



**2020
REPORT**

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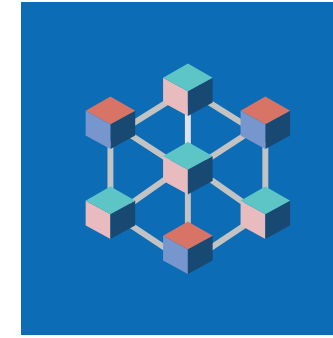


Baudouin Monnoyeur
Chairman,
Groupe Monnoyeur

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CEO,
Groupe Monnoyeur

**Supporting
business owners
in addressing
societal issues**

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OUR BUSINESS MODEL

A brief introduction to

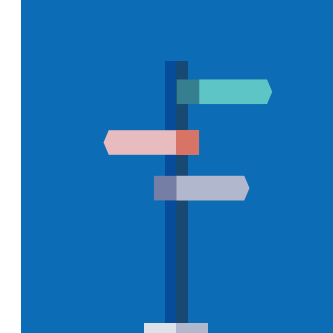
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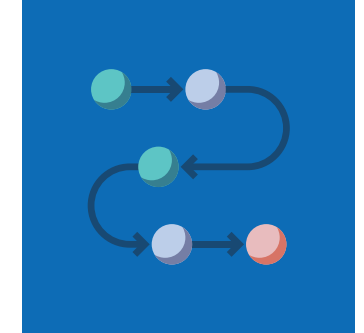
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Editorial

Supporting business owners in addressing societal issues

Both a family-owned business and an international player, our Group is active in various business sectors, ranging from construction, agriculture, energy and handling to the digitalisation of industry and construction. All these activities are affected by the current energy transition and digital transformation. Within this ecosystem, our primary objective is to support businesses to our best ability by offering them efficient, innovative and sustainable production equipment and tools, meticulously designed by our strategic suppliers, while delivering outstanding quality of service. Our Group also offers innovative, competitive solutions, meeting our customers' energy requirements and helping them rise to the challenge of the energy transition with our subsidiary Eneria. Another of our key offerings is our ability to support construction and industry players in their digital transformation with Arkance's solutions, enabling our customers to address the issues they now face.

In late 2020, the Group set up a CSR Department to accelerate the development and implementation of its CSR strategy. Against the backdrop of this transition, this report sets out the CSR strategy developed so far; it will likely be subject to further clarification in the future.

At present, the CSR strategy is based on three pillars:

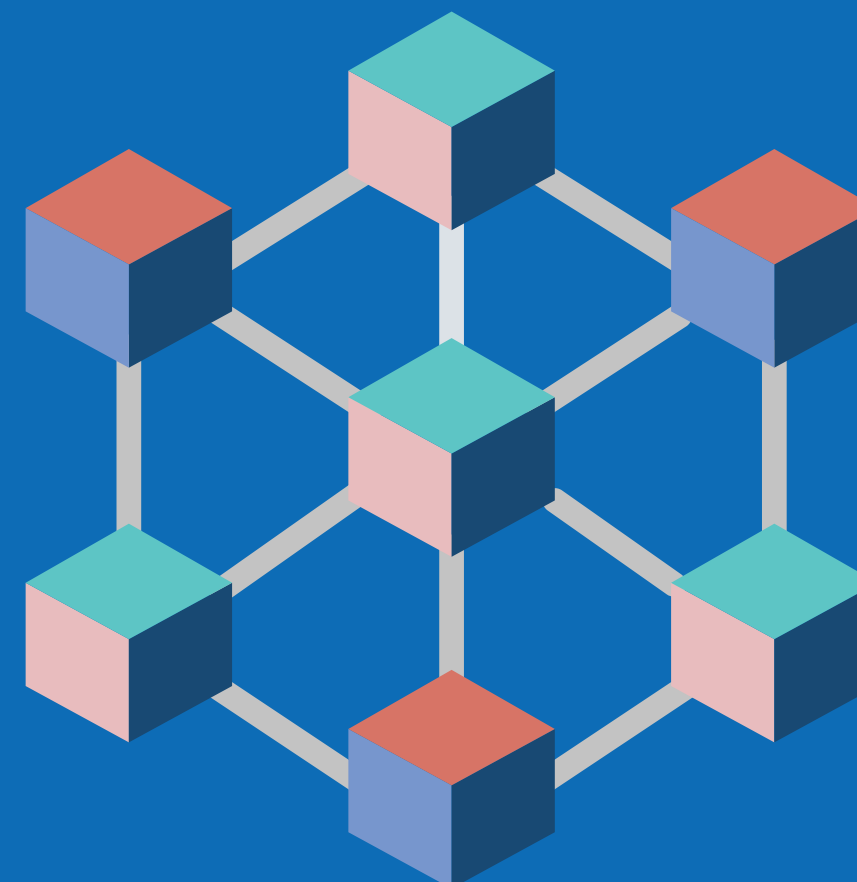
- our products, services and business relationships
- our operations
- our human capital

The Group's commitments under these three pillars ensure that our development strategy reflects the major societal issues in which we are involved. It is incumbent on all of us within the Group to take action on these issues.

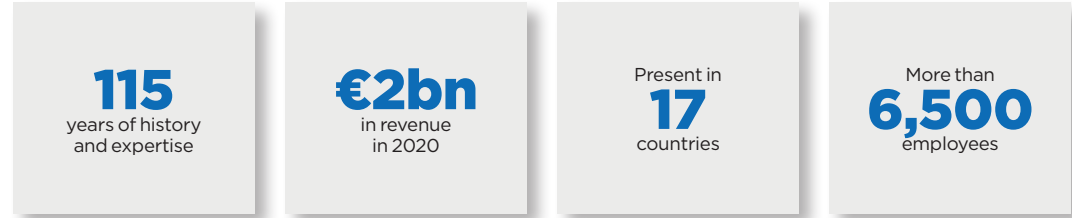
Baudouin Monnoyeur
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CEO, Groupe Monnoyeur

OUR BUSINESS MODEL



A BRIEF INTRODUCTION TO GROUPE MONNOYEUR



OUR BUSINESSES

	Marketing (sale and leasing) of capital goods for the construction and industry sectors and after-sales services	Exclusive dealer for CATERPILLAR	
	Design and marketing of power generation and motorisation solutions; services and maintenance	Exclusive dealer for CATERPILLAR	
	Leasing of handling solutions; services and maintenance	Multi-brand leasing company MITSUBISHI, CAT LIFT TRUCKS, CROWN, ROCLA	
	Marketing of agricultural machinery; services and maintenance	Specialist dealer for JOHN DEERE	
	Support for customers in the construction and industry sectors in the digital transformation of their business	Dealer for TRIMBLE and AUTODESK hardware/software products for design and construction; software publisher	

OUR STRATEGY

As close partners to our customers, we supply them with equipment and support them in their transformation as part of the energy and digital transition.

1

Expanding and enhancing our offering

- Continuing our transition towards developing integrated solutions: leasing services, after-sales service agreements, innovative financing solutions
- Rounding out our offering with distinctive products and services e.g. niche equipment rental for Aprolis

2

Innovating for and with our customers

- Guiding and supporting our customers in their transformations e.g. Eneria's support for the energy transition, Bergerat Monnoyeur's development of pay-per-use equipment rental solutions (BM RENT activity)
- Developing innovative offerings e.g. proprietary software design by Arkance, Eneria's hydrogen generator project in partnership with EODev

3

Joining the digital revolution

- Supporting the digitalisation of construction and industry with Arkance (BIM, smart construction sites, digital twins), Aprolis (Industry 4.0) and Ipsos (precision agriculture)
- Continuing the digitalisation of our own operations for our customers' benefit: monitoring of machinery and power generation units, remote maintenance, enhancing the customer relationship

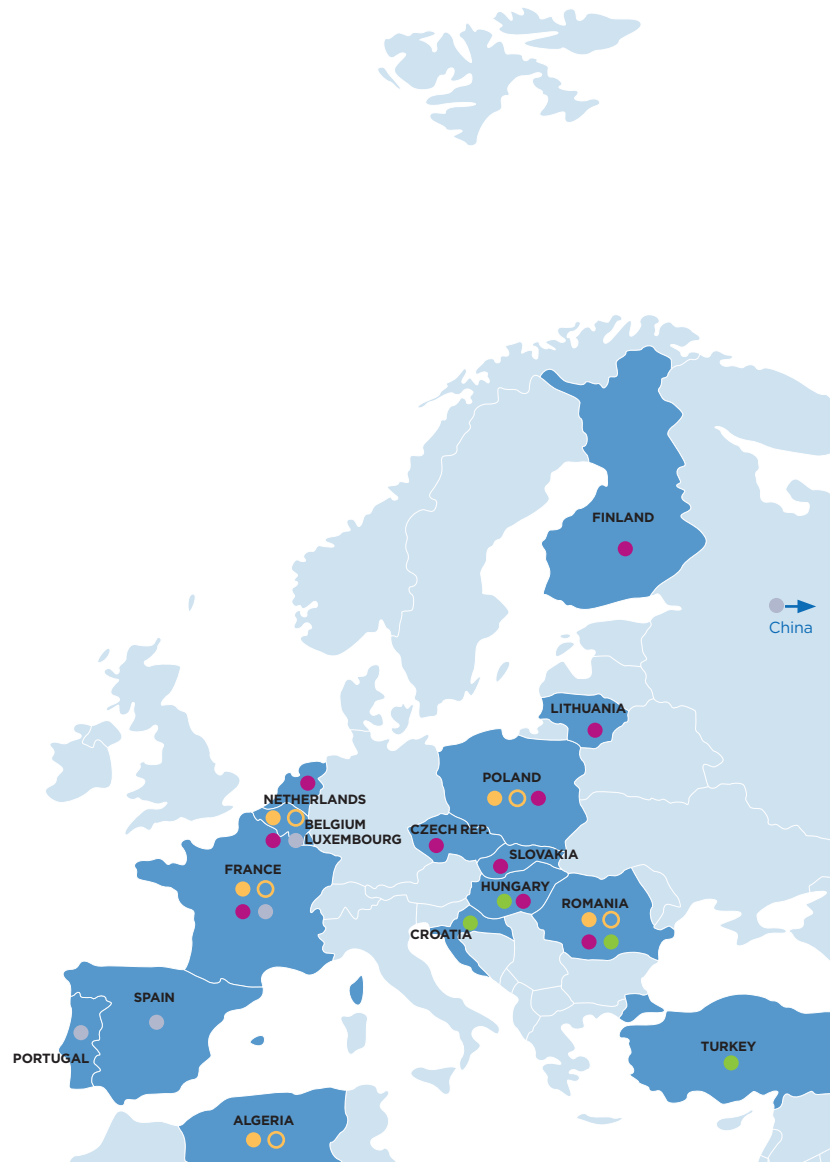
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Pursuing our international development

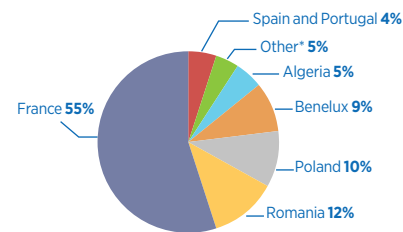
- Expanding the Group's offerings to growth markets
- Leveraging the Group's geographical footprint to roll out local offerings internationally

DISTRIBUTION OF THE BUSINESS BY SECTOR AND REGION

The Group companies are leaders in their respective markets, distributing equipment and services intended for construction and industry. The Group offering is tailored to the usage economy, and supported by a constantly developing digital transformation.



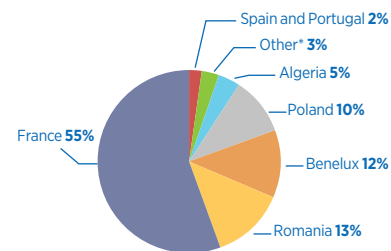
2020 HEADCOUNT 6,542 employees



* Other: Hungary, Croatia, Turkey, Czech Republic, Slovakia, Finland and China.

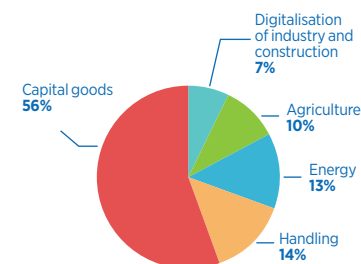
2020 REVENUE €1,973M

BY COUNTRY



* Other: Hungary, Croatia, Turkey, Czech Republic, Slovakia, Finland and China.

BY BUSINESS UNIT



ORGANISATION AND GOVERNANCE

Our corporate governance

Groupe Monnoyeur is headquartered in France.

Board of Directors

There are 13 directors on the Board, six of whom are independent of the family shareholders.

Audit Committee

There are three directors on the Audit Committee. Two are independent, including the Chairman, while the third is a representative of the Monnoyeur family.

The Audit Committee's responsibilities include:

- reviewing the financial statements;
- monitoring the internal audit plan and risk management system;
- monitoring compliance issues in general (e.g. ethics policy, data protection systems and CSR actions);
- cybersecurity issues;
- crisis management.

Appointments and Compensation Committee

Three directors sit on the Appointments and Compensation Committee. Two are independent, including the Chairman, while the third is a representative of the Monnoyeur family. The committee's role is to assist the Board of Directors in determining and monitoring the compensation policy within the Group, particularly for its senior executives, in examining applications for key positions or new directors, or in any other governance-related matter.

Executive Committee

The Executive Committee comprises the Chief Executive Officer, the General Secretary and the five directors in charge of the business lines (capital goods, handling, energy, agriculture and digitalisation for construction and industry). It guides the Group's medium-term vision and strategic choices.

OUR HIGHLIGHTS IN 2020



Pursuing our growth strategy

- Arkance continued to expand in 2020 with the acquisition of several companies, increasing its presence in the Netherlands and establishing a foothold in new countries in Central Europe (Czech Republic, Slovakia and Hungary), Finland, and – at the start of 2021 – Lithuania. The Group is thus expanding its portfolio of solutions, consolidating its lead in CAD¹ and BIM² in Europe and in the distribution of CAM³ and CNC⁴ machining technology.
- IPSO branched out in Turkey by taking over the coordination of the country's network of John Deere dealers.
- Bergerat Monnoyeur has fast-tracked the development of its BM RENT rental business.

¹ CAD: Computer-Aided Design

² BIM: Building Information Modelling

³ CAM: Computer-Aided Manufacturing

⁴ CNC: Computer Numerical Control



Quality of life at work and diversity

In January 2020, Group CEO Philippe Monnoyeur signed the Diversity Charter⁴ for all Group subsidiaries. In late 2020, the Group conducted its first employee experience survey across all of its businesses. The results are extremely satisfying, with an overall e-NPS⁵ score of 20.6, compared with a European average of 7.1.

⁴ Charter published by the network Les entreprises pour la Cité – see <https://www.charte-diversite.com/>

⁵ e-NPS: employee Net Promoter Score



A new CSR Department

In late 2020, the Group set up a CSR Department whose role is to strengthen the CSR strategy and to oversee its Group-wide rollout.



Response to the Covid-19 pandemic: introduction of health measures and continuity of service

In response to the Covid-19 pandemic, the Group actioned its business continuity plan, set up a crisis unit and introduced regular situation updates to monitor the health situation in its subsidiaries. The conduct of operations has been adapted taking into account the necessary health measures. Remote working was swiftly introduced in accordance with government guidance, while maintaining continuity of service for our customers.



Strengthening our commitment to the energy transition with Eneria

In 2020, Groupe Monnoyeur invested in hydrogen technology via an equity and industrial partnership with EODev (Energy Observer Developments), a company that develops solutions to accelerate the energy transition. This partnership is based on the industrialisation and marketing by Eneria of the GEH₂[®] electro-hydrogen generator, a solution developed by EODev with zero CO₂ emissions, fine particles or noise. Eneria has also adapted its organisation by setting up a business unit focusing on renewable energy and offering photovoltaic solutions.



Solid earnings despite the crisis

In spite of the health crisis, the Group proved itself to be resilient, with revenue down only 4% in 2020. Operating profitability fell slightly in 2020. However, the Group's net profit is at the same level as in 2019. The Group was able to maintain a solid balance sheet, reducing its debt despite investments in rental fleets and acquisitions in 2020, leaving enough headroom to finance future developments in all of its divisions.

OUR VALUES

Embraced and shared by the entire Group, our values reflect our quest for excellence, our daily commitment to our customers, and our constant focus on positive human interaction.



Respect

The Group is proud of the commitment shown by its employees and the trust placed in it by its customers. It is focused on providing a sustainable basis for its internal and external relationships, anchoring them in the idea of respect, and thus recognising the human, intellectual, social and moral value of its employees, customers and partners.



Entrepreneurship

The Group's development is based on entrepreneurship and a desire to innovate. This is a source of creativity internally and an effective lever for growth of our market share and performance in the long term.



Courage

To anticipate and manage our future developments and support our customers in their markets, the courage to face challenges is something that must drive the actions of each of the Group's employees, in managing both customer relationships and internal teams.



Friendliness

The Group's strength lies in its longstanding ability to foster dialogue among employees at all levels and at all times. United by a real love of what they do and a desire to serve the customer, those employees share key moments in a sense of fellow-feeling, thus guaranteeing an effective, sympathetic corporate dynamic.

OUR CSR TOPICS



OVERVIEW OF THE CSR LANDSCAPE

Towards a more sustainable business model

In light of the Paris Agreement signed in 2015, the decade of action launched in 2020 to achieve the Sustainable Development Goals (SDGs)*, and the more recent question of a fair and inclusive ecological transition, corporate social responsibility has now become imperative for any organisation. The challenge for companies is to manage their activities sustainably, both in human and environmental terms, and at the same time ensure that their offering and business model contribute to the ecological and social transition, and to the SDGs in particular.

Building momentum for CSR in our markets

As market leader, we firmly believe that we have a duty to spearhead CSR initiatives. Our customers have increasingly high expectations when it comes to CSR: this is evidenced, for example, by the inclusion of sustainability criteria in their requests for proposals and by the calls for an assessment of our CSR performance which have been made in particular by customers of Bergerat Monnoyeur, Eneria and Aprolis.

Our employees are increasingly mindful of CSR

Our existing and prospective employees expect the Group to be fully engaged with CSR. This was one of the subjects employees were asked about in the employee experience survey conducted in 2020.

A burgeoning regulatory framework

Our activities are subject to regulatory constraints relating to CSR topics. For example, France's "Sapin 2" law (anti-corruption) and the General Data Protection Regulation (GDPR) prompted us to rethink our approach to ethics. Environmental regulations also apply to all of our operations. At the same time, accountability and transparency requirements around CSR are steadily increasing.

* In September 2019, the UN Secretary General called for a general mobilisation for a "decade of action" from 2020 to achieve the SDGs by 2030.

Our CSR governance

The newly formed CSR Department is responsible for defining the Group's CSR strategy and ensuring its deployment in the various business units and countries of Groupe Monnoyeur. To that end, it is in charge of preparing the CSR roadmap for the business units and countries jointly with them. It also oversees key performance indicators and CSR communication. Under the supervision of the Group's General Secretary, the CSR Department is cross-functional and extends across all business units.

The CSR Department is responsible for coordinating the Group CSR Committee, set up in 2019 with oversight by the General Secretary. The committee is a platform for discussing and examining the Group's CSR topics. It also monitors the progress of CSR action plans.

To provide more structure to CSR reporting and make it more reliable, a protocol and two monitoring tools were formalised at Group level in 2020:

- a tool for monitoring quantitative CSR indicators;
- a tool for monitoring CSR action plans and best practice.

The Human Resources (HR) and Health, Safety and Environment (HSE) functions are by nature closely involved in the rollout of the Group's CSR strategy. The Group HR Department coordinates the HR Departments of the various business units which the HSE managers are attached to. Each of these functions is responsible for the operational rollout of CSR action plans within its area of expertise.



OUR STAKEHOLDERS AND THEIR EXPECTATIONS

CSR covers a company's entire ecosystem. Groupe Monnoyeur conducted an exercise to identify its stakeholders and their main expectations, as well as the tools for dialogue and actions put in place to meet those expectations.

Stakeholders	Main expectations	Tools for dialogue and actions in place
Customers	<ul style="list-style-type: none"> • Product quality and quality of service • Sustainable products and services • Equipment safety • Speed of execution (lead times, etc.) • Continuity of operations • Long-standing relationships • Ability to innovate 	<ul style="list-style-type: none"> • Net Loyalty Score (Eneria and Bergerat Monnoyeur) to measure customer satisfaction • Group Code of Ethics and Conduct • Continuity of service maintained in 2020 in the midst of the disruption caused by the Covid-19 pandemic • Response to our customers' CSR assessment requests • Innovation and R&D to make our offering more relevant, particularly in view of the ecological and digital transition • Development of offerings linked to the usage economy (e.g. BM RENT, Aprolis)
Employees	<ul style="list-style-type: none"> • Skills development • Employee well-being • Safe work environment • Communication 	<ul style="list-style-type: none"> • Continuing professional development via the corporate university and e-learning modules • Onboarding of new hires and apprenticeship scheme • e-NPS survey (employee Net Promoter Score) to measure and improve the employee experience by developing a feedback culture • Renewal of the Group Works Council for a broader social dialogue • Collective agreements in place in subsidiaries (e.g. agreement on social dialogue) • Internal communication reinforced by the launch of the Group intranet site • Workplace health & safety programmes (accident and illness prevention)
Suppliers	<ul style="list-style-type: none"> • Compliance with payment terms • Fair prices • Long-standing relationships 	<ul style="list-style-type: none"> • Group Code of Ethics and Conduct for supplier relations • Search for long-standing relationships stipulated in the framework agreements of the Group's subsidiaries
Public authorities	<ul style="list-style-type: none"> • Legal and regulatory compliance • Tax contribution • Local economic development 	<ul style="list-style-type: none"> • Agreement for a trust-based relationship signed with the French tax authorities • Monitoring of compliance with applicable employment and environmental regulatory requirements
Local communities	<ul style="list-style-type: none"> • Management of nuisance caused by sites (noise, odours, etc.) • Management of commercial waste • Solidarity • Local jobs 	<ul style="list-style-type: none"> • Turbo skills sponsorship programme with the Fondation Apprentis d'Auteuil • Cultural sponsorship in partnership with the Fondation Culturespaces • Local solidarity initiatives (e.g. supply of emergency generators to hospitals in response to the Covid-19 pandemic)

OUR SOCIETAL RESPONSIBILITY IS DIVIDED INTO THREE MAIN THEMES

METHODOLOGICAL NOTE

The CSR priorities were identified by means of a risk analysis conducted with the support of an external firm (see pages 54-55).



Products, services and business relationships

We offer our customers premium products and services. This requires us to consider the societal issues relating to our offering and our interactions with our business partners. Our commitment in this area is based on a five-point action plan:

- committing to quality and innovation;
- guaranteeing the health and safety of users and third parties;
- maintaining a sustainable product life cycle;
- maintaining good supplier relations and buying responsibly;
- guaranteeing ethical behaviour in our business practices.



Operations

Identifying and managing the societal impacts of our own activities is an integral part of our corporate social responsibility. We are committed to managing our activities with a view to reducing our environmental impact and protecting the health and safety of our staff. Our commitment to sustainable operations is based on a four-point action plan:

- guaranteeing the protection of workplace health and safety;
- reducing energy consumption and greenhouse gas emissions;
- reducing the production of waste, preventing pollution and conserving water resources;
- ensuring local acceptance and continued sustainable growth.



Human capital

With its technical and service activities, the Group considers the know-how, expertise and commitment of its staff as its main strengths, underpinning its ability to support its customers at all times, regardless of where they are. As an employer, we have to ensure that we offer first-class, motivating career paths. Our staff have expectations in terms of quality of working life which call for the ongoing improvement of the employee experience.

Our responsibility for the human aspect of CSR consists of a three-point action plan:

- attracting talent and retaining key skills;
- ensuring a quality ongoing social dialogue and employee well-being;
- promoting diversity and tackling discrimination.

As a family-owned business which has existed for more than 100 years, we want our CSR strategy to be long-term oriented. Our vision is to implement this strategy in a spirit of continuous improvement based on the following workstreams:

- **developing our sustainable offering;**
- **engaging further in stakeholder dialogue;**
- **providing more structure to our CSR communication to better report on our commitments and contribution to the SDGs.**

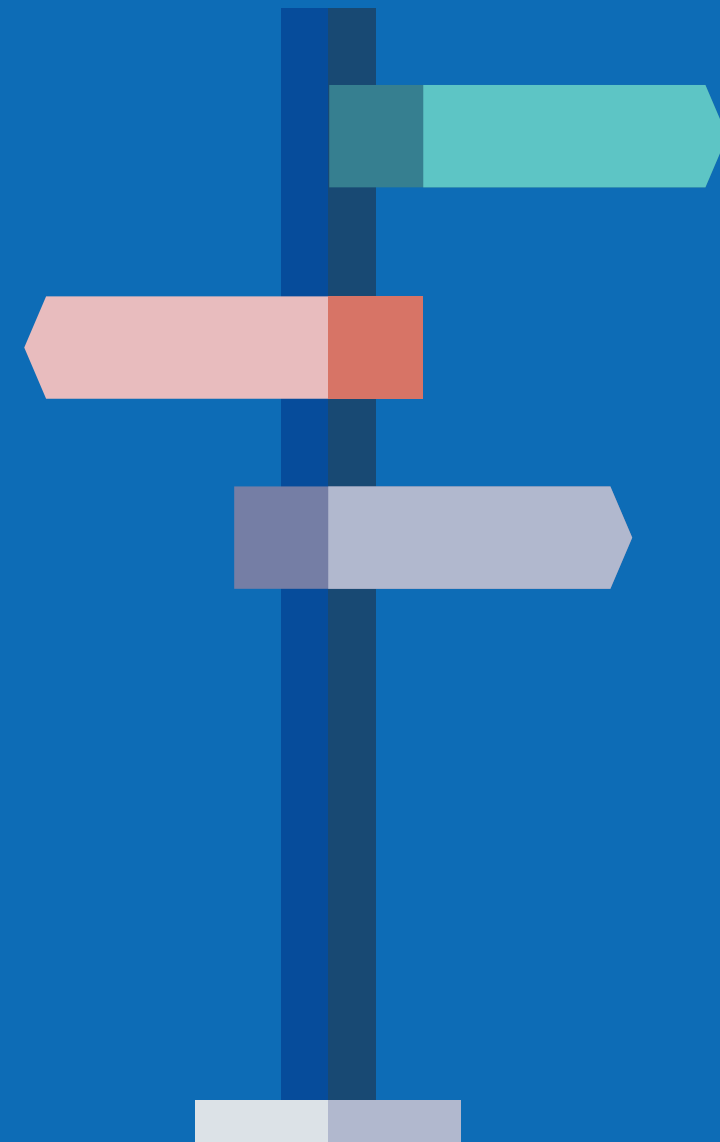


THE 17 SUSTAINABLE DEVELOPMENT GOALS (SDGs) SET OUT BY THE UN

The contribution of our commitments to the SDGs is indicated in our 2020 CSR Report by the corresponding symbol(s).



OUR CSR STRATEGY BY THEME



PRODUCTS, SERVICES AND BUSINESS RELATIONSHIPS

Groupe Monnoyeur
supplies its customers with
safe, high-quality products
enabling them to operate efficiently.
We are committed to supporting
our customers so that they can
be part of the ongoing
ecological transition
and digital transformation.
At the same time, the Group ensures
that its business relations are
managed sustainably
throughout its value chain.

The theme
of products,
services and
business
relationships
breaks down
into five topics.



TOPIC 1 Committing to quality and innovation

In partnership with our providers
and strategic suppliers, we offer
our customers durable capital
goods and high-quality services.
Through Eneria, the Group is
stepping up its investment in
the development of renewable
energy solutions.



TOPIC 2 Guaranteeing the health and safety of users and third parties

Providing our customers with
safe equipment and services that
guarantee long-term safety is
essential to both our customers
and our strategic suppliers.
In 2020, Groupe Monnoyeur
introduced a response plan for
the Covid-19 health crisis to
ensure that normal service could
continue safely for its customers
and staff.



TOPIC 3 Maintaining a sustainable product life cycle

Enabling our customers to use
our products with a limited
impact per use is an important
part of our environmental
responsibility. In terms of
durability, the Group offers
maintenance, reconditioning
and parts salvage to extend the
lifetime of equipment, or even
give it a new lease of life.



TOPIC 4 Maintaining good supplier relations and buying responsibly

Just as we are evaluated by
our customers on how we
manage our corporate social
responsibility, so we are mindful
of the social responsibility of
our suppliers. With this mind, in
2020 we launched a programme
to measure our suppliers' CSR
performance.



TOPIC 5 Guaranteeing ethical behaviour in business practices

Ethical, transparent business
conduct is the mainstay of any
sustainability strategy. The
Group has adopted a code
of conduct and measures in
line with recent regulatory
developments, particularly
on anti-corruption and data
protection.



TOPIC 1 COMMITTING TO QUALITY AND INNOVATION

The Group specialises in the distribution of capital goods and premium solutions, combined with services for the maintenance and optimised efficiency of equipment. This goes hand in hand with a clear focus on the following areas:

- maintaining a premium quality of service
- making our advanced technological expertise and capacity for innovation work for our customers to enable them to boost productivity, particularly in energy (Eneria) and digitalisation for construction and industry (Arkance).



The rental fleet in France and Belgium (BM) totalled around **1,370** machines in 2020, an increase of 25% on 2019.

Innovation

Innovation means different things for each of our businesses. For the energy business unit, it essentially means supporting the energy transition of our customers through, for example, expanding our offering to include solar photovoltaic plants. These solutions also include solar car park canopies. While providing a shelter for parked vehicles, they also generate solar energy which can be injected into the national grid or used for self-supply. Eneria is also developing solutions to reduce pollutant emissions, such as the Neaux Box®, which reduces nitrogen dioxide (NO₂) emissions

in the exhaust fumes of a diesel generator by up to 40%, by injecting a mist of water vapour into the compressed combustion air. For the equipment business unit (Bergerat Monnoyeur), innovation is largely focused on promoting the usage economy by developing Caterpillar equipment rental solutions and using smart machines to maximise efficiency. With Arkance's construction digitalisation offering, operations can be more precise and efficient thanks to SITECH machine guidance solutions and digital building information models (BIM³).

Regular quality assessment

The Group assesses its customers' perception of the quality of its services using the Net Loyalty Score (NLS), which it measures at regular intervals (Bergerat Monnoyeur and Eneria). This metric reflects overall customer satisfaction and the likelihood of customers recommending us and continuing to use our services. We also ask our customers how we can improve.



NLS¹ - measured for Bergerat Monnoyeur and Eneria

	FRANCE		BELGIUM		ROMANIA		POLAND		ALGERIA
	Bergerat Monnoyeur	Eneria	Bergerat Monnoyeur	Bergerat Monnoyeur	Eneria	Bergerat Monnoyeur	Eneria	Bergerat Monnoyeur	
2020	52%	60%	52%	87%	95%	52%	N/O ²	61%	
2019	47%	39%	52%	82%	N/O ²	37%	N/O ²	60%	

Key milestones in 2020

- Eneria has set up a department focused on developing renewable energy solutions.
- Bergerat Monnoyeur has significantly expanded its range of short and long-term equipment rental solutions across all segments under the BM RENT brand.
- Through its external acquisitions in 2020, Arkance has expanded its portfolio of solutions and consolidated its lead in CAD⁴ and BIM³ in Europe and in the distribution of CAM⁵ and CNC⁶ assisted machining technology.

LOOKING AHEAD

Bergerat Monnoyeur will continue to develop its equipment rental solutions. In 2021, we plan to launch a unique remote diagnostic offering on the market based on machine telematics and an augmented reality solution. Thanks to remote diagnostics and the rollout of route management

optimisation tools, we have set ourselves the target of reducing our technicians' travel by 20% and thus shrinking our carbon footprint.

¹ The NLS is calculated by subtracting the percentage of detractors from the percentage of promoters
² Not obtainable

³ BIM: Building Information Modelling
⁴ CAD: Computer-Aided Design
⁵ CAM: Computer-Aided Manufacturing
⁶ CNC: Computer Numerical Control

IN DETAIL

HYDROGEN AND THE ENERGY TRANSITION

Partnership agreement between Eneria and EODev signed in 2020

In September 2020, Eneria and EODev (Energy Observer Developments, an incubator for solutions to accelerate the energy transition) entered into a partnership for Eneria's industrialisation of the GEH₂[®] hydrogen power generator developed by EODev.

With its record-breaking energy density, this hydrogen power generator is a modular solution made possible by and designed around Toyota's latest generation fuel cell.

The GEH₂[®] offers numerous advantages: in addition to its low noise pollution and the absence of CO₂ emissions and fine particles, the GEH₂[®] has a smaller footprint, which facilitates the transportation and storage of the generators. It has also been designed to be easily handled and connected, according to the standards of the rental, events and construction sectors.

Eneria offers EODev its expertise and know-how in the design, manufacture, installation and maintenance of turnkey power generation solutions.

An early prototype of the GEH₂[®], installed at Eneria's headquarters in Montlhéry (France) in the summer of 2020, enabled the product development and industrialisation to be finalised. In 2021, a GEH₂[®] production line will be built at Eneria's industrial facility in Montlhéry.

For Eneria, the partnership is part of a broader ambition: to provide concrete answers to the challenges of the energy transition, in this case with a carbon-free power supply solution.



TOPIC 2 GUARANTEEING THE HEALTH AND SAFETY OF USERS AND THIRD PARTIES

The health and safety of users and third parties is a major issue for operations involving the use and maintenance of machines and engines (Bergerat Monnoyeur, IPSO, Aprolis and Eneria). Our customers and strategic suppliers alike have high expectations in this respect.

Our commitments

Each time equipment is delivered to a customer, it is accompanied by a start-up protocol; a reminder of the safety procedures is integral to this.

Risk prevention is also incorporated into our service operations (see box). To ensure the safety of third parties, the prevention plans in place regulate the work they carry out on our sites.

In addition to the organisational protocols in place, the safety data sheets (SDS) of the products placed on the market are made available to customers.

A CONCRETE EXAMPLE OF RISK PREVENTION

The Group's handling business unit ensures that defined work areas are set up for any maintenance work on handling equipment carried out on its behalf on customer premises. Any equipment undergoing maintenance is locked out to prevent it from being used for the duration of the work.

Safety management in conjunction with our strategic suppliers

Safety is an integral part of our client relationship.

A detailed protocol is in place in the event that Caterpillar decides that work must be carried out on a particular piece of equipment on the market for safety reasons. Our staff then contact the customers concerned to resolve the issue identified in accordance with this protocol.

Action taken in 2020 in response to Covid-19

Keeping everyone safe - customers, third parties and employees - was central to our business recovery plan for the Covid-19 health crisis in 2020. We introduced a large number of prevention measures, particularly for visits to customer premises.

For more information on this subject, which concerns our employees as well as users and third parties, see the "In detail" section of Topic 6 - Guaranteeing the protection of workplace health and safety (page 38).

TOPIC 3 MAINTAINING A SUSTAINABLE PRODUCT LIFE CYCLE

Environmental and social impacts during the product life cycle mainly involve the energy (Eneria) and equipment (Bergerat Monnoyeur, IPSO and Aprolis) business units. While product design and development is managed by our strategic suppliers, we have a role to play in the use phase and end-of-life management of the products we distribute.



Empowering our customers to reduce the impact per use of products

Bergerat Monnoyeur offers its customers a "consumption guarantee", as an incentive for them to reduce the fuel consumption of machinery and therefore the CO₂ emissions per use. Training on eco-driving is also offered to

customers so that their machine operators are aware of the factors affecting fuel consumption and are thus able to reduce it.

Offering targeted maintenance services to keep equipment properly maintained

Keeping equipment properly maintained helps extend its service life. By analysing the data obtained from smart machines, Bergerat Monnoyeur is able to carry out predictive maintenance to anticipate machine or parts failure that might interrupt production or damage equipment. Our strategic supplier commitments include guaranteeing the performance of the equipment we distribute. Maintenance work on machinery and engines is the subject of a detailed protocol; special monitoring is carried out to prevent any contamination of hydraulic systems that might damage them.



OFFERING TAILORED REFURBISHMENT PROGRAMMES TO GIVE PRODUCTS A NEW LEASE OF LIFE

The Group offers its customers refurbishment services ranging from parts salvage to the reconditioning of entire components, or even a complete overhaul for Caterpillar's heavy equipment thanks to the Cat® certified "Rebuild" scheme. This scheme is offered by Bergerat Monnoyeur in Algeria, Belgium/Luxembourg, France, Poland and Romania, and offers customers various options for the refurbishment of their machines. They can give it a new lease of life, which is cheaper than buying new equipment, thereby protecting their investment. From an environmental point of view, refurbishment reduces the consumption of materials. It also helps create local jobs in our workshops.

In 2020, Aprolis reconditioned more than **700** items of handling equipment in France.

Ensuring the end-of-life management of products

The Group's business units involved in capital goods manage the end-of-life of the products placed on the market. Given their premium quality, some equipment can be sold on the second-hand market once it has reached the end of its life cycle with our customers. Eneria has formed a partnership with an approved service provider to arrange the direct collection of end-of-life products from customers and their recycling.

LOOKING AHEAD

Aprolis has reached out to its main equipment suppliers with regard to the recyclability of materials used, so that a breakdown of the recyclability of the various components of equipment placed on the market can be provided.

TOPIC 4 MAINTAINING GOOD SUPPLIER RELATIONS AND BUYING RESPONSIBLY

The social, environmental and ethical footprint of our products and services is closely linked to our suppliers' business practices. International regulations, including those on the corporate duty of care, reinforce accountability requirements for purchasing policies. Our own customers evaluate us on our CSR. For all these reasons, we are committed to assessing our suppliers' CSR performance.

Code of Ethics and Conduct and supplier relations

Our interactions with our business partners, including our suppliers, are governed in particular by our Code of Ethics and Conduct, which sets out our requirements for responsible supplier relations; this Code applies to all Group subsidiaries.

In addition, an Ethical Purchasing Charter is in place at Bergerat Monnoyeur France, which each newly qualified supplier must sign.

Inclusion of CSR clauses in framework purchasing agreements

At Aprolis, Bergerat Monnoyeur and Eneria in France, framework purchasing agreements include clauses on employee safety, compliance with applicable directives and standards (including environmental standards such as

the EU's REACH¹ regulation), the prevention of undeclared work, and specific requirements for waste management. These framework agreements are systematically used for major suppliers.

Key milestones in 2020

Launch of a Group Responsible Purchasing approach

In late 2020, the Group introduced a Responsible Purchasing approach. Buyers were educated on responsible purchasing at a Group purchasing seminar.



IN DETAIL SUPPLIER CSR ASSESSMENT

An external supplier CSR assessment campaign was planned in late 2020 and launched in January 2021 with the support of EcoVadis. Bergerat Monnoyeur, Eneria and Aprolis are involved in this pilot, together with a selection of 87² suppliers representing around 38% of the purchasing volume managed in France (excluding purchases from our strategic suppliers). The assessment covers four themes: labour & human rights, environment, sustainable procurement and ethics. It is scored out of 100 and is accompanied by an analysis of the CSR strengths and weaknesses. The campaign is the first step towards making joint progress with our suppliers on CSR.

Strengthening the responsible purchasing practices of subsidiaries

In 2020, Aprolis defined and introduced a grid system for scoring suppliers on health, safety and environment. Bergerat Monnoyeur has raised employee awareness of its Ethical Purchasing Charter. An e-learning module to test the understanding of this charter is now included in the initial training of each new hire. In the same vein, Eneria trains all new hires in

France on the requirements of the Sapin 2 law (anti-corruption) as part of their induction process. As for purchases from local suppliers³, these are estimated to represent 5% of the value of purchases made by Bergerat Monnoyeur in France.

LOOKING AHEAD

The Group plans to continue the CSR assessment campaign for suppliers in 2021. The forthcoming calls for tenders will be a real opportunity to work towards incorporating relevant and specific CSR criteria into the supplier selection process and specifications.

Lastly, work is under way with the Group's legal teams to strengthen the contractual provisions on CSR in purchasing agreements.

¹ EU Regulation concerning the Registration, Evaluation, Authorisation and Restriction of Chemicals, which entered into force in June 2017.

² 30 Aprolis suppliers, 39 Bergerat Monnoyeur suppliers, 23 Eneria suppliers (the three companies have some suppliers in common) and several Group suppliers.

³ Local in the sense of regional suppliers, i.e. operating at the level of a French administrative region.



TOPIC 5 GUARANTEEING ETHICAL BEHAVIOUR IN OUR BUSINESS PRACTICES

Business ethics includes the fight against corruption and money laundering and the prevention of anti-competitive practices and fraud. It covers all interactions between the Group and its business partners. With regard to the protection of personal data, the EU's General Data Protection Regulation (GDPR) requires us to be particularly vigilant. Under the leadership of the Group Internal Audit and Compliance Department, we are taking the necessary steps to ensure that our practices comply with regulatory and ethical requirements across all our businesses.

Our commitment to promoting ethical business conduct

- A Group Code of Ethics and Conduct was introduced in 2016. It applies to all subsidiaries (Bergerat Monnoyeur, Eneria, Aprolis, IPSO and Arkance) and has been distributed to all employees in the language of the country where they are based.
- The jobs most exposed to corruption risks have been identified for all Group subsidiaries.

- A training plan devised for all employees exposed to this risk has been delivered in their local language since 2018.
- All Group employees and business partners have access to an anonymous whistleblowing procedure via the ethics portal on our website.

Key milestones in 2020

The Code of Ethics and Conduct was overhauled in 2020 to clarify the rules using concrete examples. The main aim was to improve conflict of interest prevention and specify the requirements for gifts and hospitality, corporate philanthropy and sponsorship. The new version of the Group's Code of Ethics and Conduct will be published in 2021. This will be accompanied by a systematic training programme for all employees, delivered via the e-learning platform to allow automated monitoring of trainees.

Six-monthly "fraud and ethics" reporting has been introduced for the Executive Committee of each subsidiary and for the Group's Executive Committee and Audit Committee. We have established an internal control framework which includes the controls required under the French "Sapin 2" law on anti-corruption. The Group now has a consolidated overview of corruption risks based on the maps drawn up by each entity. Lastly, we have assessed all our business partners for corruption risk.

The "Sapin 2" compliance programme (anti-corruption) has been rolled out to **93%** of the relevant workforce.

The GDPR compliance programme (personal data protection) has been rolled out to **74%** of the relevant workforce.

LOOKING AHEAD

Controls on sensitive transactions (e.g. gifts, business trips, hospitality, etc.) will be tightened by enforcing the internal control framework.

Our commitments to personal data protection

The IT systems that collect personal data have been identified and data protection officers have been appointed in each of our subsidiaries. The Group has worked to improve its cybersecurity plan to prevent data breaches. Lastly, we have conducted campaigns to inform

our customers, suppliers and employees about how their data are used; their consent was obtained where necessary.

Data protection milestones in 2020

The Group has set up a register for all EU subsidiaries identifying the purposes of processing the personal data of its customers, employees and suppliers (covering around 95% of the Group).

Governance has been formalised with the appointment of a Group GDPR Committee and the appointment of local data protection officers in each subsidiary concerned. Key procedures have been defined (management of data subject rights and infringements, data

retention period, the compliance procedure for relevant projects, etc.). We have analysed the GDPR compliance of all our websites, especially on the following aspects: cookie policy, privacy policy, online store, data collection form.

LOOKING AHEAD

The Group's websites are being made to comply with GDPR according to the diagnostic carried out in 2020.

OUR OPERATIONS

Our activities largely consist of **service and maintenance operations** for capital goods supplied to our customers.

These operations are carried out both at our customers' premises and in our workshops and involve a significant amount of travel by our staff.

They also raise the **issues of employee health and safety and environmental impacts.**

We have identified four key areas to ensure that operations are conducted in an environmentally friendly and safe manner for all our staff.



TOPIC 6 Guaranteeing the protection of workplace health and safety

Guaranteeing safe working conditions for all our employees is a priority. Some activities, such as the use of tools and chemicals, expose our employees to particular risks. The Group assesses occupational health and safety risks and puts in place appropriate measures to prevent them.



TOPIC 7 Reducing energy consumption and greenhouse gas emissions

Like any organisation, the Group faces the challenges of preventing and adapting to climate change. Our goal is to help meet those challenges by tackling energy consumption and the greenhouse gas emissions generated by our business. The first stage of any climate policy is to measure the main sources of greenhouse gas emissions.



TOPIC 8 Reducing the production of waste, preventing pollution and conserving water resources

We are keen to optimise the collection and treatment of the waste generated by our activities, whether at our own sites or for operations carried out directly at our customers' premises. We also ensure compliance with the local environmental regulations to which our sites and activities are subject.



TOPIC 9 Ensuring local acceptance and continued sustainable growth

The density of our regional network means we can offer our customers a local service. Our aim is to have a positive impact on our local communities.

TOPIC 6 GUARANTEEING THE PROTECTION OF WORKPLACE HEALTH AND SAFETY

Groupe Monnoyeur has always considered the safety of its employees to be of the utmost importance. The occupational hazards they are exposed to vary depending on the type of job they do. Some employees handle tools or chemicals, while others have an office-based role. We adapt risk prevention and mitigation measures to the nature of the operations.

How we manage workplace health and safety

The Health, Safety and Environment (HSE) function oversees the management of operational health and safety risks. It reports to the Human Resources (HR) Department of each subsidiary. At the management level of each subsidiary, the HSE managers define the occupational health and safety policy and associated work procedures

and guidelines and oversee the rollout of the programmes. The HSE action plans are implemented at each site. The HSE managers of the French subsidiaries of Bergerat Monnoyeur (BM), Eneria and Aprolis share best practices on common issues.

Mapping and assessing risk

Occupational hazards are documented locally¹. Particular attention is paid to those with the highest frequency of exposure and/or potential severity, such as driving hazards, hazards linked to carrying loads and manual handling of parts, and

workstation ergonomics. Work carried out by third parties on our sites is covered by a prevention plan. Likewise, our staff adhere to our customers' prevention plans.

Developing a safety culture

Each subsidiary defines the key risk prevention measures in its internal procedures. In addition, all subsidiaries except Arkance have produced a guide on HSE best practice. Our strategic suppliers pay attention to our workplace health and safety

performance: Caterpillar includes a safety metric, RIF², in its performance reviews. We attend their dealer seminars, where safety is routinely discussed.

The safety culture is promoted at each site through various media: emails, workshop notices, targeted newsletters and alerts, e-learning platform. Interactive discussions with staff take place during safety briefings, as well as during awareness and training sessions.

¹In France, these risks are described in the single risk assessment document.
²RIF: "Recordable Injury Frequency": number of lost-time accidents/hours worked x 200,000

RIF trend for Bergerat Monnoyeur and Eneria

RIF*	FRANCE		BELGIUM LUXEMBOURG	ROMANIA		POLAND		ALGERIA
	BM	Eneria	BM	BM	Eneria	BM	Eneria	BM
2020 target	≤ 1.5	≤ 1	≤ 1.82	≤ 1	≤ 1	≤ 1	≤ 1	≤ 1
2020 actual	1.66	1.54	2.07	1.41	0	2.21	1.51	0.61
2019 actual	1.75	1.81	1.95	0.73	1.47	1.79	0.83	0.51

*RIF ("Recordable Injury Frequency"): the frequency of work accidents monitored in conjunction with our client Caterpillar (per 200,000 hours worked)

Improving our management of workplace health and safety over the long term

In the interests of continuous improvement – and in response to the expectations of some of our customers – some entities have introduced an occupational health and safety management system which they have had certified.

Two BM branches (Dunkirk and Rouen) and two regional branches at Aprolis (Dunkirk and Calais) are MASE certified. VCA certification is in place for BM and Eneria in Belgium. Aprolis's CEFRI certification was renewed for three years in 2020. In Romania, Eneria and BM prepared for ISO 45001 certification in 2020, obtaining it in February 2021.

WHAT EACH CERTIFICATION MEANS

MASE: management system for the continuous improvement of the health, safety and environmental performance of companies
VCA: certification of the health, safety and environment management system of contractors
CEFRI: French Committee for Radioprotection Certification
ISO 45001: ISO standard for an occupational health and safety management system

LOOKING AHEAD

In France, Aprolis and BM are planning to renew their MASE certification in 2021. Eneria is working on an occupational health and safety management system in accordance with ISO 45001. For each regional department, BM is planning targeted improvements based on the issues identified on

the ground. Aprolis is continuing to implement its three-year HSE plan (2019-2021) centered on the prevention of occupational diseases and musculoskeletal disorders, office workstation ergonomics and working at height.

Providing our employees with psychological support

Awareness-raising on psychosocial risks is carried out regularly at BM in France, Belgium and Luxembourg and at IPSO in Romania. An independent counselling service, which is strictly confidential, is available at all times to employees

in France, Belgium, Poland and Romania. It was strengthened in response to the 2020 health crisis.

IN DETAIL

Response to the Covid-19 pandemic



In 2020, the Group reacted swiftly to the health crisis triggered by the Covid-19 pandemic to ensure continuity of service while taking the necessary measures to protect the health of its staff and customers.

At Group level, a crisis unit was set up, managed by the HR Department jointly with the Audit and Compliance Department and in conjunction with the HSE managers of the various subsidiaries. The unit coordinated regular situation updates with all the Group's subsidiaries (Bergerat Monnoyeur, Eneria, Aprolis, IPSO and Arkance) in each country. It also decided on the health measures to be taken (ordering face masks and hand sanitiser, organising mandatory remote working, etc.).

Within all our companies, the Covid-19 health crisis has required a significant number of safety measures to be implemented, both on our sites and for visits to customer premises, with a view to ensuring that the measures are fully compatible with the work situation on the ground.

Bergerat Monnoyeur France has chosen to go a step further by commissioning Apave to certify its return to work plan by conducting a field audit. The purpose of the audit was to ensure that the provisions of the national protocol on the lifting of lockdown restrictions issued by the French Ministry of Labour were being fully complied with, and that employees had a proper understanding of internal safety measures. The aim was twofold: to ensure that the risks were being properly managed with a view to ongoing improvement, and to reassure employees and customers alike.

The head office and spare parts distribution centre in Saint-Denis, the Brie-Comte-Robert technical refurbishment centre, the new machines preparation unit in Moissy-Cramayel and five regional branches were audited by an Apave consultant in June 2020.

Following the audit, Bergerat Monnoyeur France obtained the Safe & Clean label, thereby demonstrating to its customers and staff its commitment to making every effort to minimise the health risk.



TOPIC 7 REDUCING ENERGY CONSUMPTION AND GREENHOUSE GAS EMISSIONS

The Group intends to rein in its energy consumption and contribute to efforts to reduce greenhouse gas emissions under the Paris Agreement. In our operations, the main sources of energy consumption and greenhouse gas emissions are linked to the business units distributing capital goods.

Performance measurement

Bergerat Monnoyeur, Eneria and Aprolis in France periodically measure their greenhouse gas emissions.

Energy performance diagnostics were carried out for the IPSO, Bergerat Monnoyeur and Eneria entities in Romania.

Key milestones in 2020

In France, Aprolis, Bergerat Monnoyeur and Eneria have updated their greenhouse gas emissions calculation¹ on the basis of 2019 data: these total 3,630, 7,847 and 2,253 t CO₂e respectively for scopes 1 and 2. The 2020 health crisis was the catalyst

for the general rollout of a Group-wide videoconferencing system to support the widespread and rapid introduction of remote working. This also obviates the need to travel to different regions for short meetings.

Improving the energy performance of our buildings and facilities

A refurbishment plan for regional branches and workshops is under way at Bergerat Monnoyeur in France. It combines building energy retrofits (replacing windows, improving roof insulation) with the modernisation and adaptation of workspaces.

At the end of 2020, **14** out of 38 sites had been refurbished at BM France, including the Aix-en-Provence regional branch.

ENERIA FOCUSES ON PHOTOVOLTAICS

In 2020, Eneria France launched a project to install 500 m² of solar car park canopies² at its head office in Monthéry, thus demonstrating the solar canopies offer to its customers. The canopies were installed in January 2021 and can provide shelter for around 30 vehicles.



7 AFFORDABLE AND CLEAN ENERGY



13 CLIMATE ACTION



15 LIFE ON LAND



17 PARTNERSHIPS FOR THE GOALS



¹ Bilan Carbone® method (version 8.4); direct and indirect energy-related emissions.

² See Topic 1 - Commitment to quality and innovation in the area of Products, Services and Business Relationships.

Limiting the impact of our travel

Business travel

The latest greenhouse gas emissions calculation for Aprolis, Bergerat Monnoyeur and Eneria in France shows that travel is by far the largest source of direct emissions (scope 1) and indirect emissions related to energy consumption (scope 2). These account for 90% of the total for Eneria, 74% for BM, and 90% for Aprolis in France.

For all subsidiaries, the vehicle policy factors in vehicle CO₂ emissions. Eneria France has a fleet of carsharing vehicles for business trips.

At Eneria and Bergerat Monnoyeur in France, travel by technicians for service operations are optimised thanks to a geolocation system that allows customers to send a service request to the nearest available technician¹.

Commuting

Mobility plans are in place at the head offices of Aprolis, Bergerat Monnoyeur and Eneria in France to encourage alternatives to the use of private cars for commuting. The use of soft modes of transport such as cycling is encouraged (installation of bike shelters, showers and changing rooms).

CONTRIBUTING TO REFORESTATION AS A CARBON SINK

Since 2020, Bergerat Monnoyeur has pledged to plant 10 trees for every machine sold or leased in France, in partnership with Naudet plant nurseries. In 2020, two planting projects were carried out: one in the town of Barp (Nouvelle-Aquitaine region), where 10,000 trees were planted, the other in St-Trivier-sur-Moignans (Auvergne-Rhône-Alpes region), where 9,080 trees were planted. Customers have the opportunity to take part in these reforestation initiatives by paying for additional trees to be planted.

LOOKING AHEAD

- Improving the measurement and monitoring of greenhouse gas emissions across the Group is an opportunity for progress.
- The Group agreement on remote working² signed in France in early 2021 will reduce commuting permanently, beyond the situational measures taken in response to the Covid-19 pandemic.
- Bergerat Monnoyeur France is planning an eco-driving training programme for 2021. This is expected to have a dual benefit in reducing fuel consumption and greenhouse gas emissions and improving road safety. At the same time, the planned upgrade of the commercial vehicle fleet is an opportunity to include environmental performance criteria in the specifications.

¹ See the "Coming soon" paragraph on page 25 for more details of measures to reduce the carbon impact of travel.
² See Topic 11 – Ensuring a quality ongoing social dialogue and employee well-being.

TOPIC 8 REDUCING THE PRODUCTION OF WASTE, PREVENTING POLLUTION AND CONSERVING WATER RESOURCES

Our capital goods and energy business units (Eneria, Bergerat Monnoyeur, IPSO and Aprolis) are the main producers of waste, mostly resulting from the commissioning and maintenance of our products. The water consumption of our operations is relatively low for most of our operations.

Our commitments

We strive to limit waste production and ensure that any residual waste undergoes the appropriate treatment. Our objective when it comes to pollution is to prevent any accidental spills or leaks that could lead to soil or water contamination by following operational best practice.

Waste management is documented in special procedures for all Group subsidiaries (classification, type of management and monitoring). Waste is treated by specialist service providers, depending on which category it falls into. We arrange the collection and treatment of waste generated by the maintenance work we carry out at our customers' sites.

For example, Eneria France has arranged for used consumables such as oil to be collected from its customers' premises by an approved service provider.

Environmental audits are carried out periodically at all sites (annually for Bergerat Monnoyeur workshops, for example): these cover waste management, as well as storage and handling procedures for hazardous materials.

Should an environmental incident occur, it is monitored and analysed by all Group subsidiaries and corrective action plans are put in place where required.



Progress in 2020

Investing in environmental protection

In 2020, Eneria France invested heavily in its pollution prevention capability by building a retention pond for fire water runoff at the Monthéry site (corporate head office and industrial facility).

Reviewing our sites' compliance with environmental regulations

In 2020, Eneria France launched an environmental management system in accordance with ISO 14001 and commissioned a regulatory compliance audit. Bergerat Monnoyeur commissioned a regulatory compliance audit of the Saint-Denis site (company headquarters in France and spare parts distribution centre) with ICPE¹ regulations. Corrective action plans were defined on the basis of the audit findings for each of the two companies.



TOPIC 9 ENSURING LOCAL ACCEPTANCE AND CONTINUED SUSTAINABLE GROWTH

Our activities contribute to local economic development and employment. We are committed to an open dialogue with local authorities and communities and are keen to make a positive contribution to our local communities.



Participating locally in the fight against the Covid-19 pandemic in 2020

Universally affected by the health crisis in 2020, our sites have mobilised to contribute to efforts to tackle the pandemic. At the start of the health crisis in France, Aprolis, Bergerat

Monnoyeur and Eneria donated their stocks of face masks to healthcare facilities in Île-de-France.

Bergerat Monnoyeur Algérie (BMA) donated a Caterpillar DE33E0 generator to the Polyclinique Oued-Djer in the wilaya* of Blida, particularly hard hit by the pandemic. This took place in association with the Wali of Blida, the Ministry of Industry and the Ministry of Health. The generator will provide reliable backup power to the hospital. BMA has installed the generator and provides regular maintenance and support.

Helping to tackle food poverty in our local community

In the department of Seine-Saint-Denis (France), where the Group's headquarters are located, the existing social and economic divide has been exacerbated by the Covid-19 crisis. In 2020, we decided to lend financial support to the initiative of the Parti Poétique collective to offer the fresh vegetables it produces to vulnerable families in the area. Over a period of 24 weeks, 4.4 tonnes of vegetables grown in a permaculture system on the 'Zone Sensible' urban farm in Saint-Denis were delivered free of charge by bicycle to several hundred families.



* Wilaya: administrative division in Algeria governed by a wali.

LOOKING AHEAD

- We are working to improve waste reporting at Group level.
- In 2021, the handling business unit (Aprolis) plans to include an environmental training module in the training programme for all technicians and new hires in France via the Digital Academy.
- Eneria France intends to improve waste sorting by separating waste into five streams² to facilitate recycling wherever possible.

¹ ICPE: Installations Classées pour la Protection de l'Environnement (facilities with environmental protection classification)
² Selective sorting of five types of waste to facilitate reclamation (paper/cardboard, metal, plastic, glass and wood).

HUMAN CAPITAL

Employees are the lifeblood of the company: as such, they are the primary targets of the Group's CSR strategy. As a player in technical sectors, some of which are undergoing rapid change, Groupe Monnoyeur knows what it owes to the expertise of its staff. The company's ability to recruit and retain the employees it needs is key to its continued existence. This requires **an excellent work environment and an openness to diversity.**

The human capital theme covers three topics.



TOPIC 11 Ensuring a quality ongoing social dialogue and employee well-being

The Group is keen to offer its staff a first-rate employee experience. This involves measuring the employee experience with a view to being able to improve it. At the same time, we are working to foster social dialogue within the Group.

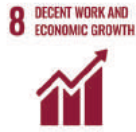


TOPIC 12 Promoting diversity and tackling discrimination

We believe that openness to diversity is a key factor in developing our business to reflect the diversity of society. However, we face certain obstacles, due in part to our industry traditionally employing very few women. We want to empower ourselves to succeed in promoting diversity among our staff and combating discrimination.

TOPIC 10 Attracting talent and retaining key skills

The high-quality service delivered to our customers is built on the expertise and know-how of our staff. The Group is working on its employer brand and the induction of new hires in order to be able to recruit and successfully integrate the talent it needs. In-service training is another important aspect of the work we do to develop and enhance the skills of our staff.



TOPIC 10 ATTRACTING TALENT AND RETAINING KEY SKILLS

As a diversified company, the Group needs to recruit and retain the skills necessary for its five business lines. Some roles that are key for the quality of our services, such as technicians for Bergerat Monnoyeur, Eneria, Aprolis and IPSO, are now highly sought after on the job market. Jobs linked to the digitalisation of industry and construction are changing rapidly, and with them the skills needed. As a result, talent recruitment, development and retention is a major challenge for the Group.



Strengthening our recruitment capabilities

To facilitate the recruitment of technical professionals, a co-opting system is in place at Aprolis, Eneria, Bergerat Monnoyeur, Arkance and IPSO to encourage employees to nominate candidates. A financial bonus is

paid if the recruitment is successful. In 2020, 119 employees were recruited in this way. More generally, each company develops targeted communications for the talent it needs, particularly on social media.

Reaching out to students

Our companies market themselves to students through relationships and partnerships with schools and universities. Since 2019, Bergerat Monnoyeur and Eneria Romania

have been involved in "I Choose", a leadership development programme for students aged between 11-18 years old.

Investing in skills development training

Group-wide, around
111,900
hours of training were delivered in 2020



Accelerating the development of distance learning

In 2020, the development of the Group's "360 learning" digital training platform was accelerated: it is now available for Aprolis, Eneria and Bergerat Monnoyeur in France, and is being rolled out for Arkance. Technical content was the first to be put online; now the training platform covers all subjects. The catalogue also includes tutorials and procedures.

Around 900 training modules are on offer, and more than 3,200 users have logged on to the platform at least once. The improvement of online training circumvents the travel restrictions imposed in 2020 and allows more flexibility to accommodate the operational constraints of trainees.

Improving the induction of new technicians

In 2020, Bergerat Monnoyeur improved the induction and training programme for new technicians in France. Upon arrival, they spend

two weeks at the Qualiopi* certified centre in Chécy, France to prepare them fully for their new role.

Investing in youth training

Eneria France took part in the scheme "un jeune, une solution" (one young person, one solution) launched by the French government in 2020 as part of its economic recovery plan. The scheme provides support for the recruitment of young

people on apprenticeship contracts, enabling Eneria France to double the number of work-study trainees in its workforce to 26 at the end of 2020.

* French quality certification of training providers, needed to access public funding or pooled funds from employers' contributions.

IN DETAIL

VOCATIONAL INTEGRATION:

“TURBO” skills sponsorship

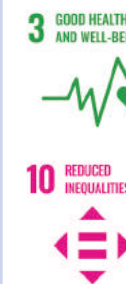
Since 2014, the Group has been committing to the vocational integration of disadvantaged young people in partnership with the Fondation Apprentis d’Auteuil through the TURBO scheme. Between 10 and 20 young people enrol on a 19-month vocational diploma course consisting of a work placement followed by a professional training contract, with a view to qualifying as a ‘Machine and construction and handling equipment maintenance technician’.

Bergerat Monnoyeur, Eneria and Aprolis in France are all involved in the scheme, with contributions from their employees who act as tutors, mentors, technical staff or support staff. A Group trainer assigned to the scheme provides all theoretical training and coordinates the practical application of that knowledge with tutors in the workshops. Driven by their passion and pride in their profession, our staff share their know-how and our values with the trainees, who gradually gain in confidence by learning a trade for which there is high demand on the market.

The TURBO scheme is also a vehicle for promoting diversity: two young women joined the TURBO 2 intake. During the last intake (TURBO 3), which ended in December 2020, Laetitia, a young woman with no previous mechanical knowledge, came top of the class. Of the initial intake of nine young people, seven completed the course (six obtained the full diploma, while the seventh was awarded a partial qualification). The Group offered a permanent contract to two of them and a fixed-term contract to two others. Our aim is to recruit an equal number of women and men for the next TURBO 4 intake, due to start in 2021.



TOPIC 11 ENSURING A QUALITY ONGOING SOCIAL DIALOGUE AND EMPLOYEE WELL-BEING



In line with its values of respect and friendliness, the Group subscribes to a culture of dialogue with all its stakeholders, including employees and their representatives. Keen to maintain and develop this partnership as a vehicle for collective performance, we made concrete commitments in 2020.

Maintaining a constructive, inclusive social dialogue

We have negotiated with our social partners to re-elect the Group Works Council in France. This voluntary approach meant working with trade unions in our French subsidiaries to build a framework for social dialogue at Group level in France. A unanimous agreement was signed in November 2020 by the trade unions present. In the same vein, at the end of 2020 we began negotiations on remote working, as a result of which a common framework was established for our French subsidiaries.

This led to a unanimous Group agreement on remote working being signed in late January 2021, to be implemented by the subsidiaries.

This collaborative effort with our social partners exists within the Group’s subsidiaries themselves: a company-level agreement on social dialogue is in place at Bergerat Monnoyeur, Aprolis and Eneria in France. In 2020, Aprolis also signed its first company-level agreement on annual negotiations, drawn up with the consensus of its trade unions.

Ensuring well-being at work

Since 2019, the Group has been a member of the Observatoire de la Qualité de Vie au Travail¹, which monitors quality of life in the workplace and is a forum for sharing experiences and best practices with other companies.

In Belgium, Bergerat Monnoyeur and Eneria have set up a training course on leadership and well-being at work for the period 2020-2021.



¹French observatory for quality of life in the workplace

**PHYSICAL EXERCISE:
PUSHING ONESELF FOR THE BENEFIT OF OTHERS**

Physical exercise, a source of well-being, was partly hampered by the lockdown imposed in response to the health crisis in 2020. Eneria France has taken out a subscription to an app designed to encourage employees to exercise. The app also offers tips on nutrition and ergonomics for working from home. In 2020, Eneria France organised a team challenge which was monitored using the app. Employees were encouraged to exercise for Pink October and raise money for the breast cancer research charity Odyssea, which would receive a donation if the collective target of 100,000 points was reached. Thanks to the participation of 123 employees, who together covered the equivalent of 10,235 km, the challenge was met and €2,500 was donated to the charity.



4 QUALITY EDUCATION



5 GENDER EQUALITY



10 REDUCED INEQUALITIES



**TOPIC 12
PROMOTING DIVERSITY AND
TACKLING DISCRIMINATION**

While diversity is recognised as a benefit for a company, promoting it involves a committed, proactive approach. Gender parity is a challenge for the Group, given that technical occupations have traditionally been male-dominated. Our main focus is on gender balance within our teams and the inclusion of people with disabilities.

IN DETAIL

**Employee experience measurement:
“My Voice @ Monnoyeur” survey**



Keen to continually improve the employee experience, in late 2020 the Group conducted a survey of all its employees called “My Voice @ Monnoyeur”. The aim was to measure this experience using the employee Net Promoter Score* (e-NPS), which is based on the same principle as

the Net Loyalty Score (NLS) used to measure overall customer satisfaction. The participation rate was 59.4% at Group level, with an overall e-NPS score of 20.6 (by way of comparison, the European benchmark for all sectors combined is 7.1). Everyone has online access to the results for their team and the wider group they belong to. The results serve as a basis for each team to engage in interactive dialogue on their proudest achievements and the areas for improvement identified in the survey. The aim is to work together to improve the employee experience over the long term and to measure it at regular intervals.

* The employee Net Promoter Score (e-NPS) measures the likelihood of respondents to recommend Groupe Monnoyeur; it is calculated by subtracting the percentage of detractors from the percentage of promoters.

Our commitments

At the end of 2020, women accounted for 18% of our workforce. We still have considerable progress to make to achieve our goal, which requires proactive and targeted measures in recruitment, training and professional development.

Since January 2020, the Group has been a signatory to the Diversity Charter, which is designed to promote equal opportunities and diversity in all its forms.

We have set ourselves the target of **25%** women in the workforce by 2025.

Preventing discrimination

An agreement on gender equality has been rolled out to all French subsidiaries. The subsidiaries calculate and closely monitor the gender equality index introduced in France by law in 2018.

The Group’s Code of Ethics and Conduct proscribes discrimination; the prohibition of harassment and discrimination is also enshrined in our subsidiaries’ internal procedures. All our employees and business partners have access to an anonymous whistleblowing procedure,



so that potential cases of discrimination can be reported and dealt with.

Our progress in 2020

In January 2020, Eneria organised a training session for its recruitment managers in France on non-discrimination during the hiring process, led by an external training organisation. In late

2020, Bergerat Monnoyeur in France partnered with a recruitment firm to facilitate the inclusion of candidates with disabilities in the recruitment process: this is due to be implemented in 2021.

IN DETAIL

Sponsorship of the Art en immersion (“immersive art”) programme of the Fondation Culturespaces

Mindful of its societal commitment, since 2018 Groupe Monnoyeur has been working alongside the Fondation Culturespaces as part of an educational and cultural sponsorship. The Group sponsors “Art en immersion”, the flagship programme of the Fondation Culturespaces, which benefits 5,000 children a year nationwide in France. This art awareness course helps develop the general knowledge and creativity of children aged between 6 and 10 through artistic activities.

We hope that with our support, more children will be able to benefit from this programme, particularly in Seine-Saint-Denis, Seine-et-Marne, Val-de-Marne and Essonne, where we are based. Our employees can share this initiative with their local schools, charities, hospitals and paediatric departments and centres for children with disabilities. They can also help their own children learn more about art.

“Art en immersion” is built around immersive digital exhibitions at the Atelier des Lumières (Paris), Carrières de Lumières (Baux de Provence) and Bassin de Lumières (Bordeaux).

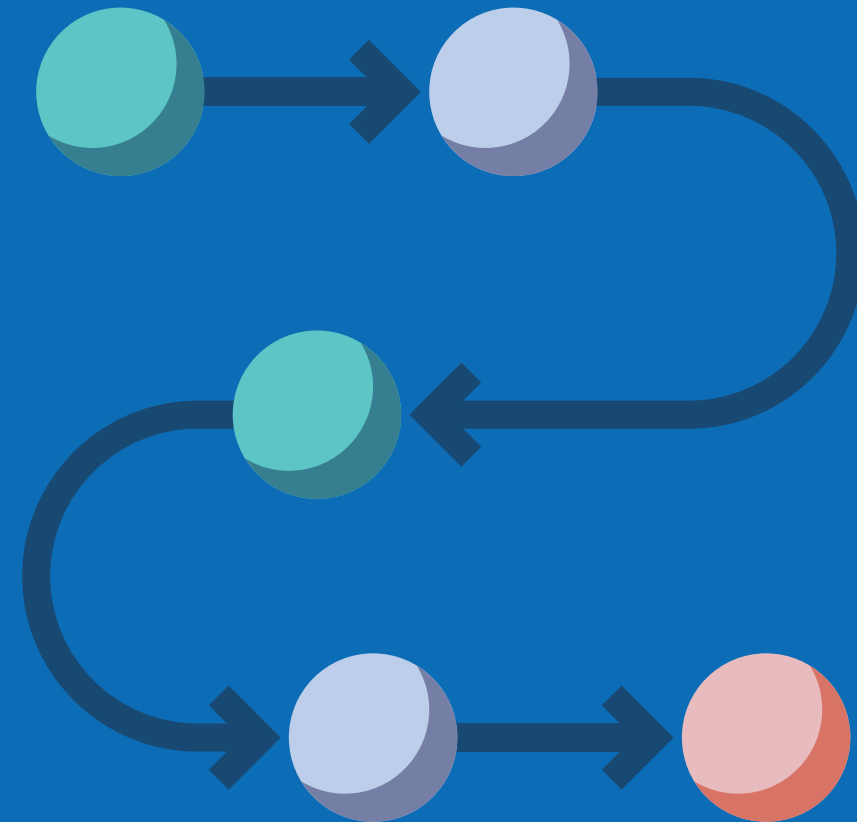


Creative workshop with schoolchildren, in the style of the artist studied

Visit to the Atelier des Lumières (Paris)



METHODOLOGY AND INDICATORS



METHODOLOGICAL NOTE

Introduction

The content of Groupe Monnoyeur's 2020 CSR Report was prepared by the CSR Department. It features contributions from several Group functions (e.g. Purchasing, Human Resources, HSE, Internal Audit and Compliance), as well as from the Group's subsidiaries.

All the information – quantitative data and texts – was compiled and consolidated by following a specific process. The 2020 CSR Report was audited by Aca Nexia, a firm of chartered accountants. On the basis of its audit, and in accordance with Standard 3100 of the French association of chartered accountants, Aca Nexia prepared a statement on the 2020 CSR Report with a moderate level of assurance (see page 57).

Assessment methodology for CSR topics

The CSR strategy was developed on the basis of an assessment of the CSR risks and opportunities (CSR topics) that the Group faces. The most material topics were identified according to the severity and likelihood of occurrence of the risks and opportunities identified. The assessment methodology was validated by the senior executives and operational managers of the Group and its subsidiaries, and applied with the support of an external firm.

This analysis enabled the CSR risks and opportunities to be placed in one of three categories:

- major topics
- important topics
- minor topics

Based on the analysis of our value chain, the CSR topics identified for the Group were categorised according to the following three themes:

- products, services and business relationships
- our operations
- human capital

CSR TOPICS AND MATERIALITY

Products, services and business relationships

Committing to quality and innovation	Major
Guaranteeing the health and safety of users and third parties	Important
Maintaining a sustainable product life cycle	Important
Maintaining good supplier relations and buying responsibly	Major
Guaranteeing ethical behaviour in our business practices	Important

Our operations

Guaranteeing the protection of workplace health and safety	Major
Reducing energy consumption and greenhouse gas emissions	Major
Reducing the production of waste, preventing pollution and conserving water resources	Major
Ensuring local acceptance and continued sustainable growth	Minor

Human capital

Attracting talent and retaining key skills	Major
Ensuring a quality ongoing social dialogue and employee well-being	Major
Promoting diversity and tackling discrimination	Minor

For each of the three themes and associated CSR topics, the policies, programmes and action plans in place, as well as the progress made and difficulties encountered in 2020, are detailed in Part 3 of the CSR Report. Future actions and opportunities for progress are also indicated.

REPORTING PRINCIPLE

The indicators considered relevant in view of the CSR topics specific to Groupe Monnoyeur are defined with reference to the Global Reporting Initiative (GRI). Some indicators are not currently available, in which case they are

not included in the tables containing detailed indicators. All CSR indicators included in this report originate from different internal reporting systems.

REPORTING SCOPE AND DATA COLLECTION PROCESS

Reporting scope

This report covers all Group subsidiaries in France, Belgium, Luxembourg, Romania, Poland, Algeria, Croatia, Hungary, Spain and Portugal. It does not include China or countries that joined the Group as a result of external acquisitions or new country locations in 2020. Therefore, the report covers 93% of the Group's workforce (100% for Bergerat Monnoyeur and Eneria, 95% for IPSO, 98% for Aprolis, and around 50% for Arkance, which made several external acquisitions in 2020).

Data collection

Each Group division and each subsidiary is responsible for the information relating to its area of expertise.

The CSR Report includes several types of data:

- social indicators collected and managed by a specific department within the Group's Human Resources Division;
- societal indicators monitored directly by the divisions concerned and then submitted for the report;
- environmental indicators monitored directly by the subsidiaries concerned and then submitted for the report.

All data is compiled by the CSR Department to produce the Group's CSR Report.

Reporting cycle and period

Groupe Monnoyeur publishes a CSR Report annually on the basis of the calendar year. The Group's previous CSR Report covered the 2019 calendar year. The 2020 CSR Report relates to the 2020 calendar year (1 January to 31 December).

Tools for CSR reporting

Three new tools have been introduced to facilitate and make the reporting of CSR data more reliable:

- **a reporting protocol** has been formalised and shared with all staff in charge of reporting data in the various subsidiaries. This protocol specifies the definition, scope, calculation formulae and specific characteristics of each indicator. It ensures that the data are homogeneous, despite the specific characteristics linked to the business sectors of the different subsidiaries.
- **a quantitative data consolidation tool** was set up and rolled out to all Group subsidiaries. This tool enables the Group to collect data centrally from all subsidiaries.
- **a qualitative data collection tool** was also rolled out in 2020. This tool is used to monitor the rollout of action plans defined at Group level.



Statement on the 2020 CSR Report of Monnoyeur SAS

To the Chairman,

In our capacity as chartered accountants and in response to your request, we hereby report to you on the CSR Report of Monnoyeur SAS for the year ended 31 December 2020, as included in this document.

The CSR Report was prepared under the responsibility of Anne-Laure Denis, Group CSR Director of Monnoyeur SAS.

It is our role to certify the consistency of a sample of quantitative information¹ with the internal data of the Group's entities² and the fair presentation of your CSR topics and actions.

We conducted our audit in accordance with the ethical rules of our profession and the professional standards of the French association of chartered accountants applicable to assurance engagements on information other than the complete historical financial statements. It provides a moderate level of assurance.

In order to prepare this statement, we carried out the following procedures:

- forming an understanding of your 2020 CSR Report and the audit environment;
- assessing the appropriateness of the criteria used to evaluate the CSR performance of your group;
- reconciling the selected quantitative indicators and the internal data used to establish them;
- verifying the correct application of the calculation methods defined by the Group to establish the selected quantitative indicators;
- checking the mathematical accuracy of the calculations;
- analysing the changes observed between 2019 and 2020.

The scope of our work does not include all the checks required for a reasonable level of assurance, hence the lower level of assurance.

On the basis of our work, we did not identify any material misstatement likely to call into question the information disclosed in Groupe Monnoyeur's CSR Report for the year ended 31 December 2020.

Paris, 29 April 2021

Sandrine Gimat

Aca Nexia
Represented by Sandrine Gimat

¹ Quantitative indicators selected: NLS, number of workplace injuries, frequency rate, severity rate, vehicle energy consumption, GHG emissions scopes 1 and 2, number of hours of training, number of employees trained, percentage of payroll devoted to training, absenteeism rate, turnover, voluntary turnover, number of employees co-opted, percentage of women in the workforce, percentage of female managers, percentage of women in executive positions, total quantity of waste oil.

² Group entities selected: Bergerat Monnoyeur France, Bergerat Monnoyeur Pologne, Bergerat Monnoyeur Belgique, Bergerat Monnoyeur Algérie for occupational safety and diversity indicators, Aprolis France, Eneria France, Ipsos SRL.

CSR INDICATORS BY TOPIC

TOPIC 6

GUARANTEERING THE PROTECTION

OF WORKPLACE HEALTH AND SAFETY

	FRANCE								BELGIUM LUXEMBOURG				ROMANIA							
	Aprolis		Eneria		Bergerat Monnoyeur		Arkance		Bergerat Monnoyeur		Arkance		Bergerat Monnoyeur		Eneria		IPSO		Arkance	
	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020
Number of work accidents	30	40	14	12	22	21	9	1	6	14	N/O	N/O	1	0	1	1	2	0	N/O	0
Frequency rate for work accidents	17.0	21.0	16.0	15.4	9.0	8.3	0.0	3.2	10.0	24.1	N/O	N/O	4.0	0.0	7.0	8.1	2.0	0.0	N/O	0.0
Severity rate for work accidents	0.7	0.8	1.0	0.7	0.0	0.2	0.0	0.0	0.0	0.5	N/O	N/O	0.0	0.0	0.0	0.0	0.0	0.0	N/O	0.0

POLAND								CROATIA		HUNGARY		ALGERIA		SPAIN PORTUGAL	
Bergerat Monnoyeur		Eneria		Arkance		Sitech		IPSO		IPSO		Bergerat Monnoyeur		Aprolis	
2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020
6	8	1	2	N/O	0	N/O	1	0	0	0	N/O	2	2	11	11
N/O	10.0	N/O	6.8	N/O	0.0	N/O	19.8	0.0	0.0	0.0	N/O	2.0	2.7	5.0	30.8
N/O	0.5	N/O	0.6	N/O	0.0	N/O	0.7	0.0	0.0	0.0	N/O	0.0	0.0	N/O	15.4

TOPIC 7

REDUCING ENERGY CONSUMPTION

AND GREENHOUSE GAS EMISSIONS

	FRANCE								BELGIUM LUXEMBOURG				ROMANIA							
	Aprolis		Eneria		Bergerat Monnoyeur		Arkance		Bergerat Monnoyeur		Arkance		Bergerat Monnoyeur		Eneria		IPSO		Arkance	
	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020
Energy consumption of buildings (MWh)	3,026	2,989	2,010	1,650	7,869	7,676	N/O	N/O	4,272	3,448	N/O	N/O	573	605	125	102	1771	1640	N/O	N/O
Fuel consumption of vehicles (kilolitres)	1,303	1,102	1,332	699	2,253	2,297	N/O	N/O	598	551	N/O	N/O	237	229	107	93	735	685	N/O	N/O
Greenhouse gas emissions from vehicles (t CO ₂ e)	3,253	N/O	2,031	N/O	5,778	N/O	N/O	N/O	N/O	N/O	N/O	N/O	N/O	N/O	N/O	N/O	N/O	N/O	N/O	N/O
Greenhouse gas emissions scopes 1 and 2 (t CO ₂ e)	3,630	N/O	2,253	N/O	7,847	N/O	N/O	N/O	N/O	N/O	N/O	N/O	N/O	N/O	N/O	N/O	N/O	N/O	N/O	N/O

POLAND								CROATIA		HUNGARY		ALGERIA		SPAIN PORTUGAL	
Bergerat Monnoyeur		Eneria		Arkance		Sitech		IPSO		IPSO		Bergerat Monnoyeur		Aprolis	
2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020
952	1,200	N/A	N/A	N/O	N/O	N/O	N/O	337	256	135	N/O	N/O	N/O	N/O	19,632
658	596	224	211	N/O	N/O	N/O	N/O	68	49	83	N/O	N/O	N/O	N/O	243
N/O	N/O	N/O	N/O	N/O	N/O	N/O	N/O	N/O	N/O	N/O	N/O	N/O	N/O	N/O	N/O
N/O	N/O	N/O	N/O	N/O	N/O	N/O	N/O	N/O	N/O	N/O	N/O	N/O	N/O	N/O	N/O

TOPIC 8

REDUCING WASTE PRODUCTION,

PREVENTING POLLUTION AND CONSERVING WATER RESOURCES

	FRANCE								BELGIUM LUXEMBOURG				ROMANIA							
	Aprolis		Eneria		Bergerat Monnoyeur		Arkance		Bergerat Monnoyeur		Arkance		Bergerat Monnoyeur		Eneria		IPSO		Arkance	
	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020
Total quantity of waste oil (l)	N/O	3,389	N/O	173,000	N/O	N/O	N/A	N/A	N/O	189,700	N/A	N/A	N/O	3,850	N/O	8,178	N/O	8,337	N/A	N/A
Metal waste (t)	4	6	N/O	N/O	N/O	N/O	N/A	N/A	155	N/O	N/A	N/A	2	1	0	13	20	17	N/A	N/A
Number of local pollution incidents	0	0	1	1	0	1	N/A	N/A	0	0	N/A	N/A	0	0	0	0	0	0	N/A	N/A

POLAND								CROATIA		HUNGARY		ALGERIA		SPAIN PORTUGAL	
Bergerat Monnoyeur		Eneria		Arkance		Sitech		IPSO		IPSO		Bergerat Monnoyeur		Aprolis	
2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020
N/O	N/O	N/O	N/O	N/A	N/A	N/O	N/O	N/O	6,760	N/O	N/O	N/O	113,000	N/O	15,011
0	N/O	0	N/O	N/A	N/A	N/O	N/O	5	5	N/O	N/O	8	12	N/O	N/O
0	N/O	0	0	N/A	N/A	N/O	N/O	0	0	N/O	N/O	0	0	N/O	0

Note for Topic 8: indicator for waste oil specified in 2020

N/A: not applicable N/O: not obtainable

CSR INDICATORS BY TOPIC

TOPIC 10

ATTRACTING TALENT

AND RETAINING KEY SKILLS

	FRANCE								BELGIUM LUXEMBOURG				ROMANIA							
	Aprolis		Eneria		Bergerat Monnoyeur		Arkance		Bergerat Monnoyeur		Arkance		Bergerat Monnoyeur		Eneria		IPSO		Arkance	
	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020
Number of training hours per employee trained	14	12	29	18	44	56	N/O	31	105	44	N/O	N/O	51	23	25	3	84	22	N/O	N/A
Total number of training hours	15,445	7,649	15,884	6,605	73,584	57,413	N/O	625	17,752	15,057	N/O	N/O	7,897	3,838	1,959	225	16,734	4,803	N/O	0
% of total payroll spent on training (%)	3%	2.0%	2%	1.2%	5%	4.5%	1%	0.4%	5%	2.2%	N/O	N/O	2%	0.8%	0%	0.4%	2%	0.4%	N/O	0.0%
Number of employees co-opted	15	11	16	14	49	57	11	0	19	6	0	N/O	7	2	3	3	22	11	1	0
Average length of service	15	14	11	11	12	12	6	2	12	0	6	0	8	8	7	7	6	6	3	3

	POLAND								CROATIA		HUNGARY		ALGERIA		SPAIN PORTUGAL	
	Bergerat Monnoyeur		Eneria		Arkance		Sitech		IPSO		IPSO		Bergerat Monnoyeur		Aprolis	
	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020
	69	34	45	24	N/O	16	N/O	23	65	57	33	-	60	6	10	15
	27,020	8,025	6,226	3,098	N/O	249	N/O	516	2,089	1,945	500	302	22,000	1,104	2,467	423
	3%	1.6%	3%	8.1%	N/O	0.7%	N/O	1.3%	2%	1.6%	2%	0.1%	1%	0.6%	1%	0.5%
	24	6	2	9	0	0	N/O	0	0	0	5	0	0	0	0	0
	8	9	6	5	5	8	N/O	5	3	6	3	3	7	8	11	12

TOPIC 11

ENSURING A QUALITY ONGOING SOCIAL DIALOGUE

AND EMPLOYEE WELL-BEING

	FRANCE								BELGIUM LUXEMBOURG				ROMANIA							
	Aprolis		Eneria		Bergerat Monnoyeur		Arkance		Bergerat Monnoyeur		Arkance		Bergerat Monnoyeur		Eneria		IPSO		Arkance	
	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020
Turnover	10%	8%	16%	14%	15%	15%	18%	-	9%	10%	6%	19%	16%	9%	22%	18%	21%	15%	0%	25%
Voluntary turnover	N/O	4%	7%	7%	5%	6%	12%	7%	6%	5%	6%	15%	15%	4%	18%	6%	10%	9%	0%	0%
Absenteeism rate	3.0%	5.3%	4.0%	4.7%	4.0%	5.4%	3.0%	3.2%	5.0%	6.5%	N/O	9.4%	2.0%	2.2%	2.0%	2.0%	3.0%	2.4%	0.0%	0.4%

	POLAND								CROATIA		HUNGARY		ALGERIA		SPAIN PORTUGAL	
	Bergerat Monnoyeur		Eneria		Arkance		Sitech		IPSO		IPSO		Bergerat Monnoyeur		Aprolis	
	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020
	7%	4%	9%	11%	8%	12%	N/O	4%	13%	10%	30%	70%	17%	13%	4%	5%
	4%	2%	5%	8%	8%	8%	N/O	0%	8%	6%	15%	15%	14%	7%	N/O	6%
	4.0%	4.9%	6.0%	6.3%	N/O	3.9%	N/O	2.3%	4.0%	6.3%	1.0%	1.1%	4.0%	3.5%	1.0%	9.8%

TOPIC 12

PROMOTING DIVERSITY

AND TACKLING DISCRIMINATION

	FRANCE								BELGIUM LUXEMBOURG				ROMANIA							
	Aprolis		Eneria		Bergerat Monnoyeur		Arkance		Bergerat Monnoyeur		Arkance		Bergerat Monnoyeur		Eneria		IPSO		Arkance	
	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020
% women in the workforce	17%	18%	21%	21%	15%	15%	27%	25%	14%	16%	26%	15%	23%	23%	17%	19%	24%	24%	0%	0%
% of women in executive positions ¹	N/O	0%	N/O	0%	N/O	24%	N/O	20%	N/O	0%	N/O	N/O	N/O	40%	N/O	0%	N/O	25%	N/O	0%
% of female managers	15%	17%	15%	15%	20%	22%	31%	17%	19%	34%	0%	N/O	29%	27%	25%	33%	22%	24%	0%	0%
% of workers with disabilities	3%	4%	N/O	1%	2%	2%	0%	1%	0%	0%	0%	0%	0%	1%	0%	0%	0%	0%	0%	0%

	POLAND								CROATIA		HUNGARY		ALGERIA		SPAIN PORTUGAL	
	Bergerat Monnoyeur		Eneria		Arkance		Sitech		IPSO		IPSO		Bergerat Monnoyeur		Aprolis	
	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020
	18%	19%	23%	19%	48%	48%	N/O	28%	25%	24%	13%	19%	11%	12%	19%	17%
	N/O	31%	N/O	0%	N/O	33%	N/O	0%	N/O	0%	N/O	0%	N/O	10%	N/O	0%
	2%	28%	3%	27%	4%	0%	N/O	50%	13%	0%	16%	25%	11%	12%	1%	9%
	0%	0%	1%	1%	0%	0%	N/O	0%	0%	0%	0%	0%	1%	0%	1%	1%

¹ Indicator modified in 2020 to take into account all executive positions and not just executive boards.

N/A: not applicable N/O: not obtainable

GRI CONTENT INDEX

Groupe Monnoyeur has prepared this report in accordance with the GRI standards: Core option.

GRI 102: General Disclosures 2016

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102-9	Supply chain	6	
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308-1	New suppliers that were screened using environmental criteria	31	
401-1	New employee hires and employee turnover	46-47 ; 60-61	
403-2	Types of injury and rates of injury, occupational diseases, lost days, absenteeism, and number of work-related fatalities	58-59	
404-1	Average hours of training per year per employee	60-61	
405-1	Diversity of governance bodies and employees	60-61	
413-2	Operations with significant actual and potential negative impacts on local communities	43	
414-1	New suppliers that were screened using social criteria	31	
416-1	Assessment of the health and safety impacts of product and service categories	27	

Key:

- Corresponds fully with GRI disclosure
- Corresponds partially with GRI disclosure
- GRI disclosure missing from report

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