

ESG REPORT 2022



ESG
REPORT
2022



DIAM COMMITTED TO SUSTAINABILITY

FROM RESPONSABILITY TO AIMING FOR POSITIVE CONTRIBUTION

THIS YEAR, DIAM CELEBRATES ITS 50TH BIRTHDAY.

It is a fantastic opportunity to celebrate our DIAM pioneers, strong transmission culture, solid teams, to thank our clients for their loyalty and our sustainable collaboration, through so many years, and to underline our corporate philosophy, with a resolute focus on CSR, more than ever. We are committed to build a positive retail within our business eco-system. 50 is the age of affirmation and renewal for a future full of meaningful prospects. DIAM encourages innovation and teamwork to reach a desirable retail hand in hand. This means working across the entire value chain in close collaboration with our employees, customers and partners, to both reduce our footprint and build positive impacts. Sustainability is the future of beauty and luxury retailing.

Today, as we blow out the candles, we are pleased to present our first formal CSR report - in continuity with many progress reports on our Social and Environmental actions - with the aim to better share our vision, targets, actions, and results.

CONTENTS

09

CEO FOREWORDS

10

WHO WE ARE

22

OUR GOVERNANCE

PART 1

1.1 COMMITMENTS 23

1.2 GROUP GOVERNANCE 23

1.3 CSR-RELATED GOVERNANCE 25

1.4 SUSTAINABLE PURCHASING 25

1.5 ETHICS 26

1.6 CONTINUOUS IMPROVEMENT
ON OUR STANDARDS 27

28

**OUR SOCIAL
RESPONSIBILITY**

PART 2

2.1 WORKFORCE 29

2.2 SUSTAINABLE PURCHASING 34

2.3 AFFECTED COMMUNITIES 38

2.4 CONSUMERS AND END-USER 39

40

**OUR ENVIRONMENTAL
RESPONSIBILITY**

PART 3

3.1 CLIMATE CHANGE 41

3.2 POLLUTION 47

3.3 WATER 48

3.4 BIODIVERSITY & ECOSYSTEMS 49

3.5 RESOURCES
AND CIRCULAR ECONOMY 51



CEO FOREWORDS

Businesses are only as good as what they bring to clients, employees, partners, the industry eco system and their sustainability credentials.

At DIAM, we constantly challenge ourselves to create and deliver the best for Luxury and Beauty Brands, with high compliance, social and eco standards, to create the perfect match between our brand partners & their consumers.

We bring sincerity, advice, creativity, transparency, expertise to create retail & merchandising solutions (incl. shopfitting, niche packaging, digital...) to our beauty & luxury clients from co-development to design, eco design, engineering to production and services, with excellence, local proximity, and global synergies.

We build the retail of tomorrow, together with our Brand partners, also introducing model changes with more services and a true circular economy. As "change" without purpose is vain, we would like our business to be truly sustainable, with positive contribution to society. It is our duty to build positive relationship with employees and partners, to invent new models and lead actions to decrease our footprint, and to limit our impact in accordance with planetary limits.

We are very much on track on our ambitious carbon footprint reduction targets, aligned with SBT (Scienced Based Targets) objectives, with a lot of sustainable actions and innovations, but this is never enough... and we don't know yet how a Luxury and Beauty Partner can become positive for the planet whilst remaining an industrial player and a profitable game changer. At that stage, we first do our best with our clients to achieve together our common sustainability objectives, and also explore how to increase actions impact in the mid-term.

In this 2022 ESG reference document, we share in detail the results of our actions. But what matters is not necessarily reflected by dozens of KPI. What is key is our commitment to do what is right and contribute -at our modest scale- with our prestigious clients and the entire retail and POS eco-system to inventing together the retail of tomorrow.

Let's build a positive retail!



Françoise RAOUL-DUVAL
CEO

W H O W E A R E

WHAT WE OFFER? RETAIL SOLUTIONS. SUSTAINABLY. EVERYWHERE.

DIAM is a **global network of local experts** in Retail, Store Design and Merchandising solutions for the Beauty and Luxury sectors. From consulting & creation, design, engineering, production, to installation, and in store services & full loop recycling services, our key words are **QUALITY, REACTIVITY** and **EXCELLENCE**.

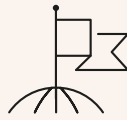


DIAM is the key partner of brands and retailers at the point of sale, providing merchandising, shopfitting, niche packaging & services solutions that engage customers and value brands statements with a very strong sense of innovations, ethics, and sustainability commitment.



2616

collaborators



20

countries



30

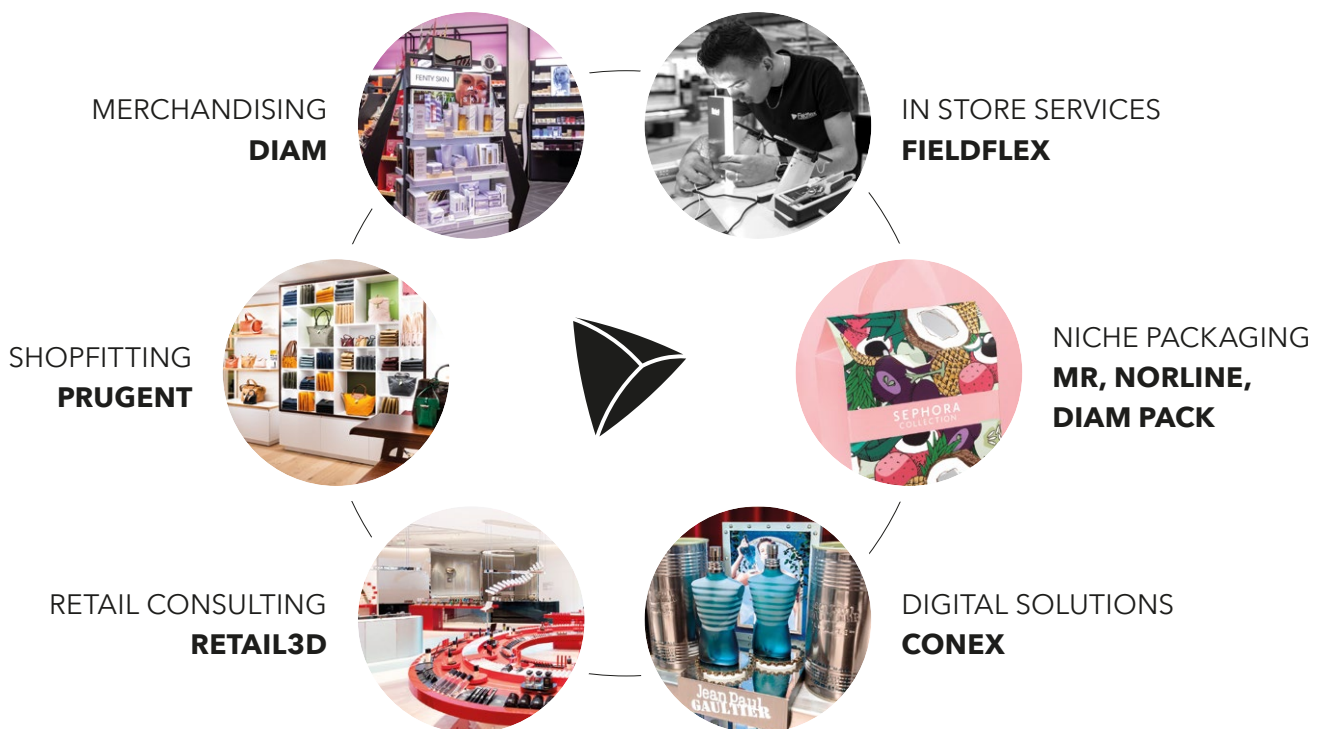
locations

SERVING OUR CLIENTS

6 BRANDS WITH COMPLEMENTARY CAPABILITIES

To support **performance**, and provide an **emotional & unique experience**.

Mostly in **beauty & luxury**.





DIAM remaining
at human scale



50
years old



340M€
sales in 2022
(280 m€ sales in 2021)

A FULL SERVICE FROM CONSULTING TO RECYCLING

DIAM history started in 1973, 50 years ago. Service, in all its forms was already at the heart of DIAM's culture. Today, service is for DIAM the way to helping our clients to achieve their goals in Retail, be it for their customer-contact or for their sustainability ones. As -to date- the only Point-of-sale supplier approved by the Science-Based Targets Initiative (SBTi) for our decarbonation pathway, we are fully aligned with the targets of all our clients and providing solutions to achieve them.

Short term (2030), our ambitious climate and environmental targets push us to provide the Brands, our clients, with the best solutions and innovations, backed-up by science-based cases and life-cycle analysis. To go beyond 2030, we will all need to change to a cooperative and co-opetitive approach. We are already initiating or supporting game changes at industry level, like the implementation of sectorial standards, a circular economy and business model changes, step-stones for the next phase of impact change.

GLOBAL KEY FIGURES

46%

women

54%

men

65%

of DIAM employees have received at least one training in 2022

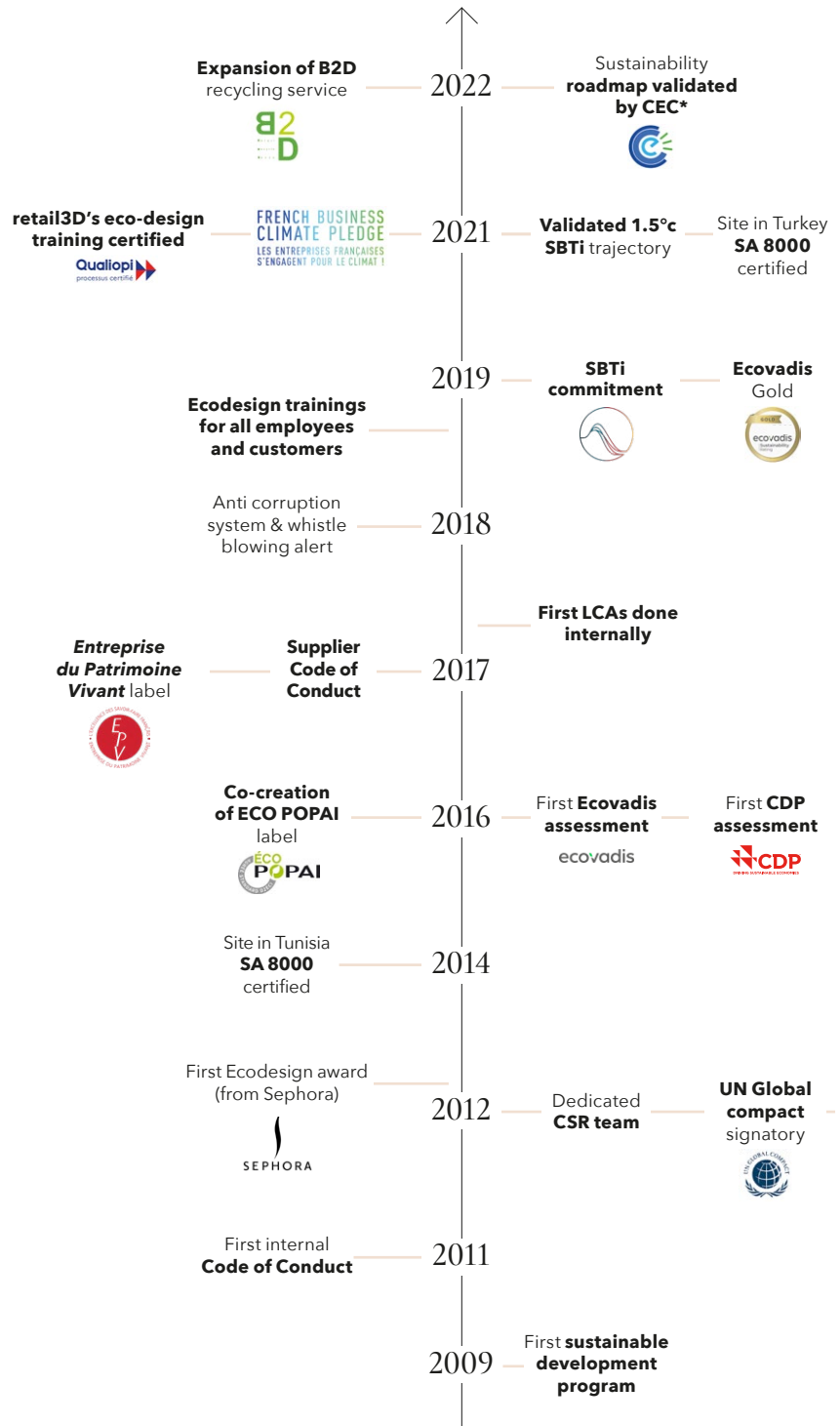
72%

of DIAM employees are covered by formally elected employee representatives

212

Full Time Equivalent jobs were filled by persons in social inclusion situations

SINCE 2009, SUSTAINABILITY IS A CORE PART OF DIAM STRATEGY...



...WITH STRONG COMMITMENTS VALIDATED BY INTERNATIONAL REFERENCE STANDARDS



1,5° TRAJECTORY VALIDATED BY SBTi

SBTi is an initiative that supports companies in their commitments to the Paris Agreements for climate change adaptation, mitigation and financing (2015). The main objective is to reduce companies' GHG emissions through a detailed an iterative action plan.



ECOVADIS GOLD SINCE 4 YEARS 72/100 IN 2022 - TOP 3%

Ecovadis is a platform for evaluating CSR performance and responsible purchasing. The scores obtained are specific to the company's business sector, and the results are shared with business partners, suppliers, customers, etc.



CDP SUPPLY CHAIN (2023) : A
CDP CLIMATE CHANGE (2023) : A-
CDP WATER (2021) : B

CDP - for Climate Pledge Disclosure - is an international voluntary reporting framework that companies, cities, states or region can complete to measure and manage their risks and opportunities on climate change, water security and deforestation. Under an open data base, the results of these disclosures are open to all.

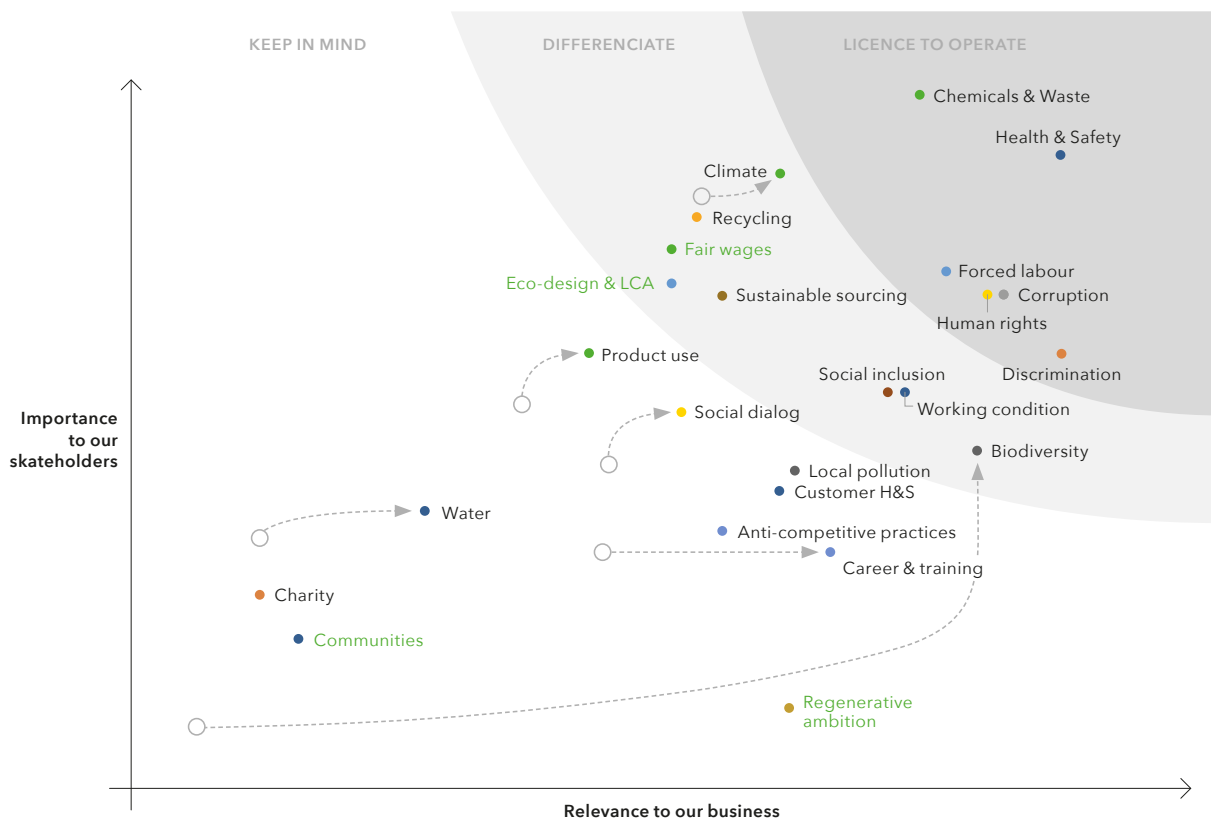
IN LINE WITH SBT 1,5° COMMITMENT, WE HAVE JOINED THE CLIMATE PLEDGE.



The Business Ambition for 1.5 Campaign was launched in the lead-up to the 2019 Climate Action Summit in an effort to raise the ambition on climate action and push companies to set science-based targets aligned with 1.5°C as opposed to 2°C or well-below 2°C. The campaign successfully helped bring on many signatories to the Science-Based Targets initiative (SBTi) and will effectively merge into the SDG Movements Campaign (name TBC) that will be launched during the UN High-Level Political Forum in mid-July 2023.

RISK AND MATERIALITY ANALYSIS

In 2018, we conducted a first materiality diagnosis to ensure that our CSR strategy was relevant to the challenges identified by EcoVadis as applicable to the Point-of-Sale market. The resulting matrix appeared to have three distinct zones of importance: top-right, the elements that are so highly identified by all (suppliers and clients) in the industry that failing on them would destroy a company's ability to do business on this market, like a "license to operate". On the bottom-left "keep-in-mind" part were elements that were not seen as the time as crucial either due to low perceived risk or importance. In between the two extremes was a field with items that were perceived as high importance but that not all players regarded or acted upon as strongly, which resulted in a differentiation area. This year, we have revisited this matrix to showcase the importance of elements that are now perceived as much more important than before. This is somewhat a difficult exercise as a natural tendency would be to put every item at the highest importance to all. So for the sake of clarity, we just moved a few items up, with visible arrows, and added a few more, that had not been identified in 2019 in the Ecovadis referential, but that we believe are important enough to appear here.



ITEMS EVOLUTION

→ Biodiversity is the biggest change. Back in 2019, it was not identified as material by our industry, but now appears to DIAM as a crucial -vital- element for humanity. The POS industry cannot "forget" to act on it. DIAM has started to take initial steps on this matter, with a first biodiversity impact assessment and biodiversity policy. Our work on biodiversity starts with commitments on our wood-based (certified) products supply, with the idea to ensure avoiding deforestation and to lay the basis to regenerative practices. More to come on this as it is a relatively new field...

→ Water: similar to biodiversity, it was not identified as crucial, due to the fact that no process water is usually used in the POS industry, but water cycle changes due to climate change and increasing human pressure on resources transform water as a major livelihood issue for humanity and a potential shortage threat for businesses, even the ones using limited amounts.

→ Career and training: increasing importance in post-COVID and generational change "war-for-talent" situation. DIAM, like most companies today experiences difficulties to

recruit and keep employees. This is especially true with craftsmanship know-how, which is essential to DIAM's quality services.

→ Climate change: increasing importance. But -unfortunately- not yet reaching the "license to operate" area: virtually all brands in our industry are validated by SBTi but the obligation has not yet been pushed up to the suppliers level and -unfortunately- DIAM is still to our knowledge the only SBTi validated supplier in the industry.

NEW ITEMS

→ Eco-design and LCA and fair-wages integrate directly the "differentiation" area. Eco-design & LCA is not a new item and could be perceived as simply a means to an end (environmental impact improvement), but it has become since 2019 a true differentiation element for DIAM with an advanced LCA practice that enable us to dialogue with and influence our clients on eco-design approach. We even have developed a certified training practice and regularly train the teams of our clients to eco-design. We have led with "Shop!" (ex-POPAL) an industry-effort to have a common LCA methodology.

→ Fair-wages have grown as a major item after the COVID. It is not only about paying the legal minimum salary but ensuring that workers get a decent "fair" salary that enables them to support their livelihood. Various brands have pushed this issue up on the agenda, offering their suppliers the possibility to use a database and technical support to evaluate their own situation.

→ Communities and "regenerative ambition" integrate the lower part of the matrix. Communities and local footprint / impact is not a new item on CSR-matters, but it seems to have gained traction in the last years.

Also, we introduced the "regenerative ambition" to acknowledge that just limiting negative impact is not enough to stabilize and restore planetary limits. We must contribute to regeneration. This is a complex and emerging subject on which DIAM has started to work with the "Convention des Entreprises pour le Climat - CEC", a training and gathering of 150 CEOs with the ambition to turnaround corporate impact for good, and will continue to work upon.

OUR ROLE IN SUSTAINABLE DEVELOPMENT GOALS

WHAT SDGs MEAN TO US:

Proposed by the United Nations as general guidelines for a better future, the SDGs are for DIAM valuable indicators of what we should strive for. On both social and environmental aspects, approaching our objectives through the lens of SDGs are a way to project ourselves in a global perspective and to track our progress in universally accepted metrics.

SUSTAINABLE DEVELOPMENT GOALS



WHAT WE DO

SOCIAL



Equal opportunities regardless of gender is a staple of a just world. DIAM Group holds parity in high importance, and we are working towards keeping a healthy 40/60 (or 60/40) balance in our staff and management. Since 2018, DIAM has maintained a ratio of 42% to 46% of women in the company, and women represent a third of our management board, including our CEO. DIAM also makes a step further to include gender neutral people, with the addition of the mention 'OTHER' on social indicators.



DIAM Group values the creation of a safe and fair work environment for all. Different measures implemented in the past years allow to get closer to these goals every day. Here are some examples: the organisation of a Safety Day each year, raising awareness on safety risks in all entities, along with continuous management practices enables to significantly reduce accidents frequency rate, reaching our target of below 5 for the first time in 2022. As for know-how, various DIAM entities are "Entreprise du Patrimoine vivant" certified and the creation of DIAM's Prugent school, teaching cabinetmaking and woodworking, allows to preserve a valuable know-how, filling the work environment with expertise and skill. Last but not least, DIAM's effort to implement fair wages speaks about our commitment to decent work in all geographies.



DIAM Group considers solidarity as one of its core values. We are committed to promoting diversity and supporting people who have higher difficulties integrating a "normal" work than others due to various life situations. Given the type of work available at DIAM, and our inclination towards inclusion, we strive to do an extra-effort to integrate and support people in these situations. The recent clarification of our social inclusion guidelines and the integration of new categories such as "caregivers" allowed for a better inclusiveness. The number of employee in inclusion grew in 2022, now making up for over 8% of DIAM workforce.

ENVIRONMENT



The global energy system is at the heart of climate change issues. With its validated Science-Based Targets, DIAM works towards energy efficiency on two aspects: direct energy consumption in our factories, with the goal to improve our energy efficiency and use "clean" decarbonized energy, with a -46% CO₂ direct emissions reduction goal by 2030 vs 2019; and product usage energy consumption decrease by offering lighting solutions with higher efficiency and decreased power consumption. We are well on track on our renewable electricity consumption goal of 95% by 2030 as we have reached 93% in 2022, as in 2021. A growing number of our sites already auto-produce part of their electricity need, and actions to improve energy conservation and the energy efficiency of equipment and lighting are already in place at all sites.



Responsible consumption and production is critical to achieving our environmental targets. At DIAM, we have started our journey by measuring the full life-cycle impact of our company and our products with an advanced life-cycle analysis internal expertise. As consumers of wood for our shop-fitting subsidiaries, we aim to source 100% certified wood (FSC® or PEFC) by 2025, to ensure not contributing to deforestation. We encourage circular economy, with our "B2D" service which gives brands a sustainable solution to reuse or recycle their displays when they are no longer needed in a store. We also aim to use 80% of recycled plastics by 2030 and are well on track in 2022 as we used over 50% of R-plastic, part of it in direct closed loop from our B2D recycling service.



To reach the 1,5°C Paris Agreement target and limit the most drastic elements of climate change, is a clear commitment from DIAM. We have been among the 1st 400 companies worldwide to get approved by SBTi on a 1.5°C trajectory. This pushes us every day to analyse and improve our carbon footprint and offer new solutions to our clients to help them achieve their SBT goals. To advocate for governmental policies aligned with a 1.5° world, we have also joined the "Business Ambition for 1,5°C" climate pledge from CDP and SBTi.

OUR SUSTAINABLE ROADMAP

For years, DIAM has been well aware that the companies that will succeed in the long run are the ones that will have been at the forefront of climate and social action. DIAM's environmental and social performance is an integral part of our business strategy and performance metrics. Surrounded by inspiring customers, partners and employees, we believe in contributing to the transformation towards a positive Retail industry.

Our sustainability roadmap gives us a clear direction for the decade, and beyond. We list below a few of the most prominent indicators and our progress as of 2022

ENVIRONMENT

● Actual 2022
(target done)

● Target
2030

Total CO2 reduction



Scope 1 + 2 reduction (TCO2eq)

By 2030, we will have reduced our scope 1 + 2 by 46% to meet our SBTi commitments.



Scope 3 reduction (TCO2eq)

By 2030, we will have reduced our scope 3 - use and raw materials - by 46% to meet our SBTi commitments.



Renewable energy

By 2030, 68% of the energy (electricity, gas) used by our sites will come from renewable sources.



Renewable electricity

By 2030, 95% of the electricity used by our sites will come from renewable sources.



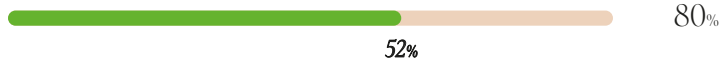
Certified wood

By 2030, 100% of our wood purchases will be certified to ensure sustainable sourcing that does not contribute to deforestation, and benefits local populations.



Recycled plastic consumed

By 2030, 80% of the plastic used in our manufacturing processes will be recycled plastic.



Water intensity improvement

DIAM has a low water usage as we have no process water. Nevertheless, we aim to improve our water intensity (m³ consumed / sales) by -2m³/M€ each year.



Biodiversity commitment

We are currently building our action plan to preserve biodiversity. A first impact assessment was done in 2022.



SOCIAL



4,5

Frequency rate

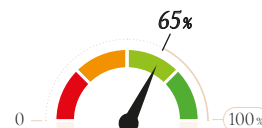
DIAM loss-time frequency rate is to be **below 5**.



16h

Training hours per employee

We are **beyond the target of 14** hours of training/year/person.



65%

Unique people trained

65% of DIAM employees have received at least one training in 2022.



8%

Social inclusion

We have achieved the **8% target** of FTE within our social inclusion program.

OUR GOVERNANCE

PART 1

1.1 COMMITMENTS

The “Donut Economy” concept introduced by Kate Raworth is a great compass to establish company targets by establishing what a “safe and secure space for humanity” would be. Today's social, societal, and environmental challenges are linked to planetary boundaries and social floor being overshot. Six of the nine major processes of the Earth system have already exceeded their limits for a healthy functioning of ecosystems and to sustain human livelihood. To slow down, limit or even restore/regenerate these planetary boundaries, and “do our part”, DIAM has committed to social and environmental targets. These commitments and targets are detailed in a roadmap that helps us keep track of our progress. They will continue to evolve with time, to adapt to new realities and the feedback of our actions.

- On the **social side**, DIAM adheres since 2012 to the United Nations Global compact and to its 10 principles, and we renew our commitment every year since. In line with these principles, DIAM pays special attention to the social welfare of our employees, as reflected in our dedicated social policy, well including all key topics of inclusion and diversity, as well as knowhow transfer too. Our Turkish and Tunisian factories are SA 8000 social certified, and we have conducted in 2022 a Fair-Wage review of our employees in all our factories. An internal control system is in place with regular internal and external “social” audits of our factories. More details in the social and governance sections.
- On the **environmental side**, as for climate change we are among the first 400 companies worldwide to have been validated on a 1.5° trajectory by the Science-Based Targets initiative in January 2021. We are still to date the only point-of-sale displays supplier validated on such an ambitious - but necessary- trajectory. To date, our commitments are towards 2030, which is now short-term. At that stage, we are very much on track on decreasing our footprint, with a fantastic mobilization of our Management and Teams, and still exploring on how to become regenerative. Further commitments for the environment are being worked upon, including biodiversity targets and longer-term targets. A first assessment of our biodiversity footprint has been done in 2022 and we hope to commit to biodiversity targets in 2023.

1.2 GROUP GOVERNANCE

We could not do our part, as explained in part 1.1 without having, also, a clear governance, to support transparency, sincerity, exchanges, rigor and good decision making. DIAM Group is an intermediate size company (almost 3000 employees and 400M€ sales), now needing a very rigorous governance, even if a very decentralized culture and way of deciding, to both allow flexibility and rapid decision making (for efficiency and proximity to clients) and strong Group processes when it comes to CSR and risk management. About 130 DIAM manager-shareholders have the majority of the voting rights, all represented by the key owners and managers, defining and leading an ambitious development strategy, to serve our clients, both on regions - portfolio - services development and on CSR leadership and changing our models. Its main governing committees are the supervisory board, approving the overall strategy and business plans and major acquisitions or financial moves, with the participation of different minority shareholders; and the Executive Committee (Excom), chaired by DIAM CEO and including 12 people (2 heads per business unit, HR and Finance). The Excom is the Group management committee, defining and leading ambitions and strategies for the different Business Units, as well as for CSR, HR and Business Performance.

All regions also have regional management committees. The CSR Director regularly reports to the supervisory board and the Excom. HR and CSR policies are strongly supported by the Excom and driven locally, in particular to ensure that all the Group's entities move forward at the desired pace on these matters. In addition, specific committees complete DIAM 's governance:

CSR COMMITTEE

This committee meets twice a year, including once during an Excom meeting, with all Excom members, to monitor and adjust the CSR policy (short and long-term targets and operational means, etc), check its implementation (particularly from the angles of safety, audits, social, governance, environment & climate change, monitoring of actions and results vs. targets, annual review of the carbon footprint, training, CSR communication, etc.), and propose ways to speed these up and/or corrective actions. It is composed, in a restricted committee, of the CEO, CFO, HR director, Purchasing Coordinator, a BU Director (Sponsor) and the CSR Director. The CEO and CSR director build the agenda, including clients

and suppliers questions into it, to remain very open on the context. A CSR update is also on the agenda of the Risk Committee, once a year, for internal CSR audits and CSR macro-risks; it includes a summary of the progress of the audits and their results (the details of audit and safety follow-ups are reviewed by the CSR Committee). The CSR Director presents a progress report once a year to the Board of Directors, while the CEO also starts all quarterly Board presentations with an update on Safety, CSR and HR, before reviewing all the financials.

COMPENSATION COMMITTEE

This committee meets once a year to address all topics linked to the Top20 compensation and benefits, as well as to possible specific decisions linked to salaries. The permanent participants are the CEO, the HR Director and a Shareholder Representative. Thanks to that committee and DIAM Excom, the HR director always make sure, through annual appraisal systems, that all management objectives (and related bonuses) include key objectives related to Human Resources (team development) and CSR (SBT targets as an example), with a midterm view, and not only short-term financial objectives.

RISK COMMITTEE

The permanent participants are the CFO, the Chairman of the supervisory board and a shareholder representative. It meets 3 times a year. The risks analyzed are as follows:

- accounting and tax risks, and internal controls, with an intervention by the statutory auditor on the results of the annual audit
- risks and compliance actions: evolution and performance of the anti-corruption system,
- IT risks, analysis of IT and cyber risks.
- CSR risks including environment-related risks (with a CSR review specifically from a risk perspective).

The Risk Committee receives summaries from the other committees (CSR, Ethics, etc.) in order to obtain summary information on potential or identified risks.

ETHICS COMMITTEE

DIAM's Ethics Committee is a body composed of the HR Director and the CFO, linked to the Risk Committee of the Board to which it reports. Scope is the following:

- Development and update of the Code of Ethics which aims to provide a framework to all employees concerning the conduct of business (in an ethical and responsible manner), in compliance with regulations and the Global Compact to which DIAM has adhered since 2012.
- Ensure the proper functioning of the whistleblowing system which enable alerts on any situation that does not comply with the code of ethics and its principles, and support analysis and draw lessons and actions from it, after exchanging on the situation and the related risks, with the relevant follow up.

The Ethics Committee meets regularly when alerts and formally once a year to prepare a summary for the Risk Committee and the Supervisory Board. It follows up on the training activities carried out in the area of ethics over the year in order to reinforce them if necessary and reviews the Code of Ethics when necessary adjustments.

1.3 CSR-RELATED GOVERNANCE

DIAM has made the choice to implement its CSR-related governance into ambitions and guidelines common to all Group entities. Each entity has its own roadmap and supports the Group's ambitions in line with sustainable development objectives and SBTi commitments, to ensure compliance with the Paris agreements on climate change and any other commitments.

The CEO and CSR department closely monitors the social, societal and environmental progress of each entity with the help of the finance team. In 2022 DIAM decided to recruit an extra-financial performance controller. The extra-financial reporting is done on a monthly and yearly basis by all DIAM entities through a dedicated online platform. The KPIs followed and disclosed in this report have been developed by the CSR team in close link with the HR, purchasing, finance and operational teams. They may continue to evolve in the future. A correspondence table with the Global Reporting Initiative (GRI) is available in this report. Since 2022, applicable to 2021 exercise, an independent third party evaluates and gives an assurance on DIAM's CSR disclosure. Details of assurance and KPIs covered are to be found at the end of the present document.

Questions related to CSR, including climate change, report directly to DIAM's CEO and are overseen at executive committee (Excom), with additional occurrences at the Supervisory board level and the Risk Committee. The regular formal decision-making meeting is the CSR Steering Committee. The Group CEO follows very closely all CSR-related topics and in particular the ones related to carbon-strategy, circular economy and compliance.

The CSR Sponsor is a Business Unit CEO with special interest in the global CSR transformation of DIAM. He provides guidance and support to the Group CSR Director on all CSR-related topics.

The Group CSR Director oversees proposing and implementing the CSR strategy, commitments, and actions and preparing the progress reports, disclosure and communications. He reports directly to the CEO. The CSR team is directly formed of the Group CSR Director, two life-cycle assessment experts, and 2 CSR project managers dedicated to extra-financial reporting and piloting, and to policy & projects implementation. This team is largely supported by significant indirect teams, at BU Level, working at operational improvements and on the carbon strategy, through LCA and eco design and light expertise, as an example, as well as on circular economy. There is a good balance between Global expertise and very specific matters and local expertise on operational improvements.

1.4 SUSTAINABLE PURCHASING

SUSTAINABLE PURCHASING GOVERNANCE

To steer and enforce its Sustainable Purchasing Policy, DIAM has a Sustainable Purchasing Committee. The Sustainable Purchasing Committee is formed of Business Unit Purchasing Managers and meets at least every 6 months. It has the responsibility to define the Sustainable Purchasing Policy, in agreement with all Regions and Business Units, assess the various initiative, monitor its deployment and its effectiveness through relevant KPI.

This Committee reports once a year to the CSR Steering Committee which validates the Policy, its consistency with the Group's CSR objectives and its effectiveness. The Sustainable Purchasing coordinator is also the Purchasing Director of two Business Units, and regularly reports to the EXCOM about the progress of the purchasing practice, including in its sustainable purchasing and risks management aspects.

1.5 ETHICS

POLICY & ACTION PLAN

PREVENTION OF CORRUPTION AND BRIBERY

Over the last decade, DIAM had an important growth with a strong international development. To integrate the corruption risk, and in link with the French Sapin II law, DIAM has started to enforce in 2016 an anti-corruption policy and a surveillance system.

This monitoring system consists in:

- A corruption and bribery risk assessment conducted in 2021 by an independent third party over the entire DIAM business scope for the years 2019 to 2021. This corruption risk assessment is and will be conducted every 3 years.
- A specific action plan on areas identified as high risk of corruption
- An awareness training performed to prevent corruption and bribery based on the e-learning Global Compact (The Fight against Corruption) deployed for a large population at DIAM.
- A code of conduct established and signed by all managers and employees. The code of conduct is integrated into the contractual relation between DIAM and its employees and disciplinary sanctions may apply for non-compliance.
- An ethics alert procedure (Whistleblowing mechanism) implemented and available to all employees, visitors and external stakeholders to report any issue regarding corruption and bribery.

Our external financial auditors perform tests and controls regarding corruption and bribery. All these elements are monitored by the financial department, human resources department and CSR department.

SENSITIVE TRANSACTIONS AND CHARITY-RELATED ACTIONS

DIAM implemented a charity and donations policy in 2018 to establish clear rules for these activities. Like all investments and actions using DIAM's brand name, it is important to have clear rules and controls for sensitive transactions approval, whilst preserving the decentralized creativity and freedom of the DIAM Group. That's why DIAM defined validation rules regarding purposes and spend level in term of charity actions in the name of DIAM. Those objectives and spending levels are validated by a control procedure including Group Financial Director, Group Human Resources Director, and Group CSR Director.

INFORMATION SECURITY

In addition to the anti-corruption system, the IT department has set up a Group IT Charter and several initiatives for information security. We do not detail those numerous initiatives in this document, even if all very key and progressing, but they can be available if any question of one of our key partner, or if needed for any general assessment. The Group IT department and those procedures are certified by quality standard (ISO 9001) which guarantees the respect of the property and the protection of the customer information. Since May 2021, all IT partners must sign an NDA with special chapters about Cyber risk and confidentiality.

Concerning the information security of end-of-life products, we are committed to anonymize the client's waste managed by DIAM and to provide a certificate of destruction (for data or material waste) issued by the partner in charge of the destruction or recycling for all relevant waste.

Please note that DIAM does not wish to communicate more on those IT risks and management, to also remain modest and discrete - for obvious vigilance reasons..

KPIS

To fight against discrimination and harassment issues, DIAM implemented a Whistle-blower procedure in 2018. This whistleblowing procedure and address is to be showcased in every DIAM site and is also available on DIAM website. DIAM Internal audits make sure it is the case. In addition to the open whistle-blowing system, employees usually have access to confidential complaints and suggestions boxes in the DIAM sites. DIAM is also developing feedback through employees' surveys.

TABLE 1 : ALERTS AND COMPLAINS-RELATED INDICATORS.

Indicator	Unit	2020	2021	2022	Var° 22-21
Complaints incurred during the year regarding harassment	Number	1	0	1	+1
Whistleblowing alerts received during the year	Number	1	1	2	+1

1.6 CONTINUOUS IMPROVEMENT ON OUR STANDARDS

To make sure that our strategy and policies are well deployed and implemented, we invest a lot in training and internal communication, as well as in different types of certifications and labels, also in answering key questionnaires that can help to prove and support a standard.

The parts II and III will be more precise on all initiatives related to SA 8000, ISO, SBT, and the relevant efforts to get the right scores on Ecovadis or CDP.

Continuous improvement is also well supported to the follow up of KPIs; we believe that progress comes with measurement (as well as transparency on those measures), and have always defined ambition, targets and KPI to follow our progress on all our key Social, Environment and Governances topics, as reflected in all the coming parts and the multiple data published in this document.

OUR SOCIAL RESPONSIBILITY

PART 2

At DIAM, our social policy stands on 5 pillars:

PROTECT · LISTEN · INCLUDE DEVELOP · CONNECT

These terms encapsulate the efforts invested to create a safe, welcoming and healthy environment with opportunities for all DIAM employees. We lead multiples initiatives to encourage safety measures and progress, social dialogue, gender equality, diversity and social inclusion. DIAM employees and teams are DIAM first asset to correctly serve our clients, create value and meet our goals. We want to make a positive contribution to the working lives of our employees so that they feel recognised for their work, valued as individuals and committed to working with us as a team.

2.1 WORKFORCE

POLICIES

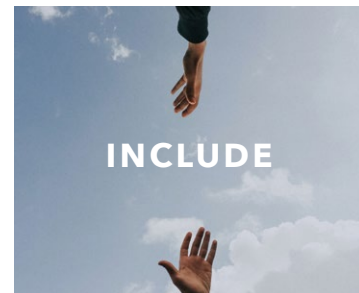
DIAM is committed to developing a safe and healthy working environment by paying attention to employees' working conditions. To achieve this, the group has a formalized policy regarding labour practices and human rights that are compiled in key documents: DIAM SOCIAL GUIDE (2021), DIAM SOCIAL POLICY (2022) and DIAM CODE OF ETHIC (up-dated in 2023) who refers to our obligations as an employer, including on Child and Forced Labour, Discrimination & Harassment. Lately, the SOCIAL INCLUSION GUIDE (2023) has been incorporated into the Group's social policies. The safety policy is also very key, as a basic, of course, to support safety, professionalism and well-being.



FOR HEALTH AND A SAFE HEALTHY WORKING ENVIRONMENT



TO MEET THE EXPECTATIONS AND ASPIRATIONS OF OUR EMPLOYEES.



TO HELP OUR COMMUNITIES LOCALLY AND SUPPORT DIVERSITY.



ALWAYS IN MOTION, TO LEARN AND ADAPT.



BECAUSE TOGETHER, WE ARE STRONGER.

To “**protect**”, we closely monitor the various risk events at each site and carry out regular internal safety audits for each risk site to ensure that the premises comply with the defined standards. All sites are asked to make every effort aim for zero accidents with time loss. Pragmatically, we gave ourselves a loss-time accidents frequency rate (FR1) target below 5, which is the value below which a work environment is considered to be relatively mature on H&S. A Health & Safety Policy clarifying the roles and responsibilities of each actor has been formalized and updated regularly for years and translated and showcased in each DIAM site. Its proper implementation is being checked through regular internal audits. As the health of our employees is a major issue, our contribution sometimes goes beyond local government protective measures. Over the years we have developed different forms of action to protect the health of our employees (prevention, taking in charge consultations on our sites, ...)

Client audits are also key to us, to reinforce the relevant messages and feedback, always helping to progress on all sites, on safety, social and environment matters, as they are of course very well followed, since DIAM culture is very focused on clients.

To “**listen**”, we recommend that every significant site has a staff representative body with regular meetings to discuss employee-related issues like health, safety, well-being and work-life balance.

Our ambition is for all sites with more than 30 employees to have a staff representative. In 2022, 78% of DIAM employees were covered by employee representatives.

Listening involves openness and monitoring tools to identify team needs. Every year we conduct surveys amongst our employees so that they can freely express their feelings and expectations. The result is an action plan and a collective restitution.

To “**include**”, The spirit of teamwork and mutual aid that prevails internally is fuelled by our differences. Since 2009, we have been pursuing a policy of social inclusion to help disadvantaged groups (disabled, long-term unemployed, chronically ill, senior citizens, veterans, single parents, etc.) through employment. This programme not only helps disadvantaged people, but is also a great source of learning, pride and openness for all our employees. Many types of disadvantages are considered, and we always strive to keep a pragmatic approach to it. Pragmatism also means working with local issues which may be different for each of our factories instead of trying to force a global “one type of beneficiaries” approach. We encourage each factory to evaluate the local social need and work on it. In Brazil and India efforts are done towards employing women on the shop floor for instance, in the UK, the USA and China a special effort is done for people with disabilities. Our goal is to maintain (and benefit from) a share of disadvantaged people over 8% of DIAM employees.

And inclusion also means paying particular attention to diversity and the fight against all forms of discrimination. As far as gender is concerned, we aim for a healthy 40/60 (or 60/40) parity in our workforce and management teams.

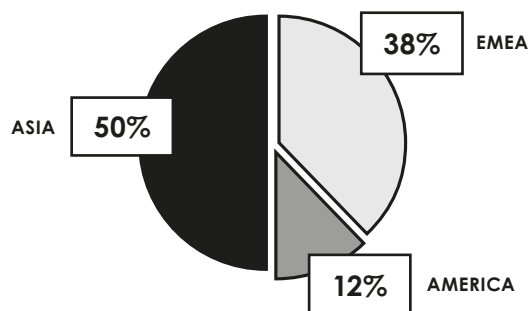
To “**develop**”, we have in mind the professional and personal development of DIAM teams. It is a win-win situation : we invest in training to deploy and transmit our expertise, but also to maintain the employability of our employees. Each site has various goals regarding career development, including a volume of 14 hours of training per employee per year, the aim for every employee to receive at least one training each year, and talent and personal career reviews.

To “**connect**”, DIAM has a hands-on culture made of direct interactions among managers, but in a decentralized organization it is important to pay specific attention to connecting individuals and teams and use the best potential of the Group’s best practices. DIAM has set a fluid internal communication (chat and sharing).

KPIS

FIGURE: WORLDWIDE DISTRIBUTION OF DIAM EMPLOYEES IN 2022*

*DIAM employees average on 2022 from CSR platform based on 2 616 employees



2.1.1 EMPLOYEES

TABLE 1 : WORKFORCE TRENDS AT DIAM OVER THE LAST THREE YEARS

Indicator	Unit	2020	2021	2022	Var° 22-21
Total DIAM employees	FTE	2 517	2 397	2 616	+9%
DIAM employees women	%	43%	46%	46%	0 pt
Total non-employed workers	FTE	327	440	650	+48%
AGENCY employees women	%	45%	42%	37%	-5 pt
Total workforce	FTE	2 844	2 836	3 266	+15%
Total employees women	%	43%	46%	44%	-2 pt

DIAM employed workforce has increased by 9% in 2022 vs 2021 and is now back to pre-COVID levels of employments and business activities.

2.1.2 TRAINING

Training and career development are part of the “Develop” pillar of DIAM’s social policy. There is a specific focus on safety, Ethics & Compliance and eco-design aspects.

TOTAL TRAINING HOURS



TABLE 2 : MEETING TRAINING OBJECTIVES OVER THE PAST THREE YEARS

Indicator	Definition	Unit	2020	2021	2022	Var° 22-21
Training hours per employee	Average hours of training done by DIAM employees	Number	8,9	11,9	16,4	+ 37 %
Unique people trained	Share of employees who received at least one training	%	53%	74%	65%	-9 pts

The total number of training hours has increased significantly in 2022 leading to largely achieving the 2 days of training per employee target. Nevertheless, this amount of training has been concentrated on a smaller number and percentage of employees. DIAM keeps aiming for an ideal 100% of people receiving at least one training each year.

CAREER MANAGEMENT

Well-being at work and professional development also depend on a close dialogue between managers and employees. This dialogue is the opportunity to share about the work environment and career development. 80% of our targeted population had their yearly appraisal. At management level, we use a yearly appraisal format that includes approx. 4 to 6 objectives per year; one of them is to be linked to Environment, and one of them is linked to people or team development or social matters.

In addition, DIAM career management and talent development is conducted through yearly "people reviews" carried out at site levels to discuss the alignment of the workforce talent with the entity's mid-term strategy, the general organization of teams and the action plans. In 2022, 93% of DIAM sites carried out a people review.

2.1.3 HEALTH & SAFETY AT WORK



The overall safety culture has continued to improve at DIAM, reaching the target of a lost-time accidents frequency rate below 5 for the first time in 2022. Safety culture and results are a combination of efforts by management and employees, routines and continuous progress, multiple repetition and audits, communication around safety including the organization of yearly "safety days", for instance. Safety is a continuous fight, efforts can never be lifted.

TABLE 3 : HEALTH & SAFETY RELATED INDICATORS

Indicator	Unit	2020	2021	2022	Var° 22-21
Frequency rate (1)	Index	6,5	7,8	4,5	≤ 5
Severity rate (2)	Index	0,18	0,21	0,11	≤ 0,15

1: (total number of lost time injury events) x 1,000,000 / total hours worked

2: (number of days lost due to injuries) x 1,000 / total hours worked

Safety Committees and / or fire-response teams have been formed in the largest plants of the Group factories. These Safety Committees follow the deployment of a PDCA (continuous improvement "plan do check act") action plan nurtured by internal and external audits, and by sites internal risk assessments. We strive to have a continuous link between factory management lines and their staff, and with BU / central management and other factories and the CSR team, to foster a mature safety culture in every DIAM factory and share on risks and best practices.

TABLE 4 : HEALTH & SAFETY SITE AUDIT

Indicator	Unit	2020	2021	2022	Var° 22-21
Operational sites for which an employee health & safety risk assessment has been conducted	%	60%	73%	83%	+ 10 pts

The health and safety management system follows SA 8000 and ISO 45001 best practices. Each site is expected to evaluate its safety risks and act on them through a continuous improvement system that puts the emphasis on management responsibility and the emergence of a true safety culture.

TRAINING HOURS ON SAFETY

Because the safety topic is so important, we specifically follow the number of training hours done on safety. The increase in safety training hours is one of the elements that contributed to the improvement in DIAM safety results.

TABLE 5 : TRACKING OF SAFETY TRAINING HOURS

Indicator	Unit	2020	2021	2022	Var° 22-21
Average hours of safety training per year per employee	Number	3,73	7,44	8,72	17 %

2.1.4 SOCIAL DIALOGUE

DIAM is a decentralized global group which leaves a lot of freedom and responsibility at local level. A healthy social dialogue with freely elected employee representatives is one lever contributing to our social practices being in line with our requirements. We aim for sites with more than 30 employees to have freely elected staff representatives.

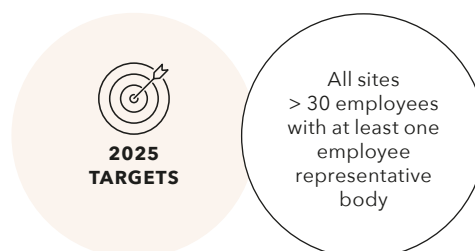


TABLE 6 : SOCIAL DIALOGUE-RELATED INDICATORS

Indicator	Unit	2020	2021	2022	Var° 22-21
Sites with employee representatives	%	64%	73%	77%	+ 4 pts
DIAM employees covered by formally-elected employee representatives	%	79%	78%	78%	0 pts
DIAM employees covered by a collective internal agreement on working conditions	%	55%	59%	54%	-5 pts
DIAM employees covered by an industry agreement on working conditions	%	44%	54%	47%	-7 pts
Operational sites that have been subject to human rights reviews or human rights impact assessments*	%	60%	73%	56%	-17 pt
SA8000 certified sites	Number	2	2	2	-

The data presented here are subject to fluctuation from year to year due to changes in perimeter or the end of timed internal agreements. In 2022 a new entity was integrated into the perimeter (Nevacril) and some COVID-time agreements were ended.

2.1.5 DIVERSITY AND EQUAL CHANCES

DIAM fully embraces the importance and benefits for having diverse points of views and cultures for a thriving culture and recognizes its responsibility in promoting equal and fair chances and opportunities for all. DIAM workforce is globally in a healthy 40/60-60/40 ratio between women and men. Since 2017, we have also introduced the possibility for employees to declare themselves as gender-neutral.



WOMEN AT MANAGEMENT BOARD

TABLE 7 : WOMEN AT MANAGEMENT BOARD-RELATED INDICATORS

Indicator	Unit	2020	2021	2022	Var° 22-21
% women at DIAM (DIAM employed)	%	43%	46%	46%	0 pts
% of women at management position by entities	%	36%	36%	33%	- 3 pts

Since 2020, the percentage of women in management positions by entity is stable at a level of around one person in three is a woman. At Group Executive Committee level, 4 members of management are women, including DIAM CEO

SOCIAL INCLUSION

DIAM has a long-standing tradition of doing a little more to promote social inclusion of people that have various sorts of disadvantages. We aim to have the equivalent of 8% of DIAM workforce from a social inclusion background.

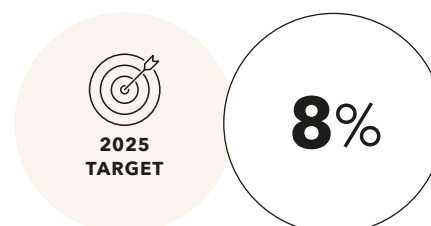


TABLE 8 : SOCIAL INCLUSION-RELATED INDICATORS

Indicator	Definition	Unit	2020	2021	2022	Var° 22-21
Total of disadvantaged people	All people considered as social inclusion who are far from employment	%	7%	7%	8%	+ 1 pt
Of which disabled persons	DIAM employees with disabilities	%	2%	2%	2%	-

2.2. SUSTAINABLE PURCHASING

POLICY

At DIAM, sustainable purchasing means purchasing the right products, to the right suppliers. Given the complexity of today supply chains, the need for transparency and risk assessment & mitigation are key aspects of sustainable purchasing.

As proven by environmental impact analyses a major part of DIAM's (and any company) footprint, positive and negative, lays in our supply chain. Traceability, transparency on environmental impacts of our products throughout the supply chain and the ethical and socially compliant practices of our suppliers are a clear priority axis of our Sustainable Policy. Our Sustainable Purchasing Policy is making sure that these specifications are respected by our suppliers to reduce the environment and health impact of purchased material & resources.

Going further, DIAM wishes to use its influence and purchasing power for good and mobilizes its supply chain and expects of its suppliers and subcontractors to share our values and principles, to put them in practice and help us to find and enforce solutions for a better world.

We do also go further by encouraging co-development with partners who share our values and beliefs. We do strongly believe on this approach to innovate and then meet our evolving sustainability challenges. Framework agreement have been signed on key sustainable factors that allow DIAM to constantly offer new solutions to its clients.

SUPPLIERS QUALIFICATION AND MANAGEMENT

DIAM qualifies its suppliers according to objective criteria such as the supplier's ability to deliver products in quality and on time, its efficiency, its financial situation, its ability to innovate... but not only.

Through its Purchasing Policy, DIAM intends to make its supply-chain more sustainable by expecting its partners and suppliers to aspire to the same standards (Ethics, Social, Safety & Environmental) in their business operation and identifying and moderating risks associated. We wish to support our suppliers in their path to sustainability and co-create positive impact together.

DIAM has implemented tools to hedge social and environmental supplier risk around the Supplier Risk Matrix, pillar of our strategy to assess the risk of an individual supplier, as well as the whole portfolio. Once a theoretical risk score has been assigned to suppliers, a prioritization is done depending on risk levels and actions are taken to decrease this estimated risk level.

To assess the theoretical risk, we consider their turnover, their position on the market (e.g. strongly dominant market position), country where they operate (by using the public data from the BSCI country risk listing) and the risk inherent to their activity sector. Once this is done, the supplier will come out as "High Risk", "Medium Risk" or "Low Risk".

Then, DIAM deploys tools to monitor this risk and work hand-in-hand with suppliers to end up with a lower final risk assessment.

DIAM sustainable purchasing actions are coordinated with all BU purchasing Directors with DIAM sustainable purchasing coordinator. A yearly review of sustainable purchasing is done with the EXCOM.

ACTION PLAN

At DIAM, to ensure sustainability in the entire supply chain, we demand our suppliers to match strict criteria. These criteria range over all "social" topics: ethics, safety, social, and environment. All suppliers are required to sign and comply with DIAM Supplier's Code of Conduct to do business with DIAM and are evaluated through a comprehensive "social" risk assessment process. Suppliers with a certain level of theoretical risk are required to answer a questionnaire to further gather information about their Corporate Social Responsibility governance and improve our desk evaluation and discussions with them. In case the evaluated risk remains high, on-site audits of the supplier factories may be triggered.

This mapping allows buyers to identify, analyze and rank strategic suppliers and/or suppliers in the most exposed categories. Consequently, buyers can launch the required risk mitigation actions (supplier assessment, supplier monitoring, on-site visits or audits, etc.).

2.2.1 SUPPLIER CODE OF CONDUCT

We share growing expectations with our suppliers. We expect them to adhere to and comply with our suppliers' code of conduct, which is inspired by the UN Global Compact 10 Principles. This suppliers' code of conduct includes:

- Complying with the applicable social and environmental standards.
- Adopting an approach based on ethics and transparency.
- Prohibiting forced labor and child labor.
- Providing employees with a safe and fair work environment.
- Applying safety and risk-prevention rules.
- Respecting the environment and being in line with an eco-design approach.

The contractual clause induced by the approval of the code of conduct mentions that any violation of the code may result in an immediate termination of the contract. Beyond the compliance with the principles, we thrive to encourage our suppliers to become partners in the promotion of eco-design and to find innovative solutions to limit the environmental impact of their business (for example by using recycled materials or by changing to new printing systems). Our intention is to increase the implementation of this policy over the coming years.

Dozens of suppliers around the world signed the DIAM code of conduct and undertook to comply with all the rules set out in the group's sustainable purchasing. In 2022, suppliers who have signed the code of conduct accounted for 68% of the DIAM Group's total purchasing turnover, a 17 percentage points increase vs 2021. DIAM aims to have 100% of its regular suppliers to have signed the Suppliers code of conduct by 2025.

TABLE 9 : SUPPLIER CODE OF CONDUCT COVERAGE

Indicator	Unit	2020	2021	2022	Var° 22-21
% Total turnover from supplier who signed the code of conduct	%	26%	51%	68%	+ 17 pts

2.2.2 CSR RISK ASSESSMENT

The CSR Supplier assessment is a simple questionnaire developed by DIAM purchasing and CSR teams aimed at better evaluating the actions and results of suppliers / potential suppliers regarding sustainability. It has been kept as simple and short as possible to keep it actionable and favor its wide use. The questionnaire is managed through an online platform dedicated to CSR questionnaires and reporting.

In 2022, 60% of targeted suppliers have gone through a CSR assessment.

Every two years, this CSR questionnaire is renewed for production suppliers. DIAM's intention is to keep increasing the number and quality of evaluations in the coming years.

2.2.3 AUDIT POLICY

DIAM may launch a social on-site audit when the supplier still presents a given level of risk after the two previous steps. DIAM audits are carried out by certified and independent third parties following social audit referential based on international standard (i.e. SA 8000) and DIAM specific requirements. Audits cover social, ethics and non-discrimination, local and international work regulations, governance, health and safety, and environmental aspects.

To avoid unnecessary on-site audits, DIAM accepts social audits from recognized third-party auditors under specific conditions.

SUPPLIER WORKING CONDITIONS

DIAM is committed to the well-being of its employees and to encourage all initiatives to improve the working conditions. SA 8000 is the international standard used by DIAM as an inspiration for its social & work conditions policy. The application of this policy is verified through on-site audits based on an audit grid inspired by the SA8000 norm. Internal audits may be performed by both internal or external auditors.

In the same spirit, we expect our suppliers to comply with local regulations as well as DIAM supplier code of conduct and the United Nations Global Compact Guiding Principles.

Since 2017, DIAM purchasing teams are gradually being trained to suppliers' CSR assessment, our sustainable purchasing policy implementation and ethical questions. Further efforts have been performed in 2020 and 2021 with the revision of the CSR risk analysis and a more efficient approach to screening and auditing suppliers: an increasing coverage of on-site "social" supplier audits aligned with SA 8000 and the standard social audits grids are done. They assess the ethical aspects, safety, environment, work conditions, social and work-related compliance. Audits are followed upon by our purchasing teams through corrective actions plan and reviews. The audits, action plans and reviews cover the business performance of suppliers, operational service level, and ethics and compliance. The aim is to enhance the capacity building of suppliers on environmental or social issues with a continuous improvement plan.

WARNING MECHANISM

A warning mechanism regarding ethical, social, or environmental issues has been implemented by DIAM. The aim of this mechanism is to allow third parties to denounce ethical, Human Rights or environmental violations. Witnesses can directly report via the following link: <https://report.whistleb.com/fr/diam>.

KPIs

ENVIRONMENTAL & SOCIAL RISK EVALUATION OF OUR SUPPLIERS

DIAM purchasing teams have experienced a higher turnover rate in the post-pandemic period. We have strengthened the (sustainable) sourcing teams with senior recruitments in two regions. Such a rapid change in teams has proven to be a challenge to keep track of what buyers have / have not been trained to sustainable sourcing at year end. For this reason we are not able to publish this KPIs for 2022, but we keep accelerating our sustainable sourcing efforts and are confident to publish it next year.*

TABLE 11 : SUPPLIERS RELATED INDICATORS

Indicator	Unit	2020	2021	2022	Var° 22-21
Buyers across all locations who received training on sustainable procurement over the past two years	%	29%	38%	Not available*	-
Suppliers which have gone through a CSR risk analysis	Number	324	830	927	12 %
Targeted suppliers with contracts that include clauses on environmental, labor, and human rights requirements	%	29%	52%	64 %	+ 12 pts
Targeted suppliers that have gone through a CSR assessment (e.g. questionnaire)	%	31%	57%	60%	+ 3 pts

Year after year, DIAM purchasing teams around the world become increasingly familiar with their suppliers. We are increasingly able to screen important and potentially risky suppliers. The roll-out exercise to all other sites is still underway. The central purchasing department and CSR team are engaged to help subsidiaries to better understand the importance of challenging their own suppliers. We expect tier-1 suppliers to conduct a similar sustainable development policy to ours. This is part of DIAM's drive to improve its CSR commitment throughout its value chain.

2.3 AFFECTED COMMUNITIES

ACTIONS WITH LOCAL COMMUNITIES

DIAM, like any company, has a local social footprint. More and more, we are recognizing the importance of inclusion and cooperation within our local communities. Numerous actions are led in our different sites. As an example, in the DIAM Brazil unit, located near lower income communities, we try to work as much as possible with the local families with a large share of jobs (35% of operators) coming from these communities. Similar actions are conducted in DIAM Mexico, and even in DIAM Les Mureaux, a French city that has an unemployment rate that is more than double the French average. Keeping local employment has been a constant aim and struggle during the COVID pandemic and we are glad to have been able to globally maintain it in these difficult times. When not maintaining the employment rate (as it was the case during covid, notably in some French sites), we have always been careful to lead specific operations to support our teams re employment, offering dedicated experts and a low follow up.

Local actions often take the shape of grassroots initiatives from the staff who want to “do something good”. Streets cleaning operations, charity donations and giving time and resources in pro-bono support of local associations and communities is something our employees often do, on their own will and in coordination with management. Events around “pink October” and “Movember” to raise awareness and funds for breast and prostate cancers is one of the examples.

We clearly do not account for the whole time spent by DIAM employees in charity. Please note that reporting is quite experimental on this KPI and we do not consider the variations to be representative of real life actions for the moment.

To develop a couple of examples among many others,

- DIAM Poland has an agreement with a nearby prison by which we offer inmates that are in the last part of their time to work in our factory, as regular employees, with the same pay as regular employees. It is a great way for them to re-socialize and learn a skilled job. We hired several of them when they had finished their time. Since the beginning of the Ukraine war early 2022, DIAM Poland makes its best to incorporate refugees in its teams. We currently have about 30 people coming from Ukraine and who cannot go back there, 9 of them have official refugee status.
- As mentioned earlier, DIAM Brazil is well involved with its local communities in the neighborhood. It organizes BBQ parties with families and kids and tends to propose “reuse” solutions for some of the furniture it collects back from stores once they are anonymized and ready for a second life.



DIAM BRAZIL, WITH 70% OF EMPLOYEES FROM THE LOCAL COMMUNITY.



COLLABORATORS ATTEND PINK T-SHIRTS FOR BREAST CANCER PREVENTION MONTH AND ARE GIVEN VOUCHERS FOR HEALTH STUDIES FOR THEIR WIVES.

CHILD LABOUR, SLAVERY, AND HUMAN TRAFFICKING

DIAM prohibits any form of forced or compulsory labour. Our policy is based on the SA8000 standard and our adhesion to the United Nations Global Compact. Our commitments on this matter are explicitly stated in DIAM's "Code of Conduct" signed by every employee, regarding compliance with international fundamental labour standards and the prohibition of the use of forced labour and child labour in all operations.

As per OIT regulation DIAM strictly prohibits child labour (No employee below 16 years). Minors can work in certain special cases, particularly work-study apprenticeships, and internships, but only in stringent compliance with all the regulatory provisions.

Specifically, regarding child labour prohibition, DIAM China inspects and cross-references to verify the validity of at least two types of official ID. There is a reliable ID verification system to control the workers' access into the facility, such as finger printing or ID card with owner's photograph to prevent under-age workers entering the facility by using another person's ID. Finally, training materials/records on the policy for workers are in place in the site.

Some countries have been identified as more at risk on these issues. In such countries, DIAM has taken specific commitments and actions.

For example, in China, DIAM explicitly forbids personnel to pay 'deposits' to the company upon commencing employment, or to withhold any part of any personnel's salary, benefits, property, or documents to force such personnel to continue working for the company and, of course, we are not engaged in or support human trafficking. Additionally, DIAM ensures that no employment fees or costs are borne in whole or in part by workers. Personnel clearly have the right to leave the workplace premises after completing the standard workday and are free to terminate their employment provided, they give reasonable notice to the company.

2.4. CONSUMERS AND END-USERS

DIAM is a B2B player. The interactions we have with our clients are through business meetings. Regular "business reviews" are conducted with all our clients to provide and get feedback on our respective business practices and performance. The data protection questions are also valid in B2B reality (protecting designs, ideas, goods that belong to client brands & stores), not about personal data from end-customers. Our Conex Digital Solutions business unit develops display elements that may be enhanced by artificial intelligence and could adapt to the behavior of shoppers, as well as collect and provide non-identified information about shoppers like gender, and age but never with any specific data on the name of the shopper or anything near this. We understand that this is a sensitive development in shopping and monitor the legal and ethical implications closely.

Whilst DIAM is a B2B player, the products we design, manufacture, and install for our client brands are in contact with the general public in stores every day. Their safety is hence of the outmost importance. In general practices our engineers, and project managers have extensive knowledge about the technical requirements and regulations applicable to the products, in each market where they are installed. We have the ability to auto-certify the electric elements to satisfy the European and USA UL certification requirements for instance.

To go further, we have implemented specific tilting and robustness tests in applicable factories to make sure the furniture might not cause risks to shoppers. We are also responding more and more to maximum organic compound release (COV) expectations from the stores and brands. Whilst most of the chemicals used in production are released into the air during the production process, well before reaching the stores, and whilst perfume and cosmetics stores are often filled with chemicals from the perfumes and cosmetics products themselves, stores and brands tend to have increased expectations on the furniture air emissions. Some of the chemicals are requested by brands and stores as they are linked with regulations on fire safety: fire retardants are often required by clients in our furniture, and we have developed advanced knowledge on fire safety in stores. DIAM will continue to increase its understanding and practice on chemical release matters.

DIAM is also involved in providing solutions to stores and brands regarding changing consumers habits and circular economy. We have developed a circular economy service for brands and stores that we call "B2D". We are also developing extensive knowledge and offers in the "refill" offers that are being developed rapidly by brands and stores.

**OUR
ENVIRONMENTAL
RESPONSIBILITY**

PART 3

As expressed in the introduction of this report, DIAM Group is aware of the numerous social and environment challenges that humanity is facing and wants to act responsibly to contribute to mitigating, and if possible, improving footprint and situations through our business and actions. Given the industry in which we evolve, we have estimated that regarding the environment, climate change was the most prominent challenge we should address and commit to. Biodiversity is rapidly emerging as a clear target also and we have started our journey on this novel field with a first assessment and policy. Regarding other planetary boundaries, we are pragmatically working on “Novel Entities” through our circular economy offering but have not (yet) formalized objectives on this field. We also work on water consumption decrease, as well as on water recycling, notably in areas where water is a scarce resource.

3.1 CLIMATE CHANGE

POLICY

DIAM intends to play its full part as an economic actor in the fight against climate change. The Climate change policy and actions of DIAM are mostly centered around mitigating climate change: DIAM being among the first 400 companies worldwide to have been validated on a 1.5° strategy speaks clearly about our early adoption of objectives based on science and the 2015 Cop 21 Paris agreement on climate change. The attainment of our SBT objectives is the clear #1 environmental target for DIAM. The whole company is aligned on this objective, with a very detailed roadmap established in 2020, and both our operational targets and actions levers are clear.

As climate change is now becoming more and more visible in everyday life, DIAM also considers the related risks and **adaptation** requirements. DIAM has identified physical risks on its facilities and operations (acute and chronic) which represent a potential material threat to the Group. We have also identified market risks that could put some of our assets in jeopardy as their primary focus is on technologies and markets that may decrease due to CC mitigation actions taken by clients. On operations we have both a climate change mitigation and adaptation strategy.

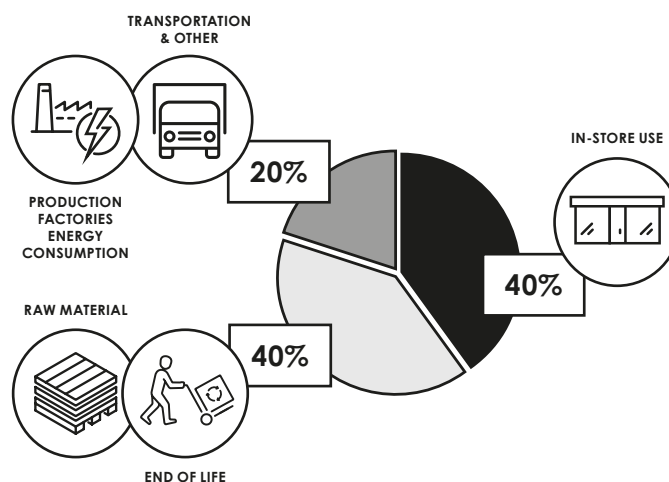
MITIGATION

DIAM Climate change mitigation strategy and actions are centered on our most strategic decision related to climate change: our Science-Based Target engagement. DIAM has committed to SBT in 2019 and obtained the formal validation of its 1.5° trajectory in January 2021.

DIAM has committed to reducing absolute scope 1 and 2 GHG emissions by 46% by 2030 from a 2019 base year. DIAM has committed to reducing absolute scope 3 GHG emissions from purchased goods and services and use of sold products by 46% within the same timeframe.

As clearly visible from the simplified carbon footprint representation below, raw materials (purchased goods and services) and use of sold products represent a major part of DIAM’s baseline footprint, well over 2/3rd of the scope 3 emissions.

FIGURE 1 : TYPICAL DISTRIBUTION OF IMPACT ON CARBON FOOTPRINT (POSM AND SHOP-FITTING)



Indicators are aligned with Guidelines the Global Report Initiative (GRI). The carbon footprint assessment is aligned with the guidelines of the GHG Protocol.

DIAM validated its carbon footprint methodology in 2020 with external experts to establish its 2019 carbon footprint, used for its Science Based Target baseline. The carbon footprint methodology has not changed since 2020.

DIAM is regularly audited and evaluated by third parties regarding its ESG / CSR / Extra-financial performance, at site and Group level, and our extra-financial disclosures are audited too.

DIAM SBT targets linear decrease slope means a 5,4% per year absolute decrease in the GHG emissions on the committed perimeter.

ADAPTATION

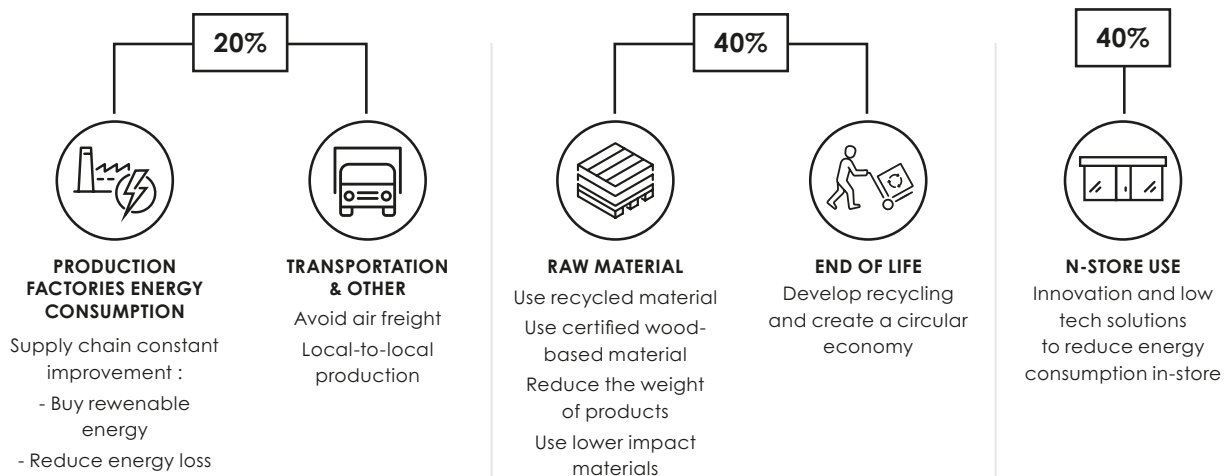
Even if humanity managed to limit the most dramatic consequences of climate change, more dramatic and frequent catastrophic climatic events -which are already happening- would continue to intensify for a while. DIAM has performed a reasonable initial due diligence on the physical risks it bears -and may bear in the future- due to climate change. The science literature -starting with IPCC releases-, discussions with experts, some use of climate scenario modelization with the help of external insights, the use of available free databases for physical impact of climate change like WRI Aqueduct for water stress, and an internal questionnaire filled by DIAM factories have shown us that not only should we expect tougher climate conditions (more heat waves, more floodings, more water scarcity), but these events have already materialized in a number of our sites.

DIAM factories usually have a limited size of about 100 people max, are scattered and often able to support one another in the event of a failure of one of them. We have contingency plans for many of them, according to which backup contingency plans are pre-established to enable a better, faster response to the event of a dramatic event of any type: it is relatively easy to transfer the production from one to another in case an acute physical damage related to climate change would happen to a factory. As an example, we already achieved this replication system between our UK and Poland factories which would allow us to carry on with the production with a reduced impact in case of heavy flooding of DIAM UK. Having said that, we are conscious that reality often crashes down many battle plans, and the most important capacity to have is the one to adapt and have the tools and teams that will make the best of the situation.

ACTION PLAN

DIAM has developed an advanced action plan to achieve its Science-Based Targets. Even though all the trajectory has not been fully identified (as happens with most companies), over 80% resides on clear actions, either internal or to be done in conjunction with our prestigious clients, who almost all are committed to SBTs like we are.

FIGURE 2 : CARBON FOOTPRINT ROADMAP



ON-SITE ACTIONS - SCOPES 1 & 2

Direct emissions are the ones an organization can (and must) tackle by itself, as it is the sole responsible for them. DIAM has a clear view on where they come from and is working to decrease them in line with our commitments to the Paris Agreement on Climate Change. The strategy is well known by professionals: decrease the amount of energy consumed and choose the least carbonated energy possible.

DIAM has engaged in **energy efficiency** efforts over the last years, often with the help of third-party energy audits that helped us have a very clear view of where our energy consumption (and waste!) was coming from and how we could address it. Some of our managers have been trained in energy efficiency management, and we are gradually unrolling actions in our sites. Actions may span from replacing an old inefficient machine or lighting system by a much more efficient one, improving insulation of our buildings and processes to conserve energy, linking energy intense processes like compressed air and air extraction to the actual usage of primary processes (like a cutting tool for instance) for which they are often secondary processes just used to support the primary process (by removing wood dust for instance). Behavioral change and basic building energy management (programmed, centralized intelligent thermostats, and... shutting down the lights when not used!).

We also aim to switch away from fossil fuels, i.e. to electrify (and use decarbonated electricity... see below paragraph). Some of our sites use natural gas for instance, especially for heating purposes (building heating in winter and paint booths heating). Going like-for-like (or "therm for therm") from gas to electricity may prove inefficient and costly. The engineering and purchasing aspects must be considered with a systemic approach to hope to bring benefits apart from CO₂. In 2022, DIAM Poland managed to switch away from coal heating. It was not easy as coal is the predominant energy for heating in Poland, but we pushed and managed to strike a deal with our landlord to switch to wood-pellets heating instead of coal.

All these actions take time, money, effort, and knowledge to be performed. DIAM is developing know-how in this field.

DIAM scope 1&2 account for about 2% of carbon footprint in "Market based" analysis. It is about 6% in "Location based". "Location based" considers the average electricity (CO₂) emissions factors of the countries in which our factories are installed. "Market based" considers a lower electricity emissions factor by including the purchase and consumption of renewable electricity instead of the average electricity from the country grid. DIAM has been using renewable electricity since 2018, rapidly surpassing 90% of renewable electricity consumed. Most of this renewable electricity is purchased in the form of Renewable Electricity Certificates (RECs) that are carefully purchased to be as close as possible as the consumption place and with direct grid connection. Conscious of the added benefits of direct auto-production of renewable electricity, which directly adds new capacity to the grid, DIAM is gradually expanding its auto-production capacity.

Our goal in Scopes 1&2 is to decrease by at least 46% our CO₂eq emissions between 2019 and 2030. Operational targets to achieve that target include reaching at least 95% of renewable electricity usage by 2030 and to improve energy efficiency.

MONITORING OF DIRECT OR INDIRECT GHG EMISSIONS

Since 2017, DIAM has implemented a monthly and yearly reporting on all types of energy consumption to establish a yearly carbon footprint and monitor its energy usage, direct emissions, and indirect emissions. In addition to the reporting method, we have enforced an advanced practice of life-cycle analysis to evaluate the impact of the products we produce for our clients and to steer them towards eco-design and lower GHG emissions.

DIAM has committed to the Science Based Targets Initiative at the end of 2019, and we got our 1.5°C targets validated in January 2021 among the first 400 companies worldwide. This initiative will be the most significant contribution to the Sustainable Development Goals (SDGs) number 13: Take urgent action to combat climate change and its impacts.

To get our baseline emissions and trajectory validated by the SBTi, we have improved our GHG reporting and accounting capabilities and gotten our carbon footprint and trajectory reviewed by a renown consultancy. Our methodology is aligned with the GHG protocol and a table at the end of the present report shows the correspondence between our internal KPIs and the Global Reporting Initiative (GRI) recommended KPIs.

ENERGY: PRODUCTION AND CONSUMPTION REDUCTION THROUGH EFFICIENT DEVICES

DIAM CSR Steering Committee has decided to hire external help to evaluate the energy efficiency gains that could be done in key high-emissions factories like DIAM UK, Prugent Europe and DIAM Lurcy. Some of the analyses have already been done and the related improvement investments done. In 2022, DIAM UK invested to put solar panels on its roof, and at the same time refitted its roof, opening natural light windows and refitting the lighting with high efficiency LEDs and sensors to dim/shut down the light when natural light is sufficient. We decreased our lighting consumption by 50% and reached 40% of electricity auto-production in that site. On plastic injection sites, we gradually convert the injection presses from hydraulic to electric presses that consume much less energy and that automatically switch to standby mode. The presses already changed enable savings of over 120 tons of CO₂eq. and 2 000 MWh during the life span of this project.

Furthermore, several DIAM sites (France, China, USA, Brazil, UK...) installed low consumption lights (LED) in the production areas with significant decreases in electricity consumption whilst maintaining or improving the workshop lighting environment for workers.

Some of our most recent machines efficiency projects:

→ Prugent DIAM Europe

13 solar trackers have been installed in March 2023. They enable Prugent Lannemezan to be at 40% renewable electricity auto-production. 100% of the remaining purchased electricity is renewable also. This production capability is coupled with numerous actions to improve the factory's energy efficiency reaching about 20% energy saving. For instance, we have greatly reduced air-extraction needs by linking it to individual machines operations: the air extraction is automatically shut down for machines that are stopped.

→ DIAM Turkey

After an energy audit, the site realized that an important part of its energy usage was coming from various suboptimal equipment including an outdated air compressor. By improving efficiency of use and switching to a modern, smaller, variable-speed compressor we managed to decrease by about 50% the consumption on these systems.

ACTION ON OUR PRODUCTS - SCOPE 3

ECO-DESIGN

Eco design and partnerships with clients and suppliers are key to decrease SCOPE 3 impact. The key is to know where the impact is generated and to engage teams, clients and suppliers to reduce it.

80% of impact is determined at the CONCEPT & DESIGN stage.

20% can still be adjusted after that in SOURCING, PRODUCTION and INSTALLATION.

THE MEASUREMENT TOOL: LIFE CYCLE ANALYSIS (LCA)

Guessing on environmental impact often leads to working on wrong priorities and may even result in a global increase in impact due to impact transfers. Life-cycle analysis (LCA) enables to scientifically evaluate environmental impact. DIAM has developed a strong internal capability on LCA. DIAM LCA methodology has been evaluated and validated by a renowned LCA consultancy and in 2022 we have initiated and strongly contributed to an effort coordinated by Shop!, the Point-of-Sale association, to align LCA methodologies among the entire profession, so that all players would use the same methodology. We managed to specify a methodology that is now considered the normal calculation method for Point-of-Sales displays.

DIAM LCAs consider the full product life cycle and all types of environmental impact.



Given the difficulty inherent to interpreting 15 or 16 environmental impact indicators at once, we decided with Shop! To permit a “unique score” aggregated score that embeds all 16 indicators of the PEF method. Indeed, it is possible to obtain one unique score to facilitate the decision-making process by normalizing and weighting the various impacts. In accordance with the established methodology used in the retail sector, DIAM follows European recommendations and applies the panel-based PEF method, as does the Shop! Association methodology. This means that results are normalized in relation to an average inhabitant over a year, and indicators are weighted depending on expert-identified issues, all while considering the robustness of said indicators.



DIAM’s calculation methodology is in line with the EU’s Product Environmental Footprint (PEF) method, the leading LCA methodology.

DIAM uses the EF 3.0 impact assessment method and the PEF circular economy formulae.

PRODUCT USE

The environmental impact from the use of products comes from in-store electric consumption of POS displays. It is the biggest climate change emissions source for DIAM along with the purchase of raw materials. This is why “raw materials” and “use of sold products” are one of DIAM’s Science-Based Targets, with an ambition to have decreased these posts by at least 46% between 2019 and 2030.

We invite our clients, brands, and retailers to act with us to reduce this impact by adjusting their light levels requirements, the efficiency of the lighting, and by switching their stores to renewable energy consumption and by switching off the POS displays when not in use. DIAM offers various solutions to decrease the electric consumption of POS displays, through optimization of the electric consumption and light diffusion and the use of activity sensors and switches and the implementation of innovative techniques to generate the same amount of light with less energy consumption.

To give just one example out of dozens, in 2022, for a high-end spirits brand, DIAM modeled entirely a store, and applied our know-how on light modelization and optimization, resulting in a saving of 65% in power installed in the store vs a reference store done by a competitor.

TRANSPORTATION - SCOPE 3

Downstream transportation represented about 14% of DIAM carbon footprint 2019 baseline. Over 95% of this CO₂ impact is directly linked to the few air-shipments of finished goods that are done. Since 2019 we aim to limit air-freight as much as possible. Air-shipment often depends on the timing of the projects and on the project management and decision-making of our clients. Part of our capability to decrease air-freight lays in showing our clients how much air-freight impacts. Discussions on carbon footprint or life-cycle analysis of their projects if of great help in that regard.

Without airfreight, the CO₂ impact of downstream transportation in POS displays would be relatively limited, often to less than 5% of the total impact of the furniture, as shown again and again by our life-cycle analyses. Additional ideas to limit the impact of downstream transportation include:

- Optimize transportation overall (number of trucks, etc), use return logistics, etc.
- Use locally raw materials when transport has an important impact,
- Promote flat transport,
- Use best available types of fleets (EURO 5&6) and ideally environmentally friendly electric-powered transport,

We aim to cut-down air freight by at least 30% between 2019 and 2030.

STAKEHOLDER AWARENESS: THE KEY TO EFFECTIVE CHANGES ON IMPACTS

As we are aiming to drastically decrease the impact of our products, employees awareness and capacity to act in their daily jobs about environmental issues is essential to reach our ambitious targets. The same is true with our clients.

Internally, all DIAM employees have signed the DIAM Code of conduct where they commit to limiting their environmental impact in their line of work (including reduction of energy consumption) and to work towards eco-design in every project they are in a decision-making position on this matter.

Regular communications by DIAM CEO, CSR Director and using internal and external social media are done to inform and train employees regarding the environment and DIAM commitments, actions, and results.

Different events are organized, depending on what we want to put forward a given year. In 2018, DIAM organized a Group-wide "Recycling Day" event. That day, all DIAM employees have been invited to learn about climate change and the environment, to share ideas on circular economy, and to act to reduce our environmental impact (materials, waste, water, energy, products...). In 2019, the effort continued differently, through the development of a Point-of-Sale-specific life-cycle Analysis (LCA) tool. This tool has been finalized in 2019 and quickly adopted by teams to evaluate their eco-design. In 2020, we accelerated this training by launching a full e-learning training on environment and eco-design. In 2021, we held various webinars, internally and for clients, on climate situation and the application of eco-design to the retail and point-of-sale display sector.

In 2022, we have increased the number of people trained on our LCA tool and prepared a new improved and updated version. In 2023, we have published our second volume on eco-design in the Retail industry, "Less-is-More²" and released our new LCA tool. In addition, employees may benefit from the eco-design trainings we propose to our clients through our Retail3D agency. Retail3D is a certified training entity.

Externally, with our clients, awareness and training are also essential to fully align efforts towards eco-design: as we often say, 80% of the impact is locked as soon as the design and concept stages that usually happen within the client Brand teams.

DIAM teams constantly engage in constructive dialogue with our Brand partners to share on environmental impact and eco-design practices. Retail3D, DIAM's Retail design agency is a certified Qualiopi® training entity that proposes advanced eco-design trainings to the architecture, Retail and Promo teams of our clients.

KPIs

OUR OVERALL CARBON FOOTPRINT

As of 2022, DIAM had recovered fully its pre-pandemic sales levels. This means that we don't have the volume effect that was mechanically decreasing our carbon footprint. Volume effect between 2019 and 2022 is negligible (-1%). And in the same period, DIAM carbon footprint is down 32% vs 2019, which represents a compound annual change of -12%. This is of course great news and the consequences of great efforts being made throughout the company. It is also faster than the decrease path requested by SBTi. But we remain very cautious, as we expect further growth in the future and the further decorelation between growing sales and an absolute decrease in carbon footprint is a difficult task to accomplish.

Comparing year on year, we have a -2% decrease on our total carbon footprint in 2022 vs 2021 (while a business growth of more than 20%). This slight reduction (in absolute value) is partly due to our efforts on scope 1, which decreased by 13% thanks to energy efficiency efforts and a switch from coal to wood pellets in Poland. On scope 3, we managed to use more than 50 half (52%) of recycled plastics for the first time in our production globally. We also have continued offering better lighting system to clients that have a growing consciousness of the detrimental impact of lighting in stores.

TABLE 12 : REDUCTION TARGETS OF OUR GHGS EMISSIONS RELATED INDICATORS (MARKET-BASED)

Indicator	Unit	2019 (SBT Baseline)	2021	2022 (Actual)	% Var 2019 - 2022	% Var 2021 - 2022
Scope 1	Tons of CO ₂ eq	3 431	2 983	2 581	-25%	-13%
Scope 2	Tons of CO ₂ eq	1 516	643	727	-52%	13%
Scope 3	Tons of CO ₂ eq	196 422	136 206	133 502	-32%	-2%
Total carbon footprint	Tons of CO ₂ eq	201 369	139 832	136 810	-32%	-2%

DIAM targeted to reach 90% of renewable electricity consumption in 2020. This target was achieved, and we now target to be and remain at or over 95% until the end of the decade.

One of the key areas of focus over the next few years is the electrification of our work processes. As we are continuing our efforts to use exclusively renewable (or self-generated) energy and electricity, we hope to reduce our gas consumption by electrifying the processes concerned.

TABLE 13 : ENERGY RELATED INDICATORS

Indicator	Unit	2019 (SBT Baseline)	2021	2022 (Actual)	% Var 2019 - 2022	% Var 2021 - 2022
Total energy consumption	MWh	38 638	35 365	32 484	-16%	-8%
Total gas consumption	MWh	9 117	8 429	8 276	-9%	-2%
Total electricity consumption	MWh	22 724	20 840	20 302	-11%	-3%
Of which total renewable electricity consumed	%	87%	93%	93%	+6 pts	0 pts
Of which renewable electricity produced	MWh	280	60	155	-45%	158%

3.2 POLLUTION

In the context of DIAM's activities, pollution mainly concerns chemical products and the risk of spills into natural environments.

Labelling, storing, handling, and transporting hazardous goods:

DIAM sites are requested to comply with local and Group regulations and to have a proficient level of chemicals management, be it in chemicals handling or chemicals storage. A key aspect of reducing the related risks lays in the decrease of their usage through eco-design and process improvements by which we gradually get rid of gluing and switch to less impactful techniques like, for instance, sonic welding and digital printing.

DIAM sites regularly train their teams on the proper handling and storing of chemical and hazardous substances. Proper labelling, storing, handling, transporting and disposal of chemicals and potentially hazardous goods are to be organized at site level and are regularly audited by Group internal audits. Internal audits check the various impacts of these risks: human health and safety, risks for the environment, and risks of fire and explosion. They also check the actual training of employees and their proper information on the levels of risks and necessary handling measures. Sites are also requested to have an adapted level of readiness regarding potential spills, with appropriate spills containment tools and training.

Formal timeline defined to reduce consumption of hazardous substances:

The furniture manufacturers are subject to REACH* requirements in Europe and DIAM works to continuously improve its REACH reporting ability.

To go further, and in direct link with the precautionary principle, DIAM has the goal to avoid potentially harmful chemicals, and has made important efforts to ban the use of CMR 1A (proven risk) and CMR 1B (alleged risk) and to limit and replace whenever possible the use of CMR 2 (potential risk). To achieve this objective, DIAM developed in 2017 an internal tool to ease the identification, elimination, and replacement of CMR products. This tool is still working in 2022.

*Registration, Evaluation, Authorization and Restriction of Chemical

3.3 WATER

POLICY

As DIAM sites are located in areas predicted to become more and more subject to water stress, DIAM Group is progressively taking engagements towards it, both in mitigating water use and adapting to new constraints. Luckily, our water footprint mostly comes from our offices for sanitary use, as our industrial processes have low /no water intake. DIAM group has therefore a relatively mild water footprint compared to other industrial groups. But this does not exempt the group from trying its best to mitigate water intake, especially on sites located in high stress areas. From now on most of our work has been recognizing the threat, setting up indicators and monitoring water intake in our different sites to better prepare an action plan.

We have in mind the varying impact of hydric stress depending on water basins, and thus adapt our approach to local stress levels. We have been able to forecast the water stress levels for each of our sites up to year 2040, in a high climate-change (RCP 8.5) scenario. This enabled us to better realize that despite being a relatively low water consumption company (our water consumption is equivalent to the average yearly intake of a 1300 inhabitants' village in France), our water supply could become at risk and to consider additional water-saving actions to mitigate that risk.

DIAM is triggering improvement projects through a specific monitoring of the sites situated in current and future high water-stress areas and of the sites with a significant consumption. In 2020 our D3 site located in Long Island, New York, realized it had a high-water intake volume and that water stress in the area was expected to rise in the coming 20 years. They identified the 1st use of this water (gardening) and decided to cut down on it.

**Our ambition is to decrease our water intensity following
-2 m³ / M€ every year until 2030.**

ACTION PLAN

Reduction of water consumption through monitoring and employee information

DIAM Group conducts a monitoring of water consumption through the monthly and yearly reporting to identify deviations that could pinpoint to potential leaks. DIAM did water awareness sessions with employees in Tunisia and India, two high water stress areas.

All DIAM employees have signed the DIAM Code of conduct where they commit to limiting their environmental impact (including reduction of water consumption).

Reduction of water consumption through innovative equipment

DIAM uses little to no process water. We have answered to CDP "Water" questionnaire in 2021 for the 2020 exercise and obtained the grade "B" which is a great pride, but which showed us also how little use of water we do vs water-intensive industries. To do our part and work on our objectives to reduce water usage to save water resources, DIAM implements different solutions of water reuse. For example, at Yzeure plant, the water circuit of hydraulic presses turns in close circuit since 2019 to increase water reuse, reduce net water intake from the grid and wastewater rejects to the grid. It is our intention to continue the efforts to convert to more water-efficient machines.

Measures implemented to reduce pollutants rejected into water:

DIAM requires each of its industrial sites to comply with regulations regarding groundwater contamination. Our sites are regularly audited by clients and third parties. In addition, DIAM has implemented an internal audit system which includes the waste-water compliance items, like for instance the presence of adequate retention systems for all liquid potential pollutants and the presence and capability to use chemical spillage kits.

To reduce pollutants rejected into water, DIAM seeks technical and operational solutions to develop the use of alternative practices such as water-based solvents. For instance, Prugent DIAM Europe has developed know-how to replace various solvent-based paints by water-based paints. In 2021 DIAM India installed a wastewater treatment plant in its new factory, allowing to treat over 3700 cubic meter per year of sanitary wastewater.

Steps to detect and eliminate any groundwater contamination:

DIAM requires each of its industrial sites to comply with regulations regarding groundwater contamination. Our sites are regularly audited by clients and third parties. In addition, DIAM has implemented an

internal audit system which includes the waste-water compliance items, like for instance the presence of adequate retention systems for all liquid potential pollutants and the presence and capability to use chemical spillage kits. Each industrial site must be audited at least every two years, be it by third-parties or internal audit. Internal mini audits are regularly organized to check the potential risks for safety and the environment and could detect spillages and act on them rapidly.

When relevant in sites using chemicals, DIAM may request independent third-party analyses to detect potential soil or groundwater contamination.

KPIs

We achieved an improvement of -5,8% in water intensity in 2022 compared to 2019, which is broadly in line with our ambition to reduce water intensity by -2 m³/M€. Further work will have to be done on water to better understand the causes of use and the levers we can implement to improve our water usage.

TABLE 14 : WATER RELATED KPIS

Indicator	Unit	2019	2020	2021	2022	% Var 2019 - 2022
Water consumed	Cubic meter	72 627	56 491	66 584	68 632	-5,5 %
Water intensity	Liter/M€ Sales	214	180	190	202	-5,8 %

3.4 BIODIVERSITY & ECOSYSTEMS

POLICY

DIAM understands that human livelihood depends on biodiversity. As we currently live during and contribute to the human caused, faster than ever, 6th massive extinction, DIAM group is taking its initial steps towards identifying ways to preserve biodiversity and ensuring its capacity to thrive. In 2022, DIAM conducted its first evaluation of its biodiversity footprint. Far from perfect, this work was nevertheless enlightening.

As biodiversity impact evaluations methodologies continue to get more mature, we aim to review our 1st evaluation within a few years (probably by 2025) and hope to establish a formal public commitment soon. But there is no time to lose and we must act swiftly with no-regret-moves. DIAM Group's short-term actions on biodiversity revolve around three main axes. First, eco-design allows us to reduce our footprint by using less material, less impacting materials, and enabling a circular economy. In addition, we decided improving awareness inside the Group, to foster grassroots actions and initiatives. Numerous actions are possible on this (biodiversity fresk, etc.). Lastly, we aim to improve biodiversity directly on our industrial sites through concrete actions to be defined by each site.

ACTION PLAN

METHODOLOGY

Improve and follow our biodiversity footprint methodology:

We want to monitor the evolution of biodiversity assessment best practice and better understand the issues and threats surrounding biodiversity for DIAM.

ECO-DESIGN

DIAM mainly impacts biodiversity through raw materials and the use of our products in the stores when they consume electricity. This is very similar to the key topics we must address to reduce our GHG emissions. So, working on eco-design, as it embraces all types of environmental impact including GHG emissions and biodiversity, contributes to both GHG and biodiversity impact improvements for DIAM... and our clients.

AWARENESS AND TEACHING THROUGH ON-SITE ACTIONS

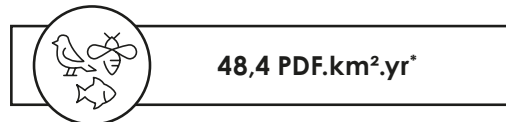
Little by little, we are looking into the possibility of developing biodiversity points on our sites. The idea is not only to (re)create local biodiversity on site, but also to get site employees involved. For example, the preparation of soil for meadows or the planting of hedges could be envisaged as a participatory workshop with employee volunteers. Raising awareness of biodiversity erosion is first and foremost a practical matter. Over the next few years, we'll be starting to implement such actions on site.

KPIs

Biodiversity impact assessment is a complex and relatively new undertaking with several possible methodologies and approaches. For this first step, to be both scientifically accurate and efficient in the efforts needed to reach the assessment, DIAM has been one of the early adopters of using a global quantitative analysis.

The scope of the analysis is DIAM's entire value chain (including the upstream activities, direct operations, and downstream activities). The evaluation follows an LCA-based methodology, with the main indicator being PDF.m².yr, which is a footprint indicator integrating three factors: potentially disappeared fraction of species or PDF (ranging from 0 to 1, with 0 for an intact ecosystem and 1 for an area with total biodiversity loss), the concerned surface area in m², and the concerned time span in years. The evaluation uses biodiversity factors from the "ImpactWorld +" database, and third-party experts on biodiversity has validated the factors. The biodiversity footprint evaluation model is aligned with the carbon footprint model in terms of input and impact categories, except for: (1) a new impact category of land use not covered in carbon footprint evaluations and calculated separately using biodiversity factors for land occupation; (2) the fact that we report the "location-based" scope 2 impact on biodiversity instead of "market-based", which is the preferred method in current biodiversity footprint evaluations as biodiversity is a highly location-specific and regionalized issue.

2021 DIAM group biodiversity footprint



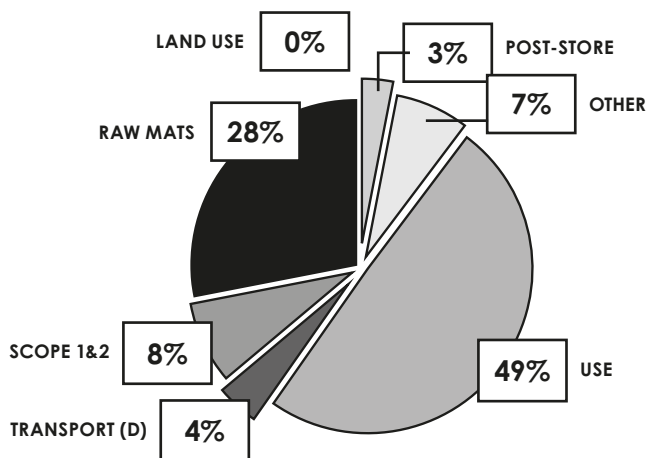
(PDF.km².yr = Potentially disappeared Fraction of species over x km² during 1 year
= surface of a luxuriant forest transformed into a parking lot (0 biodiversity) in 1 year)

The preliminary findings of the biodiversity footprint evaluation shows that raw materials purchases and the use of products in the stores as being the main two contributors, accounting for almost 80% of the total biodiversity impact. These results are very similar to the orders of magnitude to what we have on the carbon footprint and as discussed through peer-discussions. In contrast, land use makes up only a negligible part of the total biodiversity impact.

Similar to a typical DIAM carbon footprint assessment, direct impacts are relatively small vs. indirect impacts, which is counter-intuitive to most people. But just like for carbon, direct impacts are to be looked and acted very closely upon, and we intend to do so. According to our counsels, it is best practice to reporting biodiversity impact in "location based" (i-e not considering renewable electricity purchases) rather than "market-based". The difference between the two methods is 3 million PDF.m². yr (i-e market-based scopes 1&2 would represent 3% of total footprint vs 8% reported below in location based).

FIGURE:
DIAM GROUP 2021 BIODIVERSITY
FOOTPRINT: 48,4 MILLION PDF.M².YR

We are aware that our first biodiversity assessment is subject to methodological improvement. For instance, we used a unique score aggregating the various types of biodiversity impacts. In the future, we may improve by looking separately at each biodiversity impact factor and to further align with the emerging biodiversity assessment methodology.



3.5 RESOURCES AND CIRCULAR ECONOMY

POLICY

“At DIAM, we put “sustainability” at the heart of our business: in our products and services. And we do so with a scientific mind in order to focus on the important items. Key factors in our industry are raw materials, the electric usage of our products in store and production processes. Our Sustainable Purchasing Policy is making sure that these specifications are respected by our suppliers to reduce the environment and health impact of purchased material & resources.”

DIAM Sustainable Purchasing Policy, 2021

To tackle its emissions, DIAM Group has put an emphasis on identifying the major sources of emissions to focus on. The raw materials purchase accounts for around a third of our emissions, and are part, with the usage of our products, of our scope 3 SBTs. The key to reduction is to use less and better raw materials, so that the conjunction of material impact per kilo multiplied by weight, is optimized, whilst still serving the purpose (material resistance, appeal...) that the furniture is aimed for. Using recycled raw materials enables to drastically decrease the impact per kilo for a given material.

PLASTICS PURCHASING

Plastics account for about 50% of DIAM raw materials carbon footprint. Using R-plastic decreases a given plastic impact by 50%. DIAM aims to use 80% recycled plastics in its production by 2030. Sourcing recycled plastics is becoming more and more difficult, and one way to improve it is to organize ourselves and with the entire industry, a recycling stream for our goods. We call this initiative “B2D” and want it so much to happen that we created a business unit on recycling. We believe that even if the brands are legally responsible for the end of life of the furniture we produce on their account, we have a role to play to help them make it a reality in the best way possible.

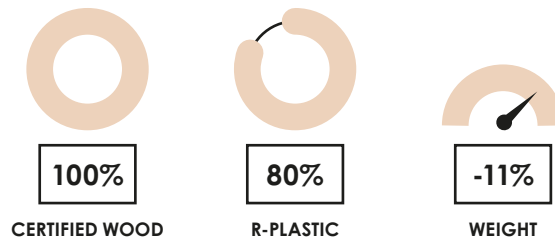
WOOD-BASED PURCHASING

Wood-based materials are the most direct link DIAM has with the living sphere. We use it mostly in the form of wood panels in our shop-fitting creations. We also use paper / white cardboard in our packaging line of business. Ensuring our purchases do not contribute to harmful deforestation is a must in this realm. We manage it by getting to know where our wood-based products come from, working up the supply chain. Certification of the chain of custody is obviously a great tool to support that control. We aim to use 100% certified-sourced wood-based products in our production raw materials by 2025. In a few occurrences where our sourcing is done locally in countries in which good forestry management is the norm (Western Europe for instance), we could consider alternative ways to ensure our goal, but certification remains a very accepted tool and we decided to use it. In some instances the distributors we work with are not certified, whilst the initial first transformers are. This breaks the chain of custody. At our very modest level we work with our distributors to improve certification coverage. Going further, we aim to better understand and favor the link between our wood-based sourcing and a thriving forest and biodiversity. That work has started in 2022 and will carry on for some time.

CREATING A CIRCULAR ECONOMY

To source recycled raw materials, especially plastics, is not an easy task. And in the other side of the chain, our brand partners are in a difficult situation with their displays end-of-life treatment. This industry is still globally linear, and this has to change for good. At DIAM, we decided to develop a circular economy offering for our clients, enabling them to dispose of and reuse or recycle their displays in the best way possible. Circular economy is not an easy undertaking: had it been simple and cost-effective, it would already be the norm. Enforcing it requires to change roles and habits at every step of the chain. We are committed to contribute to make it happen with our partners.

FIGURE:
OUR RAW MATERIAL GOALS



- By 2030, DIAM will be using **80% of recycled plastic in production**.
- By 2025, DIAM will be using **100% certified wood-based products in production** and have certified its relevant sites for chain of custody.
- As soon as possible, we aim to propose **a circular economy service to our clients** in every country where we have industrial operations and contribute to creating industry-wide recycling streams.

ACTION PLAN

RESOURCE USE

Raw materials represent a third of our carbon footprint, 40% when linked with end-of-life. To improve this impact, we are currently making efforts to use recycled plastic, certified wood and reduce the weight of our products. We use the carbon footprint and life-cycle analysis to measure the impact of our products through the proportion of each material. These measurements enable us to target the relevant improvements to be made on our products with a scientific value.

FIGURE 5 : GLOBAL ALTERNATIVE SOLUTIONS FOR RAW MATERIALS

	Raw material	Alternative solutions	Comments & objectives
Share in total purchases (volume)	Plastics (PMMA, PET and other)	Recycled plastic	From 38% of total volume (2021) to 80% in 2030+ Avoid single use plastic, develop plastic-free products & refill solutions.
	Wood	FSC** Label or other when FSC® not available	From 57% wood and 74% paper to 100% in 2030
	Cardboard and paper		Prefer local suppliers to distant suppliers, even if they are not certified.
	Glue	Sonic welding & digital printing	Easier to dismantle & recycle
	Chemicals	Less harmful substances	Safer for workers & consumers

FSC® = Forests that are compliant with regulations, respectful of local communities, environment & biodiversity

WORK PROCESS OR INNOVATIVE TECHNOLOGIES IMPLEMENTED TO REDUCE, RECYCLE, OR REUSE WASTE

The first circular economy steps happen... at the eco-design stage! Designing and producing units that will be easily dismantled when discarded is the basis of the chain.

Intense work is being done at DIAM to limit waste generation during process through technological improvements, for instance at CNC and laser cutting.

All waste is sorted and taken care of by specialized companies or directly treated internally whenever possible in a direct factory close-loop recycling or post-consumer recycling (often in close-loop too).

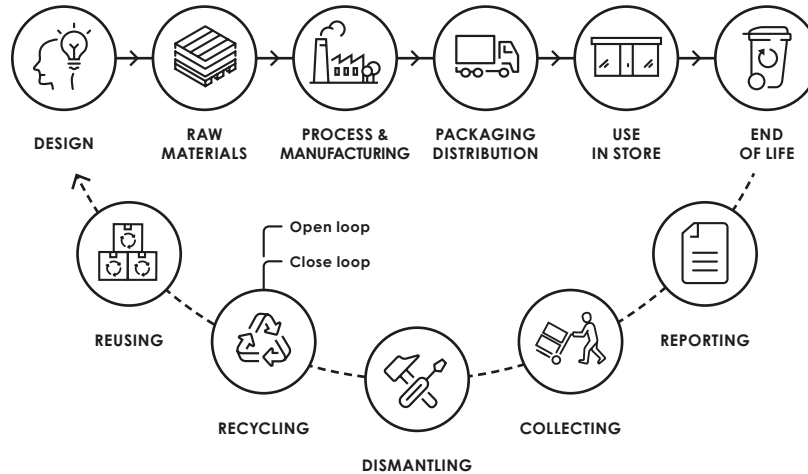
B2D

In 2021, we expanded our recycling services and launched a specific business unit dedicated to circular economy services thanks to an annual KickStarter organized internally: B2D.

B2D proposes circular economy solutions to brands and distributors in the Beauty and Luxury Retail sector. Our aim is to maximize the environmental return on end-of-life furniture with high value added services including manual dismantling, which is a prerequisite to “real” recycling.



FIGURE 6 : B2D PROCESS BY DIAM



END-OF-LIFE OF OUR PRODUCTS

End-of-life CO₂ emissions represent around 7% of the total GHG emissions of DIAM. But we all know that this is just a partial view: first, there is much more to environmental impact than just CO₂eq. second, the emissions at end of life are not really a good point of view to focus upon: landfilling metal or plastic will emit zero GHG, whereas burning plastic will emit CO₂ but can also provide a lot of heat and be converted to electricity or other useful things, and higher up in the waste pyramid, recycling will emit some GHGs (typically through additional transportation and energy used for grinding). More importantly, correct reuse or recycling at end of life will emit a some CO₂ (very little in the reuse case, much more in a chemical recycling case), but will avoid emitting GHGs up the chain for virgin materials production. DIAM’s aim here is clear: work on the full loop of the circular economy, at production and at end-of-life.

PRODUCTS AND PACKAGING DESIGNED FOR EASY DISMANTLING AND RECYCLABILITY

There is no value-added recycling without easy dismantling and separation of recycled materials into homogeneous batches that are compatible to re-produce from together. Nothing resembles more black plastic than another black plastic. To be more advanced, it can be challenging to differentiate a “cast” acrylic (PMMA) from an extruded acrylic (PMMA), and they don’t reconcile well if used together in re-production.

To achieve this objective, we constantly challenge ourselves to improve eco-design and the dismant-ability of our units. Eco-design training, internal and to our clients, and years of practice and know-how go a long way enabling us to propose units that can be fully dismantled and so “fully” (often above 95%) recycled.

Most of DIAM displays can easily be dismantled. This enables the recovery and re-use of valuable materials which may be regenerated and re-used into the production of new products. But actual claim back and effective dismantling and recycling are not necessarily applied and in its vast majority, the POS market is still very linear to date. Circular economy models must be found and DIAM is firmly committed to participating to such efforts.

To support circular economy, we develop the usage of dismantling instructions that will favor good post-store practices. And of course we develop B2D, our circular economy service.

COMPANY SPECIFIC TAKE BACK PROGRAMS, AND/OR FACILITIES FOR COLLECTION OF EQUIPMENT

DIAM has long-standing experience of recycling, with over 15 years of experience in take-back programs in our DIAM United Kingdom factory. To go further and faster, DIAM launched "B2D" in 2021. At the end of the store life, the displays are collected by B2D or a partner, massified, reused when possible, dismantled, recycled -often in close loop recycling.

B2D takes circular economy in POS displays to a new level as it helps to solve the issue of small "modules", that are used to adapt the gondolas and displays to new planograms and shapes of brand products. These modules are scattered around stores and the massification and recycling case is difficult as their value is limited and the cost to massify is high. We are still in the process of ramping-up, adjusting our business model to a variety of situations and trying to optimize logistics and costs to break-even. DIAM has B2D services up and running in the USA, France, the UK, Italy, Poland, India... and is aiming to provide this service in every country in which we have industrial operations.

KPIs

DIAM's material impact primarily come from plastics, but also metals, wood-related materials, electronics, and chemicals.

WOOD

At the beginning of 2022, we were affected by difficulties in sourcing certified panels to meet our demand. Today, several of our factories benefit from dual wood chain of custody certification, making it easier to source certified wood. We are maintaining our efforts to move closer to a 100% target for the use into production of certified wood. In 2022, we increased by 63% our certified wood rate (mainly panels) thanks to the expansion of our FSC® and/or PEFC certified sites.

PLASTIC

In 2022, we sourced more than half of our plastics from recycled sourced for the first time. DIAM purchased 52% recycled plastics vs 39% in 2021. We aim for 80% by 2030.

WASTE

In 2022, DIAM generated 3 754 tons of waste from production. The recycling rate increases by +4 pts compared to 2021. Thanks to the launch of the "B2D" service in 2021, DIAM collected, directly from customers point of sales, and re-used in 2022 1 085 tons of materials (mostly plastic) corresponding to 27% of the volume of plastic purchased.

CIRCULAR ECONOMY

Today, we offer B2D services in 6 countries... and growing. 53% of overall production waste, representing 2 498 tons, have been sent to recycling in 2022.

ENVIRONMENTAL MANAGEMENT SYSTEM

DIAM does not seek EMS certifications per se, but we do request all our industrial sites to have proper policies, actions, and improvement results with regards to the environment. Some DIAM sites have decided to get ISO 14001 certified, as of 2022, all DIAM sites in China and Prugent Europe in Lannemezan are ISO 14001 certified.

TABLE 15 : ENVIRONMENT RELATED INDICATORS

CERTIFIED WOOD				
Indicator	Unit	2021	2022	% Var 2021 vs. 2022
Certified wood purchased*	%	27%	35%	+8 pts
Certified cardboard and paper purchased	%	79%	48%	-31 pts
PLASTIC				
Indicator	Unit	2021	2022	% Var 2021 vs. 2022
Recycled plastic purchased	%	39%	52%	+13 pts
WASTE				
Indicator	Unit	2021	2022	% Var 2021 vs. 2022
Total waste generated	Tons	2 576	3 754	+46%
Of which sent to treatment*	Tons	1633	2498	+53%
Recycling rate	%	63%	67%	+4 pts
*Waste that benefits from reusing, recycling, composting or other recovery operation				
CIRCULAR ECONOMY - B2D				
Indicator	Unit	2022	Target 2030	
Countries with an industrial site where a circular economy chain has been developed	%	55%	80%	
ENVIRONMENTAL MANAGEMENT SYSTEM				
Indicator	Unit	2021	2022	
DIAM sites which are certified by ISO14001, EMAS or other environmental management standard	Number	2	4	

ANNEXIS

GRI CROSS-REFERENCE TABLE WITH DIAM INDICATORS

SOCIAL

GRI Standard	Code GRI	GRI Indicator	DIAM Indicator	Unit	Source
GRI 2: General Disclosures	2-6	2-6 Activities, value chain and other business relationships	Total workforce	FTE	p.31
			Women workforce	%	p.31
	2-7	2-7 Employees	Total DIAM Employees	FTE	p.31
			Part of DIAM employees women	%	p.31
	2-8	2-8 Workers who are not employees	Total non-employed workers	FTE	p.31
			Part of agency employees women	%	p.31
	2-29	2-29 Approach to stakeholder engagement	Buyers across all locations who received training on sustainable procurement over the past two years	%	p.37
			% Total turnover from supplier who signed the code of conduct	%	p.36
	2-30	2-30 Collective bargaining agreements	Sites with employee representatives	%	p.33
			DIAM employees covered by formally-elected employee representatives	%	p.33
			DIAM employees covered by a collective internal agreement on working conditions	%	p.33
			DIAM employees covered by an industry agreement on working conditions	%	p.33

MATERIALS

GRI Standard	Code GRI	GRI Indicator	DIAM Indicator	Unit	Source
GRI 301: Materials	301-1 & 301-2	301-1 Materials used by weight or volume 301-2 Recycled input materials used	Certified wood purchased	%	p.55
			Certified cardboard and paper	%	p.55
			Recycled plastic purchased	%	p.55

ENERGY

GRI Standard	Code GRI	GRI Indicator	DIAM Indicator	Unit	Source
GRI 302: Energy	302-1	302-1 Energy consumption within the organization	Total energy consumption	MWh	p.47
			Total gas consumption	MWh	p.47
			Total electricity consumption	MWh	p.47
			Of which total renewable electricity consumed	%	p.47
			Of which renewable electricity produced	MWh	p.47

WATER

GRI Standard	Code GRI	GRI Indicator	DIAM Indicator	Unit	Source
GRI 303: Water and Effluents	303-5	303-5 Water consumption	Water consumed	Cubic meter	p.49
			Water intensity	m ³ /m€	p.49

EMISSIONS

GRI Standard	Code GRI	GRI Indicator	DIAM Indicator	Unit	Source
GRI 305: Emissions	305	305 Emissions	Total carbon footprint	Tons of CO ₂ eq	p.46
	305-1	305-1 Direct (Scope 1) GHG emissions	Scope 1	Tons of CO ₂ eq	p.46
	305-2	305-2 Energy indirect (Scope 2) GHG emissions	Scope 2	Tons of CO ₂ eq	p.46
	305-3	305-3 Other indirect (Scope 3) GHG emissions	Scope 3	Tons of CO ₂ eq	p.46

WASTE

GRI Standard	Code GRI	GRI Indicator	DIAM Indicator	Unit	Source
GRI 306: Waste	306-1	306-3 Waste generated	Total waste generated	Tons	p.55
	306-2	306-2 Management of significant waste-related impacts	Of which sent to treatment*	Tons	p.55
			Recycling rate	%	p.55
			Industrials sites where a circular economy chain has been developed	%	p.55

SUPPLIER

GRI Standard	Code GRI	GRI Indicator	DIAM Indicator	Unit	Source
GRI 308: Supplier Environmental Assessment	308 - 1 414 - 1	308-1 New suppliers that were screened using environmental criteria 414-1 New suppliers that were screened using social criteria	Suppliers which have gone through a CSR risk analysis	Number	p.37
			Targeted suppliers that have gone through a CSR assessment (e.g. questionnaire)	%	p.37
GRI 414: Supplier Social Assessment			Targeted suppliers with contracts that include clauses on environmental, labor, and human rights requirements	%	p.37

SAFETY

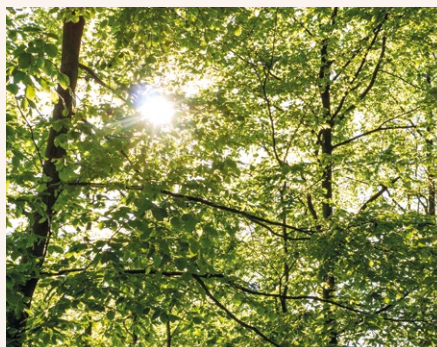
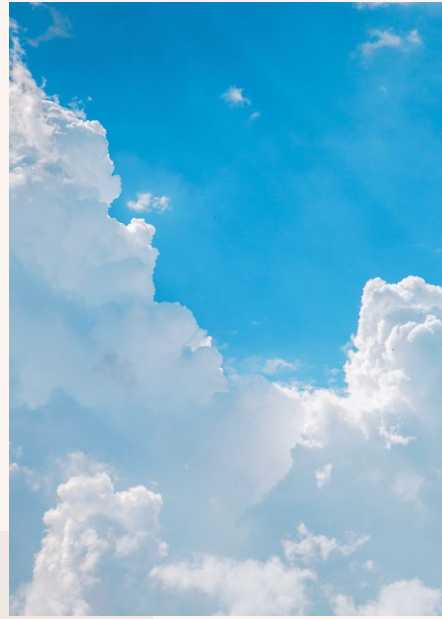
GRI Standard	Code GRI	GRI Indicator	DIAM Indicator	Unit	Source
GRI 403: Occupational Health and Safety	403-1	403-1 Occupational health and safety management system	Frequency rate	%	p.32
			Severity rate	%	p.32
	403-2	403-2 Hazard identification, risk assessment, and incident investigation	Operational sites for which an employee health & safety risk assessment has been conducted	%	p.32
	403-5	403-5 Worker training on occupational health and safety	Average hours of safety training per year per employee	%	p.33

WORKING CONDITIONS

GRI Standard	Code GRI	GRI Indicator	DIAM Indicator	Unit	Source
GRI 404: Training and Education	404-1	404-1 Average hours of training per year per employee	Training hours per employee	Hours	p.31
	404-2	404-2 Programs for upgrading employee skills and transition assistance programs	Unique people trained	%	p.31
			Career evaluation of targeted employees	%	p.32
404-3	404-3 Percentage of employees receiving regular performance and career development reviews	People review done	%	p.32	
GRI 405: Diversity and Equal Opportunity	405-1	405-1 Diversity of governance bodies and employees	% of women at management position by entities	Number	p.34
			% of women at executive committee	Number	p.34
GRI 406: Non-discrimination	406-1	406-1 Incidents of discrimination and corrective actions taken	Complaints incurred during the year	Number	p.27
			Whistleblowing alerts received during the year	Number	p.27
GRI 410: Security Practices	410-1	410-1 Security personnel trained in human rights policies or procedures	Operational sites that have been subject to human rights reviews or human rights impact assessments*	Number	p.33
			SA8000 certified sites	Number	p.33
GRI 413: Local Communities	413-1	413-1 Operations with local community engagement, impact assessments, and development programs	Total of disadvantaged people	%	p.34
			Of which disabled persons	%	p.34



**OUR
FUTURE**
*is in our
hands*





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