



Gilles Colas
President and Chief Executive Officer

March 17, 2009

Arvind Ganesan
Director
Business and Human Rights Division
Human Rights Watch
1630 Connecticut Avenue, N.W.
Suite 500
Washington, DC 20009
USA

Dear Mr. Ganesan:

As the head of Saint-Gobain's North American business, I have been asked by our CEO, Pierre-André de Chalendar, to follow-up on your letter of February 5, 2009 in which you extended to us the opportunity to comment on two case studies presently under consideration by Human Rights Watch. One of those cases involved a United Auto Workers union organizing drive at our Abrasives facility in Worcester, Massachusetts; the other a United Steelworkers organizing drive at our Industrial Ceramics facility in Niagara Falls, New York.

By letter dated February 20th, 2009, we responded to a number of specific questions in your letter relating to the dates upon which Saint-Gobain adopted the Principles of Conduct and Action as well as other policy statements made prior to the adoption of the UN Global Compact. We trust that you found this information helpful.

We believe that Saint-Gobain's actions in the two cases under consideration were appropriate and entirely consistent with our membership in the UN Global Compact, our endorsement of the OECD Guidelines and the UDHR, and our Principles of Conduct and Action.

Each of the organizing drives presented a different set of issues, both for our employees and our company, and both were extremely complex situations. The outcome of these cases is a matter of public record, as are the decisions taken by the NLRB during the course of the two campaigns. Ultimately, our employees decided, in free and fair elections, that they no longer wished to be represented by a union.

I would like to make the following points about Saint-Gobain's approach to union representation:

- There have been many cases in the United States where our employees have elected to be represented by a union. We respect and observe these outcomes. We work cooperatively with those unions and bargain with them in good faith.

- When our employees have decided not to be represented by unions, we respect their choice and work at developing a fair and open direct dialogue in order to negotiate working conditions in the best interests of employees and the company.
- In any case, our policy is to enable our employees to make an informed choice about union representation without fear of reprisals or recrimination from either the union or the employer. We wish to ensure that our employees consent willingly to being represented by a union that seeks to organize in one of our facilities.
- Our overarching goal is to maintain in our premises a respectful and safe workplace, in full compliance with our Group General Principles of Conduct and Action. This is the best way for Saint-Gobain to remain productive and competitive in the global economy – something which is clearly also in the best interests of our employees.

If you have specific questions about the issues raised in these two cases please let me know.

We appreciate the opportunity to comment.

Sincerely



Gilles Colas
Saint-Gobain General Delegate, North America

Copy: M. Pierre-André de Chalendar
Mme. Dominique Elineau