

SAINT-GOBAIN ATTITUDES



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Saint-Gobain Attitudes

The world is moving at an accelerating pace. Changes that profoundly impact society and our markets at large are leading us to review our business models and question the way we work.

Rigor and discipline in managing our projects, the search for operational excellence, the attention paid to the quality of products and services for our customers, our ability to innovate, everything that has made and makes the strength of Saint-Gobain is more than ever necessary. However is this enough? What challenges are we facing today? And how shall we embrace them successfully? How to implement the Group's strategy in a fast-paced and ever-changing environment?

It was necessary to clearly express what the Group expects from each of us now to onboard all these changes. Several hundred managers were invited to contribute as part of working groups and workshops organized over 2016. We have used their own words that express who we are, our DNA as well as what we must become.

These are the five Saint-Gobain Attitudes:

- Cultivate Customer Intimacy
- Act as an Entrepreneur
- Innovate
- Be Agile
- Build an Open and Engaging Culture

These five Saint-Gobain Attitudes concern all Group employees. They reflect both our heritage and our ambition to help create great living places and improve daily life. By putting these into practice on a daily basis, we shall make this ambition a reality.





Cultivate Customer Intimacy

WHAT DOES IT MEAN?

It means **understanding, anticipating and meeting the fundamental needs of both internal and external customers at all times and at all levels of the organization.**

With this attitude, Saint-Gobain people **show a strong focus** to meet customers' needs while also being able to **proactively provide creative solutions when necessary.**

To do so, **Saint-Gobain people need to develop their empathy**, i.e. their ability to put themselves in the shoes of the customer and change their perspective to understand the fundamental needs of others.



WHY IS IT IMPORTANT?

Serving customers and markets by creating great living places and improving daily life demands the whole innovative potential of Saint-Gobain, and is one of **the key objectives of the Group's strategy.**

It is essential to **ensure Saint-Gobain's unique position in the market** while perfectly understanding the evolving needs of the customers in a constantly changing environment.





Key Features & Examples of Observable Behaviors

FOCUS ON CUSTOMER EXPERIENCE

Cultivate customer intimacy (interviews, surveys, meetings, a deep dive into their reality to understand how they work and what they need, seeking their feedback...) with **both external and internal customers**.

Understand your customers' fundamental / core needs (put yourself in their shoes).

Be solution oriented ("there are no problems, there are only solutions").



Act as an Entrepreneur

WHAT DOES IT MEAN?

Acting as an **entrepreneur** means being **results-driven** as if it **was one's own company**.

Acting as an entrepreneur means showing **strong commitment** and having a **sense of ownership**: all the projects on which you are working are yours. You make them successful through your **personal initiative and drive**.

It also means having an **impact and leaving your personal footprint on the results, performance and sustainability of Saint-Gobain**.

To do so, you need to have **the courage to take risks and make decisions to advance the results and performance of the Group**.

Finally acting as an entrepreneur relates to being **an active part of change and showing enthusiasm for it**.

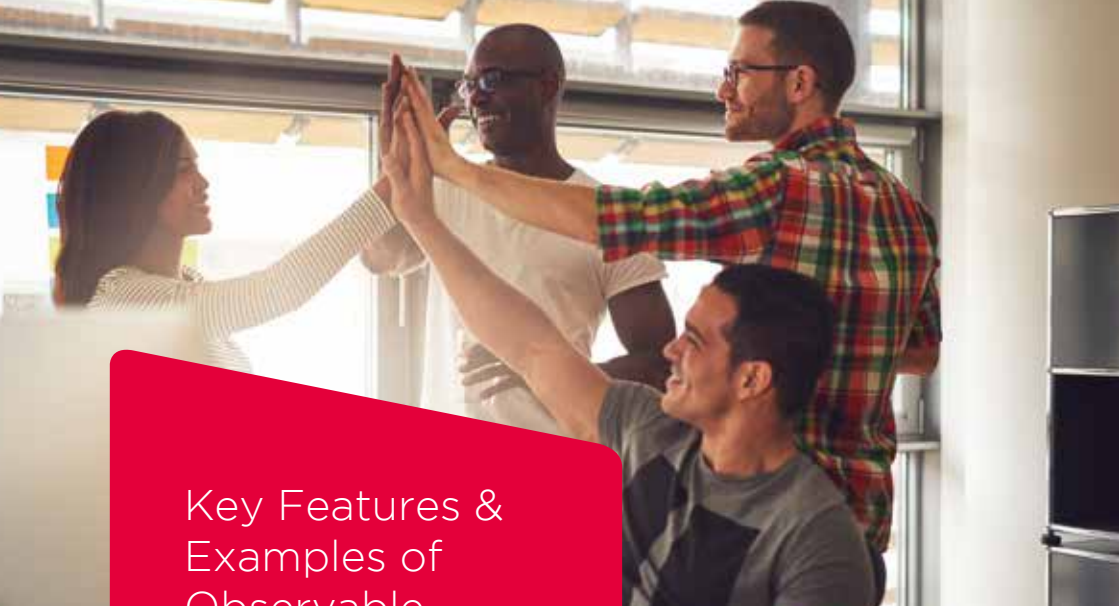


WHY IS IT IMPORTANT?

Saint-Gobain is more than ever evolving in a changing business environment. While it is essential to stay true to our Principles of Conduct and Action, we **also need to change our perspective on risk-taking and initiative**.

Acting as an internal entrepreneur within the Saint-Gobain Group is having the right mindset to align our strong values with the necessity to go forward in today's world. « Intrapreneurship » is now needed to foster our dynamic growth, change and innovation.

As such, it gives to each and everyone the **opportunity to develop one's leadership skills** while inspiring change.



Key Features & Examples of Observable Behaviors

BE FOCUSED ON PERFORMANCE AND RESULTS

Be **results-driven** as if it was **one's own company**.

Set **ambitious goals**, define **priorities**, draft **clear rules** and be **demanding at all times**.

Get things done: Keep up with the roadmap and **take opportunities** when they show up.

Focus on results whatever your position or function in the Saint-Gobain organization (results are not only the concern of Sales teams).

Adapt to a rapidly developing and changing business.

SHOW COURAGE & TAKE RISKS

- ▶ Make decisions and take risks.
- ▶ Open your heart and mind to new ideas.
- ▶ Come out of your comfort zone.
- ▶ Demonstrate ownership.
- ▶ Experiment with new things, be able to fail and learn quickly: quick cycles, tests, prototype.



Innovate

WHAT DOES IT MEAN?

Innovate refers to the **ability to be open and think differently.**

It means **thinking out of the box, being original and experimenting with new solutions.**

It implies **being future-oriented and anticipating changes** in markets, customers and technologies.

Finally It is the ability to **promote a safe space where failure is accepted** as being part of the game and where every one can learn from it.



WHY IS IT IMPORTANT?

Saint-Gobain is already in a **rapidly changing world.**

This requires the Group to constantly innovate to meet its challenges (i.e., integrating a diverse workforce and making it evolve, enabling coopetition with competitors when the market requires it, questioning the past procedures to propose new ones, thinking of new ways to lead R&D through co-development...).





Key Features & Examples of Observable Behaviors

BE OPEN & THINK DIFFERENTLY

Transcend the usual routines and favour curiosity.

Search for competencies outside of your usual scope.

Promote and value the differences and the specificities of your colleagues/ collaborators.

Work/Exchange with different generations and learn from them.

Stretch your knowledge and competencies (multidiscipline).

Create a co-innovation ecosystem for new products and services (customers / employees).

PROMOTE THE RIGHT TO FAIL

- ▶ Work in a trial and error mode: **Experiment, try new things, prototype your ideas** (adopt Design Thinking).
- ▶ Accept **that failure is part of the game.**
- ▶ **Be resilient: Learn from failure.**



Be Agile

WHAT DOES IT MEAN?

This is the **ability to be quick in action and mind**. It means embracing change and being an active part of it.

This requires Saint-Gobain people to develop their **self-awareness, the awareness of their team and of their environment** (both inside and outside the organization), knowing the strengths and ways of improvement of the people around them.

It also requires a lot of **energy** while ensuring two demands, to know the **capabilities of ones team** and always to adhere to a perspective of **sustainable development**.



WHY IS IT IMPORTANT?

More than ever, **Saint-Gobain is today facing new challenges**: getting products to market quickly, adapting to new methods of communication, finding new ways to manage new generations, equip all BU's with an adequate digital strategy...

New challenges will occur overtime.

This uncertainty requires from Saint-Gobain people, at all levels, to develop their **agility** while enhancing their ability to be **dynamic, energetic, quick and flexible**.





Key Features & Examples of Observable Behaviors

ACT WITH ENERGY AND SPEED

Impose **pace** for making decisions.

Be **proactive**, act quickly and embrace digitalization.

Set up and favor **light and flexible structures** within **Saint-Gobain**: light reporting, fast implementation, delegation, no micro-management.

Anticipate and initiate change when necessary.

BE FLEXIBLE

Be **open to changes** and actively contribute to make them happen.

Move forward and keep focused on your goals.

Increase your cultural understanding of local teams.

Listen to the views of others.

STRENGTHEN YOUR AWARENESS

- ▶ **Self-awareness:** know your strengths and areas for improvement. Take time for self-reflection and self-assessment, to learn from your mistakes and errors, and to reinforce your strengths.
- ▶ **Awareness of the people around you:** know their strengths and areas for improvement, participate and organize teambuilding sessions, put yourself in their shoes, network.
- ▶ **Awareness of the environment and of Saint-Gobain stakeholders:** know what is going on in your company and outside as well as the expectations and needs of the Group's stakeholders.



Build an Open and Engaging Culture

WHAT DOES IT MEAN?

The first requirement, at all levels, is to **be open-minded**. This means **accepting differences**, being **open to** take both positive or negative feedback, being open to try **new ways** of working and collaborating (internally and externally), **to create a safe space where each and every one can express themselves to boost team spirit**.

This means developing a transversal approach whilst being **collaborative, taking a global view and learning continuously**.

Being true to our General Principles of Conduct and Action, it means also **exemplarity, integrity, respect and trust**.

Demonstrate **inclusive leadership** which involves and develops people based on an open and meaningful dialogue.



WHY IS IT IMPORTANT?

Today's world is volatile, uncertain and complex bringing daily risks. It challenges us and pushes us out of our comfort zone. What was true yesterday or what is true today, will not be true tomorrow.

In the face of such a challenging environment, individualism or a battle of egos cannot be a sustainable solution. **The answer comes from an ability to work collaboratively in an inclusive environment that enables innovation and agility**. The ability to establish a supportive environment where each and everyone feels at ease, and is prepared to contribute and develop continuously becomes a key success factor.

In this stressful environment it is necessary to combine **emotion, fun and rationality**.



Key Features & Examples of Observable Behaviors

LEAD AND ENGAGE PEOPLE

Ensure **safety** and **security** in the workplace.

Inspire, give meaning to and share the **Group** vision.

Strive for **well-being at work**.

Walk the talk and be exemplary: On a daily basis, embody values such as responsibility, integrity, kindness.

Accept failures and learn from them.

Cultivate **empathy** and put yourself in the shoes of others.

Lead with courage but also with your heart.

Take time to listen, support and encourage.

Recognize achievements.

BE OPEN-MINDED

Respect others: Accept differences and take them as an opportunity for self-development .

Leverage all types of diversity.

Be open to new ideas & changes.

Accept all feedback, whether positive or negative.

Learn constantly from your experience.

BE CONSTRUCTIVE & COLLABORATIVE WITHIN AND OUTSIDE SAINT-GOBAIN

- ▶ Promote and practice **networking**.
- ▶ **Communicate** and **share proactively**.
- ▶ **Collaborate with others:** with your usual colleagues as well as people **beyond your normal scope** (whether internal to Saint-Gobain or external).
- ▶ **Trust** yourself and people around you.
- ▶ **Learn continuously** from your daily experiences to develop your true self.
- ▶ **Integrate external resources / partners** in Saint-Gobain business.



**CULTIVATE
CUSTOMER
INTIMACY**



**ACT AS AN
ENTREPRENEUR**



INNOVATE



BE AGILE



**BUILD AN
OPEN AND
ENGAGING
CULTURE**



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