

SUSTAINABILITY  
REPORT  
2024

ACTING FOR  
TRANSITION



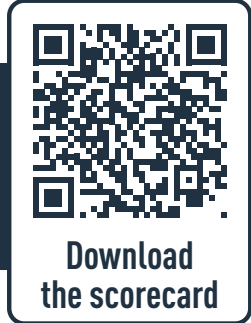
**ADDEV**  
MATERIALS



This sustainability report has been drawn up in preparation for the CSRD directive. It includes the required disclosures (DR) and the corresponding European Sustainability Reporting Standards (ESRS).



With a score **7 points higher** than last year's, **ADDEV Materials has held onto its Ecovadis gold medal for the 5th consecutive year**, with a score of **78/100** in 2024



Executive Committee members, from left to right: **Franck POIRIER**, **Aude CURY**, **Julien DUVANEL**, **Pascal NADOBNY**, **Marie BLANCHARD BRUNEL**, **Julien BOCCON-GIBOD**.



**WE SUPPORT**



# EDITO

## MATERIAL SOLUTIONS FOR A MORE LOCAL AND FRUGAL INDUSTRY DR GOV-5

### SUSTAINABILITY IN ACTIONS

At ADDEV Materials, sustainability is a cornerstone of our business model. We are convinced that to thrive in a rapidly changing environment, it is essential to adopt sustainable business practices. This means we are constantly seeking solutions that reduce our environmental footprint while increasing our positive social impact.

We have launched a number of initiatives. We recommend low-impact materials, reduce the quantities used, fight waste, take into account life cycles and promote container circularity. With the support of our suppliers, we are integrating more sustainable materials into our product range, capable of meeting the most demanding needs in terms of technical assembly (adhesives, tapes, and foams), electrical and thermal insulation (films and fibers), and surface treatment (anti-corrosives, primers, and paints). All these solutions are designed to promote frugality and maximize value while using fewer resources.

At the same time, we understand the need to reduce the carbon footprint of transport and look for local services and suppliers whenever possible. At ADDEV Materials, we support transition towards shorter, more robust supply chains, which help to strengthen regional ecosystems.

### HUMAN CAPITAL & CORPORATE CULTURE

Sustainability goes beyond just resource management. It also implies a commitment to our human capital. We are aware that our future success is dependent on our ability to attract, retain, and develop the most qualified talent. This means creating a work environment that is inclusive, equitable, and conducive to the personal and professional development of each and every one of our employees.

With this in mind, we have undertaken a series of initiatives to strengthen our corporate culture and the pride to work for ADDEV Materials. We place particular emphasis on inclusion, promoting women in the industry, encouraging young talent, and supporting people with disabilities. We firmly believe that diversity of perspective and experience is a valuable asset that helps drive innovation and strengthen our long-term competitiveness.



**Julien DUVANEL**  
CEO Chemicals & Consumables  
Aerospace & Defense  
ADDEV Materials

**Pascal NADOBNY**  
Chairman & CEO  
ADDEV Materials

### IMPACT MEASUREMENT, REGULATORY TRANSITION & COMMITMENTS

In terms of measuring our environmental impact, we have made significant progress, thanks to the Decarbonization Accelerator launched by Bpifrance and ADEME. Our efforts to reduce emissions, optimize quantities used, determine the Life Cycle Assessment (LCA) of our products and promote recycling of packaging are all proof of our commitment to a more circular and sustainable economy.

As part of our ongoing commitment to transparency and excellence, we are actively preparing our transition to the new CSRD regulations expected in 2026. In collaboration with the consulting firm ANSA, we carried out an in-depth ESG due diligence report to ensure the compliance and quality of our corporate governance, social responsibility, and environmental impact.

ADDEV Materials has been a signatory of the United Nations Global Compact for ten years and is fully committed to supporting the 17 Sustainable Development Goals (SDGs) and promoting ethical and responsible business practices. Our commitment to sustainability was recognized by Ecovadis, which awarded us the Gold Medal for the fifth year running in 2024, with a significantly improved score of 78/100.

This sustainability report reflects our ongoing commitment to sustainability and social responsibility, and is intended for both internal and external distribution. It reflects our progress towards becoming more responsible company that is aware of its impact on the world around it, and that is determined to play an active role in building a better future for everyone.



# BUSINESS MODEL

## BUSINESS MODEL & POSITIONING IN THE VALUE CHAIN



DR SBM-1  
DR SBM-2

**Aude CURY**  
CEO Films & Fibers  
Power & Electronics  
ADDEV Materials



Our customers face complex technological and technical challenges, which require an integrated approach that takes into account social, societal, and environmental issues to ensure their long-term competitiveness and sustainability:

Combining expertise in high-performance materials - from adhesive tapes and foams to films and fibers, adhesives and chemical solutions - and know-how in custom converting and packaging, ADDEV Materials accelerates its customers' responsible industrial performance.

Working closely with the world's leading manufacturers, we design value-added solutions to meet customers' technical and environmental challenges, aiming to deliver more value while using less materials.

- ▶ Partnerships with suppliers of alternative raw materials, favoring local sources to reduce the material footprint.
- ▶ A production and distribution network strategically located in Europe, North America, and Asia, designed to minimize logistical impact.
- ▶ Advanced expertise in custom cutting and packaging, to optimize the use of materials and reduce waste.



# CONVERTING INDUSTRIAL CHALLENGES INTO SUSTAINABLE MATERIALS SOLUTIONS



# STAKEHOLDERS



“ By joining the UN Global Compact - France Network, ADDEV Materials is contributing to the positive and sustainable transformation of our society. Its investments aimed at reaching the SDGs and respecting the Ten Principles is essential to the development of a sustainable economic future. ”

**Nils PEDERSEN**  
General Delegate  
UN Global Compact - France Network



“ Our partnership with ADDEV Materials is built on common values and a shared commitment for a sustainable future, through innovation for customers. ”

**Thierry DESSEAUX**  
Senior Sales Manager  
Nitto EMEA

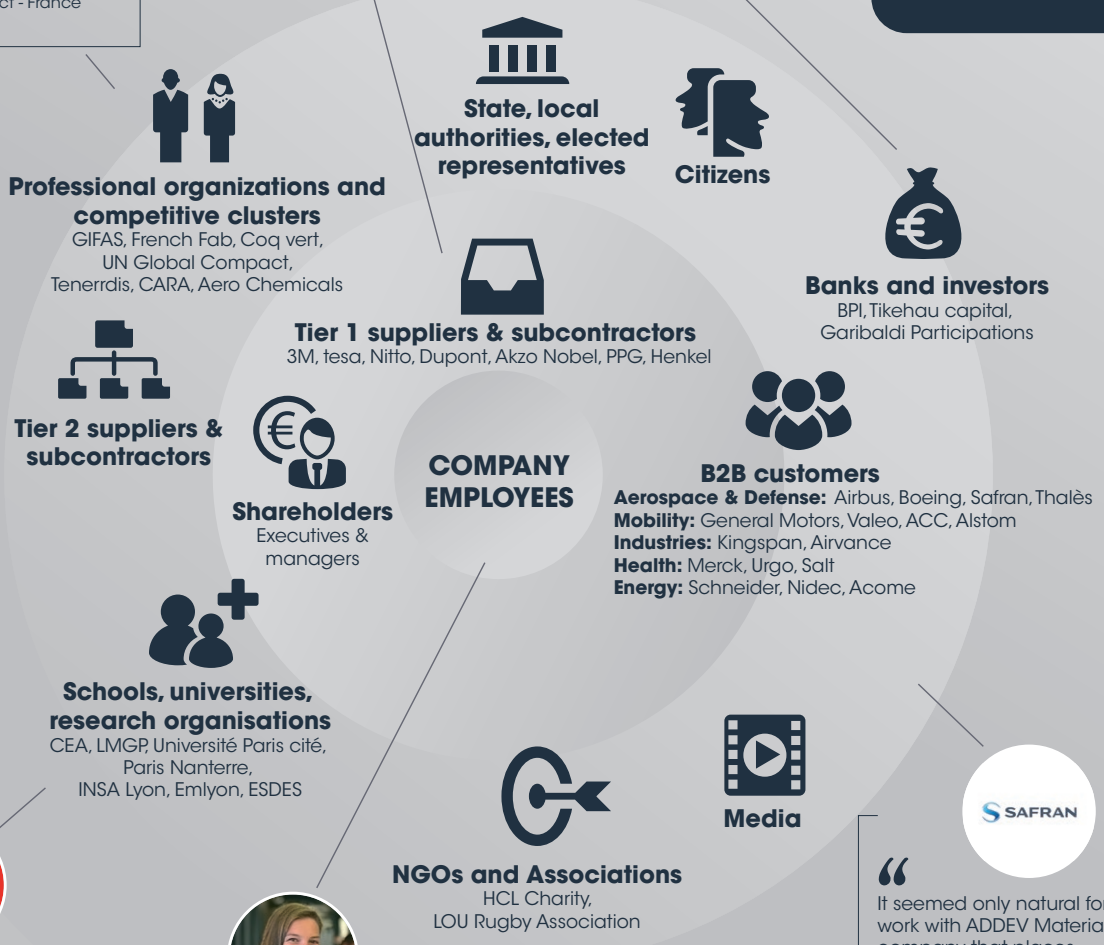


“ ADDEV Materials embodies excellence in sustainability. Their commitment to environmental and social sustainability is an inspiration to the entire industry. In addition to defining their commitments, they implement concrete actions and are able to monitor their results. ”

**Nathalia MILLAN**  
Head of ESG for Private Equity  
Tikehau Capital

## OUR CHALLENGE FOR THE FUTURE

As it has been done in the past, ADDEV Materials will carry out a stakeholder survey in 2025. This will allow us to identify the expectations of the players in our ecosystem, as well as their view of our impacts, risks, and opportunities. This study will be used as part of our dual materiality matrix, and will complement our strategic analysis to track the evolution of our material challenges. It will also help us to better organize our ESG reporting in the future.



“ Emlyon Business School salutes ADDEV Materials’ commitment to sustainability. Their exemplary approach inspires our students and demonstrates a real social and environmental impact that is aligned with our values. We’re proud to work with such a responsible and visionary company. ”

**Marie-Victoire STIQUEL**  
Head of Employer Relations  
Emlyon Business School



“ Working at ADDEV Materials is a rewarding experience. Our corporate culture, focused on social and environmental responsibility, allows us to grow professionally while contributing to a better future. ”

**Christina RICCI**  
Sourcing Engineer  
ADDEV Materials



“ Over the past 5 years, ADDEV Materials and I have devised and deployed a wide range of social and societal initiatives for LOU’s female rugby players, contributing to their sporting, professional, and personal development. Together, we play as a united, imaginative, and committed team to improve the daily lives of exceptional young women. ”

**Serge BRUHAT**  
Vice-Chairman  
LOU Rugby

“ It seemed only natural for us to work with ADDEV Materials, a company that places sustainability at the heart of its activities. Their commitment to sustainability translates into innovative, environmentally-friendly solutions that are perfectly in line with our own commitments. ”

**Dominique FERJULE**  
Chemical Products Buyer  
SAFRAN



# GOVERNANCE



- PRESERVE
- CREATE VALUE
- TAKE CARE
- MANAGE

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## SUPERVISORY BOARD

-  **PASCAL NADOBNY**  
Chairman ADDEV Materials  
Managing Founder
-  **JULIEN DUVANEL**  
General Manager ADDEV Materials  
Managing Founder
-  **TIKEHAU INVESTMENT MANAGEMENT**  
Represented by Emmanuel LAILLIER  
Head of private equity & Cyril MOULIN  
Executive Director
-  **BPIFRANCE INVESTISSEMENT**  
Represented by Arnaud LEGARDEUR  
investment Director
-  **GARIBALDI PARTICIPATIONS**  
Independent member, Censor  
Represented by Pierre-Antoine RUYSSSEN  
Investment Director

# STRATEGY

DR SBM-1

**210m€**  
REVENUES

**800**  
EMPLOYEES

**16**  
INDUSTRIAL SITES

## OUR STRATEGIC ACTIVITIES

**CHEMICALS & CONSUMABLES**  
**AEROSPACE & DEFENSE**



Aviation | Space | Defense | MRO

**ADHESIVES & TAPES**  
**MOBILITY INDUSTRY & HEALTHCARE**



Automotive | Rail | Industry | Healthcare

**FILMS & FIBERS**  
**POWER & ELECTRONICS**



Energy | Electronic | Industry

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## OUR BUSINESS EXPERTISE

### ADDED Value on MATERIALS

#### DISTRIBUTION

▶ EXPERT DISTRIBUTION

#### CONVERTING

- ▶ CUSTOM PACKAGING OF SURFACE TREATMENTS, ADHESIVES & SEALANTS, PAINTS & COATINGS
- ▶ CONVERTING OF TAPES & FOAMS
- ▶ CONVERTING OF TECHNICAL FILMS, FIBERS & ELECTRICAL INSULATIVES

#### MANUFACTURING

▶ SPECIALTY MANUFACTURING

### CHEMICALS & CONSUMABLES



Surface treatment  
Adhesives & Sealants  
Paints & Coatings  
Solvents & Cleaners  
Oils & Lubricants

### ADHESIVES & TAPES



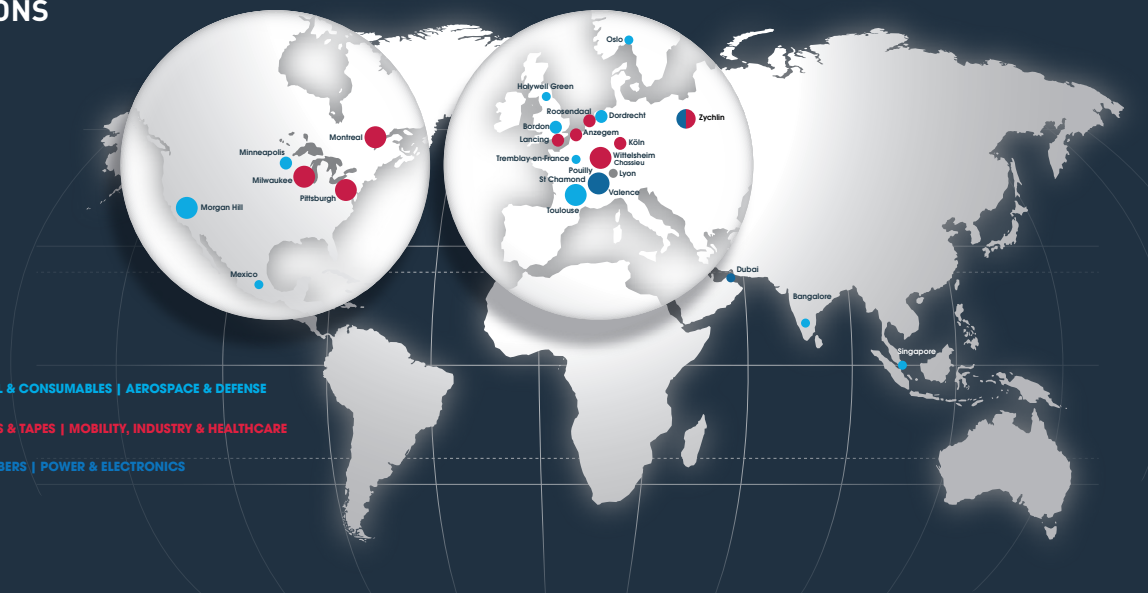
Adhesives  
Sealants  
Tapes  
Foams  
Protective films

### FILMS & FIBERS



Technical films  
Laminates  
Papers & fibers  
Nonwoven  
Tubes & sleeves

## LOCATIONS







# MATERIALITY

DR SBM-2, DR IRO-1

## IMPACT ASSESSMENT AND SUSTAINABILITY POLICY

ADDEV Materials' sustainability commitment dates back to 2012, when it signed the Global Compact. The company has implemented a number of social and environmental initiatives to comply with the 10 UN principles, marking continuous progress.

In 2017, an impact diagnostic was carried out with an external consultant and the sustainability committee to identify its main levers for action. A sector and customer benchmark identified the key risks and opportunities, organizing the sustainability policy around 5 major axes and 20 commitments covering all impacts.

At the same time, the first sustainability assessments were requested by customers, initiating the Ecovadis process, which confirmed ADDEV Materials' internal analysis. Since then, the company has made steady progress, with the publication of its first voluntary sustainability report in 2018 to better report on its sustainability approach.

## PURPOSE



In 2020, the management of ADDEV Materials defined a purpose that placed sustainability at the heart of its practices to reinvigorate the company after lockdown.

According to Pascal Nadobny, "Defining our mission has enabled us to get all our stakeholders on board, and to find a shared vision of the usefulness of ADDEV Materials for the world."

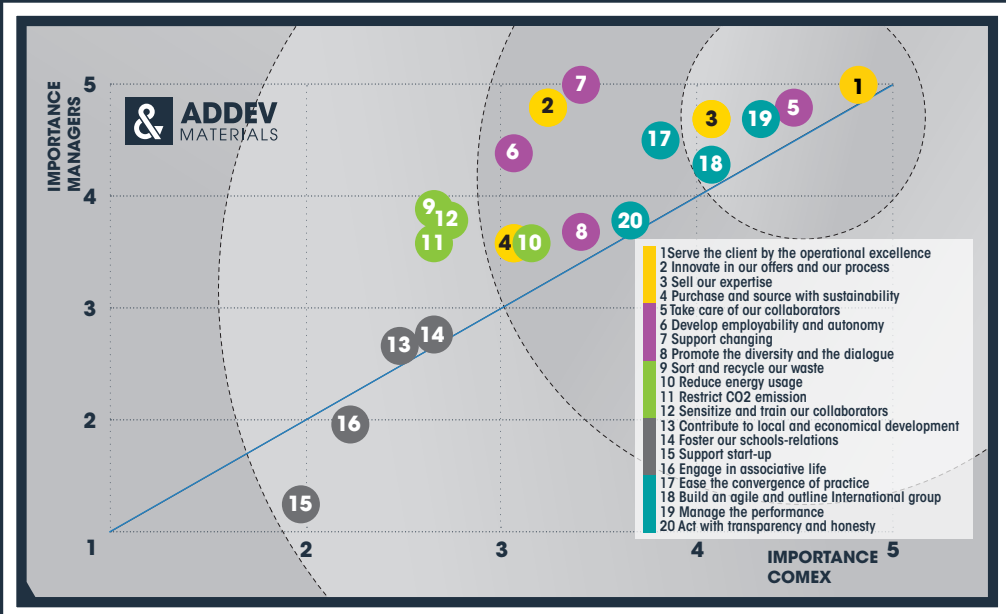
The project involved the Executive Committee, managers (TOP 40), and the three main stakeholders (customers, suppliers, employees) through events, which mainly took place remotely. Everyone was able to express their expectations and their vision of ADDEV Materials' contributions to society. The sustainability policy was enriched by identifying key impacts and their perception by stakeholders, structured by the SDG reference framework.

This vision led to the drafting of our mission statement: "Converting industrial challenges into sustainable material solutions." ADDEV Materials puts innovation at the service of its customers to create solutions that reduce environmental impact while improving industrial performance.

## MATERIALITY STUDY

The definition of ADDEV Materials' mission statement enabled us to carry out an impact materiality study. The Executive Committee compared internal perspectives on the importance of the issues and their perceived performance. In working groups, each function and country prioritized social, environmental and governance issues. The results led to an update of the sustainability policy, reducing the 5 major axes to 4 pillars: Preserve, Create Value, Take Care, Manage.

The methodological details and IRO (Impacts, Risks, Opportunities) rating scales are confidential. This study will be updated in 2025, when we prepare the 2026 sustainability report in line with the new CSRD requirements, adopting a dual materiality approach (impact and financial).



## PRIORITY SUSTAINABLE DEVELOPMENT GOALS (SDG)

In 2020, the definition of ADDEV Materials' mission statement incorporated the SDGs reference framework to identify its major contributions to global challenges. Stakeholders were polled via a global quantitative survey on the priority impacts and positive contributions of the company's activities and products. 6 of the 17 SDGs are thus ranked in the top 3, recognizing ADDEV Materials as an innovative manufacturer, capable of responding to the energy transition and sustainable production, while embodying strong human and ethical values.





## RISKS AND OPPORTUNITIES ANALYSIS

The analysis of ESG impacts, risks and opportunities is a key point in the structuring of ADDEV Materials’ commitments via the materiality study and the use of the SDGs. This approach was also enriched by the investment fund and shareholder Tikehau Capital, during the analysis of the shareholding portfolio and their sustainability approach. On this occasion, the analysis focused on climate risk and its business opportunities for the company, given its business model and value chain.

### RISKS

Type	Description	Potential financial impact
<b>Political and regulatory risks</b>	<ul style="list-style-type: none"> <li>Industrial sectors affected by regulations</li> <li>Regulated use of chemicals</li> <li>Carbon taxation, emission quotas, border carbon tax</li> </ul>	<ul style="list-style-type: none"> <li>Low-energy-intensity production, moderate potential impact on efficiency losses or increased costs</li> <li>Proactive commitment to sustainability initiatives</li> </ul>
<b>Technological hazards</b>	<ul style="list-style-type: none"> <li>Dependence on technological innovation</li> <li>Rapid pace of technological change</li> </ul>	<ul style="list-style-type: none"> <li>Low-energy production, moderate potential impact on increased investment costs in R&amp;D and innovation</li> <li>Capacity for rapid adoption of new technologies by the company</li> </ul>
<b>Market risks</b>	<ul style="list-style-type: none"> <li>Changing consumer preferences</li> <li>Growing demand for green products</li> </ul>	<ul style="list-style-type: none"> <li>Limited share of revenues from existing customers, moderate potential impact on loss of market share or decline in revenues</li> <li>Diversification of products and services</li> </ul>
<b>Reputation risk</b>	<ul style="list-style-type: none"> <li>Growing stakeholder expectations in terms of sustainability</li> <li>Mainly B2B customers</li> </ul>	<ul style="list-style-type: none"> <li>Good sustainability reputation, minimal impact on reputation</li> </ul>

### OPPORTUNITIES

Type	Description	Potential financial impact
<b>Resource efficiency</b>	<ul style="list-style-type: none"> <li>More efficient transport, generation and distribution</li> <li>More recycling</li> <li>Less waste</li> <li>Use of environmentally-friendly materials</li> </ul>	<ul style="list-style-type: none"> <li>Lower operating costs</li> <li>Increased production capacity</li> <li>Increased revenues</li> <li>Increased value of fixed assets</li> <li>Benefits for human resources management</li> </ul>
<b>Power source</b>	<ul style="list-style-type: none"> <li>Use of low-emission energy sources</li> <li>Favorable political incentives</li> <li>New technologies</li> <li>Participation in the carbon market</li> <li>Switch to decentralized power generation</li> </ul>	<ul style="list-style-type: none"> <li>Reduced exposure to rising fossil fuel prices</li> <li>Less sensitivity to variations in carbon costs</li> <li>Return on investment in low-emission technologies</li> <li>Increased availability of capital</li> <li>Reputation benefits</li> </ul>
<b>Products and services</b>	<ul style="list-style-type: none"> <li>Sales of low-emission goods and services</li> <li>Adaptation solutions and climate risk reduction</li> <li>New products or services thanks to R&amp;D and innovation</li> <li>Business diversification</li> <li>Changing consumer preferences</li> </ul>	<ul style="list-style-type: none"> <li>Increased revenues thanks to demand for low-emission products</li> <li>Better adaptation solutions</li> <li>Better competitive position to meet changing consumer preferences</li> </ul>
<b>Markets</b>	<ul style="list-style-type: none"> <li>Access to new markets</li> <li>Use of public incentives</li> <li>Access to new assets and locations requiring insurance coverage</li> </ul>	<ul style="list-style-type: none"> <li>Increased revenues through access to new emerging markets</li> <li>Greater diversification of financial assets</li> </ul>
<b>Resilience</b>	<ul style="list-style-type: none"> <li>Participation in renewable energy markets</li> <li>Adoption of energy-efficient technologies</li> <li>Diversification</li> </ul>	<ul style="list-style-type: none"> <li>Increased asset value thanks to resilience (infrastructure, land, buildings)</li> <li>Improved supply chain reliability and ability to operate in variable conditions</li> <li>Increased income thanks to risk protection</li> </ul>

ADDEV Materials presents a moderate overall climate risk profile, with certain areas requiring particular attention, notably in terms of regulation, technology, and the market. The company has already put in place solid sustainability initiatives to mitigate these risks. It also went a step further by carrying out a SWOT analysis of its business model and value chain.

## OUR CHALLENGE FOR THE FUTURE

The analysis of impacts, risks and opportunities (IRO) will be substantially updated in 2024 and 2025, to produce a rating in line with the CSRD - ESRS 2 methodological reference framework. This input data will also be used for the double materiality analysis and the stakeholder questionnaire.





# PRESERVE

ESRS E1



Download the policy



## DECARBONIZATION PLAN



DR E1-1  
DR E1-2  
DR E1-3  
DR E1-4

**Louise NADOBNY**  
Head of Sustainability & Communication  
ADDEV Materials

ADDEV Materials was part of the first group of participants in Bpifrance's Decarbonization Accelerator (2021-2023). This support program, which follows the ACT methodology step by step, took place over a period of 24 months and brought together 15 companies committed to the Ecological and Energy Transition (EET). Three consultants from Bpifrance, ADEME, and environmental consultancy firm eCO2 supported the in-house project team. Initially, support was provided to three of the Group's French industrial sites, before gradually being extended to all ADDEV Materials subsidiaries.

After taking stock of the decarbonization issue within the company and its activities, we held brainstorming workshops to define a long-term vision, a medium-term roadmap, and a short-term climate strategy. ADDEV Materials has also defined reduction targets in line with the "Science-Based Target (SBT)" initiative of -42% on scope 1&2 and -25% on scope 3 by 2030.

At the end of 2022, ADDEV Materials then defined an associated action plan to meet these reduction targets, divided into 4 areas:



### Decarbonization of operational activity

- ▶ Carbon performance of equipment
- ▶ Renewable energy supply
- ▶ Life at work (travels, mobility)



### Materials circularity

- ▶ Waste reduction
- ▶ Waste recycling



### "Low carbon" added value to our products

- ▶ Product carbon footprint and eco-design
- ▶ Optimization of raw materials purchasing
- ▶ "Scope 4" emissions avoided by our customers



### Climate approach management

- ▶ Manage the transition
- ▶ Carbon monitoring and information systems
- ▶ Promote climate change

Each axis is represented by a member of the Executive Committee and each sub-focus by an operational manager, and is subject to KPI evaluation to monitor progress.

## OUR 2023 KEY FIGURES DR E1-5

### BUILD AN ENVIRONMENTAL MANAGEMENT SYSTEM

### SORT AND RECYCLE



Energy consumption (gas and electricity)



Share of renewable electricity (purchased and produced)



Share of recycled waste

## “ CHANGEOVER TO LED LIGHTING DR E1-3

75% of the Group's industrial and service-sector sites are equipped with LED lighting, providing an average 10% reduction in energy consumption.



Tom YOCKEY  
General Manager  
ADDEV Materials Converting



## “ ISO 14001 CERTIFICATION DR E1-3

Currently, 10% of our sites are ISO 14001 certified, but our goal is to increase the number of certified sites by improving the environmental performance of our facilities.



Franck POIRIER  
Chief Performance Officer  
ADDEV Materials



## SUSTAINABLE MOBILITY PACKAGE

DR E1-3

ADDEV Materials encourages the use of sustainable transportation for commuting. In addition to the reimbursement of a portion of public transport tickets, a Sustainable Mobility Package has been offered since 2022. Employees who regularly use car-pooling, bicycles, or electric scooters to get to work can benefit from financial assistance of up to €200/year. In addition to the mobility bonus, employees are also discovering the benefits of «soft» mobility: fuel savings, the joys of carpooling, the health benefits of cycling, etc. In 2023, a distance of over 28,000 km by bike or scooter and 130,000 km by car-pooling were covered, saving over 20 tons of CO2.

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## ON-SITE ENERGY EFFICIENCY DR E1-3

The Roosendaal site in the Netherlands has 130 solar panels installed on the roof, which generate all the electricity needed to keep the site running. In addition, 32 light sensors were installed, providing natural lighting within the warehouse, as it has been shown that employees feel better and are more productive under the influence of natural light compared to artificial lighting. This also reduces the use of artificial light, saving energy. Finally, with good insulation, the need for heating of the building is minimized, thus considerably reducing energy consumption.



## FLEET ELECTRIFICATION DR E1-3

ADDEV Materials has embarked on the greening of its vehicle fleet, gradually replacing service vehicles with electric solutions. This transition includes all our employees in a greener, more sustainable approach to travel. Additionally, it enhances our global approach to costs for this family, in particular through the optimization of fuel and maintenance expenses.





# PRESERVE

ESRS E1

## CALCULATE OUR CARBON FOOTPRINT



Download the decarbonization plan



DR E1-6

**Maëlle NEDELEC**  
ESG Reporting  
Project Manager  
ADDEV Materials

The Carbon Footprint assessment began in 2021, with consumption data for 2020. We held a major data collection operation at all our industrial sites worldwide.

With the help of our investor, Tikehau Capital, we benefited from the support of an expert consultant. This first exercise was very important for the Group, in order to establish an initial diagnostic of the existence of environmental data, as well as its reliability, reporting methods, and so on. We were able to draw up a Carbon Footprint assessment for 18 industrial sites in 7 countries in France, Europe, and North America. Since 2021, the Carbon Footprint has become an essential tool in our climate transition strategy. We carry out the calculation annually, at the group and therefore international level, and always with the aim of improving the reliability of our data, as well as the number of categories covered in scopes 1, 2 and 3. In 2024, we carried out our fourth Group Carbon Footprint assessment, expanding the scope of our operations through external growth to include 20 industrial sites in 9 countries.

## OUR 2023 KEY FIGURES

DR E1-6

### REDUCE OUR ENERGY CONSUMPTION AND CO2 EMISSIONS



GHG Emissions  
scope 1&2



GHG Emissions  
scope 3



### CARBON FOOTPRINT TRAINING

DR E1-3

In 2023, we took the Carbon Footprint training course run by the Institut de Formation Carbone, which included membership in the ABC Transition Ecologique association to gain access to ADEME's calculation tools from the carbon footprint database. For the past two years, the sustainability team has been performing the Carbon Footprint calculation in almost complete autonomy, from data collection to analysis and monitoring of reduction trajectories.

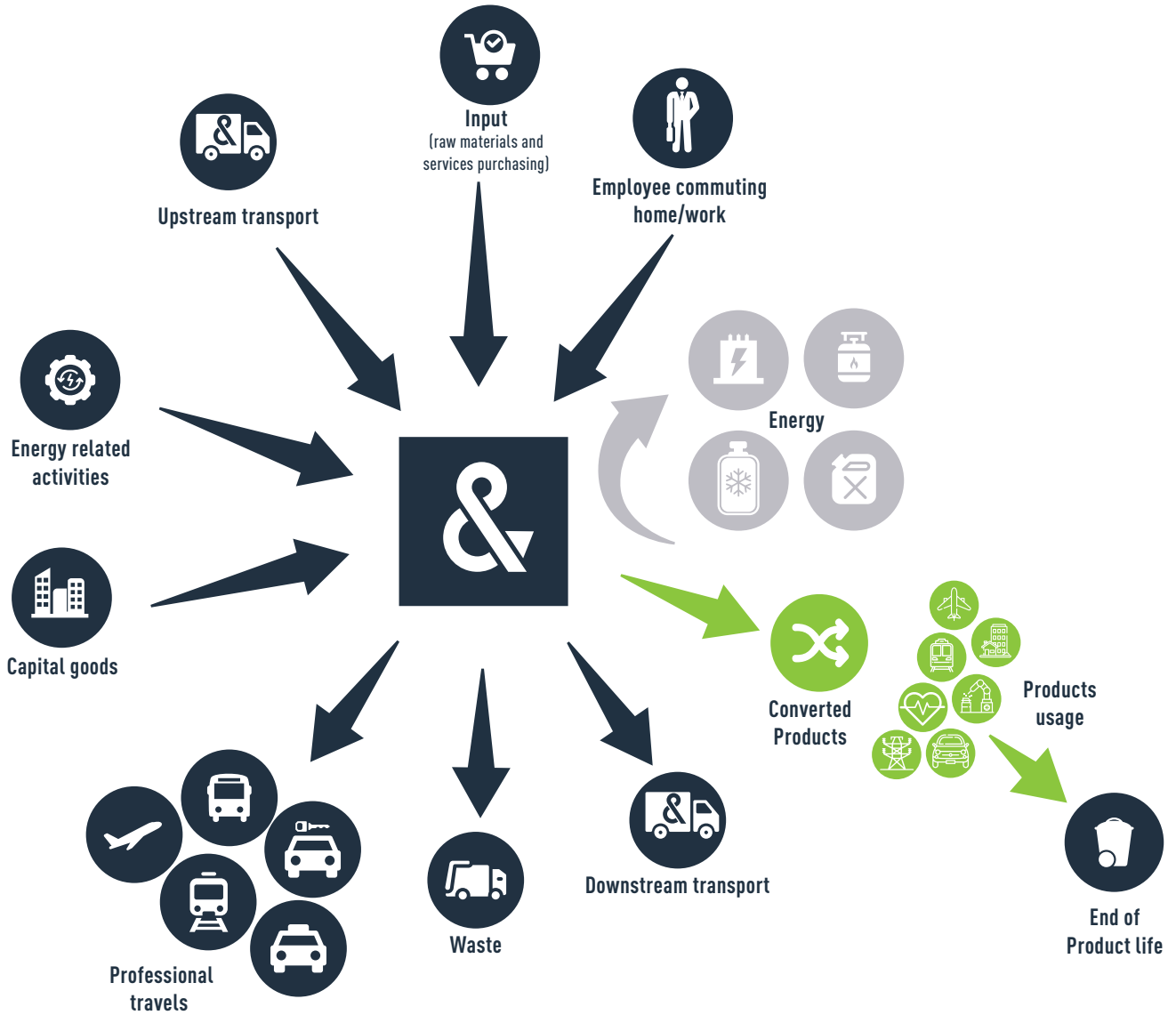
## OUR CHALLENGE FOR THE FUTURE

A review of carbon emissions by site will enable us to improve monitoring of key actions, including energy diagnostics, modernization and maintenance of air conditioning and heating equipment, finalization of the switch to LEDs and electrification of the vehicle fleet. And let us not forget scope 3, with the continuous improvement of our data on raw materials purchases, waste, and transport.





# CARBON STREAMS



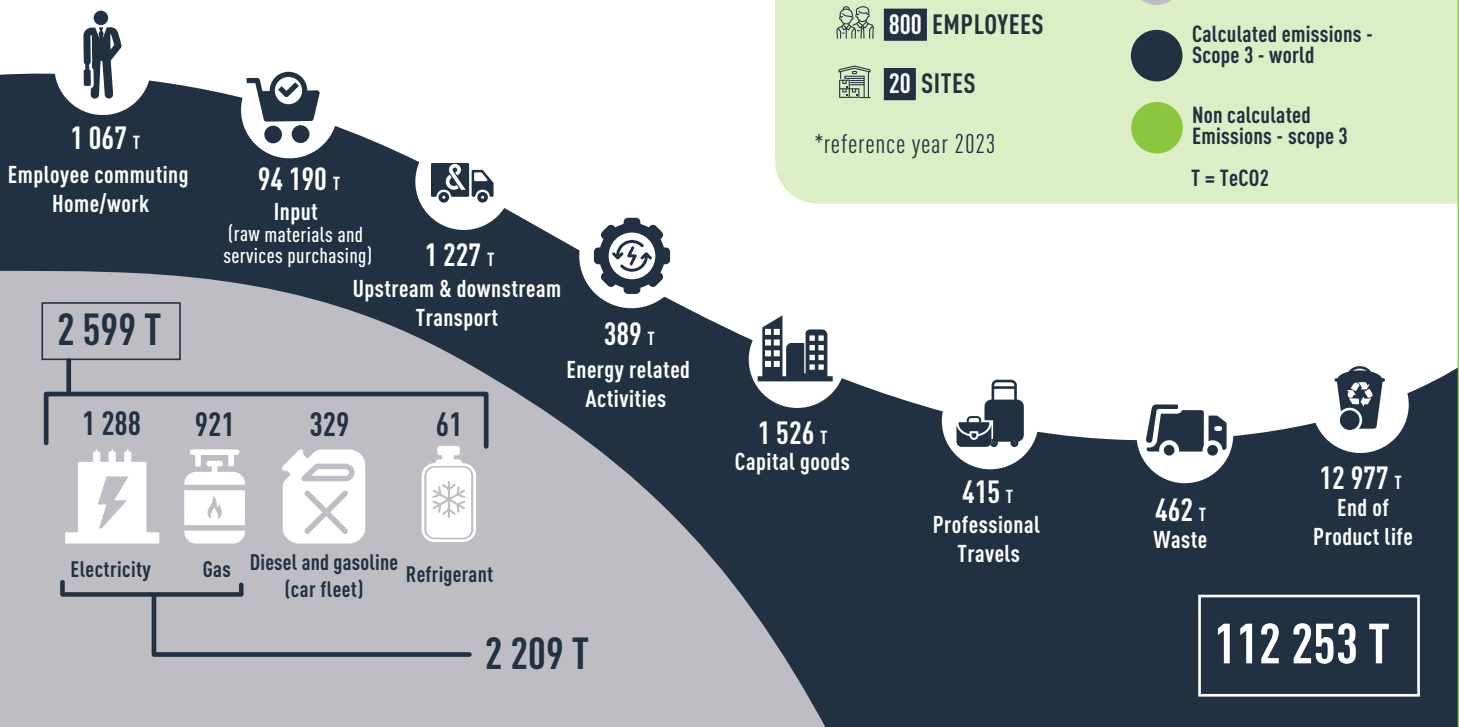
**ADDEV MATERIALS (WORLD)\***

- 800 EMPLOYEES**
- 20 SITES**

\*reference year 2023

- Calculated emissions - Scope 1 and 2 - world
- Calculated emissions - Scope 3 - world
- Non calculated Emissions - scope 3

T = TeCO2





# CREATE VALUE



Download the charter 

ESRS E5

## BUILD A RESPONSIBLE PROCUREMENT APPROACH OVER THE LONG TERM



*DR E5-1  
DR E5-3  
DR E5-4  
DR G1-2*

**Patrick GRANDE**  
Group Purchasing  
Director  
ADDEV Materials

As of 2022, ADDEV Materials has formalized its approach to responsible purchasing. The drafting of a dedicated policy allowed us to list the company's commitments and expectations in terms of business ethics and the promotion of sustainable purchasing. In 2023, ADDEV Materials went a step further by implementing a process review including the monitoring of targeted indicators and the roll out of improvement plans. Among the notable advances, the number of suppliers who have signed ADDEV Materials' purchasing charter has risen from 158 to 252, representing 50% of the Group's spending, an increase of 32% from the previous year. In addition, the carbon footprint calculation has been refined through the analysis and use of product weight data, representing over 50% of the total purchase value.

## COMMIT TO ECO-DESIGNED SOLUTIONS

*DR E5-2  
DR E5-4  
DR E5-5  
DR G1-2*

By involving our suppliers in more sustainable sourcing, rethinking our solutions through the use of Life Cycle Assessment (LCA) tools, and reusing and reprocessing our packaging, we have embarked on an innovative eco-design strategy aimed at limiting our impact on the environment, from product creation all the way to the end of the product's life cycle.

Our multi-local sites in Europe, North America, and Asia also allow us to offer a production and distribution network that is as close as possible to our customers, minimizing our logistical impact.



**Marie BLANCHARD BRUNEL**  
Chief Marketing & Sustainability Officer  
ADDEV Materials

## OUR 2023 KEY FIGURES

*DR E5-2  
DR E5-4*

### SERVE THE CLIENT BY THE OPERATIONAL EXCELLENCE



Number of clients evaluating ADDEV Materials about its sustainability commitments since 2020

### INNOVATE AND SELL SUSTAINABLE SOLUTIONS



Share of R&D budget allocated to sustainable projects

### PURCHASE AND SOURCE WITH SUSTAINABILITY



Share of purchases covered by a sustainability approach

## AN INDUSTRIAL PARTNERSHIP FOR THE TRANSITION

DR E5-2

More than half of all damage to photovoltaic panels worldwide is due to aging and cracking of the backsheet, which is the protective film on the back of the modules that protects them from environmental damage and provides electrical insulation. Since 2023, ADDEV Materials has partnered with DOTSun to offer an innovative, low-carbon, short supply chain repair solution for this backsheet and thus optimize the sustainability and safety of solar power plants.



The 4 co-founders of DOTSun Olivier WALLNER, Denis DUYRAT, Thierry BODIOT and Stephan PADLEWSKI, and Aziz REZIG Group Innovation Director, ADDEV Materials (in the middle)

“

## RESPONSIBLE PURCHASING TRAINING

Our purchasing teams are trained in responsible purchasing, including the ethical, environmental, and social aspects, so that they can integrate these aspects into their day-to-day work.

Patrick GRANDE  
Group Purchasing Director  
ADDEV Materials

”

“

## COMMITMENT TO RESPONSIBLE PURCHASING AND SUPPLIER RELATIONS (RFAR)

DR G1-2

In 2024, we initiated a responsible purchasing label strategy with the signature of the RFAR charter, the completion of an audit, and the continued deployment of improvement plans.

Line FOURNIER  
Junior Buyer  
ADDEV Materials



See our commitment

”

Charte   
RELATIONS FOURNISSEURS  
ET ACHATS RESPONSABLES

## LEA, LIFECYCLE EVALUATION BY ADDEV

DR E5-2, DR E5-4, DR E5-5

Working with the ECO2 Initiative consulting firm, ADDEV Materials has developed LEA (Lifecycle Evaluation by ADDEV), an in-house tool for carrying out simplified Life Cycle Analyses of its flexible products: films, laminates, and adhesives. This calculating tool allows us to eco-design new solutions, and to get customers involved in reducing their carbon footprint by offering impact comparisons. This custom-made tool, which is easy to use by the R&D, marketing, and sales teams, leverages internal and external databases that cover the entire life cycle of a product: raw materials, manufacturing, packaging, transport, use, and end-of-life.



Watch the video



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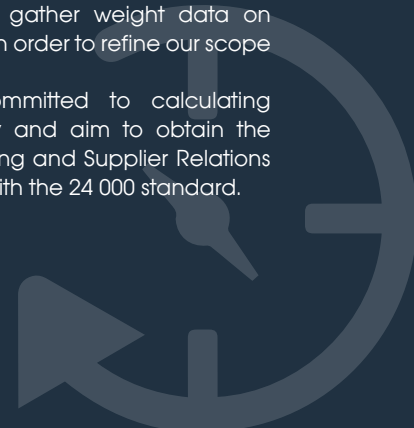
## RECYCLE PRODUCTION WASTE

DR E5-2, DR E5-5

In 2023, ADDEV Materials launched a project to recycle technical waste. Launched as a pilot project at Wittelsheim site (France), adhesive disks made from adhesive roll scraps were repackaged and sold online. Initially designed for industrial customers, this quality of adhesive can also be used for a variety of everyday assembly purposes by consumers. Several hundred tablets have already been sold. The goal is to expand this project to other types of waste or unsold products, and to other industrial sites in France and abroad, to promote the circularity of materials and reduce waste management costs.

## OUR CHALLENGE FOR THE FUTURE

We want to develop the use of our product life cycle calculator to promote eco-design. We will continue to gather weight data on materials purchases in order to refine our scope 3 reduction actions. Finally, we are committed to calculating the green taxonomy and aim to obtain the Responsible Purchasing and Supplier Relations label (RFAR), in line with the 24 000 standard.





# TAKE CARE

ESRS S1



Download the policy

## KEY HR SUCCESS FACTORS



DR S1-1

**Gabrielle RUBAT DU MERAC**  
HR Director North America & Asia  
ADDEV Materials

ADDEV Materials is a multi-local organization, combining international reach with a human-scale size, where each employee can thrive and contribute to the group's success. Driven by its four core values of Transparency, Enthusiasm, Autonomy, and Motivation (TEAM), the company aims for excellence through five key HR success factors: recruit efficient and diverse teams, align remuneration with results and local markets, develop skills to foster employability and long-term commitment, create attractive working conditions and environment, and manage performance to encourage optimal employee contribution.

## HR PROGRAMS & POLICIES

DR S1-1  
DR S1-9  
DR S1-12

Three major policies have been implemented to further these objectives:

- ▶ A recruitment policy to promote diversity and equal opportunity in both internal and external hiring.
- ▶ A social and human rights policy to ensure respect for human rights and international labor standards at all levels of the company.
- ▶ A remote work policy to give employees greater flexibility.

And to become even more inclusive, promoting diversity and dialog, the ADD'ALL Program currently promotes three target populations: women (ADD'PowHER), young talents (ADD'YOUth), and people with disabilities (ADD'DisABLE). The aim is to attract, retain, and develop diverse skills by implementing dedicated training programs, identifying skills and mapping out career paths at annual performance appraisals. This approach reflects ADDEV Materials' commitment to its employees and to building a dynamic, inclusive, and performance-driven corporate culture.



**Christine BOUVIER**  
HR Director France & Europe  
ADDEV Materials

## OUR 2023 KEY FIGURES

DR S1-9  
DR S1-12  
DR S1-13  
DR S1-14

### TAKE CARE OF OUR EMPLOYEES

### DEVELOP TALENTS AND COMPETENCIES

### BE AN INCLUSIVE EMPLOYER BY PROMOTING DIVERSITY

12,46

Work accident frequency rate

0,53

Work accident severity rate

0.5%

Share of payroll allocated to employee training

10,15

Average hours of training per employee

42%

Share of women in the company

5.4%

Share of people with disabilities in the company





“

## ADD'POWHER, A LASTING PARTNERSHIP WITH LOU WOMEN'S RUGBY TEAM

DR S1-9

ADDEV Materials has supported the LOU Rugby Women's team since the beginning, and this partnership is full of meaning, enthusiasm and cohesion. We share the same values of attitude, surpassing oneself, team spirit, and sustainability with a CSR approach that is as committed as ours.

**Charlotte RUFAS**  
center three-quarter player  
LOU Rugby

”

## ADDEV ACADEMY

DR S1-13

Helping our employees grow and giving them an active role in their professional development are key elements of our HR strategy. It is a team effort between the employee, their manager, and the HR partner. Our HR development challenges include the development of skills, the consideration of career aspirations, and alignment with the ADDEV Materials project. ADDEV Academy leverages the values «Engage, Drive, Empower, Dare» to spread

management and leadership fundamentals. In addition to support for management, our training strategy focuses on on-site prevention and safety, monitoring internal mobility, and developing both technical and cross-functional skills, to improve the teams' employability.

**Maud SAMSON**  
HR Development Manager  
ADDEV Materials



17



**Florian PERDRIAU**  
Buyer  
ADDEV Materials

“

## ADD'YOUTH, OPPORTUNITIES FOR YOUNG TALENTS

DR S1-13

ADDEV Materials is a company that offers professional opportunities to young talent through internships, work-study programs, and international V.I.E. programs.

”



# NESCENS



## ADD'DISABLE, SUPPORT FOR NESCENS MIDDLE SCHOOL

DR S1-12

Since 2020, ADDEV Materials has supported Nescens middle school through the payment of part of the apprenticeship tax. This Lyon-based school offers a tailored educational program accessible educational program for children aged 12 and over with mild to moderate intellectual and cognitive disorders. In late 2023, a group of employees visited Nescens' students and teams to gain a better understanding of the educational challenges faced by young people with disabilities.



Watch the video





# TAKE CARE

ESRS S1

## SOCIAL DIALOG



**DR S1-8  
DR S1-10  
DR S1-12  
DR S1-16**

**Catherine MARTRAY**  
Legal & Coordination  
France Manager  
ADDEV Materials

Open and transparent communication creates a fulfilling and effective working environment, where everyone feels listened to, respected, and

valued. It allows everyone to understand the company's challenges and contribute to solving them. Employees are regularly informed of their team's projects, overall strategy, and the results. The opportunity to express views and share experiences fosters a dynamic corporate culture and operational excellence.

Each year, a social climate survey allows employees to express their feelings and expectations, and to define collective action plans. Collaboration with employee representatives is crucial for internal communication and collective employee expression. They are kept informed and consulted on strategic projects, and participate in identifying and preventing occupational hazards.

In partnership with employee representatives, we have implemented employee savings schemes, such as the company savings plan, with SRI (Socially Responsible Investment) - labeled investments, combining performance and sustainability commitments. To ensure fairness in decision-making, a review of compensation, raises, and promotions is carried out every year, with particular attention to gender equality.

## EMPLOYEE ENGAGEMENT MECHANISMS

**DR GOV-3**

Several mechanisms have been implemented to encourage the active participation of all employees in the sustainability process. 10% of managers' variable compensation is indexed to a sustainability criterion. An additional incentive rewards sites that reduce their carbon footprint. Finally, our French employees benefit from an employee savings plan invested in SRI (Socially Responsible Investment) funds.

## AN EMPLOYEE SATISFACTION BAROMETER

**DR S1-13, DR S1-14, DR S1-15**

Since 2020, ADDEV Materials has conducted an annual employee engagement and well-being survey of all its staff. The barometer includes about thirty questions on the following topics: understanding of Group strategy, internal communication, management quality, working environment, skills development, and recognition. This tool has become essential for measuring engagement, identifying issues, improving employee retention, reinforcing corporate culture, and making strategic decisions in terms of human resources management and continuous business improvement.

# OUR 2023 KEY FIGURES

## EMPLOYEE SATISFACTION SURVEY



Knowledge of Group Strategy & Objectives



Confidence in management



Recognition and contribution



Work environment and organization



Skills development



Atmosphere/ Team life



**Florence GAUFICHON**  
QSE and Industrial  
Performance Manager  
ADDEV Materials



## HEALTH & SAFETY *DR S1-14*

Safety first! At ADDEV Materials, the health of our employees is our top priority. To empower all our employees, we use a daily safety management system at our sites, based on visual performance management. Safety is a state of mind, so we talk about it and work together towards it every day.



**Laura SAN AUGUSTIN**  
HR Business Partner  
ADDEV Materials Converting



## EVA, ANNUAL EVALUATION INTERVIEWS

The annual EVA process is a very helpful tool that allows a dedicated time once a year for our employees to meet with their managers to discuss performance, future training and development goals, and any concerns they may have. Once completed, it allows the HRBP to coach through any urgent needs and start building the people strategy for the year.



### SAFETY

- Mapping of risks at workstations
- Provision and maintenance of PPE
- Handling of work accidents
- Safety equipment
- First-aid kit
- Mandatory training (first aid, fire, forklift driving, etc.)



### WORKING CONDITIONS

- Cleanliness of the premises
- Access to drinking water
- Access to a dining area
- Access to an outdoor lunch area
- Sanitary facilities
- Access to hot drinks
- Ergonomics of workstations
- Workwear



### TEAM MANAGEMENT

- Annual interview
- Management training
- Festive events
- Sharing of information



### WORK ORGANIZATION

- Work/life balance
- Work from home
- Working meeting times
- HR/QWL referent

## A REFERENCE SYSTEM FOR QUALITY OF LIFE AT WORK

*DR S1-14, DR S1-15*

ADDEV Materials has set up a reference system of 22 "Quality of Life at Work" standards in order to guarantee the safety and (physical) working conditions as well as the management and organization of the work conducted at all its sites. The objective is to guarantee a minimum level for each theme, regardless of the location of the site, the type of activity, the number of employees, or the type of building. Each of the 22 standards is defined by a description and measurement criteria as well as a priority level. Each standard is measured on a scale ranging from 1 to 4, depending on the level of progress.

## OUR CHALLENGE FOR THE FUTURE

We are currently working on introducing a living wage for all our employees to reinforce our commitment to well-being and dignity at work. We have also initiated an ISO 45001 certification process to guarantee the health and safety of our employees at the Zychlin site in Poland.



# MANAGE

ESRS G1

## ETHICAL CODE OF CONDUCT



Download the charter



DR G1-1  
DR G1-3  
DR S1-17

Julien  
BOCCON-GIBOD  
Chief Finance  
Officer  
ADDEV Materials

ADDEV Materials' ethics policy is based on several key pillars, ensuring our commitment to acting responsibly and transparently in all our business interactions.

First and foremost, we scrupulously comply with all applicable laws and regulations, whether they concern international labor standards, anti-corruption laws, or any other relevant legislation. This commitment ensures that all our activities comply with legal and ethical requirements. We ensure that our employees are well informed and trained on these rules, so that they can apply them correctly in their day-to-day tasks.

Secondly, we pay close attention to preventing conflicts of interest and protecting confidential information. Our employees must act with integrity in their dealings with customers, suppliers, and other partners, avoiding any personal advantage or undue influence. Clear

procedures are in place to identify and manage conflicts of interest, ensuring impartial and ethical decision-making.

We have a zero-tolerance policy toward corruption, influence peddling, fraud, and money laundering. Strict measures are in place to detect, report, and deal with such behavior, in order to maintain a fair and equitable working environment. We carry out regular internal audits and have reinforced controls to ensure compliance with these principles.

At the same time, we promote diversity, equal opportunity, and respect for human rights. We strive to create an inclusive environment where everyone can flourish and contribute fully, regardless of their origin, gender, or beliefs. Diversity is a source of wealth for our corporate culture and drives innovation. In addition, we are committed to making a positive contribution to the communities where we operate and to protecting the environment for future generations.

Finally, we have set up a whistle-blowing procedure to empower our employees to report any unethical behavior in complete confidentiality and without fear of reprisal. This transparency reinforces trust within our organization and allows us to maintain high standards of ethics and integrity in everything we do. We encourage our employees to use this system to report any concerns, ensuring that every voice is heard and every issue is dealt with appropriately.

In conclusion, ADDEV Materials' ethical policy is the pillar on which our reputation and lasting success rest. We are committed to maintaining these high standards and to being exemplary in all our actions, for the benefit of our customers, partners, employees, and society as a whole.

## OUR 2023 KEY FIGURES

DR G1-4  
DR S1-17

### ACT WITH TRANSPARENCY AND HONESTY



Number of corruption and cybersecurity incidents



Share of employees who have signed the ethical charter\*

### EASE THE CONVERGENCE



Share of sites with CRM

### CO-BUILD AND MANAGE PERFORMANCE



Ecovadis grade

\* «exposed» employees: Management, Purchasing, Finance, Sales



## INTEGRATION OF ACQUISITIONS



Listen to the podcast

ADDEV Materials expands mainly through external growth, succeeding thanks to a structured acquisition and integration process. Upstream, the identification process includes defining the strategy, pre-selecting, qualifying, and approaching targets. During the acquisition process, we hold a series of discussions before embarking on the audit phase, followed by negotiations and the signing of the sales contract. The integration process starts right from the acquisition phase, and after the sale, 30, 60, and 90-day action plans are implemented with the various departments, as well as sprints on specific topics related to transformation and synergy.

The preferred global integration model is co-construction, symbiosis, always with the aim of making 1+1 equal 3. Collaboration with the employees at the companies being acquired is essential to obtain buy-in for the joint project. Parafix, one of our latest integrations in the UK, specializes in the conversion of adhesives, and has strengthened ADDEV Materials' position as European leader in this field, bringing its expertise to the healthcare market. This integration process and model has enabled us to achieve real synergies and launch strong initiatives. The end of the integration phase was marked by the organization of an Executive Committee in January 2024, followed by a convivial event with all the teams.



**Matteo BIANCO**  
Integration Project Manager  
ADDEV Materials

**Franck POIRIER**  
Chief Performance Officer  
ADDEV Materials

## INTEGRATE SUSTAINABILITY CRITERIA INTO FINANCING



**Caroline CELLE**  
Group Treasurer  
ADDEV Materials

Finance is going green! When we refinanced our Group last November, our banking pool included ESG criteria to assess our social impact. These extra-financial criteria are objectified and analyzed by the banks, and can lead to a significant reduction in our credit margin. This approach reinforces our commitment to sustainable development and ensures responsible economic growth.

## “ CYBERSECURITY



Download the certification

Since 2021, ADDEV Materials has been certified Cyber Essentials, which materializes its cybersecurity policy towards our customers and suppliers.

**Yoann SIBILLIN**  
Director of Infrastructure  
& Cybersecurity Group  
ADDEV Materials



## SECURITY & FINANCIAL CONTROL



**DR G1-3**  
**DR G1-4**  
**DR G1-6**

**Fabien MOREL**  
Finance Director France  
ADDEV Materials

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The role of the finance department is often limited to guaranteeing the reliability of financial information and providing the right analyses for decision-making. However, the finance teams at ADDEV Materials also run effective internal controls to prevent and detect the risk of fraud and corruption. This includes clear processes with separation of duties in the tools used (ERP, treasury), regular information campaigns about the risks of external fraud, and training in good business and management practices for those most concerned.

## OUR CHALLENGE FOR THE FUTURE

We aim to improve our non-financial reporting through the creation and management of dashboards bringing together all the KPIs monitored, thus enabling more transparent and strategic management of our sustainable performance. At the same time, ESG criteria have been incorporated into our refinancing loans, requiring more regular monitoring to prepare for an annual audit. Finally, we are working on converging ERP systems across the Group's businesses to improve our operational efficiency.

# PRESERVE

## ALL FIGURES

### Build an environmental management system

	Unit	2021	2022	2023	Objective 2030	GRI	CSRD	SDGs associated
Share of ISO 14001 certificated sites	%	5	10	10	50			SDG 12
Share of electric cars	%	3	2	4	50			SDG 13
Water consumption <sup>1</sup>	MI	0,938	1,103	40,985		303-5	E3-4 28a	SDG 6
Weight of pollutants emitted into water <sup>2</sup>	kg		32 000	20 000		306-1	E3-4 28a	SDG 6

1) Scope France extended to global scope in 2023

2) France Découpe site

22

### Sort and recycle

	Unit	2021	2022	2023	Objective 2030	GRI	CSRD	SDGs associated
Volume of waste	t	1 435	1 947	2 589	1 700	306-3	E5-5 37a	SDG 12,14,15
Volume of hazardous waste	t	109	114	167		306-4	E5-5 39	SDG 12,14,15
Share of hazardous waste	%	7,63	5,85	6,43	5			SDG 12,14,15
Share of hazardous waste	t	1326	1 833	2 423				SDG 12,14,15
Volume of recycled waste	t	519	1 017	1 470		306-4		SDG 12,14,15
Share of recycled waste	%	37	52	57	60			SDG 12,14,15

### Reduce our energy consumption and CO2 emissions

	Unit	2021	2022	2023	Objective 2030	GRI	CSRD	SDGs associated
Energy consumption	MWh	10 784	11 717	9 800	6 217	302-1	E1-5 37a	SDG 7,12,13
Renewable energy consumption	MWh	3 014	3 375	2 877		302-1	E1-5 37c	SDG 7,12,13
Share of renewable electricity	%	57	58	60	80		E1-5 37c-ii	SDG 7,12,13
Share of renewable energy	%	28	29	29	40		E1-5 37c	SDG 7,12,13
Renewable energy produced on-site	MWh	521	561	493			E1-5 39	SDG 7,13
Share of renewable energy produced on-site	%	17	16,61	17			E1-5 AR34	SDG 7,13
GHG emissions (scope 1) <sup>1</sup>	tCO2e	1 357	1 531	1 311		305-1	E1-6 50	SDG 13
GHG emissions (scope 2) <sup>1</sup>	tCO2e	1329	1 454	1 288		305-2	E1-6 50	SDG 13
GHG emissions scope 1&2 <sup>1</sup>	tCO2e	2 686	2 985	2 599	1 578		E1-6 42+52	SDG 13
GHG emissions (scope 3) <sup>1</sup>	tCO2e	86 473	98 988	112 253	63 514	305-3	E1-6 51	SDG 13
Downstream GHG emissions (scope 3) <sup>1</sup>	tCO2e	11 159	10 725	12 977		305-3		SDG 13
Upstream emissions (scope 3) <sup>1</sup>	tCO2e	75 314	88 263	99 276		305-3		SDG 13
Carbon intensity (scope 1&2) <sup>2</sup>	kgCO2e/ k€MM	41,28	38,78	30,83	25	305-4	E1-4 53	SDG 13
Carbon intensity (scope 3) <sup>2</sup>	kgCO2e/ k€MM	1 328	1 287	1 331	663			SDG 13

1) Constant perimeter

2) External growth included



# CREATE VALUE

## ALL FIGURES

### Serve the client by operational excellence

	Unit	2021	2022	2023	Objective 2030	GRI	CSRD	SDGs associated
Revenue	M€	144	176	194			SBM-1 40b	
Share of revenue directly or indirectly exposed to thermal coal	%		0	0			SBM-1 40d i	SDG 13
Number of customers engaging ADDEV on ESG <sup>1</sup>		26	57	50				
Share of sales in aerospace & defense	%	40	47	44			SBM-1 40c	
Share of sales in Mobility, Industries and Healthcare	%	55	53	56			SBM-1 40c	
Share of international sales	%	65	62	67	80		SBM-1 40a ii	
Share of recurring customers	%		86	68	75		SBM-1 40a ii	
Share of activities aligned with the green taxonomy <sup>2</sup>	%		4	TDB	TBD		SBM-1 40di	SDG 3,7,9,13

1) Through ESG questionnaires or other means

2) Rail, renewable energies, electric vehicles

23

### Innovate and sell sustainable solutions

	Unit	2021	2022	2023	Objective 2030	GRI	CSRD	SDGs associated
Total R&D expenditure during the reporting year	M€	0,15	0,15	0,35				
Share of sustainable R&D	%		26	72	60			SDG 3,7,9
Number of employees in the R&D department		4	5	5				
Number of eco-design project			1	4	6			SDG 3,7,9,12,13
Number of products subject to Life Cycle Assessment <sup>1</sup>			1	0				

1) Own brand perimeter

### Purchase and source with sustainability

	Unit	2021	2022	2023	Objective 2030	GRI	CSRD	SDGs associated
Share of purchases made from suppliers who have signed the sustainable purchasing charter	%		32	50	85			SDG 8,13,16
Number of tenders signed by suppliers including environmental and social clauses		2	1	4				SDG 16
Number of suppliers covered by an on-site CSR audit			0	6				SDG 12
Share of purchasing staff trained in responsible purchasing	%		84	100	100			SDG 8,16



# TAKE CARE

## ALL FIGURES

### Employment and recruitment

	Unit	2021	2022	2023	Objective 2030	GRI	CSRD	SDGs associated
Total headcount		677	684	764		401-1	SBM1 40 a iii	
Total headcount in scope of acquisition		16	12	75				
Headcount France		292	288	282				
Permanent headcount		656		726			S1-6 50a	
Headcount excluding acquisitions		661	672	689				
Share of permanent headcount	%	96,9		95			S1-6 50b	
Turn over	%	25,75	34,79	21,80	20	401-2	S1-6 50c	
Job creation		28	8	37				
Employee recruitment		177	235	168				
Employee departures		149	227	131			S1-6 50c	
Resignation <sup>1</sup>			42	31				
Total working hours	h	491 623	1 321 551	1 444 701				
Number of days off	h	32697	33592	55 093				
Absenteeism rate	%	6,65	2,54	3,81				
Share of employees covered by the reference living wage analysis	%		33	29				SDG 1
Share of employees paid below the living wage <sup>2</sup>	%		50	16			S1-10 70	SDG 1
Wage differential for employees paid below the Living Wage compared to a reference Living Wage <sup>2</sup>	\$/h		2.14	1,13				SDG 1

1) Scope France in 2022

2) Scope North America

### Take care of our employees

	Unit	2021	2022	2023	Objective 2030	GRI	CSRD	SDGs associated
Number of accidents with lost time <sup>1</sup>		9	29	18		403-9	S1-14 88c	SDG 3
Accident frequency rate	%	18,31	21,94	12,46	15	403-9	S1-14 88c	SDG 3
Accident severity rate	%	1,43	1,08	0,53	1			SDG 3
Number of fatal accidents		0	0	0		403-9	S1-14 AR 82	SDG 3
Number of days lost due to accidents at work, death or health problems				762			S1-14 89	SDG 3
Percentage of sites covered by « sustainable mobility » aid	%	0	42	42	90			SDG 13,15
« Quality of life at work » key indicators measurement			84	88	100			SDG 3

1) Scope France extended to global scope in 2022





## Develop talents and competencies

	Unit	2021	2022	2023	Objective 2030	GRI	CSRD	SDGs associated
Total time allocated to employee training	h	14,15	11,80	<b>10,15</b>	14		S1-13 83b	SDG 4
Number of employees trained <sup>1</sup>		131	635	<b>535</b>				SDG 4
Share of employees trained	%		92	<b>70</b>				SDG 4
Total cost of training-related expenditure <sup>1</sup>	€	129 500	276 380	<b>227 255</b>				SDG 4
Payroll	€	10 569 506	27 482 009	<b>45 709 481</b>				
Share of payroll allocated to training	%	1,23	1,01	<b>0,49</b>	1,5			SDG 4
Number of traineeship/apprentice			21	<b>41</b>				SDG 4
Conversion of traineeship/apprentice into long-term employment	%		20	<b>34</b>	33			SDG 4
Number of V.I.E. employees		2	4	<b>8</b>	8			SDG 4
Turnover	%	25,75	34,79	<b>21,8</b>	20		S1-6 50c	

1) Scope France extended to global scope in 2022

## Be an inclusive employer by promoting diversity

	Unit	2021	2022	2023	Objective 2030	GRI	CSRD	SDGs associated
Women headcount		268	307	<b>324</b>				SDG 5
Share of women employees	%	39	44	<b>42</b>	50		S1-6 50a	SDG 5
Number of managers <sup>1</sup>		42	56	<b>132</b>			S1-9 66a	
Number of women managers <sup>1</sup>		12	14	<b>52</b>		405-1		SDG 5
Share of women managers <sup>1</sup>	%	29	26	<b>52</b>	50	405-1	S1-9 66a	SDG 5
Index EGA PRO2		84	99	<b>100</b>	99		S1-16	SDG 5
Average unadjusted gender pay gap <sup>2</sup>	%		14	<b>6</b>		405-2	S1-16 97a	SDG 5
Share of women among the 10 highest earners in the company	%		40	<b>40</b>				SDG 5
Share of employees with disabilities <sup>3</sup>	%	3,64	3,83	<b>5</b>	5		S1-12 79	SDG 10
Share of employees with disabilities manager <sup>3</sup>	%		0,3	<b>0,4</b>				SDG 10

1) Change of calculation method in 2023

2) France Découpe site

3) Scope France



# MANAGE

## ALL FIGURES

### Act with transparency and honesty

	Unit	2021	2022	2023	Objective 2030	GRI	CSRD	SDGs associated
Number of corruption incidents		0	0	0	0	205-3	G1-4 25a	SDG 17
Number of cybersecurity incidents		0	0	0	0			SDG 17
Number of alert procedures activated		0	0	0	0			SDG 17
Percentage of employees who have signed the ethics charter and received ethics training <sup>1</sup>	%	94	82	95	100		G1-3 25b	SDG 17

1) Indicator extended to all exposed employees in 2022: Management, Purchases, Finance, Sales

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### Ease the convergence

	Unit	2021	2022	2023	Objective 2030	GRI	CSRD	SDGs associated
Annual international management meeting		No	Yes	Yes	Yes			
Extra-financial performance rated by investors		Yes	Yes	Yes	Yes			
CRM <sup>1</sup> sites implementation	%	55	58	80	100			

1) Customer Relationship Management

### Co-build and manage performance

	Unit	2021	2022	2023	Objective 2030	GRI	CSRD	SDGs associated
Ecovadis rating		67	71	78	85			
Number of employee shareholders		20	15	15			GOV-1 21b	
Share of employee shareholders	%	3	2	2				
Share of capital held by employees	%	3	3,15	2,65				
Number of members on the Executive Committee		7	6	6			GOV-1 21a	
Number of women on the Executive Committee		2	2	2			GOV-1 21d	SDG 5
Share of women on the Executive Committee	%	29	33	33				SDG 5
Number of members on the Supervisory Board		7	6	6				
Number of independent members on the Supervisory Board			1	1				
Share of independent members on the Supervisory Board	%		17	17			GOV-1 21c	
Number of women on the Supervisory Board		0	0	0			GOV-1 21d	





### CREATE VALUE

- ▶ **Serve** the client by the operational excellence
- ▶ **Innovate** and sell sustainable solutions
- ▶ **Purchase and source** with sustainability

### MANAGE

- ▶ **Act** with transparency and honesty
- ▶ **Ease** the convergence
- ▶ **Co-build** and manage performance

### TAKE CARE

- ▶ **Take care** of our employees
- ▶ **Develop** talents and competencies
- ▶ **Be an inclusive employer** by promoting diversity

### PRESERVE

- ▶ **Build** an environmental management system
- ▶ **Sort and recycle**
- ▶ **Reduce** our energy consumption and CO<sup>2</sup> emissions

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