

TALENT, SONEPAR'S MAJOR STRENGTH

6,900

NEW HIRES
A YEAR

3,000

NEW ASSOCIATES
(ACQUISITIONS)



**PIERRE
SOUSSAND**

SENIOR VP,
GROUP HUMAN RESOURCES



**SARA
BIRASCHI ROLLAND**

“Our priorities for the future? Attract, retain and develop talent. Our strengths? Energy, passion and close ties to our associates. Every associate has the opportunity to progress; every manager has responsibility for his team. Together, we grow.”

Sara Biraschi Rolland was appointed Senior VP, Group Human Resources in February 2016.

Listening to our associates, valuing their contributions and maintaining a close and connected management style as the company expands are key to Sonepar's success. Human resources are a major area of responsibility in any company, and one to which we're constantly renewing our commitment.

In 2015 we recruited 6,900 associates from a wide range of backgrounds to meet the varied needs of our business. We also developed a powerful search engine on our website sonepar.com to aggregate job postings, making it easier to access information about career opportunities in countries where the Group is established. By the end of 2015, Sonepar had 43,000 associates worldwide, including almost 3,000 newcomers who joined the Group as a result of our nineteen acquisitions globally. The challenge for us has been to integrate these new associates in the best possible conditions, capitalizing on their skills, respecting cultural differences, focusing on direct contact and



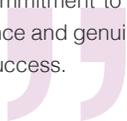
43
AVERAGE
AGE

16
AVERAGE NUMBER
OF YEARS WITH
THE GROUP

24%
WOMEN

43,000
ASSOCIATES

information sharing, providing opportunities for managers to meet with the Sonepar leadership, and encouraging integration paths that facilitate understanding of the Group's working methods and values. Whether providing advice or offering high value-added products and solutions, we strive to better serve our customers and suppliers as their businesses develop. And to achieve this, we continually invest in improving our own associates' skills, mobilizing the means to achieve operational excellence in everything we do. The complexity of our businesses and the development of specialty activities mean we need to recruit more highly qualified staff with new skillsets, particularly in the area of digital technology. Whatever an associate's role in the company, investing in each person's training and professional development remains core to our approach. We are constantly improving our training programs—several countries have expanded their online training facilities, offering staff greater flexibility in their day-to-day operations. The Group is also collaborating with Harvard University in the design of new tools for interactive online learning. We are also particularly attentive to the welfare of all the people working in the companies that form the Group. And they appear to appreciate this. The Ipsos global survey commissioned by the Group in 2015 broadly confirms this point, clearly demonstrating managers' confidence in Sonepar, their commitment to the Group's development and their sense of independence and genuine dialogue. These are key assets for building long-term success.



**DETECTING AND ENCOURAGING
POTENTIAL:
THE GROUP'S STRENGTH**

The Group significantly invests in training for all its associates. This also enables us to better detect potential wherever it lies, and to encourage internal promotion. The objective is

always the same: recognize and identify talented individuals, train them, nurture them, help them progress and facilitate their career development. The

Group encourages this because the success of its talent is also Sonepar's own success. The first priority is therefore to identify potential talent within the Group, a process that already takes place through annual performance reviews. In addition, and for the first time in 2015, an international Talent Review was undertaken by the Group's Executive Board and the Region presidents. This work was based on preparatory meetings held between regional and country leaders in areas where teams had already undergone performance reviews. Starting in 2016, this process will be rolled out across all of our subsidiaries. Individual potential, aspirations, capacity for progress, areas of interest and mobility will in this way be better known and will help promote the development of all.

**INVESTING
IN SKILL**