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SAINT-GOBAIN
EMPLOYEE SHARE OWNERSHIP
JORGEN PEDERSEN



SAINT-GOBAIN - WHO ARE WE ?



2017 net sales

€40.8 BN

180.000 employees

Present in

67 countries

More than **75%** of sales

are made in the habitat markets:
construction, renovation,
infrastructures and civil
engineering



More than **4,100**
sales outlets

One of the top **100** industrial
groups in the world with around
950 production sites

Created more than
350 years ago



WE HELP TO CREATE GREAT LIVING PLACES AND IMPROVE DAILY LIFE

BY COMBINING

COMFORT



**WHICH ANSWERS TODAY'S
INDIVIDUAL NEEDS**

(performance, safety, adaptability,
accessibility, beauty)

SUSTAINABILITY



**WHICH ADDRESSES TOMORROW'S
COLLECTIVE CHALLENGES**

(sustainable building, better mobility,
resource efficiency, demographic growth,
climate change)

TO ENHANCE THE WELLBEING OF PEOPLE EVERYWHERE

OUR SHARE PLAN IN LEGAL TERMS



- **Employee Share Purchase Plan**
- **2 FCPE** (France & International) (40 countries) + **direct share holding** (7 countries)
- **Annual operations** with capital increase since 32 years
- **France** : combined with transfer of profit sharing (**Interessement & Participation**)
- **20 % rebate** for all levels.
- **Matching contribution** defined by country with a set maximum of 2100 Euro
- **5 years plan** with 9 early release criteria
- **Governance** : 2 Supervisory boards and 1 member of the Group board of directors.

OUR SHARE PLAN AND ITS CHALLENGES 2015



Implemented
since 1988

Stable plan
participation

67 % was
French

Communication
paper based

Offered in
43 countries



More than 5000
locations

We did not reach
all possible
participants

Decentralized
approach



WHAT DID WE DO 2016-2018



**Assembled
best practice**

**Used our 30th
anniversary**

**Increased
number of
countries**

Digitalized

**Personalized
+ strengthened
communication**



**Ensured solid
financial incentives**

**Involved
management
and HR**

**Improved
tools**

**Combined central and
decentral approach**



COMMUNICATION

- New **logo** and **slogan**
- **Extranet** by country
- New **brochure**
- **Video testimonial**
- **Animation video** with simple and quick explanation of the plan
- **Animation video** around **supervision**.
- Structured **network of correspondants**
- **Communication kit** for managers and HR
- Dedicated internal **social network**
- **Teasing** (Intranet, mails)
- **Tailor made communication** to specific groups
- **Simulators** for investment and incentives



WHERE ARE WE TODAY



Largest
shareholder
with 14 %
voting rights

Increased
participation
by 40% over
3 years

70% increase
outside France

61% participation in France

44.6 K participants
in 2018

Investment of
179 MEuro in
2018

Offered in
47 countries

Active
governance

Digitalized





Why is this
important for
Saint-Gobain ?

WHAT ARE OUR CONCERNS AND WISHES



FCPE
acceptance in
all countries

Concerns:
GDPR data
protection

Stop fiscalisation
up front

Focus on
management
involvement and
communication



Tax free base amounts

Incentivise
employee share
ownership



THANK YOU




SAINT-GOBAIN