



# ESG REPORT 2024



# ESG

## **REPORT**

2024

# **F O R E W O R D**

# KEEPING OUR COMPASS TRUE

Last year, we reflected on robustness - our ability to thrive in the long run by strengthening what makes DIAM successful: our teams and culture of entrepreneurs and proximity to clients, our capacity to invest in innovation and new plants to accompany our clients in their growth, and our commitment to sustainability. As a result, we have stable and agile teams and a Group in good health, capable of continuing our strong investment in CSR.

Since then, we continue to live in a world with many wars and tensions, witness growing backlash against climate actions, while climate change and biodiversity loss accelerate, with ever greater consequences. Businesses also face growing complexities - protectionism, regulatory shifts, and skilled workforce shortages. In this context, DIAM's adaptability and sustainability commitments are key strengths. Advancing on our science-based commitments is simply the right thing to do, guided by our core values: humility, teamwork, integrity, focus on actions and results.

This year, we are particularly proud to have been recognized with two major distinctions: the CDP A-list for climate action and the EcoVadis Platinum medal, placing us in the top 1% globally for environmental and social performance. Beyond ratings, what matters most is the impact we create every day. Work inclusion is embedded in DIAM's DNA, now representing over 10% of our workforce, notably welcoming senior colleagues, refugees, and employees with disabilities. Nearly 90% of our teams received training this year, reinforcing skills and awareness. We continue to decarbonize faster than our Science-Based Targets, having already reduced our carbon footprint by 45% in absolute terms since 2019, despite 25% business growth. Our Local-to-Local approach is now a reality, with materials produced and installed close to our clients—USA for the USA, China for China, India for India, Europe for Europe (etc.)—reducing material impacts through eco-design and cutting transport emissions, also strengthening supply chain resilience. Across our sites, we are also scaling biodiversity initiatives in line with our Act4Nature commitments. These achievements are only possible thanks to our employees, managers, partners, and clients. The entire luxury and cosmetics ecosystem is accelerating its sustainability journey, and we are proud to contribute. We remain committed—now more than ever—to shaping a more sustainable and responsible future, together.



*Françoise RAOUL-DUVAL & Mathieu PARFAIT*  
CEO - CSR DIRECTOR

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# **B U S I N E S S M O D E L**

# COMMITMENTS

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Kate Raworth's "Donut Economy" concept is a powerful tool for defining companies' targets. It introduces the idea of a "safe and secure space for humanity," addressing the social, societal, and environmental challenges linked to the planet's limits.

Currently, six out of nine major Earth processes have already exceeded the limits needed for healthy ecosystems and human life. To help restore these boundaries, we all need to "do our part." This is why DIAM has committed to social and environmental targets that will evolve over time, adapting to new challenges and feedback from our actions.

On the social side, DIAM has been committed to the United Nations Global Compact since 2012, adhering to its 10 principles. We renew this commitment every year. We focus on the health, safety, and well-being of our employees, ensuring inclusivity, diversity, and ongoing training. Our Turkish factory is SA 8000 social certified, and Tunisia is in the process of renewal, and we now assess living-wage salaries across the group every year. We also have a robust internal control system with regular social audits. More details can be found in the social and governance sections.

On the environmental side, DIAM is one of the first 400 companies worldwide to have its 1.5° climate trajectory validated by the Science-Based Targets initiative in January 2021. We are the only point-of-sale display supplier validated on such an ambitious target. Our commitments are set for 2030, which is fast approaching. As of 2024, we are on track with our targets to reduce our footprint, with active support from our management and teams. To go even further, we have trained key managers and explored new business models like the circular economy and functional economy. We are also proud to announce that on May 22, 2024, World Biodiversity Day, our biodiversity commitments were validated by act4nature international.



# WHO WE ARE

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DIAM is a global leading partner of brands at the point of sale, providing merchandising, shopfitting, niche packaging, and services solutions for the Beauty & Luxury sectors. Creating the perfect match between a brand and its consumers in all distribution networks with a worldwide presence, unique in this industry.

34

entities across the world  
in 20 countries

3300

employees

27

factories

6

project management  
offices

1

headquarter

7

business units

NEW YORK

MIAMI

MEXICO

CURITIBA

LOUGHBOROUGH

PARIS

LES MUREAUX

GARGENVILLE

GRIGNY

SAINT OZEN L'AUMÔNE

LURCY LEVIS

YZEURE

LANNEMEZAN

PORTO

SOUSSE



WROCLAW

FRANKFURT

MILAN

ISTANBUL

DUBAI

PUNE / MUMBAI

BANGKOK

SINGAPORE

SHANGHAI

KUNSHAN

CHANGXING

HONG KONG

TOKYO

MELBOURNE

# 8 SUCCESSFUL BRANDS UNITED BY A COMMON AMBITION

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*Retail Consulting*  
**RETAIL3D**



*Merchandising*  
**DIAM**



*Shopfitting*  
**PRUGENT**



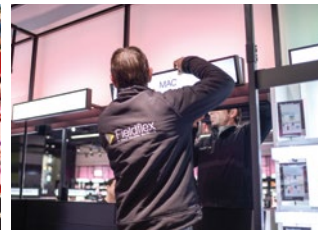
*Luxury Packaging*  
**FPM**



*Digital Printing*  
**MR**



*Digital Solutions*  
**CONEX**



*In Store Services*  
**FIELDFLEX**



*Circular Economy & Recycling*  
**B2D**

## **TO PROVIDE A FULL SERVICE FROM CONSULTING TO RECYCLING...**

Supporting our clients with 8 brands bringing complementary expertise for a comprehensive and complete service offering, to support their performance and offer their consumers a unique experience.

## **...AND HELPING OUR CLIENTS ACHIEVING THEIR GOALS.**

DIAM history started in 1973, 51 years ago. Service, in all its forms was already at the heart of DIAM's culture. Today providing services to our clients is a way to help them achieve their business & sustainability goals. 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.

Short term (2030), our ambitious climate and environmental targets push us to provide the brands with the best solutions and innovations, backed-up by science-based business cases and life-cycle analysis. To go beyond 2030, the entire Retail industry will need to change to a cooperative and coepetitive approach. At our modest level, we are already initiating or supporting game changes at industry level, like the implementation of sectorial standards, a high value-added circular economy service offer and initiating business model change pilots, step-stones for the next phase of impact change.

# **RISK & OPPORTUNITIES**

# ESG REPORT MANAGEMENT APPROACH

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This ESG report has been prepared in anticipation of the forthcoming requirements under the EU Corporate Sustainability Reporting Directive (CSRD), in accordance with Article L. 233-28-4 of the French Commercial Code. The sustainability information is aligned with the European Sustainability Reporting Standards (ESRS) adopted by the European Commission and also references the Global Reporting Initiative (GRI) Standards. A GRI content index is provided at the end of the report.

The report is prepared on a consolidated basis and covers all DIAM activities within the financial consolidation scope. The reporting perimeter for 2024 remains unchanged from 2023, as no acquisitions or disposals occurred during the year.



# MATERIALITY ANALYSIS

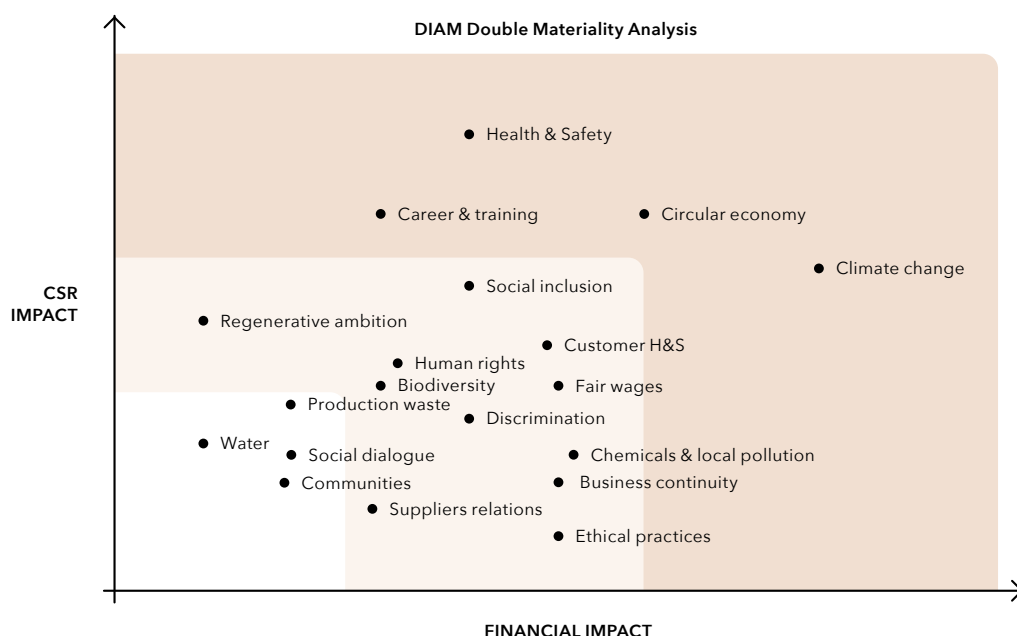
In 2025, DIAM developed its double materiality analysis to gain a clearer view of its key sustainability issues and prepare for CSRD eligibility. This work was led by DIAM's CSR and Finance teams, with strong involvement from Human Resources, Sustainable Purchasing, and Sales. External stakeholder views were integrated through a benchmark of POSM market players' sustainability reports, and insights were gathered from ongoing discussions held by Sales and Purchasing teams.

All topics were assessed based on the double materiality principles defined in Annex II (AR16) of the EU's ESRS 1 framework. The company began by mapping its entire value chain to better understand how impacts unfold. A full impact materiality assessment was then conducted, evaluating the severity, scope, and likelihood of both negative and positive effects. In parallel, a financial materiality analysis evaluated the intensity and likelihood of risks and opportunities associated with each topic.

This combined assessment process identified 20 key topics, of which 5 were classified as material. These are:

- Climate Change
- Circular Economy
- Career & Training
- Health & Safety
- Sustainable Sourcing

These topics are considered material either due to their financial impact (outside-in) or their sustainability impact (inside-out). Topics not classified as material are still addressed in DIAM's strategy and disclosures, though with a lighter reporting approach, in line with CSRD expectations.



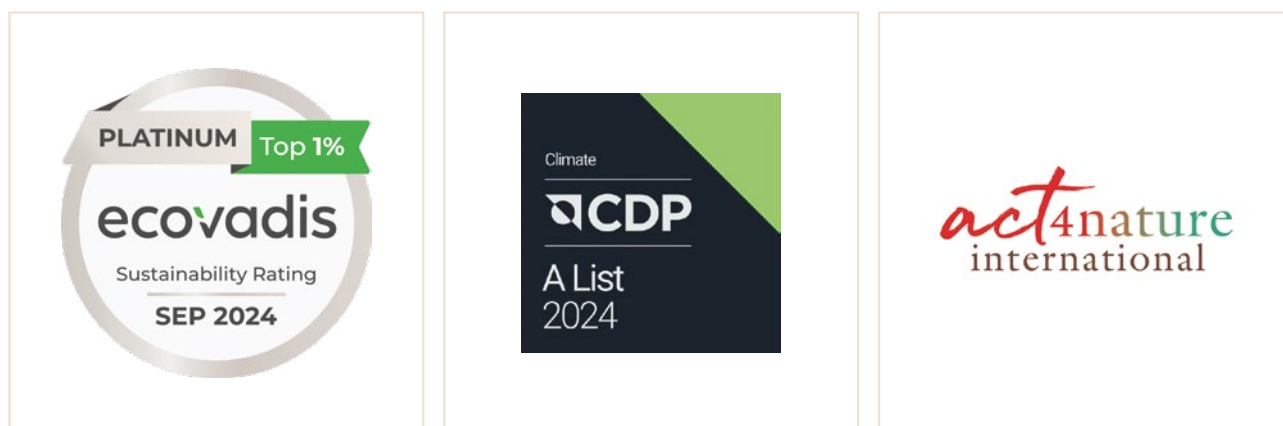
# IMPACTS, RISKS AND OPPORTUNITIES (IROS)

The list below presents the 5 significant topics (impacts, risks and opportunities) as they emerge from DIAM's double materiality analysis.

Challenges for DIAM	Impacts	Risks	Opportunities
<b>CLIMATE CHANGE</b>			
Reducing CO2 emissions in line with the 1.5°C trajectory	Energy consumption	Extreme weather events exposure	SBTi compliant solutions to clients
Sourcing and producing decarbonized whenever possible	GHG emissions contributing to climate warming	Materials availability and cost changes	Competitive position -Market gain linked to CSR leadership
Prevent physical and transition		Carbon Pricing increase	Energy cost reduction vs competition
			Eco-design compliant products and consulting
<b>CIRCULAR ECONOMY</b>			
Reducing virgin material usage	Production of goods with a 3-6 year lifetime	Regulation (obligation to use certain materials)	New business: B2D recycling service
Recyclability of our products	Use of raw materials (plastics, metal, wood, electronics, chemicals)	Resources depletion	Use recycled material captured by B2D
Develop a circular economy service		Resource availability	Gain trust with clients from transparency & services
Value chain resilience and access to resources		Linear economy (waste increasing regulation & market pushback)	Develop recyclable products and decrease raw material usage through eco-design
<b>CAREER &amp; TRAINING</b>			
Respect local regulations	Personal development of employees	Loss of specific skills	Hiring and retention advantage
Develop and maintain internal skills, motivation/ retention and attractiveness	New career opportunities		vs competition linked to CSR leadership
<b>HEALTH &amp; SAFETY</b>			
To provide appropriate health & safety conditions	Work accident & professional illnesses	Loss of productivity	Increasing activity linked to a safe and healthy workplace
To control enforcement through policies, and audits	Safe working conditions	Absenteeism	
Compliance with local and global regulations			
Reduce risk exposure			
<b>SUSTAINABLE SOURCING</b>			
Ensure working with suppliers that comply with local regulations, DIAM and client's requirements on E,S,G	DIAM's choice of suppliers and subsequent payments conveys a power to check social compliance and develop it	Controversy on non-compliant supplier	Recognition of DIAM as a low-risk supplier by client
		Non-compliant working conditions in value chain	Opportunities to develop resilient and sustainable supply

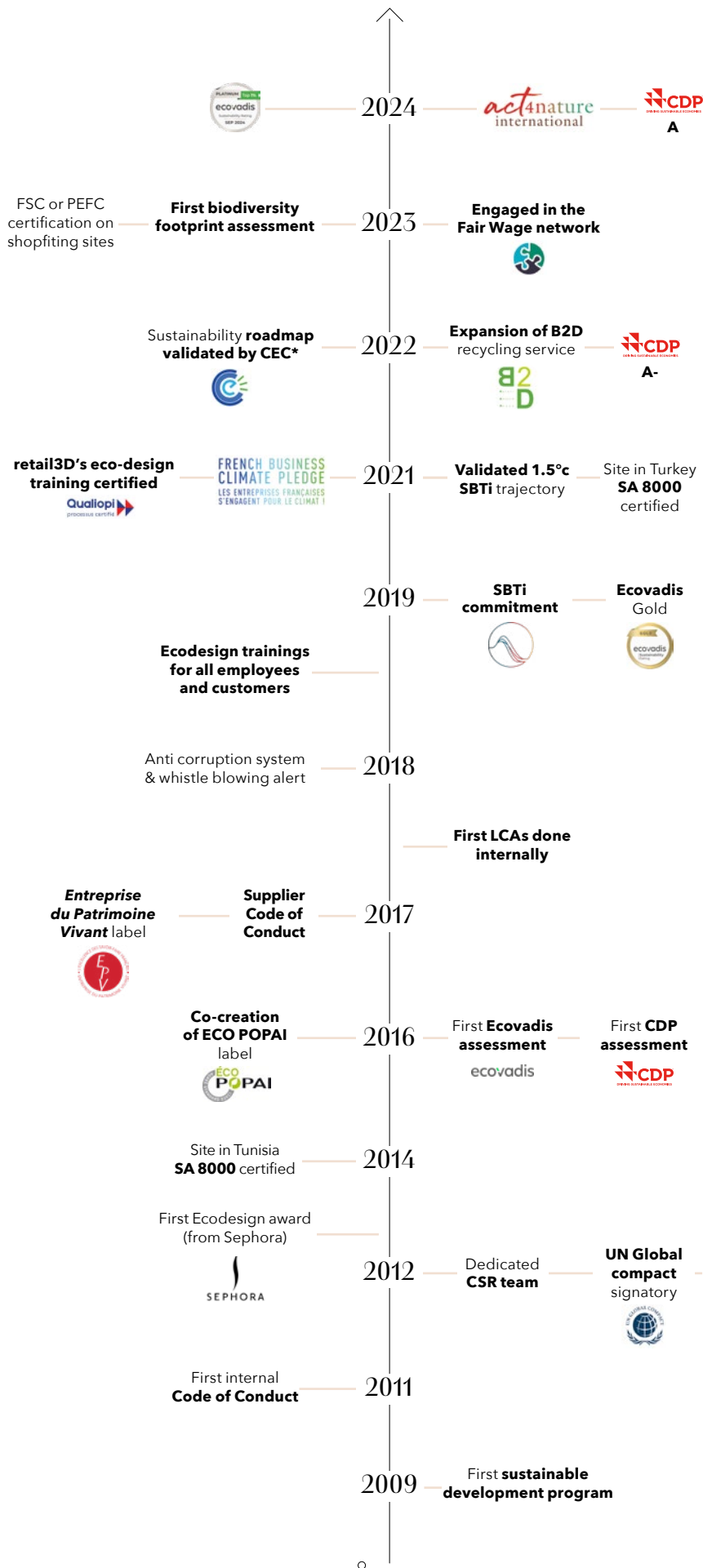
# 2024 OVERVIEW

The key highlight of 2024 is **an important improvement in the recognition of DIAM's achievements**, for which we are very honored.



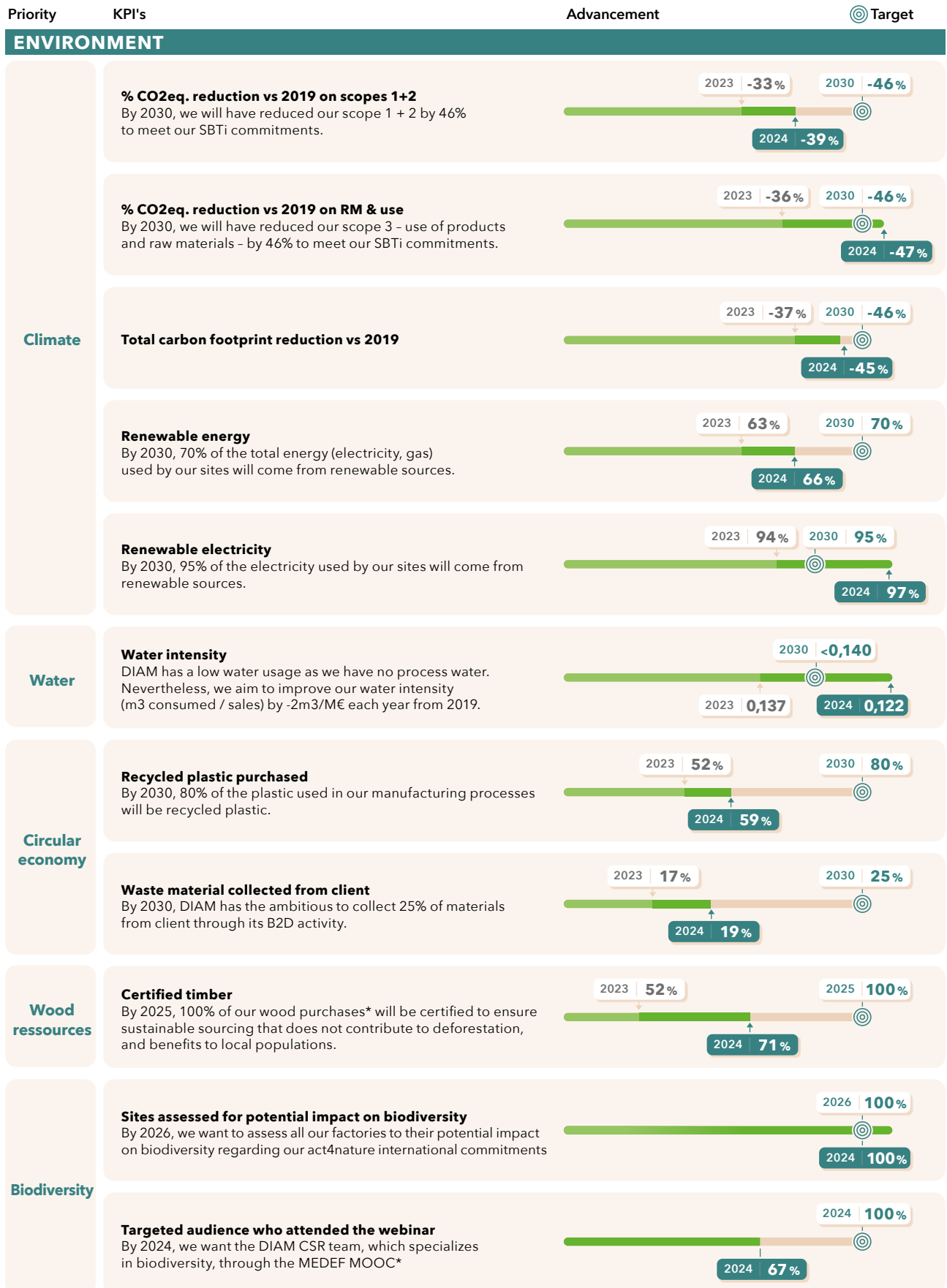
DIAM has been awarded **Ecovadis Platinum medal** for the first time and is on the prestigious **CDP A-list** for its actions and results on climate-change. In addition, our commitment to biodiversity has been validated by **act4nature international** on May 22th 2024, International Day for Biodiversity.

All these recognitions are valid for the entirety of DIAM Group: they include all DIAM industrial sites and offices.





# OUR SUSTAINABLE ROADMAP



Priority	KPI's	Advancement and Target*
<b>SOCIAL</b>		
<b>Career &amp; Training</b>	Average training hours per employee (Training hours/FTE)	
	Unique people trained	
	Employees with employee representatives rate	
<b>Health &amp; Safety</b>	Frequency rate	
	Severity rate	
<b>Inclusion</b>	Social inclusion	
	Gender parity (% of Women)	
<b>GOVERNANCE</b>		
<b>Ethics &amp; Sustainable sourcing</b>	Suppliers with signed code of conduct	
	Suppliers which have gone through a CSR evaluation	
	Suppliers audited	

\*Objective renewed annually

# **THE EXTRA-FINANCIAL INTERVIEW**

# STRENGTHENING ESG WITH FINANCE

## **Why has DIAM chosen to involve the Finance department in ESG reporting?**

Sustainability is a strategic priority for DIAM – as it should be for any company. ESG data is becoming increasingly structured and scrutinized, not just for compliance, but also to steer our sustainability targets and meet the expectations of clients, investors, and employees. Just as we rely on financial controllers to pilot business performance, we have had a dedicated extra-financial controller's teams since 2022 to help pilot our sustainability performance. We work hand-in-hand with the CSR team: the Finance team is in charge of data collection and consistency, and produces the annual carbon footprint, while the CSR team continues to push the strategy with management and to steer sustainability actions on the ground. This collaboration gives DIAM stronger visibility to monitor progress and act accordingly.

## **What concrete improvements has this integration brought to DIAM's ESG reporting?**

Involving the Finance team with additional resources has improved the availability and reliability of ESG data. We can now collect and validate data earlier in the cycle, which enhances our responsiveness to stakeholders. It also allows better analysis, performance tracking, and internal decision-making. In short, ESG reporting is now a reliable cross-functional performance tool.

## **How is DIAM preparing for the new CSRD requirements?**

We have taken a proactive approach to this much-needed transparency effort. Together with the CSR team, we conducted a double materiality assessment and created a roadmap to align with the European Sustainability Reporting Standards (ESRS). Our reporting was already quite advanced, so only a limited number of additional data points were needed. This collaboration gives us confidence in meeting the CSRD timeline.

## **What do you see as the long-term value of integrating Finance and ESG?**

ESG is now embedded in how we assess performance, manage risks, and allocate resources – and reliable data is key. That said, we need to continue streamlining the disclosure process: today, almost every stakeholder has its own reporting request. The upcoming CSRD "Omnibus" revision could bring a welcome simplification – as long as we preserve its core ambition. With the CSR and HR teams, we are working to rationalize and limit the burden on operational teams. Beyond compliance, this integration strengthens the credibility of our sustainability commitments and supports DIAM's long-term resilience.



*Mohamed OURAÏS, Thierry CHETAILLE, Jérémy GARCIA*





**PART 1**

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**GENERAL  
DISCLOSURE**

**1.1 GROUP GOVERNANCE  
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**1.2 CONTINUOUS IMPROVEMENT  
ON OUR STANDARDS  
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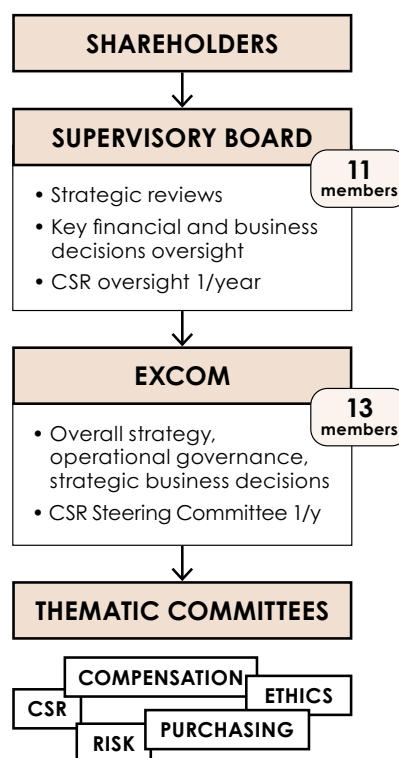
# 1.1 GROUP GOVERNANCE

At DIAM, we recognize that achieving our progress goals requires a robust governance framework that ensures transparency, integrity, open communication, accountability, and effective decision-making. As a mid-sized company, DIAM is now at a stage where it needs a rigorous governance system, while maintaining the decentralized culture that promotes flexibility, fast decision-making, and close proximity to clients. This balance allows us to efficiently serve our clients, while also upholding strong Group-wide processes, particularly in areas such as CSR and risk management.

In 2024, DIAM shareholders changed, and Ardian became the majority shareholder, after a first equivalent partnership in 2016-2018. 140 manager-shareholders are still present with a minority of shares and voting rights. DIAM's partners-managers are a key asset to lead the company's strategy and actions, focused on clients and on regional growth, portfolio expansion, service innovation, and leadership in CSR, including evolving our business models to meet new challenges.

The governance is a dual boards structure with an Executive Committee (ExCom) taking the operational decisions and a Supervisory Board with the majority shareholders representatives as well as two independent board members. The Supervisory Board approves the Group's overall strategy, business plans, and major acquisitions or financial decisions based on proposals made by the CEO. The Excom, chaired by the DIAM CEO, includes 10 DIAM senior business unit leaders, HR, and Finance. It leads the Group's overall strategy, setting ambitions for each business unit and overseeing critical areas such as CSR, HR, and business performance. Regional and Business Units management committees play an important role in our governance structure, as well as the factories management committees, given the high degree of decentralization of DIAM group - largely supporting our reactivity and agility.

The CSR Director regularly reports to both the Supervisory Board and Excom, ensuring alignment on our CSR objectives and progress. HR and CSR policies are strongly endorsed by the Excom and implemented locally to ensure consistent advancement across all Group entities.



## CSR COMMITTEES

*Detailed in part 1.2*

## COMPENSATION COMMITTEE

This committee meets once a year to address all topics linked to the Top20 managers compensation and- benefits, as well as to possible decisions linked to salaries in general. The permanent participants are the CEO, the HR Director and a Shareholder Representative.

Thanks to that committee and DIAM Excom approach, the HR director always makes 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 CEO and a shareholder representative. It meets 3 times a year. The risk analyzed are as follow:

- Accounting, tax risks, and internal controls, with an intervention by the statutory auditor on the results of the annual audit
- Anti-corruption risks and compliance actions
- IT risks, analysis of IT and cyber risks.
- CSR risk including environment-related and social-related risks.

The Risk Committee reports to the supervisory board on these four kinds of risks.

## **ETHICS COMMITTEE**

DIAM's Ethics Committee is a body composed of the HR Director and the CFO, linked to the Risk Committee, reporting to the Board. Its 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 enables 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 around ethics over the year in order to reinforce them if necessary and review the Code of Ethics when needed adjustments.

## **SUSTAINABLE PURCHASING COMMITTEE**

To steer and enforce its Sustainable Purchasing Policy, DIAM has a Sustainable Purchasing Committee. It is formed of Business Unit Purchasing Managers and meets at least twice a year. 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. Over the years, DIAM has enforced a comprehensive sustainable sourcing and supplier risk management system which includes a supplier risk assessment that enables DIAM to monitor the assessed risk level of the supplier's portfolio. This risk assessment and the actions taken to mitigate it are regularly communicated to DIAM CEO and formally discussed with Excom at least once a year.

## **CSR GOVERNANCE AT DIAM**

At DIAM, we have established a strong and structured governance framework for Corporate Social Responsibility (CSR) that ensures our commitment to sustainable development and responsible business practices. Our CSR governance is integrated into the overall business strategy, with clear ambitions and guidelines shared across all Group entities. Each Business Unit (BU) aligns its roadmap with the Group's CSR ambitions, are a source of ideas and have their own role to play, in compliance with global sustainability goals, including the Science-Based Targets initiative (SBTi) and the Paris Agreement on climate change. This alignment ensures that we meet our environmental commitments, particularly on climate change and biodiversity, and contribute to sustainable development at every level.



## **CSR GOVERNANCE BODIES AND COMMITTEES**

The core of our CSR governance is the CSR Steering Committee, which meets twice a year, including once during an Executive Committee (Excom) meeting. This committee is composed of the CEO, CFO, HR Director, Sustainable Purchasing Coordinator, and the CSR Director. It is responsible for overseeing and adjusting DIAM's CSR strategy, ensuring the successful implementation of short- and long-term targets. The CSR Steering Committee evaluates key operational areas, such as safety, social audits (safety, environment, social), social and environmental impacts, and the progress of ongoing actions, ensuring we meet our CSR targets and makes any necessary corrective actions. The agenda for these meetings is built in close collaboration between the CEO and the CSR Director to address key topics, including client and supplier relationships, regulatory impacts, risks, and opportunities (IROs) linked to the environment, such as climate change, biodiversity, water, and pollution, as well as social aspects like employee safety and representation.

There is also an annual CSR committee reporting to the Board once a year, composed of the CEO, the CSR Director and representatives from the majority shareholders.

DIAM's Risk Committee also reviews CSR matters annually, focusing on internal CSR audits and macro-risks. The results of these audits, particularly regarding safety and CSR progress, are further analyzed and reviewed by the CSR Committee. The CSR Director presents an annual progress report to the Board of Directors, and the CEO provides quarterly updates on CSR, HR, and safety before discussing financial matters. These meetings ensure that all governing bodies are continuously informed on CSR progress, with a special focus on climate change at least twice a year.

## **ESG REPORTING AND MONITORING**

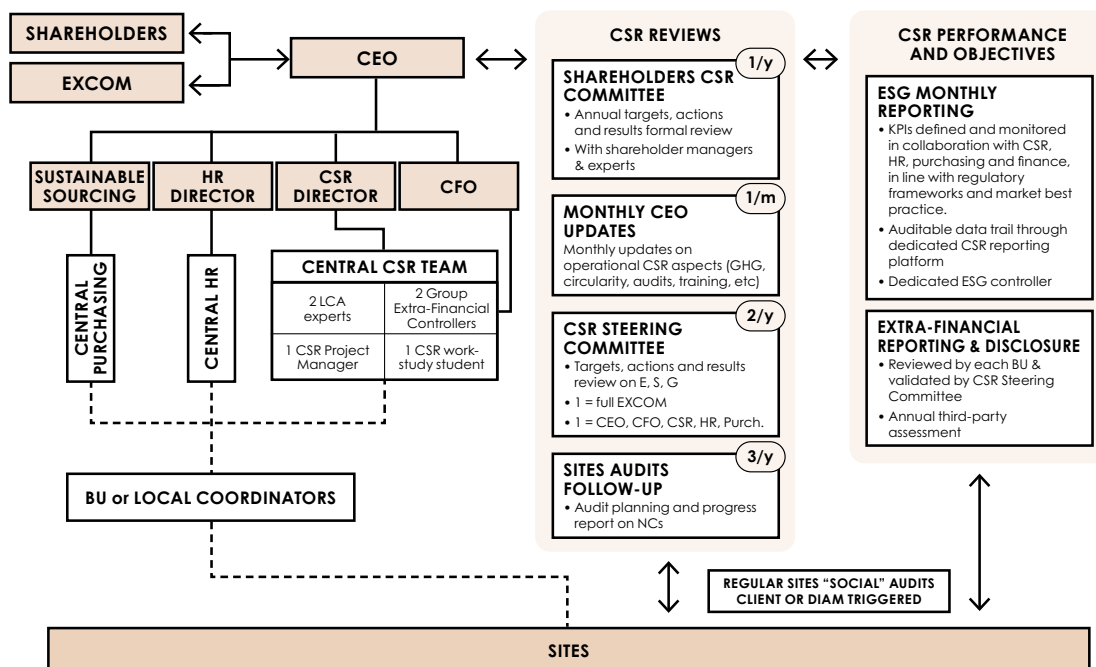
DIAM's governance structure ensures that CSR-related elements are monitored and managed with precision and transparency. Our ESG reporting system is robust, with monthly and yearly reports provided by all Group entities through a dedicated online platform. These reports are controlled by a dedicated extra-financial data controller who reports to the CFO and has a dotted line to the CSR Director. The KPIs tracked and disclosed in this report are developed in close collaboration between the CSR team and relevant departments, including HR, purchasing, finance, and business units. These KPIs are regularly updated to align with evolving standards, such as compliance with the CSRD and are mapped to the Global Reporting Initiative (GRI) standards, which is referenced in this report.

## **DEDICATED CSR TEAM AND RESOURCES**

DIAM's CSR strategy is driven by a specialized team led by the Group CSR Director, who reports directly to DIAM's CEO and oversees the development and implementation of our CSR commitments and actions. This team consists of two life-cycle assessment experts and one CSR project manager dedicated to CSR policy implementation. In addition, the finance team has 2 CSR data controllers. Various Business Units have a CSR coordinator. Operational CSR work like eco-design and sustainable purchasing are done directly by the operational teams (design, projects, purchasing, etc). In total, DIAM has at least 8 full-time employees dedicated to CSR, with additional part-time resources in various Business Units.

## CSR INTEGRATION INTO PERFORMANCE MANAGEMENT

At DIAM, CSR objectives are integrated into the performance management process of all managers. Each manager is expected to include at least one CSR-related target in their yearly targets and appraisal discussions. These CSR targets have a direct impact on their variable bonuses, accounting for approximately 20% of their overall bonus. Depending on the role, these CSR indicators can be either qualitative or quantitative, with most targets linked to DIAM's global CSR objectives.



## 1.2 CONTINUOUS IMPROVEMENT ON OUR STANDARDS

To ensure effective implementation of our strategy and policies, DIAM applies a continuous improvement approach through a comprehensive management system spanning all aspects of our business, including CSR. This system follows a structured cycle: setting clear targets (e.g., science-based targets for CSR), allocating resources, training teams, implementing actions, measuring progress, and refining objectives.

DIAM's CSR performance is regularly evaluated by third parties at both global and local levels. We actively engage with client and investor assessments, using their feedback to enhance our practices. Since 2022, an independent third party has assured our CSR disclosures, reinforcing transparency and accountability.

At the local level, certifications help maintain high standards in areas such as safety, social responsibility, and environmental management. DIAM sites hold various certifications, including SA 8000, FSC® and PEFC chain-of-custody, ISO 9001, 45001 and 14001. However, rather than enforcing a one-size-fits-all certification policy, we empower site managers to assess the relevance of certifications based on their specific needs. To ensure compliance and continuous improvement, DIAM conducts regular audits based on a Group audit grid, covering management systems, health and safety, and environmental performance. Social aspects are evaluated through third-party audits and internal monitoring systems.

Our commitment to progress is reinforced by a comprehensive reporting system, with monthly and annual data consolidation on a dedicated platform. We define clear ambitions, targets, and KPIs across key ESG areas, ensuring transparency and data traceability. Since 2023, DIAM's finance team includes an extra-financial controller fully dedicated to ESG reporting and oversight.

To align with best practices, this report follows Global Reporting Initiative (GRI) standards, ensuring our governance and sustainability reporting meet the highest international benchmarks.



PART 2

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# OUR SOCIAL RESPONSIBILITY

2.1 WORKFORCE

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2.2 SUSTAINABLE PURCHASING

PAGE 38

2.3 AFFECTED COMMUNITIES

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2.4 CONSUMERS AND END-USERS

PAGE 42

## 2.1 WORKFORCE

### POLICY

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 fight against discrimination, 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 recognized for their work, valued as individuals and committed to working with us as a team.

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 labor practices and human rights aligned with the Universal Declaration of Human Rights, the International Labour Organization, and the United Nations Convention against Corruption.

Through our policies, we ensure that we respect human rights, promote decent work and fight corruption by strengthening through our commitments the fight against child labor, forced labor and discrimination.

We are as well committed to:

- Protecting health and safety at work,
- Permitting freedom of association and the right to collective negotiations,
- Favorising fair wages,
- Complaining with international regulations on working time.

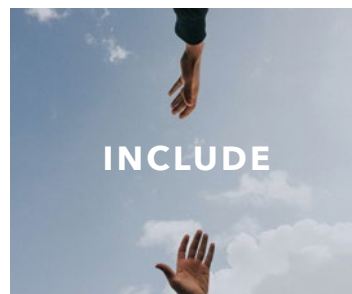
DIAM's social policy focuses on **5 key themes** for the Group:



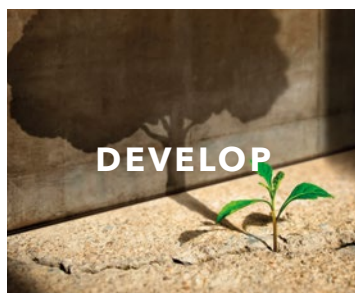
*For health and a safe healthy working environment*



*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.*

All these commitments are compiled in key documents: DIAM SOCIAL GUIDE (2017), DIAM SOCIAL POLICY (2022) and DIAM CODE OF ETHIC (updated in 2023) who refer to our obligations as an employer, including on Child and Forced Labour, Discrimination & Harassment and the DIAM GROUP SOCIAL INCLUSION GUIDE. Lately, the DIAM Group Diversity charter (2023) has been incorporated into the Group's social policies. The safety policy is also very key to support safety and wellbeing at work.

DIAM Code of Ethics is available on:

[https://www.diaminter.com/wp-content/uploads/2022/06/03\\_Code-ethique\\_DIAM\\_ENG\\_032021.pdf](https://www.diaminter.com/wp-content/uploads/2022/06/03_Code-ethique_DIAM_ENG_032021.pdf)

And DIAM Social Policy can be accessed at:

<https://www.diaminter.com/our-responsibilities/progressing-for-the-good-of-our-employees-and-suppliers>



Pillar	Action	Objectives
<b>Protect</b>	Ensure the safety of the teams	Frequency rate below 5
		Severity rate below 0.15
<b>Health</b>	Preserve the health of employees	80% of sites implementing health initiatives for employees
<b>Listen</b>	Encourage social dialogue	All sites with more than 30 employees must have a representative body for staff
		90% of sites provide employees with the opportunity to respond to a satisfaction survey
<b>Include</b>	Ensure parity	Keep / Achieve a balance of 40% /60% between women and men in the workforce
	Promote the hiring of individuals facing difficulties in entering the job market	Have at least 8% of staff in a situation of social inclusion
	Have a positive impact on communities	One community action per site per year
<b>Develop</b>	Develop the skills of teams	Ensure that 100% of employees receive at least one training session per year
		Provide a minimum of 14 hours of training per person per year
	Evaluate teams to help them grow	100% of sites conduct at least one People Review per year
		100% of annual appraisals completed
<b>Connect</b>	Promote the hiring of young people and develop their skills	Integrate at least 2.5% of interns and apprentices per year
	Share expertise	Hold 6 webinars per year
	Create connections between teams	40% of our employees use our corporate social network (Yammer / Viva Engage)



## ACTIONS AND RESOURCES

### #1 TO "PROTECT"

#### PREVENTING SAFETY RISK

We closely monitor the various risk events at each site and carry out regular internal safety audits for each site to ensure that the premises comply with the defined standards. All sites are asked to make every effort to aim for zero accidents. Pragmatically, one of the key results indicator we follow is the loss-time accidents frequency rate (FR1) target below 5, which is the value below which a work environment is 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.

Safety culture and results are a combination of efforts by management and employees, safety "routines" and continuous progress, multiple repetition and audits and communication around safety. As an example of communication and training regarding safety, DIAM organizes "safety days" every year, during which each factory and office workforce get a safety tuition & awareness program adapted to the situation of the site. We remain attentive to safety day in day out. Safety is a continuous fight; efforts can never be lifted.

As the health of our employees is an important matter, 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.

### #2 TO LISTEN

#### SOCIAL DIALOGUE

As a decentralised global group, DIAM promotes autonomy and accountability at the local level. A constructive and transparent social dialogue with freely elected employee representatives is essential to ensuring our social practices align with our values and standards. We aim to have staff representatives elected at all sites with more than 30 employees.

Social dialogue is maintained through regular meetings between management and employee representatives. These meetings result in documented outcomes, which are shared with employees via clear and accessible communication channels, including noticeboards and posters.

In many of our subsidiaries, collective agreements are signed with employee representatives to formalise commitments on key working conditions, such as remuneration, working hours, and workplace environment.

#### EMPLOYEES SURVEY

The Group encourages its subsidiaries to conduct an employee satisfaction survey every two years in order to gather insights into our teams' perceptions, needs, and expectations. These surveys allow us to assess the social climate within the organization and track its evolution over time.

We have structured these surveys around key themes that serve as the foundation for implementing our improvement initiatives, notably:

- Well-being
- Communication
- Culture (CSR, teamwork, safety, innovation,...)
- Management
- Professional development

As a result of these recurring surveys, several of our sites have been awarded the "Great Place to Work" certification, which reflects our commitment to creating positive and fulfilling work environments for all.

## ALERT SYSTEM CHANNELS

We have implemented an alert system accessible both internally to employees and externally to any third party, allowing them to report any situation, act, or practice deemed inconsistent with our ethical policy. This system ensures the anonymity of whistleblowers.

In addition, DIAM has appointed harassment officers at several of our sites to help prevent harassment and serve as a communication channel and point of contact for employees, particularly across our locations in France.

As part of our anti-corruption and ethical code training, employees are made aware of how to identify, prevent, and appropriately respond to at-risk situations in accordance with our ethical guidelines. Specific training programs on the prevention of sexual harassment have also been deployed across several sites, including in the United Kingdom and India.

## DECENT WAGES

We recognize that supporting our employees go beyond simply offering employment: it means ensuring fair and equitable compensation. We are fully committed to going above and beyond legal minimums wherever these falls short of what is considered a fair and decent standard of living.

Since 2022, we have conducted an annual, in-depth living wage study covering 100% of our sites and employees. This initiative reflects our commitment to ensuring that all employees receive compensation that allows them to meet their basic needs and live with dignity.

To date, two of our sites have received third-party certification validating a fair-wage approach:

- Fair Wage Network for DIAM India
- SA 8000 Certification for DIAM Turkey

## #3 TO "INCLUDE"

The spirit of teamwork and mutual aid that prevails internally is fueled by our differences. Since 2009, we have been pursuing a policy of social inclusion to help disadvantaged groups through employment. This program 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. Inclusion also means paying 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.

## DIVERSITY AND EQUAL CHANCES

DIAM fully embraces the importance and benefits of having diverse points of view and cultures for a thriving culture and recognizes its responsibility in promoting equal and fair chances and opportunities for all.

In this perspective, we have implemented a diversity charter that underscores four key points:

- Promoting the inclusion and integration of people with disabilities.
- Advancing gender equality in the workplace.
- Fight against all forms of discrimination.
- Facilitating the integration of individuals who have experienced accidents or are living in unique circumstances.

DIAM workforce is globally in a healthy 40/60-60/40 ratio between women and men which we intend to keep. Since 2017, we have also introduced the possibility for employees to declare themselves as gender neutral / non-binary.

## GENDER BALANCE AT MANAGEMENT LEVEL

Achieving gender balance across all levels of the hierarchy is a key priority. DIAM actively promotes equal treatment of all employees, regardless of gender, through its ethics training, recruitment procedures, and diversity charter.

Thanks to these initiatives, we have observed a steady increase in the representation of women, particularly in managerial and executive roles across our subsidiaries, year after year.

## SOCIAL INCLUSION

DIAM has a long-standing commitment to going the extra mile to promote social inclusion for individuals facing various forms of disadvantage.

We believe it is essential to support local communities and encourage access to employment or return-to-work opportunities for those who are furthest from the labor market. In line with this, we have developed a comprehensive Social Inclusion Program with the following objectives:

- Promoting the hiring and training of individuals who are far removed from employment
- Supporting the professional integration of people with disabilities
- Helping employees with chronic illnesses stay in the workforce
- Facilitating the inclusion of individuals experiencing exile or displacement
- Encouraging intergenerational knowledge transfer by hiring senior workers
- Supporting caregivers and single parents
- Adapting workplaces to accommodate individuals considered vulnerable
- Promoting local employment in disadvantaged areas

Through this program, we also aim to make an indirect contribution by working with partners whose business models integrate social inclusion or by choosing suppliers who are sensitive to inclusive practices.

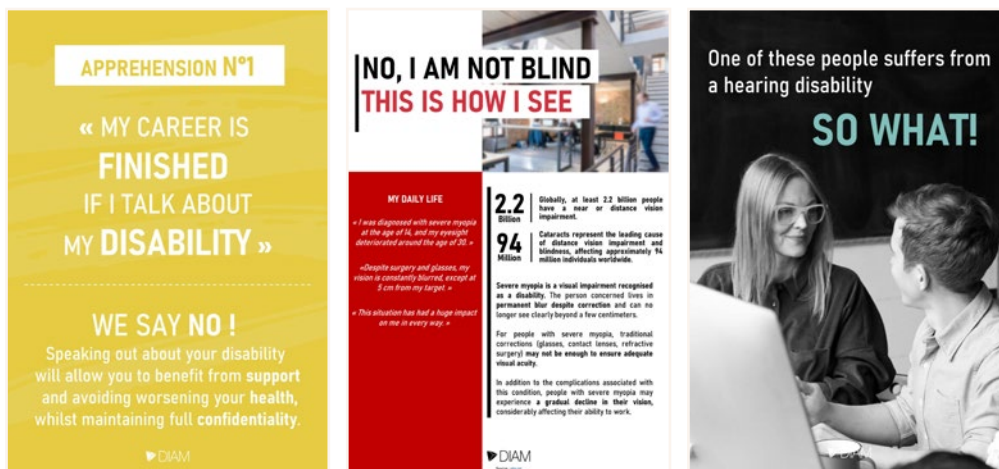
### FOCUS: RAISING AWARENESS AROUND DISABILITY

In 2024, we launched an awareness campaign across our 34 entities focused on the various forms of disability.

The campaign aimed to:

- Educate employees on different types of disabilities
- Challenge common misconceptions
- Encourage open dialogue on the topic

By promoting understanding and empathy, this initiative reinforces our inclusive culture and helps create a safer, more welcoming environment for all.



## #4 TO “DEVELOP”

### TRAINING

We focus on training and career development that are integral components of the “Develop” pillar within DIAM’s social policy. Particular attention is given to safety, ethics & compliance, and eco-design training topics.

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.

### TRAINING NEEDS ASSESSMENT

Each site assesses the training needs of its employees through two key channels:

- Annual Performance Reviews
- People Reviews

It enables us to gather all managers’ requests and employee aspirations for skills enhancement.

We are committed to making training accessible to all, ensuring that every employee has the opportunity to participate actively in their career development.

### SAFETY TRAINING

Safety is our top priority. Protecting the health and physical well-being of our employees starts with prevention and on-the-ground training.

To strengthen our global safety culture, we dedicate significant time and resources to building awareness and promoting best practices, ensuring that our operations take place under the safest possible conditions.

### DIAM LEARNING PLATFORM

DIAM has developed its own global e-learning platform: DIAM Learning, accessible to all our sites worldwide. Its goal is to foster continuous learning among employees by offering a broad range of training programs covering:

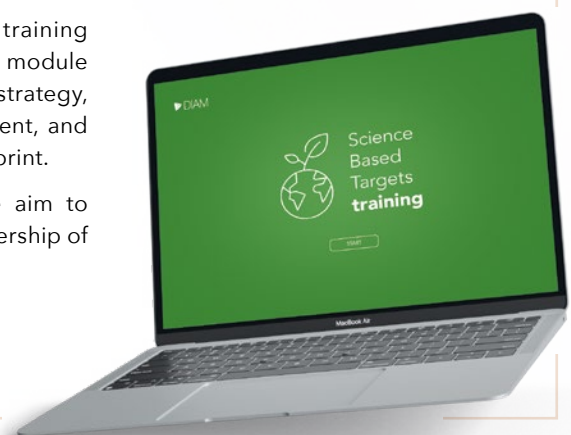
- Group commitments (culture, values, ethics, and sustainability)
- Cybersecurity
- Management and leadership
- Professional efficiency
- Business-specific knowledge

#### FOCUS - SCIENCE BASED TARGETS INITIATIVE TRAINING

We believe it is essential to raise awareness among our employees about the climate challenges we face and to equip them with the knowledge needed to understand the consequences of climate change.

To this end, we have developed an internal training program accessible to all employees. This module provides a clear understanding of our climate strategy, the Science Based Targets initiative commitment, and Group-wide actions to reduce our carbon footprint.

By reinforcing climate literacy internally, we aim to foster deeper engagement and collective ownership of our environmental goals.



#### ATELIER DES SAVOIRS – CRAFTMANSHIP TRAINING

We recognize the exceptional value of craftsmanship skills within some of our subsidiaries. As these skills become increasingly rare, they pose a real risk for many companies.

At DIAM, we are committed to preserving and passing on this know-how through the creation of our internal training center, the Atelier des Savoirs.

This initiative supports the sustainability and authenticity of our artisanal trades by consolidating and sharing our traditional skills.

#### MANAGEMENT & LEADERSHIP TRAINING

We support the development of our managers and team leaders, particularly during their onboarding and role transitions. Our leadership training aims to build managerial capabilities, promote accountability, and align teams with DIAM's values and strategic vision.

#### ONBOARDING PROGRAMS

We have implemented structured onboarding programs to help new hires quickly connect with the core foundations of the Group. These programs introduce newcomers to our company culture and values and the Group's structure and their local site's operations.

The onboarding journey combines mandatory e-learning modules with on-site activities, designed to foster a sense of belonging from day one.

#### CAREER MANAGEMENT

The well-being of our employees and their professional development are paramount to us. We recognize that fostering a supportive work environment and facilitating career growth requires open and regular communication between managers and employees. Building upon this understanding, we transitioned from conducting annual appraisals reserved for a targeted population to a campaign open to 100% of our teams.

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.

### #5 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).

#### INTERNAL INNOVATION

Innovation and the entrepreneurial spirit are at the heart of our values, which is why DIAM enables all employees to share their ideas and turn them into a company project. With "DIAM Kickstarter", a world-wide internal innovation contest, we've realized that innovation comes from a diversity of ideas, and who better to imagine tomorrow's solutions than our employees. We regularly explore new possibilities and turn them into opportunities for projects, businesses or new operating models.

#### FOCUS - INNOVATION FOR BUSINESS DEVELOPMENT



Thanks to this internal innovation program, we have created one of our business units, B2D, which enables us to dismantle and recycle part of our projects.



## WEBINARS

Our employees are our greatest asset, and each of them possesses knowledge, skills and expertise that must cross borders in a decentralized business model. At DIAM, we want everyone to contribute their knowledge to our collective intelligence, which is why we organize information and knowledge-sharing webinars several times a year, to create links and circulate best practices.

In 2024, we organized webinars focusing on life cycle analysis (LCA) and safety feedback on machine use.

## INTERNAL (CORPORATE) SOCIAL NETWORK

We've set up a corporate network to keep you in touch with news from all our sites. All over the world, our employees share their success stories and social, environmental and business advances. It enables us to strengthen our proximity and our corporate culture.

## METRICS AND TARGETS

### WORKFORCE

FIGURE 1 : WORLDWIDE DISTRIBUTION OF DIAM EMPLOYEES IN 2024\*

\*DIAM employees average on 2024 from CSR platform based on 3 256 employees.

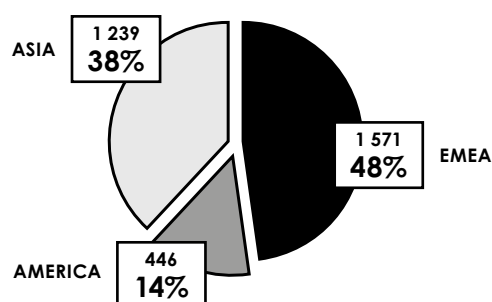


TABLE 1 : WORKFORCE TRENDS AT DIAM OVER THE LAST THREE YEARS

Indicator	Definition	Unit	2022	2023	2024	Var° 23-24
<b>Men</b>	Indicator Number of MEN (all)	FTE	1 419	1 623	1 758	8 %
<b>Women</b>	Number of WOMEN (all)	FTE	1 197	1 421	1 498	5 %
<b>Others</b>	Number of OTHER (all)	FTE	0	0	0	-
<b>Total workforce</b>	Number of DIAM workforce	FTE	2 616	3 045	3 256	7 %
<b>Number of employees on permanent contracts</b>	Number of DIAM workforce with long-term contract (CDI)	FTE	N/A	2 853	3 114	9 %
	Of which men	FTE	N/A	N/A	1 694	-
	Of which women	FTE	N/A	N/A	1 420	-
	Of which others	FTE	N/A	N/A	0	-
<b>Number of employees on fixed-term contracts</b>	Number of DIAM workforce with short-term contract (CDD, apprenticeship, internship)	FTE	N/A	192	143	- 25 %
	Of which men	FTE	N/A	N/A	65	-
	Of which women	FTE	N/A	N/A	78	-
	Of which others	FTE	N/A	N/A	0	-
<b>Number of employees on fixed-term contracts</b>	Number of workforce employed by temporary employment agency	FTE	N/A	733	755	3 %
	Of which men	FTE	N/A	N/A	457	8 %
	Of which women	FTE	N/A	N/A	298	-4 %
	Of which others	FTE	N/A	N/A	0	-

DIAM employed workforce has increased by 7% in 2024 vs 2023. This growth is in line with the Group's sales growth. To better manage its business in a context of high fluctuations in activity, part of DIAM's workforce is composed of interim workers. In 2024, 19% of the workforce full time equivalent were interim workers.



## HEALTH & SAFETY AT WORK

TABLE 2 : HEALTH & SAFETY RELATED INDICATORS

Indicator	Unit	Target	2022	2023	2024	Var° 23-24
Frequency rate <sup>1</sup>	Index	≤ 5	4,5	3,8	4,0	+ 0,2
Severity rate <sup>2</sup>	Index	≤ 0,15	0,11	0,06	0,08	+ 0,02
Operational sites for which an employee health & safety risk assessment has been conducted in the last 2 years	%	100 %	83 %	75 %	88 %	+ 13 pts
Average hours of safety training per year per employee	Number	N/A	8,7	7,3	8,1	+ 11 %

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

DIAM remains below the max target of 5 in loss-time accidents frequency rate in spite of a slight increase, with 3 more loss-time accidents in 2024 vs 2023 and more working hours. The severity rate remains on target too.

## SOCIAL DIALOGUE

TABLE 3 : SOCIAL DIALOGUE-RELATED INDICATORS

Indicator	Unit	2022	2023	2024	Var° 23-24
Sites with employee representatives	%	77 %	78 %	79 %	+1 pts
DIAM employees covered by formally elected employee representatives	%	78 %	84 %	84 %	-
DIAM employees covered by a collective internal agreement on working conditions	%	54 %	64 %	63 %	- 1 pts
Operational sites that have been subject to human rights reviews or human rights impact assessments in the last 3 years	%	47 %	48 %	47 %	- 1 pts
Operational sites that have been subject to human rights reviews or human rights impact assessments in the last 3 years	%	56%	73 %	76 %	+ 3pts
Certified sites linked to social & safety purpose (ISO 45001, SA 8000)	Number	NA	4	5	+ 1 site
	%	NA	15%	19%	+ 4 pts
SA8000 certified sites	Number	2	1	1	0

One site lost its SA 8000 certification in 2023 and is pursuing its renewal. The share of sites with employee representatives and social reviews continues to increase.

## WOMEN AT MANAGEMENT BOARD

TABLE 4 : WOMEN AT MANAGEMENT BOARD-RELATED INDICATORS

Indicator	Unit	2022	2023	2024	Var° 23-24
Gender balance	%	46 %	47 %	46 %	- 1 pts
% of women at management position by entities	%	33 %	39 %	44 %	+ 5 pts
% of women at executive committee	%	27 %	31 %	31 %	-

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 are women, including DIAM CEO.

## SOCIAL INCLUSION

TABLE 5 : SOCIAL INCLUSION-RELATED INDICATORS

Indicator	Definition	Unit	2022	2023	2024	Var° 23-24
<b>Total of disadvantaged people</b>	<i>All people considered as social inclusion who are far from employment</i>	%	8 %	9 %	11 %	+ 2 pts
<b>Of which disabled persons</b>	<i>DIAM employees with disabilities</i>	%	2 %	2 %	2 %	-

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.

## TRAINING

TABLE 6: TRAINING-RELATED INDICATORS

Indicator	Definition	Unit	Annual target	2022	2023	2024	Var° 23-24
<b>Training hours per employee</b>	<i>Average hours of training done by DIAM employees</i>	<b>Number</b>	14 h	16,4	13,4	15,00	+ 2 h
<b>Unique people trained</b>	<i>Share of employees who received at least one training</i>	<b>Number</b>	100 %	65 %	89 %	89 %	-

The number of trained employees remained stable between 2023 and 2024, remaining close to our ideal goal that 100% of our staff would receive at least one training per year. This consistency is a great news as it means that training is virtually available to everyone at DIAM. While the theoretical ideal target of 100% is important to keep, reaching almost 90% is a great achievement. At site level, a significant effort has been made in terms of training plans for 2024. In fact, we now exceed our target of 14 hours of training per employee per year by one hour (+2 hours more than in 2023).

## CAREER MANAGEMENT

TABLE 7: CARRER MANAGEMENT-RELATED INDICATORS

Indicator	Definition	Unit	2022	2023	2024	Var° 23-24
<b>People review done</b>	-	%	76 %	79 %	82 %	+ 3 pts
<b>Career evaluation of targeted employees</b>	<i>% of targeted employees who had a career evaluation</i>	%	80 %	70 %	80 %	+ 10 pts

The well-being of our employees and their professional development are paramount to us. We recognize that fostering a supportive work environment and facilitating career growth require open and regular communication between managers and employees. Building upon this understanding, we transitioned from conducting annual appraisals reserved for a targeted population to a campaign open to 100% of our teams. This shift in approach enabled 80% of our employees in 2024 to benefit from a formalized discussion with their manager and demonstrates our commitment to fostering open communication where every employee's voice is valued and heard.

## 2.2 SUSTAINABLE PURCHASING

### SUSTAINABLE PURCHASING POLICY

At DIAM, sustainable purchasing means purchasing the right products from 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 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. 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 are also encouraging co-development with partners who share our values and beliefs. We strongly believe in this approach to innovate and then meet our evolving sustainability challenges.

### SUPPLIER QUALIFICATION AND MANAGEMENT

DIAM qualifies its suppliers according to objective criteria such as the ability to deliver products on time in full, efficiency, financial situation, ability to innovate, and also CSR criteria (related to social and environmental standards).

Through its Purchasing Policy, DIAM intends to make its supply-chain more sustainable, expecting from 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.

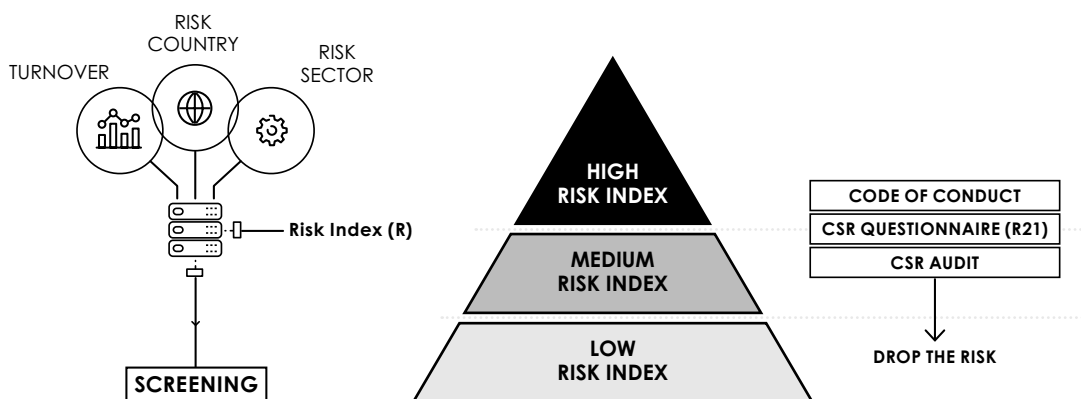
DIAM has implemented tools to hedge social and environmental supplier risk around the Supplier Risk Matrix, pillar of our strategy to assess the risk of an individual supplier, as well as the whole portfolio. Once a theoretical risk score has been assigned to suppliers, prioritization is done depending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

To asset the theoretical risk, we consider their turnover, position on the market, country of operations (by using the public data from the BSCI country risk listing) and the risk inherent to the activity sector. It helps classifying the supplier as "High Risk", "Medium Risk" or "Low Risk".

Then DIAM deploys tools to monitor this risk and work hand-in-hand with suppliers to decrease the risk.

### ACTIONS AND RESOURCES

FIGURE 2: SUPPLIERS' SCREENING AT DIAM



At DIAM, to ensure sustainability in the entire supply chain, we request our suppliers to match strict criteria. These criteria range over all "social" topics: ethics, safety, social, and environment. All suppliers above 5 K€ (targeted supplier) 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 which includes social, ethical, environmental and governance aspects. Suppliers with a certain level of turnover made with DIAM and in the Top 10 of each plant are required to answer a questionnaire to further gather information about their Corporate Social Responsibility governance, improve our desk evaluation and identify areas of improvement 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.

### **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 supplier's 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).

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. DIAM aims to have 100% of its targeted suppliers to have signed the Suppliers code of conduct by 2025.

### **2.2.2 CSR SUPPLIER ASSESSMENT**

The CSR Supplier assessment is a simple-to-answer 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. All suppliers with a turnover above 100 K€ and within the Top 10 of each plant are scoped.

Every two years, this CSR questionnaire is renewed for production suppliers. To avoid unnecessary administrative burden, DIAM accepts valid Ecovadis evaluations.

### **2.2.3 AUDIT POLICY**

DIAM may launch a social on-site audit when the supplier still presents a given level of risk, as explained above. DIAM audits are carried out by certified and independent third parties following social audit referential based on international standard (i.e. SA 8000). 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.

### **2.2.4 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>.

## 2.2.5 TRAINING OF PURCHASING TEAM

DIAM sustainable purchasing coordinator, with the support of BU purchasing Directors, organizes regular (quarterly) steering committees with local buyers, including training, review of objectives and support for Purchasing Policy implementation.

## METRICS AND TARGETS

### 2.2.5.1 ENVIRONMENTAL & SOCIAL RISK EVALUATION OF OUR SUPPLIERS

TABLE 8 : SUPPLIERS RELATED INDICATORS

Indicator	Unit	2022	2023	2024	Var° 24-23
Buyers across all locations who received training on sustainable procurement over the past two years	%	Not available	70 %	80 %	+ 10 pts
Turnover from supplier who signed the code of conduct	%	68 %	80 %	91 %	+ 11 pts
Turnover from targeted supplier who signed the code of conduct	%	NA	81 %	92 %	+ 11 pts
Suppliers which have gone through a CSR risk analysis	Number	927	2 111	2 440	+ 15 %
Targeted suppliers with contracts that include clauses on environmental, labor, and human rights requirements*	%	64 %	81 %	92 %	+ 11 pts
Targeted suppliers that have gone through a CSR assessment (in turnover) (e.g. questionnaire)**	%	60 %	43 %	75 %	+ 22 pts
Targeted suppliers which have gone through a CSR on-site audit (in turnover) **	%	N/A	46 %	65 %	+ 19 pts

\*% of suppliers targeted who signed the Code Of Conduct (in turnover)

\*\* In 2023, the scope has been broadened, resulting in an increase in coverage and significant differences from previous years

## 2.3. AFFECTED COMMUNITIES

The impact, risks and opportunities associated with affected communities are not considered material by DIAM.

The nature of the Group's activities is such that we have no indication that they might affect significantly people or groups living or working in the areas surrounding these operations, be they child, local or indigenous populations. Nevertheless, DIAM Group strives to contribute to local socio-economic development in all the regions in which it operates, as its presence is global and decentralized. DIAM's approach is to capitalize on local know-how and skills to serve niche markets, to participate in the local community life and be ready to engage in constructive dialogue whenever affected communities might want to.

### ACTIONS WITH LOCAL COMMUNITIES

DIAM recognizes the importance of inclusion and cooperation within our local communities, around each of our factories and offices. Numerous actions are led on this 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 coming from these communities, and regularly organize activities to share quality time with them. Similar actions are conducted in many sites, like in DIAM Mexico, and in DIAM Les Mureaux, a place where unemployment rate is more than double the French average.

To develop an example among many others, since the beginning of the Ukraine war early 2022, DIAM Poland makes its best to incorporate refugees in its teams. We currently have many employees coming from Ukraine and who cannot go back there; over 40 of them have official refugee status.

Every year, numerous social initiatives emerge from our sites with the intention of positively impacting their environment, whether it be social or environmental. From initiatives related to cancer awareness campaigns like "Pink October" and "Movember", to raising awareness about Legionnaires' disease and changing the way we look at handicap. Beyond raising awareness among our teams, numerous acts of solidarity towards those in need were developed in 2024:

- Our employees in Thailand, India and Italia have focused their actions on the youngest among us, helping hospitalized and disadvantaged children.
- Helping people in needs by cleaning up flood damage in Poland.
- Visiting elderly people in nursing house in China.
- Building houses for those in needs in the United States.
- Numerous financial donations and fundraising.

Sharing is a strong value within DIAM, whether it is by providing comfort and supplies or by creating valuable moments. Beyond the boundaries of our activities, our teams flourish when creating connections with people and spending time to causes that matter. In 2024, on average, each of our sites devoted 16 hours to causes dear to them:

- In the United Kingdom, we donated to local food bank,
- In the United States, we prepared thanksgiving meals for those in needs,
- In China, we planted trees and greened the environment on Arbor Day.

We are grateful for the commitment of our teams around the world to help and care for others, as well as their willingness to leave a positive impact.

### 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). In light of the audits conducted within the entities of the DIAM group, no occurrence of child labor has ever been observed. Of course, we acknowledge minors above 16 years of age can work in certain special cases, particularly work-study apprenticeships, and internships, but only in stringent compliance with all the regulatory provisions.

Specifically, regarding to child labour prohibition, DIAM China, and other DIAM entities also located in countries prone to child labor, 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 available to all workers.

Some countries have been identified by experts as more at risk on ethical 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. In all DIAM sites, 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 Group is a "business to business" (B2B) company with limited / no direct contact with end customers. As part of our business and the delivery of products to our customers, we ensure compliance with local regulations, client requirements, as well as use our professional know-how to satisfy the safety needs of our products in the stores. We have set factory-level rules to comply with products particle and formaldehyde emission standards, and we constantly monitor the best materials on the market. DIAM has no data on end-users (shoppers) whatsoever and so has no need for customers data safekeeping. DIAM Group's impact on consumers is therefore considered to be non-material.

At DIAM, we engage with clients (Brands and Retailers) through regular business reviews to exchange feedback on our performance. Our Digital Solutions unit, CONEX, creates AI-powered displays that collect anonymous demographic data based on shopper behaviors. However, we do not have any specific shoppers data, so there is no problematics regarding people's personal data security.

As a B2B company, the products we design and install for clients interact with the public daily, making safety a top priority. Our engineers and project managers are well-versed in market-specific technical regulations. We also auto-certify electrical components to meet European and US UL standards. Additionally, we conduct robust testing to ensure product safety and minimize risks to shoppers.

We are committed to meeting brands' growing expectations regarding organic compound emissions (COV) from our furniture, particularly in response to fire safety regulations requiring fire retardants. DIAM continues to expand its knowledge in chemical release and safety standards.







PART 3

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# OUR ENVIRONMENTAL RESPONSIBILITY

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## 3.1 CLIMATE CHANGE

### STRATEGY

DIAM Group recognizes its responsibility in addressing the global climate challenges in terms of mitigation (limiting climate change) and adaptation to climate change.

#### 1.5°C ALIGNMENT (SBTI):

As part of our commitment to mitigating climate change, we are fully aligned with the objectives of the Paris Agreement on climate change (COP21). In line with these commitments, we have adopted a Science-Based Target (SBT) strategy, which was officially validated in January 2021 by the Science-Based Targets initiative, positioning DIAM among the first 400 companies globally to set targets in line with a 1.5°C trajectory. Our primary environmental target is to reduce greenhouse gas (GHG) emissions by 46% by 2030, both in scope 1 and 2 (direct emissions and energy consumption) and in scope 3 (total scope 3 reduction, but with a SBT commitment on emissions from purchased goods & services, and the use of sold products).

#### MATERIALITY, BUSINESS IMPACT AND INTEGRATION INTO DIAM'S GOVERNANCE AND STRATEGY:

Climate change is clearly a material aspect for DIAM, as recognized by our double-materiality analysis. DIAM's science-based targets are at the core of our strategy, and every aspect of DIAM's operations and governance are aligned with achieving these goals. We have established a comprehensive roadmap, which includes a set of actions that address both GHG emission reduction and adaptation to climate risks. These efforts are central to our environmental performance and the achievement of our climate targets. A clear CSR governance including climate aspects is in place, including monthly discussions between the head of CSR and the CEO, bi-annual CSR steering committees (one of which is done with the full Executive Committee -Excom- of DIAM), a yearly CSR steering committee with DIAM's majority shareholder and a yearly update to the supervisory board. CSR governance is further detailed in the governance section of this report.

#### RISKS AND OPPORTUNITIES:

As the effects of climate change become increasingly visible, DIAM is strengthening the integration of related risks and adaptation needs into its strategy. This assessment draws on climate models, actual event observations, and strategic foresight.

We have identified physical risks to our sites and operations that could pose a material threat to the Group. These are primarily acute events such as fires, high winds, and floods. Chronic risks (e.g., drought, heat) are currently considered lower priority due to DIAM's minimal use of process water, but we continue to monitor these evolving risks and improve our evaluations.

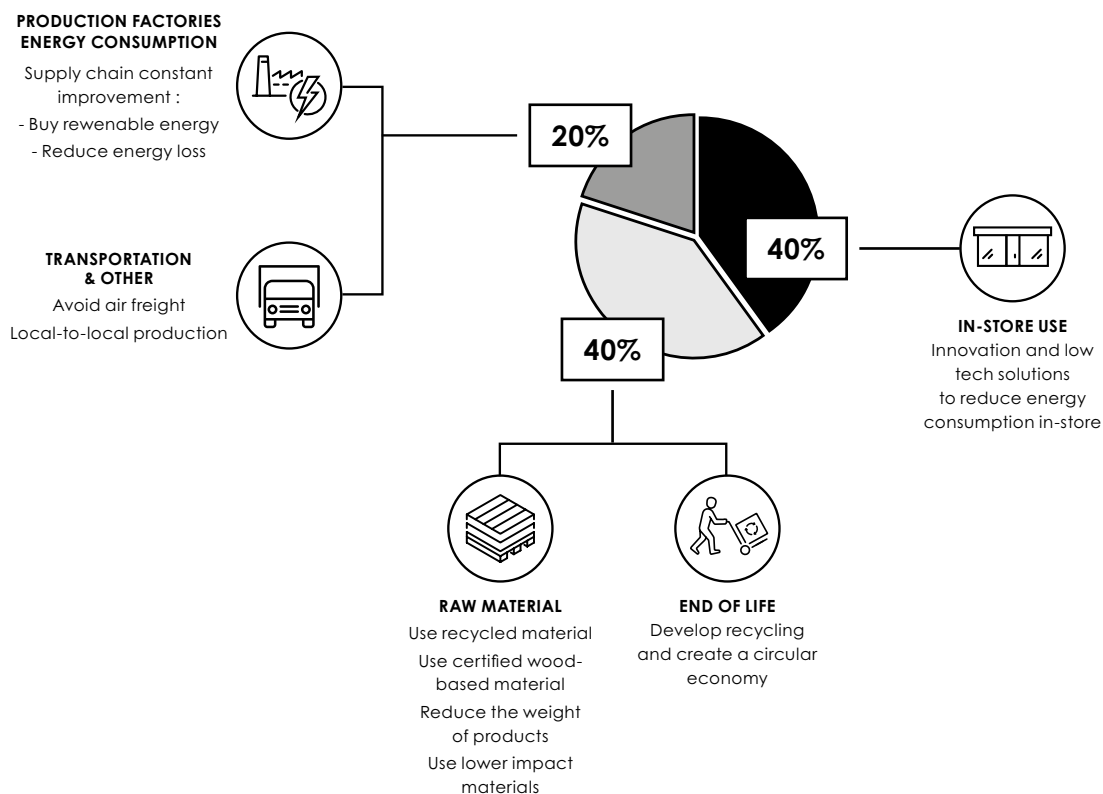
We have also assessed transition risks and opportunities linked to regulatory, market, and client shifts. Risks relate mainly to a potential decline in demand for certain raw materials, such as plastics, used in some of our production assets. Conversely, we see opportunities in evolving client expectations and markets, where DIAM is well-positioned to lead, thanks to our existing efforts and commitments in sustainability and circularity.

## MITIGATION (HOW WE REDUCE EMISSIONS, SCOPES 1,2,3)

### TRANSITION PLAN

DIAM has been calculating its full carbon footprint every year since 2019, we do so to ensure that we work on the relevant items with the good levers, and to monitor our progress vs our SBTs. Here is a simplified view of DIAM's carbon footprint and of the action levers enforced.

FIGURE 3 : SIMPLIFIED VIEW OF DIAM'S BASELINE CARBON FOOTPRINT



By 2030, DIAM aims to reduce its Scope 1 and 2 emissions by at least 46% compared to a 2019 baseline. This will be achieved by reducing energy consumption and shifting to low-carbon energy sources across all facilities, while ensuring the resilience of our systems against disruptions.

In parallel, our Scope 3 science-based target commits to a 46% reduction in emissions from raw materials and the use phase of products sold (2019-2030). This requires robust life-cycle impact measurement, eco-design practices, the selection of low-impact materials, and the integration of energy-efficient lighting systems into our products. Detailed actions are presented in later sections of this report.

To support the transition, relevant CAPEX investments are tracked, enabling the CSR and Finance teams to model projected emissions and align budgets with the 2030 trajectory. Each Business Unit (BU) is responsible for identifying and implementing decarbonization measures within their scope, with performance incentives cascading from BU General Managers to operational teams.

Energy consumption is monitored monthly and annually, with results reviewed and the SBTi-aligned emissions trajectory updated yearly. Our GHG inventory is externally audited, ensuring transparency and reliability.

While DIAM does not currently apply an internal carbon price, the organization maintains a clear understanding of the investment and operational changes required to meet its climate targets. Continuous progress is driven by collaboration across internal teams, suppliers, and clients to reduce emissions throughout the value chain.

**ACTING ON DIRECT EMISSIONS (SCOPES 1 AND 2)**

Direct emissions are those that the company must manage on its own, as it is solely responsible for them. DIAM clearly understands where they come from and is working to reduce them in line with the Paris Agreement on climate change. The strategy is simple: optimize / reduce direct energy consumption in buildings, process and owned vehicle fleet, and choose low-carbon energy sources.

Scope 1 & 2 emissions represent 3% of our carbon footprint in the “Market based” analysis and 8% in the “Location based” analysis. The “Market based” analysis accounts for purchased renewable electricity, while “Location based” uses the average emissions of the country. We have a 2030 target to reach at least 70% of total direct energy consumption sourced from renewable sources. It was 66% (up 3 % points) in 2024.



<b>Decrease CO2eq emissions related to scopes 1&amp;2 at least 46% between 2019 and 2030.</b>
<b>Reaching at least 95% of renewable electricity usage by 2030 and improving energy efficiency.</b>
<b>Reaching at least 70% renewable energy usage by 2030.</b>

**EFFICIENT BUILDINGS AND PROCESSES:**

For several years, DIAM has focused on energy efficiency. We regularly assess energy consumption through third-party energy audits, which have been crucial in identifying areas for improvement and guiding investment decisions. Some of our managers have been trained in energy efficiency, and actions are being gradually rolled out at our sites. These actions include improving building and process insulation, replacing inefficient equipment, and managing energy in high-consumption systems (like compressed air or air extraction) by aligning them with main processes. We are also focusing on behavior change and basic building energy management (smart thermostats, turning off lights when not in use).

We are investing in energy-efficient technologies, such as solar panels, LED lighting refurbishing, and advanced energy management systems, which reduce our overall energy consumption and emissions.

**USING LOW-CARBON ENERGY:**

Natural gas is used in several of our factories, to heat buildings and paint booths. We are improving the energy efficiency of these heating processes and gradually switching away from gas to electric heat-pumps whenever possible. At plastic injection sites, we are gradually switching from hydraulic to electric injection presses, which use significantly less energy and automatically enter standby mode.

Diesel and petrol are used in the trucks used to transport and install our products in stores. We are gradually switching to electric vehicles when possible, i-e on short-haul errands. Employee car fleets are limited and are reported in scope 3 as they are leased; they are also gradually switched to electric.

DIAM started to purchase renewable electricity in 2018; since then, renewables consistently cover over 95% of DIAM’s direct electricity consumption, consistent with our target to get over 95% renewable electricity consumption by 2030. Most come in the form of carefully chosen Renewable Energy Certificates (RECs), but DIAM is also expanding its renewable energy production capacity, with solar panels installed in a growing number of sites, 5 in 2024 out of 20 industrial sites.

## ACTING ON SCOPE 3

### #1. DIAM IMPACT EVALUATION, AND OUR INDUSTRY PARTNERSHIPS TO ASSESS AND REPORT PRODUCTS IMPACT

Eco-design and collaboration with clients and suppliers are essential for reducing Scope 3 emissions. The key is understanding where the environmental impact occurs and engaging teams, clients, and suppliers to reduce it. 80% of the impact is determined during the CONCEPT & DESIGN phase, while the remaining 20% can be adjusted later during SOURCING, PRODUCTION, and INSTALLATION.

#### MEASUREMENT TOOL: LIFE CYCLE ANALYSIS (LCA)

Guessing environmental impact can lead to focusing on the wrong priorities and even increase the overall impact due to unintended transfers of impact. Life Cycle Analysis (LCA) helps us scientifically assess environmental impact. DIAM has built strong internal LCA expertise, and our LCA methodology has been evaluated and validated by a respected consultancy. In 2022, we played a key role in a project led by Shop!, the Point-of-Sale association, to align LCA methodologies across the industry, ensuring that all players use the same approach, and in 2023-2024, we partnered with Eviden, a software company launching a SaaS reporting and LCA offer dedicated to point-of-sale displays, to ensure that their methodology was also aligned with the standard used by "Shop!" and by DIAM.

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



Given the challenge of interpreting 16 different environmental impact indicators, DIAM decided in 2019 to use a "single impact score" that combines all 16 indicators of the PEF method. This simplification is also used by Shoptkor! And Eviden's EcodesignCloud. This score simplifies decision-making by normalizing and weighing the impacts. The results are normalized to the average global environmental impact of one person per year, with indicators weighted based on expert-identified priorities while ensuring the robustness of the data.

In 2024, DIAM continued to update its LCA tool and to train its teams to LCA and eco-design.



DIAM's calculation methodology is following the EU's Product Environmental Footprint (PEF) method, the leading LCA methodology.

DIAM uses the EF 3.0 impact assessment method and Ecoinvent 3.8 with the PEF circular footprint formulae.

From experience, we know today that most of the impact of our products comes from the raw materials and in-store use (product electricity). Transport is significant if, and only if, it involves air travel: truck and boat transport are far preferable.



## #2. RAW MATERIALS

Raw materials and end-of-life account for approximately 40% of DIAM's carbon footprint, and a similar share of our biodiversity impact. Along with the use phase of our products, they represent the core focus of our Scope 3 Science-Based Target.

The improvement levers are well identified: reducing the quantity of raw materials used, improving material efficiency, selecting lower-impact materials, and enabling reuse and recycling. One key commitment is DIAM's target to reach 80% recycled plastics use by 2030, a major lever in reducing the footprint associated with raw materials.

We also design for dismantling and recyclability and offer a circular economy service (B2D) that enables Brands and Retailers to return and recycle their fixtures. This service supports the circular sourcing of raw materials and contributes directly to our value chain decarbonization efforts.

Finally, our eco-design practices are continuously evolving, supported by growing internal expertise and validated through life-cycle assessments (LCA) and regular GHG emission reviews.

## #3. PRODUCT USE

The main environmental impact and source of GHG emissions during the use phase of our products stems from the electricity consumed by point-of-sale (POS) displays, particularly lighting and digital screens. Alongside raw material sourcing, it represents one of DIAM's most significant climate impact areas and is therefore included in our Science-Based Targets.

To address this, DIAM has developed strong expertise in energy-efficient lighting. Our approach covers best-in-class component sourcing, advanced LED design (pitch, casing, optics), and optimized in-store rendering. We collaborate closely with brands and retailers to identify tailored solutions that reduce energy use without compromising visibility or brand appeal.

This integrated approach positions us to meet our targets for emissions from product use, even as we support growing client demands and increasingly complex lighting expectations.

## #3. TRANSPORTATION

Upstream transportation emissions (from raw materials to DIAM factories) are accounted for within our raw materials footprint. Downstream transportation—delivery of finished products to clients—typically represents a small share of our total GHG emissions. However, its impact becomes significant when air freight is used, as it generates up to 100 times more emissions than sea or road transport.

In 2019, air freight represented 14% of our transported ton-kilometers; by 2024, this figure dropped to 10%, explaining the majority of our downstream transport emission reductions. Despite representing a small share of total shipments, air freight still accounts for over 95% of downstream transport-related CO<sub>2</sub> emissions. DIAM aims to reduce air freight volumes by at least 30% by 2030 compared to 2019.

Many client brands now enforce strict "no air freight" policies for POS deliveries—a welcome development that also requires us to adapt project lead times and planning.

In parallel, DIAM continues to optimize ground and sea transportation through improved volume efficiency, optimized logistics routes, the use of best-in-class fleets, and transitioning to electric vehicles where feasible.

## #3. END-OF-LIFE AND CIRCULAR ECONOMY

DIAM has a zero-landfill policy. End-of life and circular economy is a material contributor to our GHG emissions and is closely linked to our upstream raw materials emissions. Our goal is to use 80% recycled plastics by 2030, significantly reducing virgin material demand.

To support this ambition, DIAM offers a take-back and recycling service to brands and retailers, known as "B2D." This service includes value-added manual dismantling of displays, allowing us to maximize the recycling rate. A portion of the recovered materials is reintroduced into our production process through closed-loop recycling, while the remainder is managed by certified third-party recyclers. In 2024, DIAM has collected over 1700 tons of reuse and waste material from clients.

Further details on our recycling program are provided in the dedicated section of this report.

## **ADAPTATION**

### **ADAPTATION POLICY**

In addition to mitigation efforts, DIAM is increasingly addressing the risks associated with climate change. These risks include transition risks and opportunities, and physical risks. Transition risks (and opportunities) are addressed through DIAM's business strategy of sustainability leadership. Physical risks include both acute events (such as extreme weather events) and chronic elements (such as long-term changes in temperature and water availability) and their potential physical impacts on our operations.

We have carried out a risk assessment, supported by climate scenario modeling, to evaluate potential impacts of acute events on our facilities. Our factories, typically small to medium-sized with around 100 employees, are strategically distributed across locations to ensure that they can support each other in the event of disruptions. For example, we have implemented contingency plans to transfer production between our sites in the UK and Poland in the event of a flooding disaster. While we recognize that not all climate-related events can be predicted or planned for, we continue to strengthen our adaptation strategies to improve our resilience and minimize disruption to our operations.

### **CLIMATE ADAPTATION ACTION PLAN**

DIAM integrates both physical climate risks and transition-related market shifts into its adaptation strategy to ensure resilience and long-term sustainability.

#### **PHYSICAL RISKS**

Climate change is driving more frequent and intense extreme weather events such as droughts, floods, and heatwaves, as highlighted by the IPCC. The severity of their impact depends on location, operational criticality, and site preparedness. DIAM has assessed its exposure using a high-emissions scenario (SSP5 – RCP8.5) for 2030 and 2050. Flooding has emerged as the most material risk—particularly for operations in Thailand and the UK.

To enhance resilience, DIAM is continuously refining its risk analysis and implementing targeted measures. Business continuity is secured through backup capabilities and a group-wide continuity plan that allows production shifts between sites, such as from the UK to Poland. Local adaptation actions include elevating factory ground levels in Thailand and installing flood-separation zones in the UK.

Upstream supply resilience is also monitored, though more complex to quantify. DIAM prioritizes diversified and local sourcing whenever feasible and maintains strong supplier relationships. A supplier risk matrix for ESG risks—outlined in the sustainable purchasing section—supports this strategy.

#### **TRANSITION & MARKET RISKS**

DIAM is also adapting to evolving regulatory and market expectations driven by climate change. Its strong expertise in eco-design, life-cycle analysis, and circular economy supports both compliance and competitiveness. A dedicated cross-functional team—including Finance (CSRD), Purchasing (EUDR, CBAM), and Operations—tracks regulatory trends and integrates requirements proactively, turning them into a strategic advantage.

#### **CLIMATE-RELATED OPPORTUNITIES**

DIAM's leadership in sustainable display solutions positions the company to benefit from growing brand and retailer demand for circular, low-impact offerings. Key opportunities include:

- Increased demand and market share for sustainable materials and suppliers
- Eco-design training and consulting for retail fixtures
- Expansion of take-back and circular economy services

# METRICS AND TARGETS

## OUR OVERALL CARBON FOOTPRINT

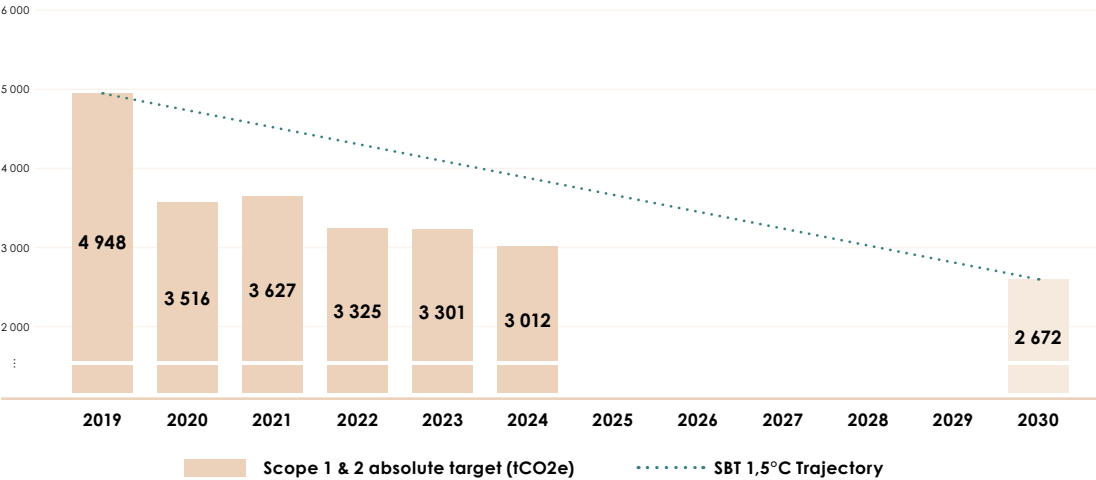
As of 2024, DIAM GHG emissions were down -45% vs our 2019 baseline and -47% on the scopes that we committed to SBTi. This is an annual compound decrease of -12%, about double the pace required by our 1.5° commitments. This is of course great news and the consequences of great efforts being made throughout the company. But we remain very cautious, as we expect further growth in the future and the further decorrelation between growing sales and an absolute decrease in carbon footprint is a difficult task to accomplish.

Comparing year on year, we have an absolute -12% decrease on our total carbon footprint in 2024 vs 2023. Scopes 1&2 decreased slightly thanks to efforts to decrease energy consumption and switch to less carbonated energies. On scope 3, we have almost reached a level of 60% of recycled plastics used (59%; +7 pts vs 2023), which represents a real effort on the part of all the purchasing and production teams. We also continued to make improvements on the “products use” phase, offering better -more energy efficient- lighting system to clients that have a growing consciousness of the detrimental impact of lighting in stores.

TABLE 9 : EVOLUTION OF DIAM GHG EMISSIONS

Indicator	Unit	2019 (SBT Baseline)	2023	2024	% Var 2019 - 2024	% Var 2023 - 2024
Scope 1	Tons of CO2eq	3 431	2 739	2 767	- 19 %	+ 1 %
Scope 2	Tons of CO2eq	1 516	563	245	- 84 %	- 56 %
Scope 3	Tons of CO2eq	196 422	123 888	108 496	- 45 %	- 12 %
Total carbon footprint	Tons of CO2eq	201 369	127 189	111 508	- 45 %	- 12 %

SCOPES 1 & 2 SBTI COMMITTED PERIMETER



SCOPE 3 SBTI COMMITTED PERIMETER (RAW MATERIALS & USE OF PRODUCTS SOLD)

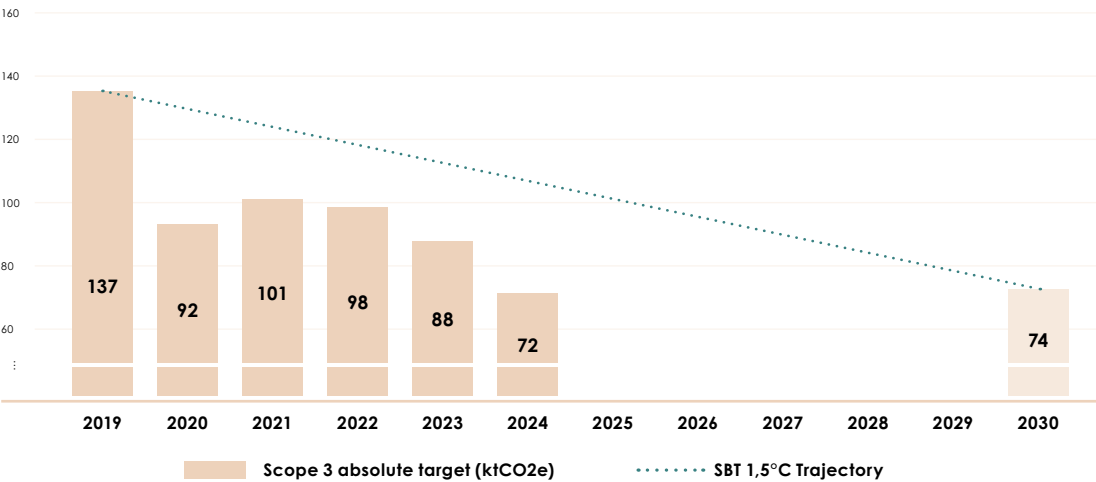


TABLE 10 : CARBON INTENSITY

Indicator	Unit	2019	2023	2024
Scope 1+2 market based	tCO <sub>2</sub> eq.	4 948	3 301	3 012
Scope 1+2 Intensity	gCO <sub>2</sub> eq. / €	14.4	8.2	7.0
<i>Delta vs 2019</i>	%	-	- 43 %	- 52 %
Total market based	ktCO <sub>2</sub> eq.	201	127	112
Total intensity	gCO <sub>2</sub> eq. / €	585	316	258
<i>Delta vs 2019</i>	%	-	- 47 %	- 57 %

DIAM TOTAL GHG EMISSIONS, IN MARKET BASE, ABSOLUTE AND INTENSITY

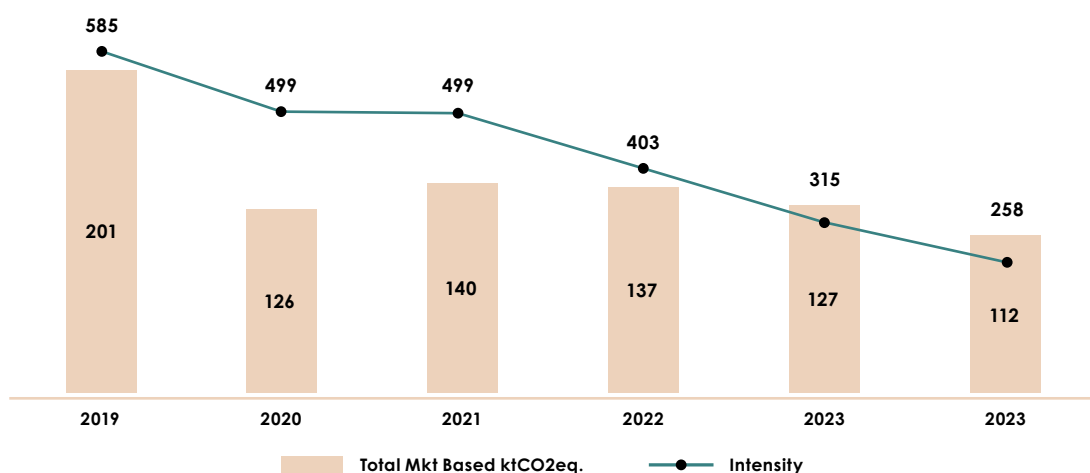


TABLE 11 : ENERGY RELATED INDICATORS

Indicator	Unit	2019 (SBT Baseline)	2023	2024	% Var 2019 - 2024	% Var 2023 - 2024
Total energy consumption	MWh	38 638	32 496	32 525	- 16 %	0 %
Of which total renewable energy consumed	%	51 %	63 %	66 %	+ 12 pts	+ 3 pts
Total gas consumption	MWh	9 117	7 082	6 318	- 31 %	- 11 %
Total electricity consumption	MWh	22 724	21 936	21 520	- 5 %	- 2 %
Of which total renewable electricity consumed	%	87 %	94 %	97 %	+ 7 pts	+ 3 pts
Of which renewable electricity produced	MWh	280	770	881	+ 215 %	+ 14 %
Of which auto consumed	MWh	0	535	529	-	-1%
	%	0 %	2,4%	2,5%	+2 pts	-

**DIAM has targeted to use at least 95% renewable electricity by the end of the decade.  
This target has been achieved in 2023 and 2024. We maintain this yearly target.**

To achieve our direct emissions targets, we need to be energy efficient and use low-carbon energy, including primarily electrification. Total direct energy consumption was flat in '24 vs '23, still -16% vs 2019 baseline. Renewable energy share has increased to 66%, closing in on DIAM's 2030 target of 70%. Gas consumption has decreased thanks to various energy saving, insulation and electrification measures, for instance in DIAM UK and DIAM Les Mureaux. Last but not least, DIAM's production and auto-consumption of renewable electricity on-site through solar panels has increased 14% in '24 vs '23 with 6 sites having solar panels vs 5 in 2023.

# 3.2 POLLUTION

## IMPACTS, RISKS AND OPPORTUNITIES RELATED TO POLLUTION

The impact, risks and opportunities associated with pollution are not considered material by DIAM. The dual materiality analysis has shown that pollution issues have an important but not significant impact on DIAM's value chain.

DIAM's activities are divided between offices and production. The risk of pollution linked to offices is relatively low, as this concerns staff who simply occupy offices. Production-related risks concern waste production and the use of chemicals. The waste generated is production waste, resulting from offcuts or residues of purchased raw materials transformation. A wide range of measures are implemented to limit and control chemical risks at all our production sites.

## POLLUTION POLICY

DIAM understands the importance of reducing the environmental impact of its activities throughout its sites and value chain. The Group's Environmental Policy (2025), shared by all sites and employees, explains DIAM's expectations in terms of pollution and waste management. This policy applies to all DIAM sites. DIAM's supplier code of conduct includes aspects on chemical management and pollution control.

Pollution management is specific to each DIAM site, as DIAM Group activities and associated risks differ from one site to another. However, DIAM Group calls for compliance with various criteria and targeted regulations, with the development of policies in line with the European Union's "zero pollution action plan" for 2050. The main challenges identified for the DIAM Group are to comply with regulatory frameworks, prevent all forms of air, water and soil pollution, and safely use all substances of concern.

Thus, we are working on various aspects that we have identified: emergency situations, chemical product management, aspiration for indoor air quality, air extraction filtration and waste monitoring. The requirements of our policy are verified by our external audit program and internal auditors to ensure and enforce compliance with a particular focus on identifying pollution risks and the associated control measures.

Regarding waste, each DIAM site tracks the nature and quantity of waste produced monthly on a platform that enables consolidation and monitoring at Group level. The Group supports the sites in their monitoring and helps them to analyze areas for improvement. Internal audits can also be carried out to check and monitor the progress made.

Finally, some of our sites are ISO 14001 certified and we are using these standards to roll out best practices on other sites.



<b>Continuing decreasing chemicals and replacing them with safer ones</b>	<b>Continuous training of teams for safe handling and storage</b>
<b>Eco-design and low-chemical content materials use</b>	<b>Increase housekeeping and clean walks to ensure containment</b>

## ACTION AND RESOURCES

- Different DIAM sites have different uses of chemicals and pragmatically adapt their policy to their usages and risks, in accordance with local and Group regulations.
- We act with the aim to be fully compliant with regulatory and our client's requests.
- We strive to limit the use of hazardous substances and find alternatives that are less harmful to health and the environment, thanks to our in-house buyers who are vigilant about these issues.
- We monitor incoming substances to our sites through a chemical acceptance procedure. Through this procedure, purchasing checks that chemicals identified as banned are not entering our plants' manufacturing processes, and we do not use controversial substances such as CMR 1A & 1B or SVHCs.
- Means are made available to prevent and control risks: compulsory storage of chemical products in retention tanks, chemical risk training for teams, etc.
- All waste, including hazardous waste, is handled through approved vendors in line with regulations
- Each of our sites is requested to have a procedure for managing incidents and emergency situations (such as spills into the natural environment or fires). We centrally monitor the regularity of these exercises.

## METRICS

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 are ISO 14001 certified, such as all DIAM sites in China and Prugent Europe in Lannemezan.

TABLE 12 : CERTIFIED SITES-RELATED INDICATORS

Indicator	Unit	2023	2024	% Var 2019 - 2024	% Var 2023 - 2024
DIAM sites which are certified by ISO14001, EMAS or other environmental management standard*	Number	4	4	4	-
	%	15 %	15 %	15 %	-

\* Measured on targeted sites, eg. production sites

## 3.3 WATER

### IMPACTS, RISKS AND OPPORTUNITIES RELATED TO WATER

The impact, risks and opportunities associated with water resources are not considered material by DIAM. The dual materiality analysis has shown that water resource issues do not have a significant impact on DIAM's sites and value chain, as its main activities do not depend directly on intensive water consumption. DIAM has very limited process water usage.

Despite low consumption volumes in view of our production processes, we have identified most of our sites as being in or near areas that may become high-water stress areas in the coming years according to the most likely climate scenarios (Source: Aquaduct database). We therefore recognize the importance of preserving water resources and are committed to working efficiently with this resource on all our sites, adopting sustainable management practices.

### WATER POLICY

DIAM recognizes the critical importance of minimizing the environmental impact of its activities across the value chain. The Group's Environmental Policy (2025), shared with all sites and employees, clearly outlines DIAM's expectations regarding water management. This policy applies to all DIAM locations worldwide.

Several DIAM sites are located in regions projected to experience increasing water stress. In response, DIAM is progressively strengthening its commitments to responsible water management and resilience, focusing both on reducing water consumption and adapting to local constraints.

Fortunately, our water footprint is relatively low compared to other industrial sectors, as most of our consumption stems from office sanitary use rather than from industrial processes. However, this does not exempt us from the need to actively reduce water intake, especially at sites located in high-risk areas.

As part of our efforts, DIAM participated in the CDP Water Security questionnaire in 2021 (for the 2020 reporting year) and received a "B" grade. This result is an encouragement, while also highlighting that DIAM is a low water user compared to water-intensive industries.



**Reducing consumption by -2m<sup>3</sup>/M€ sold/year until 2030**

**Enhance water employee awareness, and best-practice sharing across priority sites.**

### ACTION AND RESOURCES

#### #1 - EVALUATING WATER RISK ACROSS DIAM SITES

Recognizing that water stress varies significantly between river basins, DIAM tailors its water strategy to local conditions. To anticipate future risks, we conducted a water stress projection for each of our sites through 2050 using the RCP 7.0 "business-as-usual" climate scenario.

While DIAM is a relatively low water consumer—our annual usage is equivalent to that of a French village of 1,300 people—this analysis highlighted potential future vulnerabilities. It prompted us to consider additional water-saving measures to mitigate risk.

Using the Aqueduct tool developed by the World Resources Institute, we assessed current and projected water stress levels for all DIAM sites. We focused on two main parameters:

- Actual site-level water consumption (m<sup>3</sup>/year), with projections to 2030
- Water stress levels (scale from 1 to 5), current and projected

By multiplying these factors, we created a Water Scarcity Index to identify high-priority sites.

Findings show that fewer than 10 sites account for 80% of DIAM's global water scarcity index, due to both their consumption levels and their location in water-stressed regions. This insight is now guiding our targeted action plans and resource allocation.

## #2 - REDUCTION OF WATER CONSUMPTION THROUGH MONITORING AND EMPLOYEE INFORMATION

We conduct monitoring of water consumption through monthly and yearly reporting, to identify deviations that could pinpoint potential leaks. This regular monitoring means we can easily suggest ways of preserving the resource with the sites concerned by discussing any water-related practices they may have directly with them. In 2020 and thanks to this monitoring, our D3 site located in Long Island, New York, realized it had a high-water intake volume and a high-water stress area. They identified the 1st use of this water as gardening and decided to review the need to water these areas so regularly.

All DIAM employees have signed the DIAM Code of conduct where they commit to limiting their environmental impact (including reduction of water consumption). Water awareness sessions with employees have been done in Tunisia and India, two high water stress areas.

## #3 - REDUCTION OF WATER CONSUMPTION THROUGH INNOVATIVE EQUIPMENT

We strive to limit sanitation water through upgrading to water-efficient toilets when changing them. As for process water, we use very small amounts, usually in closed loop reuse, like in Nevacril's paint-booth air cleaning system and at DIAM Yzeure where the water cooling circuit for hydraulic presses is in close circuit since 2019. It is our intention to continue the efforts to convert to more water-efficient machines.

## #4 - 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, and we also have an internal audit system which includes waste-water compliance items. For instance, the presence of adequate retention systems for all potential liquid pollutants and the presence and capability to use chemical spillage kits are regular audited items. Each industrial site must be audited at least every two years 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.

Additionally, to reduce pollutants rejected into water, DIAM seeks technical and operational solutions to develop the use of alternative practices such as water-based solvents. Prugent DIAM Europe has developed know-how to replace various solvent-based paints with water-based paints. In 2021 DIAM India installed a Sewage treatment Plant (STP) in its factory, allowing to treat over 3700 cubic meter per year of sanitary wastewater. STP provides environmental protection, water recycling, waterborne disease prevention, resource conservation, and potential energy generation.

## METRICS AND TARGETS

We achieved an improvement of -11% in water intensity (m<sup>3</sup>/m€) in 2024 compared to 2023, which is better than our water intensity reduction target of -2 m<sup>3</sup>/M€.

TABLE 13 : WATER RELATED INDICATORS

Indicator	Unit	2022	2023	2024	% Var 2023 - 2024
Water consumed	Cubic meter	68 632	55 179	52 826	- 4 %
Water intensity	m <sup>3</sup> /M€ Sales	202	137	122	- 11 %
	m <sup>3</sup> /FTE*	21	15	13	- 10 %



# 3.4 BIODIVERSITY & ECOSYSTEMS

## IMPACTS, RISKS AND OPPORTUNITIES RELATED TO BIODIVERSITY & ECOSYSTEMS

The impact, risks and opportunities associated with biodiversity and ecosystems are not considered material by DIAM. The dual materiality analysis has shown that biodiversity and ecosystems issues do not have a significant impact on DIAM's value chain. Nevertheless, DIAM acknowledges that biodiversity loss is crucial globally and has decided to start doing its part by taking commitments towards biodiversity and getting them validated by act4nature international.

An analysis of our dependence on ecosystem services has revealed that many of our activities are dependent on them. We are also aware that our sites contribute or have contributed to the artificialization of soils, use natural resources in their processes, and consume water in certain water-stressed areas. Thus, despite its non-significant but important materiality, DIAM is committed to biodiversity through recognized organizations, has set up a biodiversity policy and is deploying actions at all its sites.

## BIODIVERSITY POLICY

DIAM understands that human livelihood depends on biodiversity. As humans 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 with methods available then.

Our understanding of DIAM's biodiversity impact and dependencies will continue to evolve with time and we work with specialists to support us and target specific subjects that are material to our business. To date, our efforts have focused on integrating biodiversity into our purchasing, as well as on setting up specific actions at our sites to encourage local biodiversity and raise awareness among our employees and stakeholders. The forest is also our most direct link to the living world in our value chain, notably with our shopfitting activities where we use wood and wood derivatives. Forests represents one of the major CO2 sinks and an essential natural habitat for biodiversity, and we want to act in its favor, with responsible purchasing practices and regenerative projects that we are currently exploring.

DIAM's biodiversity commitments have been officially validated by "act4nature international" in May 2024. Our commitments support our biodiversity ambitions, which we have defined into four main axes. <https://www.act4nature.com/wp-content/uploads/2024/05/DIAM-VA-2024.pdf>

### GLOBAL TARGETS

To measure, evaluate, improve	To eco design our products
To develop employee knowledge on biodiversity	To contribute to the regeneration of nature

- **To measure, evaluate, improve:** as biodiversity impact evaluations methodologies continue to get more mature, we aim to review our biodiversity footprint by 2027 with an updated methodology.
- **To eco-design our products:** based on scientific facts (LCAs) that include the biodiversity impact factors, we are working to use less material, less impacting material, and enable a circular economy. We adopt responsible purchasing practices, using certified wood and recycled plastic for our activities. Research and innovation teams keep abreast of innovative and sustainable materials.
- **To develop employee knowledge on biodiversity:** because people are more likely to act in favor of something they know, we decided to develop biodiversity awareness inside the Group, to foster grassroots actions and initiatives.
- **To contribute to the regeneration of nature:** our broad idea is to contribute to nature's regeneration through our business, and especially through our wood panel purchases. On the site side, the objective is to support and promote local biodiversity through sustainable land management and protection.

## SPECIFIC TARGETS

Commitment	Deadline
Identify production sites with potential impact on biodiversity	2024
Training the DIAM CSR team, which specializes in biodiversity, through the MEDEF MOOC*	2024
Systematically carry out a life cycle assessment (LCA) on "large" projects, i.e. on all calls for tenders over €1m	2025
Create an e-learning on biodiversity for our teams	2025
Purchase and use 100% of certified timber and timber-based products	2025
Ask at least 50% of our sites to implement on-site actions in favor of biodiversity	2026
Review our biodiversity footprint	2027
Carry out steps 1) Evaluate and 2) Interpret and Prioritize from SBTN	2027
Commit to SBTN	2030
Recover at least 10% of the volumes we put on the market to integrate them into the B2D service.	2030
Promote biodiversity in the areas from which DIAM sources its wood products: either through direct contributions to projects promoting biodiversity, or ideally, by purchasing our panels from working forests that are exemplary for biodiversity (e.g. FSC® ecosystem services or others).	2030
This objective remains very difficult to quantify today, but it is nevertheless one of our ambitions through a pilot project on the PRUGENT Lannemezan site.	

\* MOOC developed by the LPO in partnership with the Mouvement des entreprises de France and the financial support of the French Office for Biodiversity "Entreprises & Biodiversité: passer à l'action!" : <https://mooc.formation.lpo.fr/enrol/synopsis/index.php?id=4>

## ACTIONS AND RESOURCES

### #1- DIAM GROUP BIODIVERSITY FOOTPRINT

DIAM Group biodiversity footprint has been analyzed on the entire value chain. This assessment was done on an LCA-based methodology and uses biodiversity factors from the "Impact World +" database that have been validated by third-party experts. The unit used is PDF.km<sup>2</sup>.year. 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", as this is the preferred method in biodiversity footprint evaluations as biodiversity is a highly location-specific and regionalized issue. Our objective is to review our biodiversity footprint by 2027.

### #2- BETTER UNDERSTAND OUR DEPENDENCIES ON BIODIVERSITY

To better understand our dependencies on the ecosystem services provided by nature, we used a dependency and impact analysis tool - version 1.1. developed by the World Resource Institute, the Meridian Institute and the World Business Council for Sustainable Development. We have identified several dependencies on ecosystem services, particularly about raw materials and regulatory services, which may represent a financial risk for our business. We are still refining our analysis and writing a roadmap tailored to the challenges we have identified.

### #3- THE IMPACT OF DIAM SITES ON BIODIVERSITY

In addition to our dependencies on ecosystem services, we have carried out an analysis of the potential physical impact of our sites on biodiversity. To do this, we cross-referenced several databases to identify biodiversity hotspots, protected areas or areas of high ecological interest (rivers, wetlands, forests, etc.) close to our sites, which we weighed against the risk associated with the type of site located and the control measures in place. For DIAM, it is important to take into account the risk associated with the proximity of its sites to natural sites, and proximity may also be seen as an opportunity to contribute to their preservation. We are working on each of our sites, and the sites that emerge from this study deserve specific and deeper work. Our objective is 50% of DIAM site to implement at least one action in favor of biodiversity by 2026.

#### PLANTING HEDGES ON OUR SITE



PRUGENT Europe, France

This project was carried out in conjunction with the local Maison de la Nature and local secondary school students. Nearly 500 linear meters of hedge were planted in one morning. Additionally, since 2024, the land is left unmowed from May to October to preserve the habitat for biodiversity.

#### CREATING A BIODIVERSITY-FRIENDLY AREA



DIAM Brazil, Brazil

DIAM Brazil has set up a dedicated area to biodiversity. This initiative includes the planting of local plant species, the installation of beehives and the introduction of rational mowing. The aim of all these actions is to create a biodiversity-friendly environment by combining pollinators, local plant species and the preservation of their habitats.

## METRICS AND TARGETS

The findings of the biodiversity footprint evaluation show raw materials purchases and use of products in the stores as being the main two contributors, accounting for almost 80% of the total biodiversity footprint. These results are very similar to the orders of magnitude of our carbon footprint. In contrast, land use makes up only a negligible part of the total biodiversity impact but we have decided to carry out actions at our sites despite this, as this helps us to act in favor of local biodiversity and to raise awareness among our employees and stakeholders.

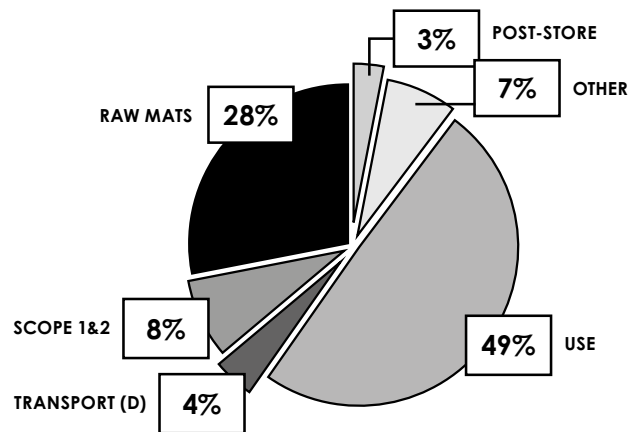
We are aware that our first biodiversity assessment may be further improved. For instance, we used a unique score aggregating the various types of biodiversity impacts. A possible improvement would be looking separately at each biodiversity impact factor and to further align with the emerging biodiversity assessment methodology.

#### 2021 DIAM group biodiversity footprint



(PDF.km<sup>2</sup>.yr = Potentially disappeared Fraction of species over x km<sup>2</sup> for 1 year  
= surface of a luxuriant forest transformed into a parking lot (0 biodiversity) in 1 year)

FIGURE 5 : DIAM GROUP 2021 BIODIVERSITY FOOTPRINT: 48,4 MILLION PDF.M².YR



Also, our commitment in 2024 to act4nature international has enabled us to set up a biodiversity roadmap with progressive objectives each year. In 2024, we carried out a study of the impact of all our sites on biodiversity and must now implement specific roadmaps. Our core biodiversity team had set itself the goal of taking the Medef MOOC, and only 2/3 of them did. The missing one will follow this training in 2025, in addition to the new annual targets.

TABLE 14 : INDICATORS IN LINE WITH ACT4NATURE INTERNATIONAL COMMITMENTS FOR 2024

Commitment	Indicator	Value
Identify production sites with potential impact on biodiversity	% of sites assessed for potential impact on biodiversity	100 %
Training the DIAM CSR team, which specializes in biodiversity, through the MEDEF MOOC*	% of targeted audience who attended the webinar	67 %

\* MOOC developed by the LPO in partnership with the Mouvement des entreprises de France and the financial support of the French Office for Biodiversity "Entreprises & Biodiversité: passer à l'action!" : <https://mooc.formation.lpo.fr/enrol/synopsis/index.php?id=4>

### 3.5 RESOURCES AND CIRCULAR ECONOMY

#### GOVERNANCE

*"At DIAM, we put "sustainability" at the heart of our business: in our products and services. And we do so with a scientific mind 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, 2025

Resource management and circular economy are strategic focus of DIAM's governance fully developed in part "I. Governance". Its management is closely linked to the Purchasing and CSR departments. Resource management and circular economy are integrated into the Group's Sustainable Purchasing Policy and Group's Environmental Policy. DIAM is committed to reducing the use of critical or non-renewable resources, as detailed below, through innovative solutions and eco-design.

Circular economy is also an integral part of DIAM's business model. A grassroots initiative won our Kickstarter challenge and is since a fully integrated entity called B2D. It is in charge of the collection, reuse and recycling of visual merchandising products and furniture units.

## POLICY

To reduce its environmental impact, DIAM Group focuses on identifying and mitigating its main sources of emissions. Raw material purchases represent over a third of our total footprint and, together with the use phase of our products, form a central part of our Scope 3 reduction strategy.

To minimize our environmental footprint, we have implemented a comprehensive strategy based on five key pillars:

- Eco-design
- Waste reduction
- Resource-efficient sourcing
- Component reuse and repair
- Circular economy initiatives

The key lever is to use fewer and better materials, minimizing environmental impact without compromising on functionality, durability, or aesthetics. Recycled raw materials are essential in this effort, as they drastically reduce the impact per kilogram of material used.

## ACTIONS AND RESOURCES

### ECO-DESIGN AND LIFE-CYCLE THINKING

DIAM integrates measured environmental impacts into its product development process to drive eco-design. We have built robust in-house expertise in Life-Cycle Analysis (LCA), applying methodologies aligned with the Product Environmental Footprint (PEF) framework. Our proprietary LCA model is tailored to our product portfolio, and internal teams are trained to use it effectively.

This science-based approach helps us identify key levers for improvement—such as reducing material weight, selecting lower-impact alternatives, and enhancing recyclability—while maintaining product performance.

Our expertise extends beyond internal application: DIAM plays an active role in shaping sector-wide eco-design standards. We have contributed significantly to the development of a common methodology for the retail display industry, notably by sharing our own tools and leading collaborative workgroups.

In parallel, we continue to strengthen internal capacity through training and are accelerating innovation on dismantling and recyclability to further embed circularity across our product lines.

### RAW MATERIALS AND CARBON IMPACT

#### #1 PLASTICS

Plastic remains a central material in point-of-sales (POS) displays, and it accounts for about 50% of the emissions related to our raw materials in 2024, vs 2/3rd in 2019. In addition to going light-weight and using low-impact materials, one of the most effective ways to reduce this impact is by replacing virgin plastic with recycled alternatives.

 **Our ambition is to use 80% recycled plastic by 2030.**

Achieving this goal will require overcoming some key barriers, particularly the limited availability of high-quality recycled plastic in the market. To support this transition, we've developed a circular economy program that collects used POS materials from stores, processes them, and reintegrates them into new production. This initiative, called B2D, represents a closed-loop solution that aligns both our environmental goals and the needs of our brand partners.

#### #2 TIMBER-BASED MATERIALS

##### #2.1. Sustainable purchasing policy - Timber & timber-based products

Wood-based materials are the most direct link DIAM has with the biosphere. These materials are used in both our shopfitting solutions and our packaging activities. Ensuring that our purchases do not contribute to deforestation is a critical priority. Last, we are aligning our approach with the European Union Deforestation Regulation (EUDR).

 **We aim to source 100% of our timber-based products from certified sustainable origins by 2025.**

## #2.2. CERTIFIED WOOD PURCHASING: ADDRESSING GAPS IN THE SUPPLY CHAIN

Forest plot identification proves to be challenging for the MDF and plywood mills: they seem to struggle to enforce the EUDR requirements, which has a cascading effect on our capacity to comply. As for the certifications, in some instances we face disruptions in the certification chain of custody: while the primary processors may be certified, the distributors we work with are not. This breaks the formal chain of custody. At our level, are getting as ready as possible, and we engage with distributors to:

- Encourage and support certification
- Promote awareness of sustainable sourcing requirements
- Improve traceability across the entire value chain

## #2.3. BEYOND COMPLIANCE: SUPPORTING BIODIVERSITY

In addition to securing responsible sourcing, we are working to deepen our understanding of how our material sourcing can positively contribute to forest health and biodiversity. This effort began in 2022 and will continue as part of a broader strategy to align our procurement practices with nature-positive outcomes.

## CIRCULAR ECONOMY

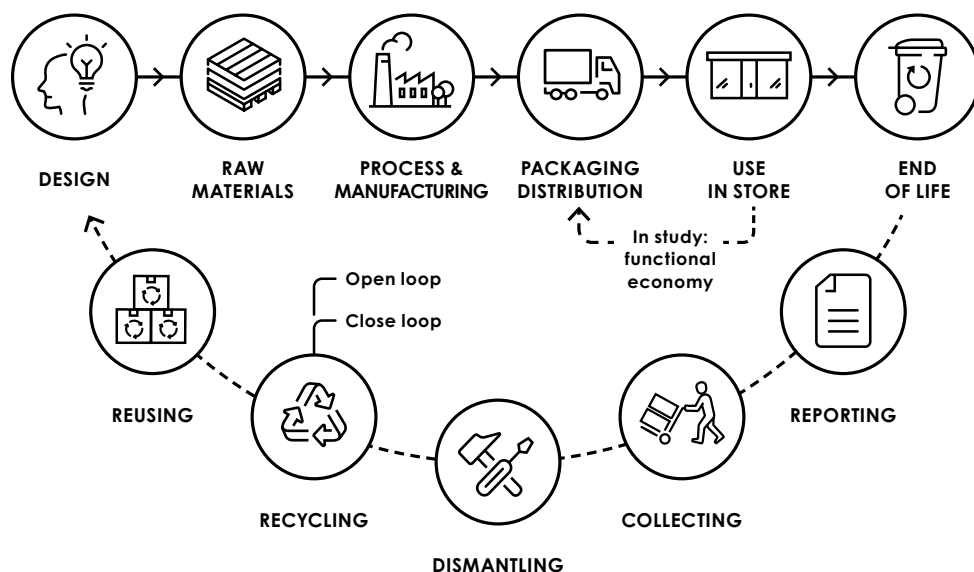
### #1 CIRCULAR ECONOMY IN PRACTICE

Circularity at DIAM begins long before a product reaches its end-of-life. From the early design phase, our teams consider how displays can be dismantled, reused, or recycled. Most of our products can be easily disassembled, enabling the separation and recovery of materials for reprocessing. For certain complex materials, such as black plastics or incompatible acrylic types, we continue to invest in innovation to improve identification and sorting capabilities.



In parallel, we have expanded our recycling infrastructure: B2D. Our B2D service, launched in 2021, is now active in the USA, France, the UK, Italy, Poland, and India, and we have encouraging first projects in China and Thailand. This initiative enables us to collect used displays, dismantle them manually when needed, and either reuse components or recycle them, often in closed-loop systems.

Beyond design, we also aim to address one of the major limitations to recycling in the POS sector: fragmentation. Displays are often installed in small modules across stores, making collection and massification difficult. B2D is working to overcome this barrier through optimized logistics, partnerships with local actors, and ongoing business model adjustments.



#2 END-OF-LIFE MANAGEMENT AND RECYCLING SERVICES

End-of-life emissions represent approximately 7% of DIAM’s total greenhouse gas emissions. While this is a relatively small portion, managing end-of-life effectively plays a key role in the broader environmental equation, for instance by helping to reduce the raw materials footprint.

We take a pragmatic view of the waste hierarchy: while incineration with energy recovery may reduce landfill -which we refuse- , our focus remains on reuse and recycling wherever possible. Importantly, effective recycling at the end of life often depends on how well a product was designed for dismantling—another reason why eco-design is critical. We have agreed with some of our clients to add a recycling instructions stamp on their products, to better identify and recycle their products.

DIAM continues to build on more than 15 years of experience with take-back programs. Today, our B2D service allows us to close the loop, not only collecting used units but providing guidance and infrastructure to ensure high-value recycling.

 **Our goal is to make this service available in every country where DIAM has industrial operations, ultimately helping to create a more circular industry-wide system for POS display lifecycle management.**

#3 PACKAGING AND DISMANTLING FOR RECOVERY

Alongside our focus on products, we are also rethinking packaging. Where possible, we design packaging that can be dismantled and sorted easily, avoiding mixed-material combinations that hinder recyclability. Instructional materials are provided to support responsible disposal practices.

We know that there can be no effective recycling without proper dismantling, and we continue to challenge ourselves to design products that can be separated into clean material streams. This effort supports our broader goals of reducing reliance on virgin materials and increasing recycled content in our manufacturing processes.

#4 LOOKING AHEAD

DIAM’s circular economy strategy is still evolving, and economics are difficult, but our direction is clear. We are committed to reducing raw material use, increasing the use of certified and recycled inputs, designing for end-of-life, and helping our clients do the same. Our ambition is to embed circularity into every stage of our product lifecycle, from the first sketch to the last day of use.

METRICS AND TARGETS

Timber	In 2024, 83% of our factories using a large volume of timber materials were FSC® and/or PEFC chain-of-custody certified. 60% of our wood (panels) purchases are certified and 79% of our cardboard purchases are certified. Overall, 71% of our timber materials purchases are certified (vs 52% in 2023). We aim for 100% by 2025.
Plastic	In 2024, DIAM used 59% recycled plastics in production (vs 52% in 2023), on track vs our 2025 target. We aim for 80% by 2030.
Waste	In 2024, DIAM generated 4 497 tons of common industrial waste from production. The increase in both normal and hazardous waste generation reported might be linked to improved waste reporting. The share of recycled waste continues to improve. DIAM has a zero-production waste to landfill policy.
Circular economy	Today, we offer B2D services in Americas, Europe and Asia. In 2024, B2D activity collected 1747 tons of materials, most of it being plastic elements. It represents around 19% of the amount put on the market by DIAM. The slight decrease in the amount collected in 2024 vs 2023 is linked to a big one-off in 2023 in Germany/Poland.



TABLE 15 : MATERIAL-RELATED INDICATORS

## CERTIFIED WOOD

Indicator	Unit	2023	2024	% Var 2023 vs. 2024
Certified timber purchased	%	41 %	60 %	+ 19 pts
Certified cardboard and paper	%	63 %	79 %	+ 16 pts
DIAM sites with a timber CoC certification (FSC®/PEFC certification)*	Number	13	15	+ 2 sites
	%	68 %	83 %	+ 15 pts

## PLASTIC

Indicator	Unit	2023	2024	% Var 2023 vs. 2024
Recycled plastic purchased	%	52 %	59 %	+ 7 pts

## WASTE

Indicator	Unit	2023	2024	% Var 2023 vs. 2024
Total waste generated	Tons	3 892	4 497	+ 16 %
Of which sent to treatment**	Tons	2 305	2 778	+ 21 %
Recycling rate	%	59 %	62 %	+ 13 pts
Hazardous waste	Tons	195	250	+ 28 %

## CIRCULAR ECONOMY - B2D

Indicator	Unit	2023	2024	% Var 2023 vs. 2024
Countries with an industrial site where a circular economy chain has been developed	%	60 %	60 %	-
Volume collected from client	Tons	1 827	1 747	- 4 %

\* % measured only on relevant industrial sites that consumed more than 100 tons of timber-based product (wood & cardboard) or are certified

\*\* Waste that benefits from reusing, recycling, composting or other recovery operation





PART 4

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# BUSINESS CONDUCT

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## 4.1 BUSINESS CONDUCT POLICIES AND CORPORATE CULTURE

DIAM is committed in the development of a responsible and sustainable business, respectful of all rules and regulations including the International Labor Office (ILO) and the Global Compact Ten Guiding Principles applying to human rights, labor, the environment and the fight against corruption. DIAM has made concrete ethical commitments, shared by our management team and applicable to all DIAM employees, which we have structured as follows:

<b>Zero tolerance against corruption and unethical behaviors</b>	<b>A safe workplace for our employees</b>
<b>A responsible business model for customers and communities</b>	<b>A sustainable business model for the environment</b>
<b>Fair and sustainable business relationships with our partners</b>	<b>Protection of the Group's assets</b>

DIAM's business conduct policy includes the following policies: Code of Conduct, Supplier Code of Conduct, Anti-Corruption and Bribery Policy, Donations and Sponsorship Policy, Sustainable Purchasing Policy, Whistleblowing Policy, Information Security Policy and Cyber Security Policy. Each of these policies are sponsored by a DIAM C-level Director and ultimately by DIAM's CEO and EXCOM.

## 4.2 ACTIONS AND RESOURCES

### ETHICAL RISK ASSESSMENT

Ethical risks—including those related to corruption and bribery—are integrated into DIAM's overall risk management process and reviewed annually by the Group Risk Committee (see Governance section). The evaluation combines bottom-up operational insights with structured top-down analysis and third-party assessments. It is primarily led by DIAM's Human Resources Director (HRD) and Chief Financial Officer (CFO), who oversee the identification, documentation, and mitigation of relevant risks.

Targeted corruption and bribery risk assessments are conducted periodically by independent third parties, focusing on sensitive functions and geographies. When high-risk areas are identified, dedicated action plans are implemented to strengthen controls and mitigate exposure.

### EMPLOYEE CONDUCT AND ETHICS TRAINING

At DIAM, ethical conduct is embedded into daily operations through clear expectations and continuous training. All employees are required to adhere to DIAM's Code of Conduct, which outlines our principles and rules regarding integrity, respect, and professional behaviour. This document is formally integrated into employment contracts, and disciplinary measures may be taken in cases of non-compliance.

To support implementation, DIAM launched a group-wide ethics training program in 2023. This includes an e-learning module available in all entities, covering the Code of Conduct and our broader Ethics Policy. The training is based on international frameworks such as the UN Global Compact and the French "Sapin II" anti-corruption law, and covers:

- Anti-corruption and bribery
- Conflicts of interest
- Human rights and employee responsibilities
- Gifts and hospitality
- Whistleblowing channels and procedures

For employees without digital access, in-person training sessions were organized on-site to ensure inclusive reach. This dual approach ensures that all employees, regardless of role or location, are equipped to recognize ethical risks and act responsibly.

## **MANAGEMENT OF RELATIONSHIP WITH SUPPLIERS**

At DIAM, managing supplier relationships is a key component of our sustainability approach, as further detailed in the Sustainable Purchasing section of this ESG report. We aim to build long-term, trust-based partnerships with suppliers to drive mutual progress on environmental and social issues, while ensuring alignment with the UN Global Compact's Ten Principles and managing supply chain risks from ethical, environmental, and sourcing perspectives.

We engage with suppliers who share our values and are committed to responsible practices. Through our Supplier Code of Conduct and Sustainable Purchasing Policy, we promote shared responsibility on key topics such as human rights, fair working conditions, and environmental protection. These expectations are embedded in our supplier evaluation and engagement processes.

Believing in collaboration over compliance alone, we regularly work with suppliers to co-develop sustainable solutions—whether through circular design, low-impact materials, or process innovation. This spirit of partnership enhances both supply chain resilience and our collective contribution to sustainability.

### **Our commitments include:**

- Respecting the rules of fair competition and opposing anti-competitive practices;
- Fostering close and collaborative relationships with suppliers to drive innovation, particularly in circular economy and decarbonization;
- Embedding responsible procurement practices to ensure that suppliers and partners uphold DIAM's core ethical and sustainability values.

## **PREVENTION AND DETECTION OF CORRUPTION AND BRIBERY**

DIAM maintains a zero-tolerance policy toward corruption and unethical behavior, as set out in our Code of Conduct and Code of Ethics. Our approach is based on building a strong ethical culture grounded in shared values and clear standards of conduct.

We are committed to full compliance with applicable laws and to acting with integrity in all business dealings. This includes the prohibition of facilitation payments, influence peddling, and any breach of probity. Particular attention is given to potentially sensitive transactions, such as those involving public officials or third-party intermediaries.

We also implement clear procedures to prevent and manage conflicts of interest, ensuring transparent decision-making. A secure, confidential whistleblowing hotline is available to all employees and external stakeholders to report concerns or potential breaches.

To ensure the effectiveness of our anti-corruption measures:

- External auditors conduct specific tests on bribery-related risks.
- Finance and HR departments jointly monitor policy adherence.
- A compliance monitoring system is in place to detect red flags and reinforce policy implementation.

## **SENSITIVE TRANSACTIONS AND CHARITY-RELATED ACTIONS**

Since 2018, DIAM has implemented a Charity and Donations Policy to ensure clear governance of philanthropic actions carried out in the Group's name. As with any initiative involving the use of DIAM's brand or resources, it is essential to maintain proper oversight while preserving the Group's decentralized spirit and local initiative.

To this end, DIAM has defined validation rules based on the purpose and financial scope of proposed charity actions. These are subject to an internal control process involving the Group's CFO, HR Director, and CSR Director, who review and approve initiatives to ensure alignment with DIAM's values and compliance standards.

## **WHISTLEBLOWING PLATFORM AND PROTECTION OF WHISTLEBLOWERS**

An alert procedure (Whistleblowing) that respects the protection of whistleblowers against retaliation (according to the EU directive 2019/1937) is implemented and available to all employees, visitors, and external stakeholders to report any issue regarding Ethical, Human Rights or Environmental violations, including corruption and bribery. Witnesses can directly report via the following link: <https://report.whistleb.com/fr/diam>.

This whistleblowing procedure is related to the French Sapin II law and must 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 DIAM sites.

The handling of complaints received through the whistleblowing system is monitored internally by appointed top-level managers.

## **INFORMATION SECURITY**

DIAM may have sensitive client information like technical drawings, names, dates of launch, etc. We have no personal end-user information. In addition to the anti-corruption system, the IT department has set up a Group IT Charter and several initiatives for information security and cyber security. For obvious vigilance reasons, we do not detail those numerous initiatives in this document, they can be made available upon request to our key partners.

The IT Group department and IT procedures are structured and regularly questioned to make sure the information security is efficient. Since May 2021, all IT partners must sign an NDA with special chapters about Cyber risk and confidentiality.

The security of information regarding end-of-life products is relevant as DIAM collects displays that have brands names on them and need to be treated to preserve the brand's image. We are committed to anonymize the client's waste managed by DIAM and to be able to provide a certificate of destruction issued by DIAM or by the partner in charge of the destruction or recycling.

## 4.3 METRICS AND TARGETS

TABLE 16 : ETHICS RELATED INDICATORS.

Indicator	Unit	2023	2024	Var° 24-23
Operational sites with a valid audit assessment	%	85 %	96 %	+ 11 pts
Operational sites with a valid "social" risk assessment	%	N/A	76 %	-
Targeted workforce trained on specific ethical issues	%	62 %	81 %	+ 19 pts
Employees who received at least one training on Ethics	Number	1 989	2 625	+ 32 %
Whistleblowing alerts received during the year	Number	4	0	- 4
Complaints incurred during the year regarding harassment	Number	0	0	-
Confirmed information security incidents	Number	0	0	-
Confirmed incidents of corruption or bribery	Number	0	0	-

Number of employees who received a training on ethics and percentage of total workforce trained on ethical issues consider all trainings done in 2023 and 2024 as we consider a 2-years validity of the training.

Ethical audits are considered valid for 3 years. "Social" audits carried out by clients, third parties and DIAM include safety, management system, ethics / social / labour, and environmental aspects. They are often based on the SA 8000 standard. Not all DIAM internal audits include the social aspects as they tend to focus primarily on safety, but some do. Social / Ethical on-site audits program will continue to be strengthened in the future. The 2024 perimeter for audits does not include DIAM Premium North America, which was a small operation at that time.

# **A P P E N D I X**

## GRI CROSS-REFERENCE TABLE WITH DIAM REPORTING

DIAM Group has reported in accordance with the GRI Standards for the period [01.01.2024] – [31.12.2024]. The top management has reviewed and approved the reported information, including the organization's material ESG topics, under Disclosure 2-14 in GRI 2: General Disclosures 2021. A GRI content index is available below.

Number	GRI Standards	Sections	Pages
GRI-101	Foundation	Part.1 - General Disclosure	p. 21
GRI-102	General Disclosures	Part.1 - General Disclosure	p. 21
GRI-103	Management Approach	ESG Report Management Approach	p. 21
GRI-202	Market presence	Business Model	p. 6
GRI-204	Procurement Practices	2.2 Sustainable purchasing	p. 38
GRI-205	Anti-corruption	4. Business Conduct policies and Corporate Culture	p. 68
GRI-206	Anti-competitive Behavior	4. Business Conduct policies and Corporate Culture	p. 68
GRI-301	Materials	3.5 Resources and circular economy	p. 61
GRI-302	Energy	3.2 Climate change	p. 46
GRI-303	Water and Effluents	3.3 Water	p. 56
GRI-304	Biodiversity	3.4 Biodiversity & ecosystems	p. 58
GRI-305	Emissions	3.2 Climate change	p. 46
GRI-306	Waste	3.5 Resources and circular economy	p. 61
GRI-307	Environmental Compliance	3.2 Pollution	p. 54
GRI-308	Supplier Environmental Assessment	2.2 Sustainable purchasing	p. 38
GRI-401	Employment	2.1 Workforce	p. 28
GRI-402	Labor/Management relation	2.1 Workforce #2.To Listen	p. 30
GRI-403	Occupational Health & Safety	2.1 Workforce #1.To Protect	p. 30
GRI-404	Training and Education	2.1 Workforce #4.To Develop	p. 33
GRI-405	Diversity and Equal Opportunity	2.1 Workforce #3.To Include	p. 31
GRI-406	Non-discrimination	2.1 Workforce	p. 28
GRI-407	Freedom of Association and Collective Bargaining	2.1 Workforce #2.To Listen	p. 30
GRI-408	Child labor	2.3 Affected communities	p. 41
GRI-409	Forced or Compulsory Labor	2.3 Affected communities	p. 41
GRI-410	Security Practices	4. Business Conduct policies and Corporate Culture - Information security	p. 68
GRI-413	Local communities	2.3 Affected communities	p. 41
GRI-414	Supplier Social Assessment	2.2 Sustainable purchasing	p. 38
GRI-416	Customer Health and Safety	2.4 Consumers and end-users	p. 42
GRI-418	Customer Privacy	4. Business Conduct policies and Corporate Culture - Information security	p. 68



## CSRD ESRS CROSS-REFERENCE TABLE WITH DIAM REPORTING

This ESG report has been prepared in anticipation of the forthcoming requirements under the EU Corporate Sustainability Reporting Directive (CSRD), in accordance with Article L. 233-28-4 of the French Commercial Code. Below is a cross-reference table to align our ESRS disclosure requirements with the organization of our sustainability report.


ESRS TOPICS	ESRS SUBTOPICS	Disclosure Requirements	Reference on the report	Pages
<b>GENERAL DISCLOSURE</b>	ESRS 2 - Basis for Preparation	ESRS 2 - BP1 - General basis for preparation of Sustainability Report	ESG REPORT MANAGEMENT APPROACH	<b>p. 21</b>
	ESRS 2 - Governance	ESRS 2 - GOV1 - The role of the administrative, management and supervisory bodies ESRS 2 - GOV2 - Information provided to and sustainability matters addressed by the management and supervisory bodies ESRS 2 - GOV3 - Integration of sustainability-related performance in incentive schemes ESRS 2 - GOV4 - Statement on sustainability due diligence ESRS 2 - GOV5 - Risk management and internal controls over sustainability reporting	PART.1 - GENERAL DISCLOSURE 1.1. Group Governance 1.2. CSR related governance 1.3. Continuous Improvement on our standards	<b>p. 21</b>
	ESRS 2 - Market position, Strategy and Business Model	ESRS 2 - SBM1 - Market position, strategy, business model(s) and value chain ESRS 2 - SBM2 - Interests and views of stakeholders ESRS 2 - SBM3 - Material impacts, risks and opportunities	BUSINESS MODEL	<b>p. 6</b>
	ESRS 2 - Impact Risk & Opportunities Management	ESRS 2 - IRO1 - Description of the processes to identify and assess material impacts, risks and opportunities ESRS 2 - IRO2 - Disclosure Requirements in ESRS covered	MATERIALITY ANALYSIS	<b>p. 12</b>
<b>ENVIRONNEMENT</b>	ESRS E1 - Climate change	ESRS E1 - 1 Transition plan for climate change mitigation ESRS E1 - 2 Policies related to climate change mitigation and adaptation ESRS E1 - 3 Actions and resources in relation to climate change policies ESRS E1 - 4 Targets related to climate change mitigation and adaptation ESRS E1 - 5 Energy consumption and mix ESRS E1 - 6 Gross Scopes 1, 2, 3 and Total GHG emissions	3.1. Climate Change	<b>p. 46</b>
	ESRS E2 - Pollution	ESRS E2 - 1 Policies related to pollution	3.2. Pollution	<b>p. 54</b>
	ESRS E3 - Water and Marine resources	ESRS E3 - 1 Policies related to water and marine resources	3.3. Water	<b>p. 56</b>
	ESRS E4 - Biodiversity	ESRS E4 - 2 Policies related to biodiversity and ecosystems	3.4. Biodiversity & Ecosystem	<b>p. 58</b>
	ESRS E5 - Resource use and circular economy	ESRS E5 - 1 Policies related to resource use and circular economy ESRS E5 - 2 Actions and resources related to resource use and circular economy ESRS E5 - 3 Targets related to resource use and circular economy ESRS E5 - 4 Resource inflows ESRS E5 - 5 Resource outflows	3.5. Resources and circular economy	<b>p.61</b>
<b>SOCIAL</b>	ESRS S1 - Own workforce	ESRS S1 - 1 Policies related to own workforce ESRS S1 - 2 Processes for engaging with own workers and employee representatives ESRS S1 - 3 Processes to remediate negative impacts ESRS S1 - 4 Taking action on material impacts on own workforce ESRS S1 - 5 Targets related to managing material impacts ESRS S1 - 8 Collective bargaining coverage and social dialogue ESRS S1 - 9 Diversity indicators ESRS S1 - 11 Social protection ESRS S1 - 12 Persons with disabilities ESRS S1 - 13 Training and skills development ESRS S1 - 14 Health and safety ESRS S1 - 17 Incidents, complaints and severe human rights impacts and incidents	2.1 Workforce	<b>p. 28</b>
	ESRS S2 - Workers in the value chain	ESRS S2 - 1 Policies related to value chains workers ESRS S2 - 2 Processes for engaging with value chain workers about impacts ESRS S2 - 3 Processes to remediate impacts and channels for value chain workers	2.2 Workers in the value chain	<b>p. 38</b>
	ESRS S3 - Affected communities	ESRS S3 - 1 Policies related to affected communities	2.3 Affected communities	<b>p. 41</b>
<b>GOVERNANCE</b>	ESRS G1 - Business conduct	ESRS G1 - 1 Corporate culture and business conduct policies ESRS G1 - 2 Management of relationships with suppliers ESRS G1 - 3 Prevention and detection of corruption or bribery ESRS G1 - 4 Confirmed incidents of corruption or bribery	4.1 Business conduct policies and corporate culture	<b>p. 68</b>

## SDG'S CROSS-REFERENCE TABLE WITH DIAM REPORTING

ESRS TOPICS	SDG's	Goals	Section title	Page number
SOCIAL		Achieving gender equality and empowering all women and girls	2.1.5. DIVERSITY AND EQUAL CHANCES	p. 31
		Promoting sustained, shared and sustainable economic growth, full and productive employment and decent work for all	2.1.3. HEALTH & SAFETY AT WORK	p. 36
		Reducing inequalities within and between countries	2.1.5. DIVERSITY AND EQUAL CHANCES	p. 31
ENVIRONMENT		Guaranteeing access for all to reliable, sustainable and modern energy services at an affordable cost	3.1. CLIMATE CHANGE	p. 46
		Establishing sustainable consumption and production patterns	3.5. RESOURCES AND CIRCULAR ECONOMY	p. 36
		Take urgent action to combat climate change and its repercussions	3.1. CLIMATE CHANGE	p. 46



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Illustrative pictures : ©DIAM. Cover : Dave Hoeffler / Unsplash.  
Printed in France. Graphic design :  kraft design





**DIAM GROUP**

1 Rue Chappe - 78130 Les Mureaux - France

[DIAMINTER.COM](http://DIAMINTER.COM)

[contact@diaminter.com](mailto:contact@diaminter.com)