrix developed in 2019 has made it possible to identify the Group's priority environmental stakes. They all relate to the environmental impact of industrial activities and correspond to the objectives from the environmental management program rolled out with the ISO 14001 and ISO 50001 certification.

Areas	Stakes	Objectives
ENVIRONMENT	<ul style="list-style-type: none"> Reduce the consumption of raw materials Reduce energy consumption Reduce environmental impacts 	<ul style="list-style-type: none"> Consumption of raw materials and water Energy consumption VOC emissions rate Compliance rate for water discharges Quantity of industrial waste

The other stakes concern the reduction of polluting emissions, the impacts of transportation and the handling of waste collection.

Actions to prevent pollution and environmental risks are driven by environmental management plans, which are defined by the management team and deployed within the plants. All the Boat Division sites and the majority of the Housing Division sites have a health-safety-environment correspondent or coordinator who is responsible for ensuring compliance with local regulations and the application of the Group's environmental policy in the various plants.

Most of the environmental indicators are presented as a ratio in relation to the number of hours worked. Since this year, the figures for hours worked include temporary staff. The data presented for previous years have been updated to take this change into account. For FY 2018-19, the indicators, unless otherwise specified, include the company SJ Delphia from December 2018.

5.1 Reducing the consumption of water and raw materials

Water

CSR scope ¹	2018-19	2017-18	2016-17
Water consumption m ³ / million hours worked	6,743	7,734	8,939

⁽¹⁾ Data based on calendar year for SPBI

Water consumption primarily concerns the Boat business, for filling its test tanks and carrying out water-tightness testing, as well as sanitation purposes. The water used comes from the public network and wells for certain sites. At the sites where this is possible, water consumption levels are monitored on a regular basis with a view to minimizing the risk of leaks.

Raw materials

The main raw materials used by the Group are petroleum-based products and timber.

CSR scope ¹	2018-19	2017-18	2016-17
Resin / gelcoat consumption Tons / million hours worked	998	1,097	1,173

⁽¹⁾ Data based on calendar year for SPBI and Ostroda. These data relate exclusively to the Boat business, excluding SJ Delphia.

The Group is moving forward with its actions to deploy more efficient machines making it possible to ensure effective control over the use of resins and gelcoats in the injection phase.

French scope ¹	2018-19
Timber consumption Tons / million hours worked	3,620
Quantity of scrap timber / quantity of timber consumed	23%

⁽¹⁾ Due to changes in the method for calculating the indicator, comparative data are not available

The majority of the timber used is sourced from environmentally-managed forests and is therefore PEFC or FSC certified. The quantity of timber used is linked directly to activity levels and varies depending on the product models.

5.2 Improving site energy efficiency

CSR scope ¹	2018-19	2017-18	2016-17
Electricity consumption kWh / 1,000 hours worked	3,620	3,939	4,134
Gas consumption kWh GCV / 1,000 hours worked	7,352	7,860	8,120
CO₂ emissions linked to energy consumption kgCO ₂ eq / 1,000 hours worked	2.41	2.50	2.59

Electricity is used to run the production facilities and lighting. Gas is used to heat the industrial buildings and certain administrative buildings.

The Group is rolling out actions at all the sites to improve energy performance.

Thermal insulation for buildings	All the buildings subject to work are re-insulated (in their roof or cladding).
Centralized energy monitoring	Makes it possible to adapt the level of use of the various energies depending on activity levels, thanks to the central technical management systems set up. Improvement of the operational monitoring of energy consumption with energy meters, through the central technical management systems, each time equipment is added with a potential impact on consumption levels. 100% of SPBI's energy uses covered by sub-meters for gas or electricity. 100% of SPBI's sites have staff trained to maintain this equipment.
Fitting destratification fans	In most of the molding units (60% of gas consumption), to ensure a better consistency of heat within the units, avoid the highest temperatures below the ceiling and prevent heat loss.
Detecting compressed air leaks	Regular monitoring of consumption levels and regular inspections of facilities by maintenance teams in the units. On average, compressed air represents 10% of consumption.
Optimizing ventilation in the units	Fitting speed adjusters on the rotating machines. 100% of SPBI's rotating machines (>2 KW) fitted with variable speed adjusters.
Reducing fuel consumption	Setting up a system for booking vehicles and ride-sharing
Fitting more energy-efficient lighting (LED)	CNB site, France Lesquin site, France Ostroda Yacht site, Poland Marion site, USA
Integrating energy performance criteria into purchases	
Optimizing the use of heating	
Carrying out actions to raise awareness	Regular awareness campaigns

5.3 Reducing polluting emissions (water, ground, air) and limiting the impacts of transportation

Reducing volatile organic compound (VOC) emissions

CSR scope ¹	2018-19	2017-18	2016-17
Production site VOC emissions kg / 1,000 hours worked	79.2	85.1	94.3

⁽¹⁾ Data based on calendar year for SPBI and Ostroda Yacht. Excluding SJ Delphia

Volatile organic compound (VOC) emissions are linked mainly to composite activities (use of resins, gelcoats, adhesive sealants and solvents) and woodwork activities (varnishing wood).

SPBI scope

Target: reduce VOC emissions by 12% to 18% (period from 2012 to 2017) compared with 2010, based on an equivalent level of activity

Emissions effectively reduced by 25%

To limit VOC emissions and exposure for its staff, the Group is putting in place the following actions:

COMPOSITES Focus in priority on injection and infusion techniques	Saving materials compared with the standard processes
	SPBI: 46% of the boats produced in 2018 (39% in 2017)
	CNB: 85% of parts produced with infusion
COMPOSITES Replace resins and adhesive sealants with low-styrene products (LSE)	SPBI: +206% increase in the use of LSE resins
	+23% increase in the use of "closed mold" resins
	-51% reduction in the use of contact resins
	SPBI: industrial deployment of an LSE first-phase resin (hard coating)
COMPOSITES Reduce acetone consumption	CNB: 15% of parts produced with LSE resins
	Use of replacement products
TIMBER Reduce varnish consumption	Recycling of acetone
	Changes in vanishing techniques
	Use of a specific technology with very low solvent rates (4% instead of 60% previously)

Each year, the material assessments and solvent management plans are communicated on with the stakeholders concerned.

Maintaining the compliance rate for water discharges

French scope	2018-19	2017-18	2016-17
Compliance rate for water discharges	93.4%	95.8%	86.7%

All the Group's sites have oil interceptors which are regularly maintained and make it possible to treat water before it is discharged into the natural environment. Water discharges are monitored with regular measurements.

Preventing spillage risks

All the sites have the capacity to contain a potential spillage accident, leak or fire-extinguishing water thanks to the equipment in place. This equipment includes water-tight discharge areas and secure storage areas, as well as shutter mechanisms, containment ponds and intervention kits. This equipment is further enhanced each year to improve the prevention of spillage risks. For newly built facilities, from new sites to extensions or changes to existing sites, a containment system is systematically set up for all flammable liquids.

Limiting the impacts of transportation

Groupe Beneteau exports nearly 80% of the boats built in Europe. The exceptional dimensions of the Group's boats and the need to safeguard their quality at every stage during their transportation makes this flow a real logistics challenge. The United States is the main destination for these exports and the North American market represents almost 30% of the Group's revenues. In this context, Groupe Beneteau is looking into the NEOLINE project for the transatlantic transportation of its boats. NEOLINE is developing a highly energy-efficient transatlantic transport line with innovative cargo sailing ships specialized in rolling and out of gauge freight. Scheduled to start up in 2021, this route will link Saint-Nazaire in France to America's East Coast and Saint-Pierre & Miquelon. Groupe Beneteau has found a solution with the service offered by NEOLINE to facilitate its exports, while significantly reducing its environmental impact.

In addition, SPBI has launched an initiative to optimize and reduce internal transport. Two indicators (number of kilometers covered by internal shuttles and diesel consumption for internal shuttles per hour of added value) have been defined and are regularly monitored internally.

Preventing fire-related risks

All the sites have the technical and human organizations required to prevent the risk of accidental pollution relating to fires. These are defined in internal emergency plans, which are updated on a regular basis. In France, the "ETARE" plans for listed facilities, covering all the Boat Division's sites, are regularly updated, particularly following any significant changes to sites, and are reported to and approved by the local and regional emergency services for SPBI's sites.

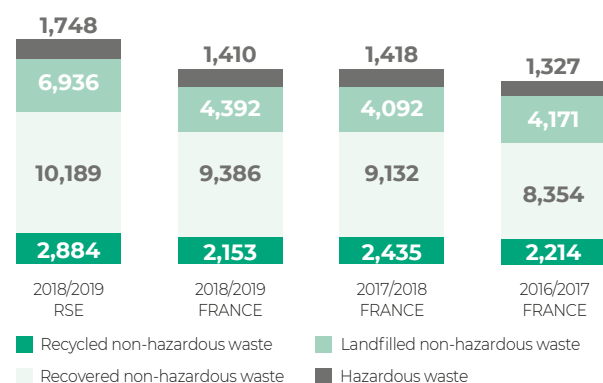
Specific first-response teams are trained up on how to use the emergency equipment (extinguishers, fire hose stations) and receive regular training during exercises. Some sites also have Level 2 fire-fighting teams authorized to tackle larger fires. The sites are all equipped with fire detection systems, in addition to sprinklers for the most sensitive sites. Weekly tests to check that the sprinkler pumps are working correctly for fire protection areas are carried out at each production site and audits to ensure that these checks are correctly followed up on are regularly carried out by the insurers at the various sites.

In France, the Boat Division is working with its insurers with a view to achieving the "highly protected risk" label. To date, 10 of the 14 production sites in France are covered by this "highly protected risk" label.

5.4 Ensuring effective control over waste generation

Performance indicators

The collection scope for waste-related indicators was extended this year to include the non-French subsidiaries.



Non-hazardous waste recovery / recycling rate	2018-19	2017-18	2016-17
French scope	72.4%	73.9%	71.7%
CSR scope	65.3%		

Tons of waste generated per million hours worked	2018-19	2017-18	2016-17
French scope	1,726	1,746	1,806
CSR scope	1,435		

Managing waste effectively

The Group aims to continuously improve its monitoring and collection of waste with a view to:

- Increasing the recovery rate for valuable materials;
- Ensuring effective control over waste emissions by reducing materials consumption;
- Adopting solutions to reduce the transportation of waste.

All the Group's sites have sorted their waste for several years, with various channels for recovery and reclamation, particularly for packaging (cardboard, plastics, metals) and wood waste. Part of the non-hazardous waste that cannot be recycled is used to produce energy in incinerators. Each ton of waste processed enables the provider to produce 30 KWh of electricity. The rest of the non-hazardous waste that cannot be recycled or recovered is sent to accredited regional landfill facilities (CET), making it possible to limit the carbon impact during transportation. This year, CNB set up new compactors for non-hazardous waste to reduce the volume of waste and limit the transportation of containers. An additional container was also set up to be able to sort untreated timber and chipboard.

Actions are rolled out by the Group to increase the level of hazardous waste recovery (regeneration of acetone-contaminated waste, WEEE and batteries, recycling or reuse of containers after washing). Most of the hazardous waste is incinerated with energy recovery systems by our providers.

5.5 Tackling food waste

Groupe Beneteau works with external providers for catering services at its production sites. All the providers are committed to tackling food waste, and they carry out prevention and awareness actions in the Group's restaurants.

6. REGIONAL STAKES

Both in France and internationally, the Group is a leading local employer. The materiality matrix produced in 2019 has made it possible to identify education and training on our professions as a priority stake.

Areas	Stakes	Objectives
REGIONS	Educate and train on our professions	Currently being defined

6.1 Committing to supporting education and training in our professions

Groupe Beneteau has a longstanding commitment to creating and safeguarding industrial jobs in the regions where its production sites are located, in France, the US, Poland and Italy. The Group has further strengthened its partnerships with external training centers in the regions where it operates. Alongside its recruitment and training partners, the Group takes part in a number of boating industry and professional events to promote the career opportunities available with boatbuilding and generate public interest in these often relatively unknown careers.

Facilitating career changes leading to employment (France)

Figures since 2016 – scope: Pays de Loire region

- **324** candidates trained
- **292** jobseekers integrated after training, with a 90% integration rate
- **221** employees integrated and still employed after 3 years, with a 76.5% retention rate

With financial support from the Pays de la Loire Region, the Pôle Emploi employment agency and Groupe Beneteau have developed various free and paid pre-recruitment training programs since 2016. Faced with a lack of initial training programs on boat building professions in Vendée, the “POEC” operational preparation for collective employment initiative has proven to be particularly well suited to Groupe Beneteau's requirements. This immersive approach enables candidates who do not have initial specific skills to discover the careers available with boat building, to get training in these activities and to secure an employment contract. As part of this program, Groupe Beneteau supports and welcomes candidates for production careers during their training. Following a three-day immersion period at a production site to discover their professions, work environment and future mentors, the candidates follow a 400-hour training program (8 to 14 weeks) after which they are integrated into Groupe Beneteau, on a long-term temporary, fixed-term or permanent contract. Seven activities are covered: digital control operator,

repairer, composites operator, timber fitter, options fitter, joiner and fittings specialist.

In Italy, in partnership with the Friuli Venezia Giulia region, Monte Carlo Yachts organized a production careers recruitment day for unemployed people. The company met with 104 people and around 15 of them were recruited following this day. These new recruits are then trained for two weeks and covered by specific follow-up and monitoring arrangements for the first six months after joining the company.

Valuing and promoting the Group's careers

The Group regularly gives presentations to audiences of all ages covering the boating world and sharing its career opportunities:

- Welcoming high school or college students: all the plants, in France and around the world, welcome high school or college students each year for discovery placements lasting three to four weeks
- Welcoming trainees: over 200 trainees each year
- Giving presentations in schools and universities
- Organizing open days
- Ensuring the HR teams' presence at sports events and shows

In France, Groupe Beneteau has supported the creation of a boating careers campus in the Pays de Loire region. Corinne Margot, Groupe Beneteau HR Director, was elected as Campus President during the general meeting on February 6, 2019. Based in Les Sables d'Olonne, in the Eric Tabarly vocational college, the boating qualifications and careers campus has been set up alongside the five campuses that already exist in this region (aerospace, fashion, construction, food and tourism). Sponsored by the Pays de la Loire Region and the local education authority, this campus unites and engages a whole network of public and private stakeholders with a view to developing, strengthening and ensuring the appeal of the training programs available for the boating sector.

The Group took part in the fourth Maritime Employment Week in March 2019. This national event, organized by the Pôle Emploi employment agency and its partners, aims to meet the challenge of ensuring the appeal of careers relating to the sea.

7. DOING BUSINESS ETHICALLY

7.1 Ethics within Groupe Beneteau

In a changing global environment, with citizens' strong expectations for integrity, Groupe Beneteau has structured its ethics approach in France and internationally. The Ethics Committee was set up at the end of October 2018 with a mission to deploy the Group's ethics approach and promote best practices. Since being set up, it is chaired by Claude Brignon, who is also an observer on the Board of Directors. Its operations are governed by a set of guidelines approved by the Board of Directors. It meets at least twice a year.

During 2018-19, to build employees' awareness and promote respect for its company culture, the Ethics Committee worked in priority on producing the Code of Ethics and Code of Conduct, as well as rolling out the whistleblowing procedure.

Setting out the Group's core values, the Code of Ethics guides its employees, executives and corporate officers to adopt responsible behaviors each day and apply them in their professional practices. It covers all the Group's staff and subsidiaries worldwide. Available on the Group site, in five languages (French, English, Italian, Polish and Slovenian), it will be regularly updated in line with the Group's organization and legal developments.

The Code of Ethics is supplemented by the Code of Conduct, which covers all of the Group's employees, suppliers, dealers, customers and partners. It guides these stakeholders and explains how to behave in various situations that may arise. The Code of Conduct has been distributed to all the Group's staff and employee representatives, in accordance with the regulations applicable.

As set out in its Code of Ethics, the Group is committed to working with the employee representative structures in the business units where they are present. It is particularly committed to maintaining a relationship based on continuous and constructive exchanges with its employee representative partners. In France, the members of the Works Councils and the staff representatives have exchanges with the human resources team on a monthly basis. Alongside these meetings, a Central Boat Committee also meets at Group level, covering the Boat business, while a Group Committee covers all the activities in France. Two Group agreements were signed this year: an amendment to the Group profit-sharing agreement and an agreement on the right to disconnect. Economic and social committees (CSE) have been set up at Bio Habitat, since May 2018, and CNB, since June 2019. The scope agreement was signed for SPBI, with its rollout planned before the end of 2019.

7.2 Vigilance plan

The Groupe Beneteau vigilance plan meets the obligations set by French Law 2017-399 of March 27, 2017 relating to the duty of vigilance for parent companies and companies that subcontract work. It presents the measures put in place within the Group to identify risks and prevent serious infringements of human rights, fundamental freedoms, personal health and safety, and the environment. It covers the major risks resulting from the activities of all the Group's subsidiaries, suppliers and subcontractors.

The approach put in place in connection with the duty of vigilance is based on all the arrangements supporting the Group's corporate social responsibility policy: the Code of Ethics, the Code of Conduct, the whistleblowing procedure, the materiality matrix for CSR stakes, the environmental policy and the BSAFE safety plan.

The definition and implementation of the vigilance plan are coordinated by the Internal Control Department, with support from the Group Human Resources, Purchasing and Health, Safety and Environment Departments.

Risk mapping: identifying and assessing the risks generated by Groupe Beneteau's activities

Scope

In 2018-19, Groupe Beneteau carried out a Group risk mapping process incorporating the risks relating to the areas covered by the vigilance plan. The risks relating to its suppliers and subcontractors are currently being mapped.

This approach has been led by the Internal Control Department, in partnership with an external provider. The scope for this mapping covers the Boat and Housing activities, and all the subsidiaries located in France and other countries. SJ Delphia, the company acquired in December 2018, was not included in the mapping scope when it was carried out.

The specific mapping of risks relating to the duty of vigilance is based on the same methodology and scales as for the Group risk mapping.

Methodology

The methodology involved initially identifying the risks relating to the Group's activities for each of the following categories:

- Environmental impact of activities
- Environmental impact of products
- Environmental impact of third parties
- Workplace health and safety
- Respect for human rights

These risks were then assessed by around 100 internal stakeholders. The list of staff consulted was defined working with the executive management teams and Human Resources Departments in each subsidiary to effectively represent the population exposed to these risks and cover all the Group's subsidiaries.

The risks were assessed based on four criteria: financial impact, frequency, reputational impact and effectiveness of the controls put in place to reduce these risks. The findings from this assessment have made it possible to identify the most critical risks, which combine the strongest financial impacts and highest frequency. These critical risks were then assessed in terms of their reputational impact and level of control.

The Group risk mapping was carried out before drawing up the materiality matrix. The results of this risk mapping have been presented to the Audit Committee and action plans are currently being drawn up.

Continuous improvement and updates

The risk mapping (Groupe Beneteau activities) will be updated on a regular basis.

Organization and prevention of major risks

Subsidiaries

The following table presents the measures put in place to prevent the risks identified as major during the risk mapping process. For each major risk, this table refers to the Sustainability Performance Report sections that present the risk management policies and their results in more detail.

Major risks	Mitigation or prevention actions	Monitoring arrangements	Sustainability Performance Report reference
Human rights and fundamental freedoms			
Discrimination Gender inequality Harassment	<ul style="list-style-type: none"> • Code of Ethics • Code of Conduct • HR policy for gender equality • Training on workplace harassment and sexist behavior 	Departments: <ul style="list-style-type: none"> • Human Resources • Internal Control 	Point 3.6 Point 3.5
Environment			
Environmental impacts	<ul style="list-style-type: none"> • Environmental policy • ISO 14001 and 50001 certification 	HSE Manager in each subsidiary	Point 5.3
Insufficient or inappropriate treatment of waste	<ul style="list-style-type: none"> • Environmental policy • ISO 14001 and 50001 certification 	HSE Manager in each subsidiary	Point 5.4
Non-recyclability of product components / materials	Eco-design approach	<ul style="list-style-type: none"> • Product development teams • HSE Manager in each subsidiary 	Point 4.2
Personal health and safety			
Occupational accidents	BSAFE plan	<ul style="list-style-type: none"> • HR Department • HSE Manager in each subsidiary 	Point 3.1
Raising awareness on insufficient or inappropriate personal safety	BSAFE plan	<ul style="list-style-type: none"> • HR Department • HSE Manager in each subsidiary 	Point 3.1
Psychosocial risks	<ul style="list-style-type: none"> • Developing the managerial culture • Quality of life at work plan • Code of Ethics • Code of Conduct 	Departments: <ul style="list-style-type: none"> • HR • Internal Control 	Point 3.5

Human rights and fundamental freedoms

Groupe Beneteau is committed to ensuring compliance with legislation relating to the freedom of association and right to collective bargaining. It is opposed to all forms of discrimination, whether they are linked to ethnic origins, gender, political views or religious beliefs, and is committed to tackling psychological and sexual harassment in order to ensure a healthy workplace environment within which each employee can fulfil their potential. Although it has limited direct exposure to this risk due to its industrial presence in Europe and the US, Groupe Beneteau is committed to combating forced labor and child labor.

The Code of Conduct sets out guidelines on appropriate behavior for employees to adopt in order to respect these commitments. The Ethics Committee, which meets at least twice a year, has a mission to promote the best practices from the Code of Conduct.

Environment

To ensure the regulatory compliance of its production sites, and reduce their environmental impacts, Groupe Beneteau has been committed to an ISO 14001 certification approach for several years covering the Boat Division's production sites. At August 31, 2019, 14 of the 17 sites in Europe were ISO 14001 certified. This certification, renewed every three years by an independent organization, makes it possible to ensure the quality of the environmental management systems (EMS) of the subsidiaries certified. The Housing Division's sites are also following an ISO 14001 approach without certification. All of SPBI's sites have been ISO 50001 certified since 2015.

Personal health and safety

Groupe Beneteau has set itself a target to halve the number of occupational accidents for 2020 compared with the frequency rate from 2015-16, with an annual reduction of 25%.

For several years, it has been rolling out the BSAFE plan across all the Group's sites in France and internationally. The BSAFE plan is focused on providing training and building awareness among management and employees, particularly with the safety dialogue approach, factoring in possible risks during production and correcting them immediately, as well as taking these aspects into account from the design phase.

It is headed up by a Group steering committee, made up of three Health-Safety-Environment (HSE) managers from the French business units, Human Resources and the executive leadership team. This committee meets each month to take stock of the BSAFE plan's deployment, the results in terms of accident numbers and the transversal or ad hoc actions to be taken.

Suppliers and subcontractors

This year, the Group updated all its general purchasing conditions to incorporate a specific Duty of Vigilance clause into its contracts. All of the Housing Division's contracts have been amended to include this clause. For the Boat Division, only new contracts have been updated.

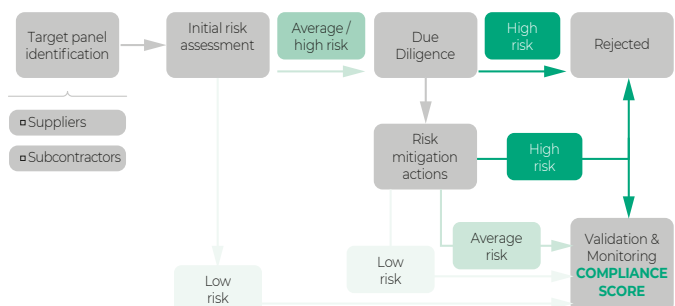
The Group has mapped out two priority objectives for 2019-20:

- Implementing a supplier and subcontractor assessment procedure covering all production purchases and incorporating the stakes relating to the Duty of Vigilance,
- Formalizing a supplier and subcontractor code of conduct incorporating the guidelines from the Group Code of Conduct.

Groupe Beneteau is currently working to put in place a methodology for assessing all its suppliers and subcontractors for the production purchases scope, from the start to the end of business relationships.

Third parties will be subject to an initial risk assessment. Each supplier will be assigned an overall risk taking into account the specific risks for its purchasing category and the country risk, assessed based on the Environmental, Social and Governance (ESG) index produced by Global Risk Profile. The ESG index makes it possible to incorporate issues relating to the environment, human rights, personal health and safety. Aligned with the requirements of the new French law relating to the duty of vigilance for parent companies and companies that subcontract work, it comprises 45 variables from internationally recognized sources in order to offer a relevant index for 177 countries.

This initial assessment will make it possible to identify third parties with potential risks, which will be subject to a more in-depth evaluation based initially on due diligence questionnaires and requests for additional documents. The risk will be reassessed depending on the type and quality of the answers provided in these questionnaires by the Purchasing Department, which may then decide to audit the third party. The entire assessment procedure will be subject to a second level of control by the Internal Control Department.



The Group is also working to draw up a specific Code of Conduct for its suppliers and subcontractors, setting out the social, societal and environmental commitments required by the Group. Modeled on the Group Code of Conduct, which is aimed more specifically at employees, the Supplier Code of Conduct will cover the following areas:

- Human rights and fundamental freedoms,
- Workplace health and safety,
- Environment,
- Ethical business practices and anti-corruption.

This Code of Conduct will need to be signed by all the suppliers and subcontractors that the Group has established business relationships with.

For 2019-20, the Group is committed to assessing its strategic suppliers, incorporating the risks relating to the duty of vigilance.

Whistleblowing procedure

Groupe Beneteau has chosen to have one dedicated whistleblowing procedure that meets the requirements of both the French Sapin 2 law and the French duty of vigilance law. Alerts are collected using an online platform that is open to all the Group's staff and all its internal and external stakeholders. These arrangements guarantee the confidentiality of the identity of the whistleblower, the facts reported and the people concerned by each case.

The scope of the whistleblowing procedure covers:

- Any breach of the Group Code of Ethics and Code of Conduct,
- Any crime or offence,
- Any clear and serious breach of legislation or regulations,
- Any serious threat or prejudice to public interests.

It covers the following areas in particular:

- Conflicts of interest and corruption,
- Fraud, embezzlement and theft,
- Any serious infringement or risk of serious infringement of human rights, fundamental freedoms, personal health and safety or the environment resulting from the activities of the Group or its subcontractors or suppliers,
- Protection of personal data.

The whistleblowing platform is available at alert.beneteau-group.com in the Group's five languages (French, English, Polish, Italian and Slovenian).

As part of the procedure for handling alerts, the Ethics Committee and Audit Committee are provided with information based on statistical reports on the alerts collected.

8. HR DATA

Group's workforce

Headcount at Aug 31 (permanent and fixed-term contracts)	2018-19	2017-18	2016-17
France (I)	5,526	5,338	4,979
Poland (I)	1,668	893	746
United States	811	795	702
Italy	317	314	329
Slovenia (I)	40		
Headcount - CSR scope	8,362	7,340	6,756
Headcount - Group	8,361	7,379	6,778

⁽¹⁾ The scope has been extended to include the companies SJ Delphia, Seascope and Band of Boats for 2018-19

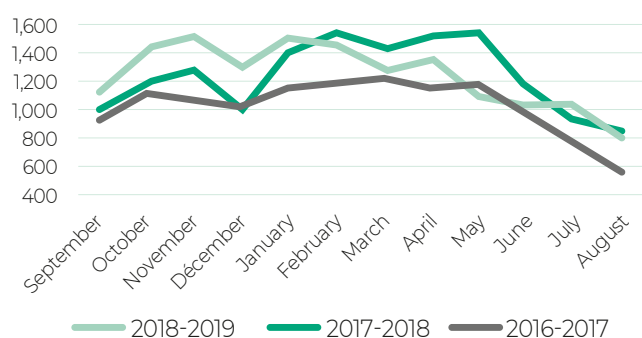
With its international focus, Groupe Beneteau has employees from more than 50 different nationalities in its European subsidiaries.

Breakdown of the workforce by status	2018-19	2017-18	2016-17
Permanent contracts	90.0%	92.9%	93.7%
Fixed-term contracts	10.0%	7.1%	6.3%

Temporary staff – French scope

Headcount at August 31	2018-19	2017-18	2016-17
Permanent contracts	5,376	5,186	4,847
Fixed-term contracts	150	152	132
Registered headcount	5,526	5,338	4,979
Temporary staff	800	848	571
Total headcount	6,326	6,186	5,550

Number of temporary staff at the end of each month

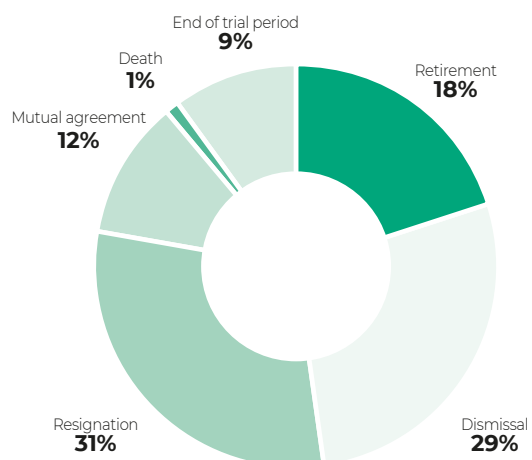


Recruitments and departures

Change in workforce on permanent contracts	2018-19	2017-18	2016-17
Recruitments on permanent contracts – France	+ 555	+ 616	+ 403
Recruitments on permanent contracts – Poland	+ 207	+ 95	+ 28
Recruitments on permanent contracts – USA	+ 240	+ 261	+ 171
Recruitments on permanent contracts – Italy	+ 48	+ 17	+ 26
Recruitments on permanent contracts – Slovenia	+ 3		
Recruitments on permanent contracts - Total	+ 1,053	+ 989	+ 628
Departures of permanent contracts – France	(365)	(277)	(241)
Departures of permanent contracts – Poland	(122)	(26)	(28)
Departures of permanent contracts – USA	(224)	(168)	(131)
Departures of permanent contracts – Italy	(33)	(27)	(17)
Departures of permanent contracts – Slovenia	-		
Departures of permanent contracts - Total	(748)	(498)	(417)
Change in scope	+ 406		+ 281
Change in workforce on permanent contracts	+ 711	+ 491	+ 492
Change in workforce on permanent contracts	2018-19	2017-18	2016-17
Recruitments on fixed-term contracts	+ 643	+ 540	+ 363
Departures of fixed-term contracts	(586)	(447)	(271)
Change in scope	+ 254		+ 36
Change in workforce on fixed-term contracts	+ 311	+ 93	+ 128

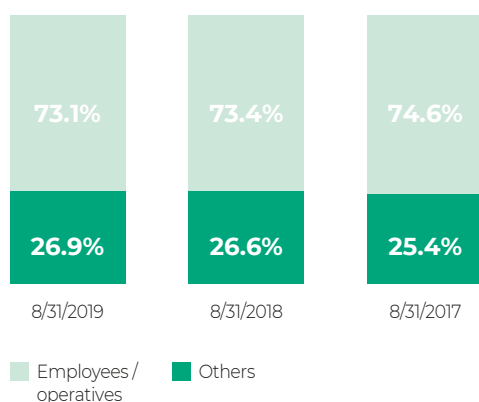
The CSR scope has been extended to include SJ Delphia, based in Poland, Band of Boats, based in France, and Seascope, based in Slovenia, for 2018-19.

Reasons for departures - Permanent staff

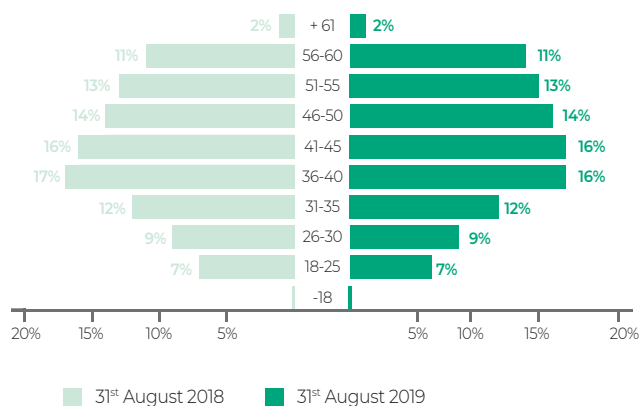


Breakdown of the workforce by status and age range

Breakdown of the workforce by status



Age structure



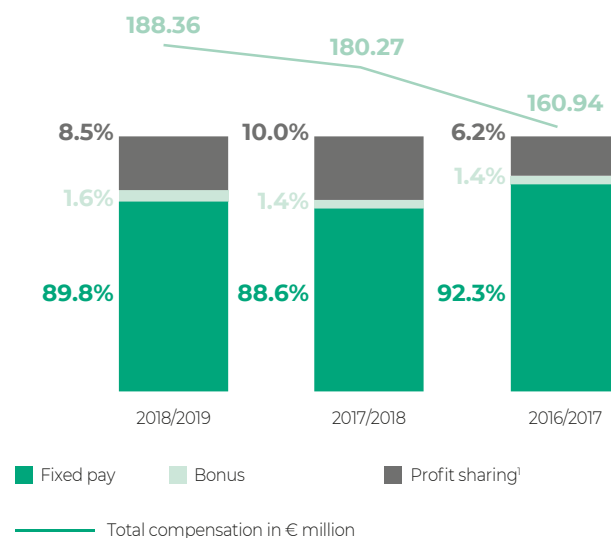
Work-time organization

CSR scope	2018-19	2017-18	2016-17
Percentage of part-time staff	3.7%	4.1%	4.5%
Staff working nights ¹	147	175	

⁽¹⁾ Indicator's first year of publication for the CSR scope in 2017-18. The data published for 2017-18 have been recalculated to ensure better consistency with the data for 2018-19.

Team-based work, in shifts or overnight, primarily concerns molding / composite activities in the Boat business, in line with the production cycles and processes used. To be classed as working nights, staff had to work for more than 120 nights during the year.

Compensation – French scope



⁽¹⁾ Amounts provisioned. The data for the previous year have been adjusted.

Groupe Beneteau's global compensation policy aims to optimize the balance between the various forms of compensation. It is based around three core principles: the market value for positions based on a local market benchmark, the level of inflation and individual performance.

In addition to their fixed pay, staff benefit from a system of profit-sharing and performance-related bonuses; alongside this, executive-grade staff are entitled to a variable compensation package based, depending on their positions, on the company's results and their individual or commercial performances. To harmonize payments for company performance-related bonuses, and ensure consistency between the Group's employees, the Group performance-related bonus agreement was reviewed this year to raise the percentage for

Group objectives in the total calculation of company performance-related bonuses from 40% to 50%.

Agreements relating to the mandatory annual negotiations were signed in all of the Group's French companies this year.

Use of subcontracting

The Boat business subcontracts its composites and fine wood-work operations. In the Housing business, subcontracting pri-

marily concerns furniture, wiring bundles and frameworks. Production purchases with subcontractors are defined as all the services purchased to replace work in the plants. For 2018-19, subcontracting represented the equivalent of 202 FTEs for all the Group's companies.

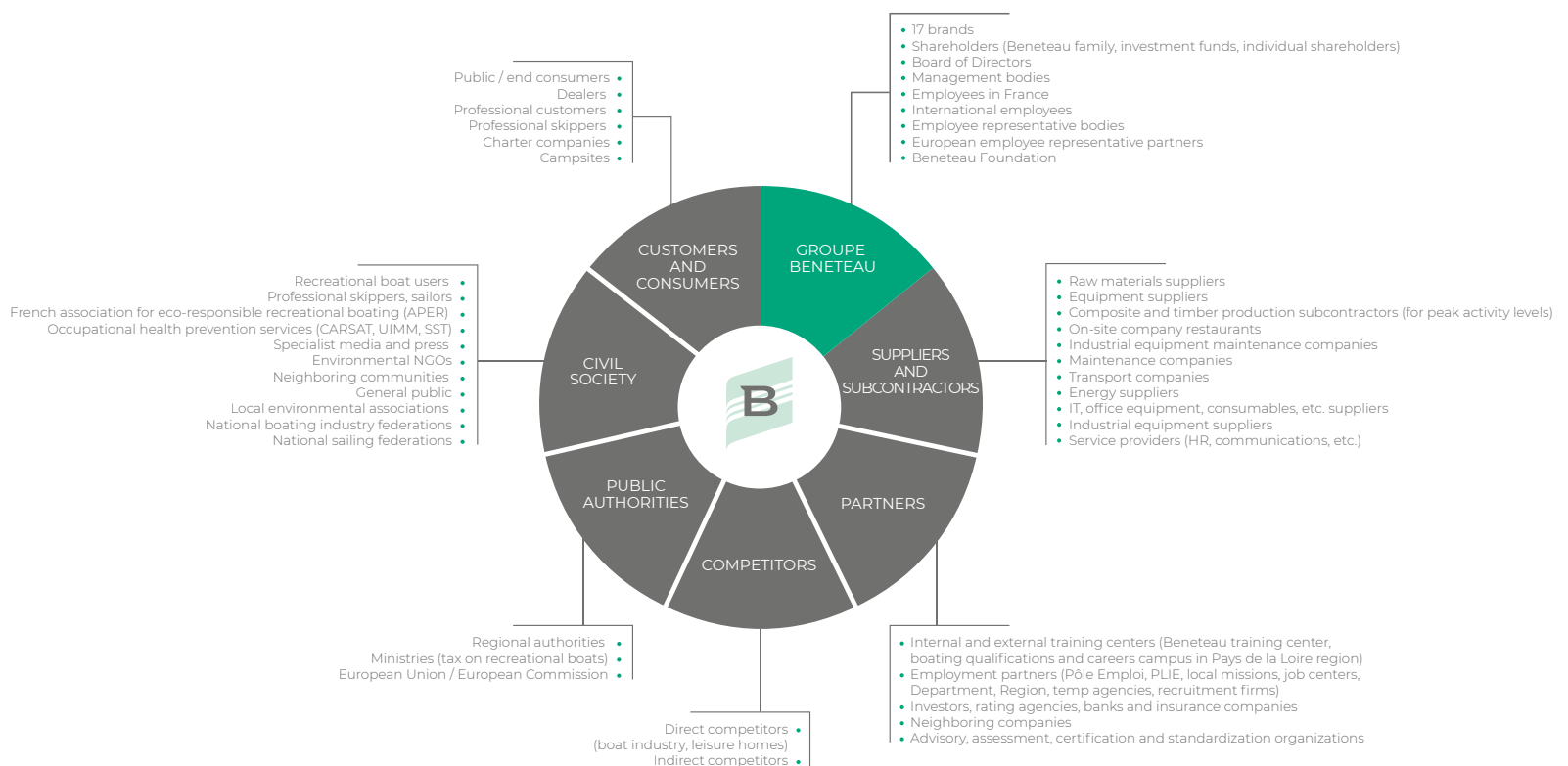
9. CSR REPORTING METHODOLOGY AND SCOPE

9.1 Mapping of stakeholders

Before drawing up the materiality matrix, Groupe Beneteau and Audencia Business School's CSR Chair mapped the various stakeholders. This approach makes it possible to identify all the elements that could affect the success of the initiative to identify the company's strategic CSR stakes. Mapping stakeholders is an important step for launching a Corporate Social Responsibility (CSR) project within which stakeholder engagement is a success factor.

Stakeholder: an entity or party concerned by Groupe Beneteau's projects and activities. It may be concerned directly or indirectly because the Group may influence or impact its activity (positively or negatively), and vice versa.

GROUPE BENETEAU STAKEHOLDERS



9.2 Procedure for drawing up the materiality matrix

The materiality matrix was drawn up in 2019 by Audencia Business School's CSR Chair in four phases.

- 1 - Identifying existing stakes: exploratory consultation and analysis of documentation (company's sustainability reporting, competitive benchmark, specialized press, etc.) to identify a first list of non-prioritized stakes that are then broken down into five areas.
- 2 - Consulting with stakeholders: identification of the 44 most important stakes for Groupe Beneteau through a qualitative review with 134 stakeholders (10 internal focus groups and 17 semi-structured interviews).
- 3 - Prioritizing stakes based on their impact on stakeholders: consulting with internal and external stakeholders on the importance of these 44 stakes with a questionnaire (1,882 employees and 156 external stakeholders).
- 4 - Prioritizing stakes based on their impact on the company's performance: exchanges with the Executive Management Committee on the importance of the 44 stakes for the company's performance.

The 44 stakes are broken down into categories based on their impact on the Group's activity and their importance for its stakeholders. This makes it possible to highlight the stakes that are priority, because they are aligned with the expectations of the various stakeholders, while contributing to the company's performance.

9.3 Reporting procedure

The procedures to be implemented for measuring and reporting on Groupe Beneteau's corporate social responsibility indicators are described and developed in a methodological guide. This guide aims to ensure the reliability of data collection and consistency between the data collected from the various subsidiaries. It is updated each year.

The data are entered by the various contributors in the dedicated collection matrixes (one matrix for each section). The data collected in these matrixes are consolidated, analyzed and validated by the CSR leader, who coordinates the writing of the CSR performance report. Various checks, some of which are automatic, are carried out to ensure the reliability of the data.

The methodological guide and collection matrixes are translated into English for the international subsidiaries.

9.4 Reporting period

The data collected cover the period from September 1, 2018 to August 31, 2019.

However, to correlate the information provided in this report with the data from the various regulatory environmental disclosures, SPBI, Ostroda Yacht and SJ Delphia report on VOC emission and resin and gelcoat consumption indicators based on the

calendar year (January 1 to December 31, 2018). As SJ Delphia has been consolidated since December 2018, its data are not included in the VOC emission and resin and gelcoat consumption indicators for this financial year. The contribution by these companies represents around 75% for each of these indicators. The data relating to water consumption are reported based on the calendar year for SPBI. The indicators relating to the number of units of value recognized for disabled staff are also reported based on the calendar year for all the companies.

9.5 Reporting scope

The reporting scope has gradually been extended with a view to covering the Group's financial scope.

The scope for companies included in the CSR reporting framework at August 31, 2019 includes:

- The French companies,
- The subsidiaries located in Poland, the United States, Italy and Slovenia.

The companies SJ Delphia, Seascope and Band of Boats have been incorporated into the reporting scope this year.

The companies included in the CSR reporting scope represent 100% of the Group's total workforce at August 31, 2019, compared with 99.5% at August 31, 2018.

9.6 Scope for indicators

To ensure the relevance and reliability of the data published, the non-French companies have been excluded from the scope for certain indicators. The scope for each indicator is presented in the indicator's heading. The French scope corresponds to 66% of the Group's workforce and is notably used for the timber indicator.

For this financial year, the changes in the scope concern the extension of certain HR indicators to include the international subsidiaries:

- Number of hours of training during the year per employee,
- Use of subcontracting – FTEs.

Various indicators have been identified as not being relevant for some of the companies from the scope and as such do not cover the full scope. More specifically, this concerns:

- Safety indicators, environmental indicators and indicators relating to suppliers and subcontractors that exclusively concern companies with production activities (the indicators relating to suppliers and subcontractors are linked to production purchases and therefore industrial activities),
- The indicator relating to resin and gelcoat consumption: only the companies from the Boat Division, which use resins and gelcoats, have been taken into account.

9.7 Clarifications concerning certain indicators

Human resources section

Workforce: this concerns staff linked by an employment contract to one of the companies from the scope, whether they are full time or part time, remunerated or non-remunerated positions. The workforce figures taken into consideration are those recorded at August 31.

Staff made available to another company and still employed by a company from the CSR scope (seconded staff and expatriates), professional development and apprenticeship contracts, international work placements (VIE), work-based training contracts, staff on maternity, paternity and parental leave, as well as staff on sabbatical leave, unpaid leave, business start-up leave, long-term leave or sick leave are recorded in the workforce. Corporate officers, temporary staff, staff seconded by another company, retired staff, subcontractors and interns are not taken into account here.

Recruitment: a recruitment corresponds to any fixed-term or permanent employment contract entered into during the period in question. Transfers from fixed-term contracts to permanent positions, transfers from professional development contracts to permanent or fixed-term contracts, transfers from temporary contracts to permanent or fixed-term contracts, and transfers from internships to permanent positions are treated as recruitments on permanent contracts. Two successive fixed-term contracts, set up for the same purpose, are counted as two recruitments if there is a break between the two contracts. Otherwise, only one recruitment is recorded. Two successive fixed-term contracts that have been renewed for different reasons are treated as two recruitments. Internal transfers within the CSR scope are not considered to be recruitments.

Turnover: turnover for permanent staff corresponds to departures by permanent employees during the period in question, initiated by the employer or employee, divided by the average permanent headcount for the period.

The following reasons for departures are taken into account: resignation, dismissal, breaches of contracts and termination of probation periods.

Permanent headcount: the permanent headcount comprises staff with a permanent employment contract. It therefore excludes people employed by an external company, fixed-term contracts, apprenticeship or professional development contracts and interns.

Absenteeism: the figures cover absences due to illness, occupational illness, part-time arrangements for people receiving treatments, occupational accidents (including time when people have had to stop work on the day of their accident), as well as unpaid absences (leave for personal reasons and unjustified absences).

Leave entitlements for family events are excluded.

The theoretical number of hours worked corresponds to the number of hours theoretically worked in accordance with the employment contracts, excluding paid leave, "RTT" days off in lieu under the French reduced working week system, and public holidays.

Occupational accidents: accidents travelling to and from work are not taken into account. Temporary staff, trainees, expatriates and service providers are excluded from this calculation.

Accidents that have only resulted in work being stopped on the day of the accident are not taken into account. Relapses relating to an initial occupational accident are not counted as a new occupational accident. Occupational accidents that have not been recognized by the administrative authorities are not taken into account. Occupational accidents that have been disputed by the employer are taken into account, unless they have not been recognized by the administrative authorities.

Actual time worked: time worked includes all the hours of presence within the company (including training time, time spent as staff representatives and any time in the infirmary), in addition to time for training outside the company. The theoretical number of hours per day for employees working on a day basis has been defined by each company based on the employee's category.

Number of days off work following an accident: any cases when employees have to take time off work are taken into account, irrespective of the period for which they may be off work, but the day of the accident itself is not counted, unless the date when the work stoppage is reported coincides with the date of the accident. Days off work during the reporting period relating to relapses following an initial occupational accident are taken into account. In such cases, the day of the relapse is also counted. Days off work following an occupational accident that has not been recognized by the administrative authorities are not taken into account. Days off work following an occupational accident that has been disputed by the employer are taken into account, unless they have not been recognized by the administrative authorities. Days off work are counted on a calendar day basis.

Frequency rate: the frequency rate is the number of occupational accidents resulting in time off work x 1,000,000 / actual number of hours worked.

Severity rate: the severity rate is the number of days off work for occupational accidents x 1,000 / actual number of hours worked.

Training: training includes any operations provided for a company employee, whether they are provided by an external party or not, and which are subject to a certificate of presence formalized with an attendance sheet and program. The number of hours of training per employee is calculated based on the average permanent headcount.

Recognized number of units of value for disabilities: the scope includes people with recognized disabilities in connection with the annual declaration filed with the French association for the management of funding for the integration of disabled people (AGEFIPH). The number of units of value is calculated on the company scope, including temporary staff and subcontractors.

Production purchases with subcontractors: Production purchases with subcontractors are defined as all the services purchased to replace work in the plants.

Environmental section

ISO 14001 certification: the sites or subsidiaries taken into account are those with a valid ISO 14001 certificate at August 31 of the year in question. For a multi-site certificate, all the sites are recorded as certified.

Volatile organic compound (VOC) emissions: any organic compound, excluding methane, with a steam pressure of 0.01 kPa or more at a temperature of 293.15 Kelvin or corresponding volatility under specific usage conditions. As a minimum, organic compounds contain the element carbon and one or more of the following elements: hydrogen, halogens, oxygen, sulfur, phosphorus, silicon or nitrogen (with the exception of carbon oxides and inorganic carbonates and bicarbonates). They are emitted either through combustion or evaporation. Emissions are assessed by calculating a material assessment based on the quantities of products containing VOCs. The emission factors are taken from the guide for preparing a framework for effectively managing VOC emissions in the composites sector (Guide de Rédaction d'un Schéma de Maîtrise des Emissions de COV dans le Secteur des Composites), published in 2004 and drawn up with the technical inter-industry center for atmospheric pollution research (CITEPA), the composites and plastics processing industry association (GPIC), the boating industry federation (FIN) and the plastic materials producers union (SPMP).

Waste: the following classification is applied:

- Recycled non-hazardous waste: cardboard, PVC, paper, copper, plastic, scrap metal, plaster,
- Reclaimed non-hazardous waste: waste timber and sawdust for the Boat business,
- Non-hazardous landfill waste: all other items, inert waste,
- Hazardous waste: glues, paints, resins, batteries, bulbs / neon lighting, medical waste.

Recycling: reprocessing of materials or substances contained in waste through a production process in such a way that they are used to create or incorporated into new products, materials or substances for their initial purpose or other functions. This includes the reprocessing of organic materials, but notably excludes reclamation for energy, conversion for use as a fuel, processes involving combustion or use as an energy source, including chemical energy, or backfilling operations.

Reuse: direct use of waste, without applying any techniques to process it, such as the reuse of pallets for instance.

Recovery: use of waste to produce an energy source or to replace an element or material.

Burial: storage underground or disposal in landfill.

Water consumption: quantity of water specifically used for the site's requirements (domestic or industrial use).

Energy consumption: total quantity of electricity (kWh) or gas (kWh GCV) purchased or produced and consumed by the sites. With regard to gas consumption, only natural gas is taken into account. Propane consumption is excluded from the calculation.

Greenhouse gas emissions: this concerns energy-related emissions. The emission factors are taken from the ADEME Carbon Base. These factors take into account upstream emissions and combustion levels for the facility.

Timber consumption: timber consumption is measured based on the quantities consumed or purchased during the year in question, with stock levels generally not significant at year-end.

Resin and gelcoat consumption: resin and gelcoat consumption is measured based on the quantities consumed during the period in question.

Economic section

Local suppliers: local suppliers are suppliers located in the Brittany, Pays de la Loire, Poitou-Charentes and Aquitaine regions of France. The reference address is the billing address.

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