

Statement of Extra-Financial Performance 2022



Smart CSR

For integrated environmental, social and societal management

SEFP development methodology

The Statement of Extra-Financial Performance (SEFP) covers the Group's Corporate Social Responsibility (CSR) commitment by incorporating it into Delta Dore Group's management and overall strategy.

The CSR initiative consistently identifies priority sustainable development issues and carries out an assessment of the implications and impacts on the business model, stakeholders, and the environment. In addition, the Sustainable Development Goals (SDG) stipulated by the UN allow a more detailed analysis of CSR issues, thus driving the process even further.

Cross-referencing the materiality analysis with the identified CSR risks, as well as the SDGs, leads to the definition of priority issues and their associated strategies, the effectiveness of which is measured by key performance indicators.

This cross-functional initiative is headed by a CSR committee, in conjunction with Delta Dore Group stakeholders, process owners and employees. The SEFP was drafted in accordance with the regulatory requirements of the European directive of 22 October 2014, the order of 19 July 2017 and the implementing decree of 9 August 2017. Its development is based on the international Global Reporting Initiative and ISO 26 000 standards applicable to CSR, and on the FIEEC and GIMELEC sector-specific guides.

The reporting scope of the 2022 SEFP covers the France-Gerany-Spain scope of Delta Dore Group's activities (unless otherwise specified in the document).



Group Headquarters in Bonnemain (Ille-et-Vilaine, France)

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Our manifesto: "Committed to positive energy efficiency"

Climate disruption is forcing us to rethink our use of energy. Faced with this paradigm, technical progress alone will not be enough to guarantee a sustainable future. It is necessary for Humanity to adopt more energy-efficient behaviour to speed up the transition that is required.

At Delta Dore, we follow our convictions by charting our own course, with the desire to engage everyone around us in the energy transition. Since 1970, this commitment has forged our expertise in energy management, and subsequently in smart homes. We put technology to work for people, enabling them to reduce their energy consumption and impact.

Our teams are seeking to transform lifestyles, by giving everyone the means to commit to positive energy efficiency: a world in which optimising energy goes hand in hand with living better.

Foreword by Pascal Portelli, President of the Delta Dore Group

"Our desire is that everyone could play a part in the energy transition".

"The smart home market is growing. Its value is expected to reach €50 billion in Europe in 2027, representing an average annual growth rate of 12% over 5 years (2022-2027) (source: Statista). How can this boom be explained?

On the one hand, the smart home responds to a collective desire to optimise energy management in the home. The historic surge in gas and electricity prices, and the collective awareness of the impact of energy on our environment are major contributors to this. Solutions to reduce energy consumption are in greater demand among private individuals than ever before. The smart home represents a fantastic opportunity for everyone to contribute to the energy transition. On the other hand, it allows us to satisfy the growing need for comfort in the home, a need accentuated by the development of remote working and lockdown periods.

There are many players in the market, including traditional housing management companies, service providers, start-ups and GAFAM. All agree on the need to converge by developing brand interoperability, as illustrated by the recent launch of the Matter standard protocol. Let the rise of the Smart Home begin! In this changing landscape, we intend to play a pivotal role. Delta Dore has what it takes to be a key player in tomorrow's market and to contribute to the energy transition.

As a leader in the French smart home market, we are continuing our conquest plan to strengthen our position within Europe. On the technological front, we have embarked on a new sequence of innovations to improve both energy-efficiency and comfort in the home. Our Tywell bioclimatic range, launched in 2022, is a fine illustration of this, and has already won several innovation awards. It enables the intelligent management of solar gains, to reduce energy requirements and

cut the carbon footprint of our homes. This product range is fully in line with our ambition to engage everyone in the shift towards positive energy efficiency.

Our commitment: through a responsible approach, to offer open solutions that are user-friendly, technologically efficient, environmentally friendly and affordable, and to guarantee personal data security. In future, we want everyone to be a player in energy transition, so we intend to go further than merely optimising consumption - we will help to coordinate new home requirements, which will increasingly include intermittent energy sources and storage"



Delta Dore Executive Board
Left to right: Frédéric Kurkjian, CEO / Guillaume Etorre, Smart Home CEO / Pascal Portelli, President of the Group / Claire Rostren, Administration and Finance Director / Ralf Kern, Strategy and Technology Director



Creating sustainable value

Interview with Samuel Tanné, System, Security and Environmental Quality and CSR Manager at Delta Dore, and member of the CSR and Compliance reporting committee.

As a CSR pilot at Delta Dore, you lead an in-depth reflection on sustainable development in the company.

In your opinion, what makes your CSR approach unique?

As a player in energy transition, we want to give priority, meaning and coherence to social, societal and environmental issues. We seek to address economic and CSR aspects in a well-balanced way. Because priority CSR themes go hand-in-hand with the challenges faced within our industry, relating, for instance to product offering, competitiveness, innovation and customer satisfaction, our approach is intricately related to our vision, strategy and business development plan.

How does the CSR approach fit in with the company's strategy?

Our CSR strategy is an integral part of our overall strategy: we are aligning the company's management policy with our CSR priorities. That is why our approach is applied across all levels and processes within the company. Our activities are enhanced, on a profound level, by new requirements resulting from CSR and associated tools aiming to develop our practices, with all those concerned, namely customers, employees, suppliers, local authorities, etc. The measures implemented are used as levers to improve both economic performance and CSR. This task involves continuous improvement... and requires patience.

Is it also a guarantee of sustainable growth?

We firmly believe that incorporating social, environmental and societal issues into the company's management policy is a driving force for long-term growth and development. Because, beyond the regulatory base and the reduction of the environmental impact, CSR also provides keys to improve employees' well-being, develop their skills, strengthen the energy efficiency offering, develop eco-design, promote circular economy, boost best practices, decarbonise our activities and those of our customers etc. As a lever for progress for the company, our CSR approach transforms Delta Dore's culture and actions, with a view to improving our overall performance.

“Taking CSR issues into account in the Group's management is a source of long-term growth and also contributes to improving employee well-being and commitment to the company”.



In less than a year, we have achieved the status of "active" member of the United Nations Global Compact. Every day we work harder to develop energy-efficiency and respect for people.



The platform evaluating CSR performances recognised Delta Dore with a gold medal (score of 74/100). This result places Delta Dore among the 2% of companies that, according to EcoVadis, have "an advanced CSR commitment".

Chapter I: our Group at the heart of energy transition

Our ambition

To become a major player in energy transition

Delta Dore, a family-owned technology group, manufactures in France and Germany and markets products and services for smart homes in more than 30 countries.

Faced with the current climate challenges and in order to achieve the objectives of the energy transition, the company is applying technology to help improve people's lives. Our commitment: to enable everyone to adopt new, more energy-efficient behaviours with ease, without sacrificing comfort.

Delta Dore is deploying an ambitious transformation project to become a player in Europe's energy transition, a leader in the smart home market. Our conquest strategy and our performance requirements are driven by innovation and talent.

To become the European leader in the smart home market by 2028

Delta Dore has been anticipating changes in its market for nearly fifty years to remain at the forefront of solutions for smart home equipment.

The company aims to remain a leader in a growing market driven by the convergence and democratisation of connected objects. Already very well positioned in France, it is in Europe that Delta Dore wants to consolidate above all. Challenges relating to the energy transition offer very promising prospects.

In particular, the response to the new RE2020 regulations in France and the launch of the common 'Matter' protocol to promote interoperability between brands represent major opportunities.

In order to achieve these ambitions, Delta Dore has adopted an ambitious strategic development plan, by the name of Smart Ignition.



Logistics centre in Tinténiac

The Group has set itself

2 ambitious objectives:

- to be a major energy transition stakeholder
- to become the European leader on the smart home market

The issues surrounding energy transition

To limit climate change already underway, humanity must significantly and quickly reduce its greenhouse gas (GHG) emissions so as not to exceed the absorptive capacity of the Earth's oceans and biosphere. This is what is known as **"carbon neutrality"**. It is therefore necessary to make a transition towards their more careful use and the development of renewable energies, in order to reduce GHG emissions and anticipate future shortages.

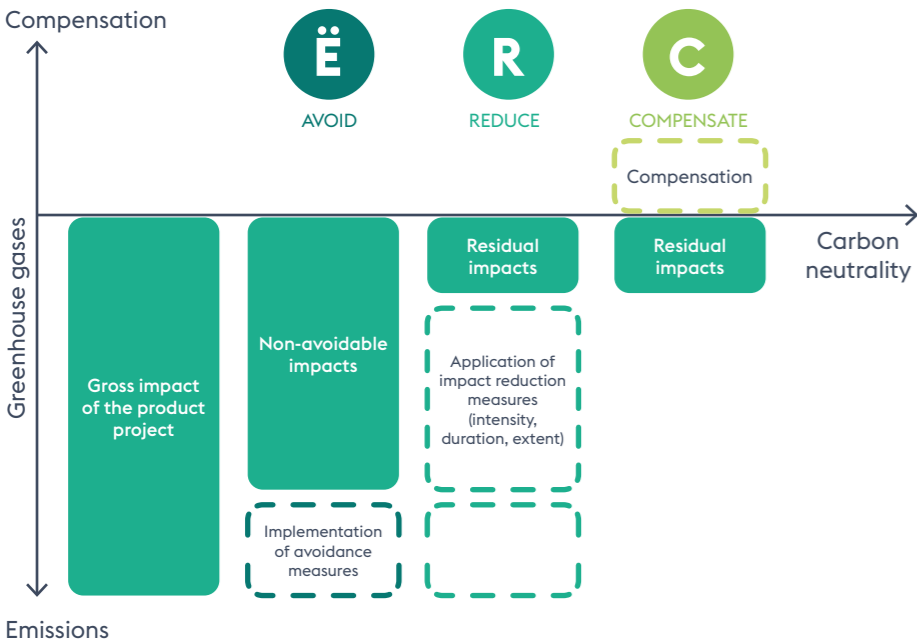
The energy transition is one response to the challenges presented by climate change and the depletion of fossil energy resources.

In France in 2021, the carbon footprint per person is estimated at 8.9 t CO₂e*.

In order to achieve carbon neutrality by 2050, we must limit our footprint to 2 T of CO₂e per person per year.

How to implement this transition?

By applying the ERC doctrine, which consists of AVOIDING impacts upstream of our projects (purchasing, construction, travel, etc.), then REDUCING the remaining impacts by using the most responsible solutions possible and finally, COMPENSATING for unavoidable impacts.



* Source: Ministry of Ecological Transition and Territorial Cohesion website

Worldwide, the construction and building industry represents 35% of energy consumption and 38% of CO₂e* emissions.

As a key market player, we have a role to play. We are clear on the challenges facing society and have chosen to move proactively towards new models. That's why we want to engage everyone in **positive energy efficiency** by building a new narrative: a more sustainable way of life where saving energy goes hand-in-hand with living better.

What solutions are possible within the home?

- Insulate using the best possible techniques.
- Refurbish with equipment that uses renewable energy.
- Upgrade installations with wireless solutions that require no additional work**.
- Understand your consumption in order to improve habits. **
- Regulate energy-consuming equipment. **
- Enabling the eradication of electricity consumption.
- Carry out maintenance to guarantee the performance of equipment.
- Integrate the management of new uses such as electric vehicles, energy production, auto-consumption and storage. **
- Exploit thermal inertia in buildings**.
- Offset unavoidable carbon emissions.

Back in the 1970s, we were convinced that we had to change our lifestyles in order to save energy.

We are applying our smart home expertise to help boost this essential transformation.

First oil crisis:
thermal management

Building control: heat pump, windows, blinds, hot
water tank, etc.

Renewable energy control: auto-consumption,
photovoltaic, charging electric vehicle, etc.

Our conviction:

- Our contribution makes a difference by providing solutions that are accessible to the greatest number of people and are very easy to use. They put the focus back on people, giving them the power to reduce their environmental impact, while meeting their expectations in terms of comfort (optimising energy without diminishing it), budget (reducing their energy bill), but also health (optimising indoor air quality).
- In future, our solutions will go beyond merely optimising energy consumption, playing a role similar to that of an orchestral conductor in the home, which will increasingly include intermittent energy sources and storage.
- Since the contribution of digital technology in offerings remains decisive, it will inevitably have to be complemented by artificial intelligence; whether this involves integration and management of renewable energy, charging (in the case of electric vehicles, for example), or water consumption.
- As an industrial company, we must set an example and continue our efforts to minimise the environmental impact of our solutions. Our actions are explained further in Chapter 4 of this document.

Source : 2020 assessment of the Global Alliance for Buildings and Construction (GlobalABC)

** Solutions currently offered by Delta Dore

STATUS REPORT

In 2021*, Delta Dore emitted 96,943 t CO2eq

Scope 1 642 t CO2eq



Scope 2 162 t CO2eq



Scope 3 96,138 t CO2eq



OBJECTIVES

2030: - 25 %

2050: - 90 %

*On 12 May 2023, the independent third-party organisation declared our DPEF for 2022 to be compliant. As our 2022 carbon footprint is not finalised at this time, we have decided to present our results for 2021.

Roadmap towards decarbonisation

In 2022, Delta Dore committed to the implementation of a "low carbon" strategy to reduce its environmental impact and meet the objectives of the Paris Agreement on climate (2015).

Carbon assessment

In 2021, we repeated the scope 3 greenhouse gas (GHG) assessment exercise. This assessment highlights the impact of the sourcing of components and the design of Delta Dore products for 89% of our carbon impact.

Scope 1 - Direct emissions from our operations

Delta Dore discharges 642t t CO2e per year, mainly linked to mobile combustion engine sources.

Scope 2 - Indirect emissions associated with energy

Indirect emissions related to electricity consumption (173 tCO2e) are recorded in our balance sheet.

Scope 3 - Other indirect emissions**

Includes other indirect emissions and is our main source of emissions, at 96,138 t CO2eq.



A low-carbon strategy using the ACT method

In order to achieve our objective, a project team has been mobilised to define a strategy based on the ACT (Assessing Low Carbon Transition) methodology. The ACT method is an initiative launched by ADEME and the CDP (Carbon Disclosure Project) to help companies align their low-carbon strategy. In line with the Paris Agreement, the ACT method enables all willing players, such as Delta Dore, to develop their energy-climate strategies and decarbonisation initiatives. Internationally recognised, ACT is a genuine tool for progress and change management.



"Through its low-carbon strategy, Delta Dore wishes to set an example and provide further proof of its commitment to the energy transition."
Pascal Portelli, CEO

THE STEPS



OUR LOW-CARBON TRAJECTORY by 2050



Chapter 2

Our value system, our business model & our solutions for eco-responsible housing



SOFT,

Four values for a strong corporate culture

Delta Dore has developed a solid corporate culture to accelerate its strategic transformation project. This culture takes form via a shared foundation, built on four values and known as **SOFT**: Simple, Open, Focused, Trusted.

These values express their identity and unite around a common vision and spirit. They enable everyone to understand how the we are pursuing our ambitions and building our future. Each of our values is reflected in every Delta Dore project and guides all of our actions, both internally and with external partners.

Simple:

Our future is designed with simplicity in mind.

We inspire our customers with solutions that are easy to use, and that simplify their daily lives.

Internally, we favour simplicity in our working methods. We value simplicity and transparency in our human relations.

Open:

Our future is enhanced by openness.

We design open solutions, for scalable smart homes.

Internally, we are open to international cultures and to new working methods. We look outside the box and adopt an enthusiastic approach to transform challenges into opportunities.

Focussed:

our future is built on clear choices.

We are improving the experience of our customers, by thinking and acting from their perspective.

Internally, we prioritise our efforts based on clear choices. We are proactive and solution-oriented.

Trusted:

Our future is rooted in trust.

We build solutions and trust-based relationships with our customers and partners.

Internally, we encourage initiative and decision-making. Our feeling of belonging is rooted in respect and commitment.

SIMPLE

Our future is designed with simplicity



OPEN

Our future is amplified by openness



FOCUSED

Our future is energized by clear choices



TRUSTED

Our future is rooted in trust



Our business model

Our solutions for eco-responsible housing

Our business model is based on a strong use value: contributing to the energy transition while improving everyday comfort, with smart, accessible and easy-to-use solutions that meet the needs of daily life.

Our raw materials:

The products manufactured by Delta Dore use the following resources:

- electronic components,
 - printed circuit boards,
 - plastics, especially for mechanical enclosures.
- Depending on their type, our products operate on batteries, alkaline or lithium.

The nature of our products also requires cardboard packaging and paper inserts.

Our energy dependency is mainly related to the electricity we use for our manufacturing processes and heating, ventilation and air conditioning systems.

In addition, we use gas to heat certain rooms.

Our prevention of environmental risks and pollution

The induction process for new employees makes it possible to increase everyone's environmental awareness and to transmit the best practices to be implemented.

Expectations in terms of contribution to Quality, Safety and Environment are an integral part of each employee's job description.

Our site in **Bonnemain** (France), an electronic assembly unit, is not subject to any ICPE* classification (Installations Classified for the Protection of the Environment), and we are subject to declaration under section I85. The site has also been awarded the "Vitrine Industrie du futur" (Future Industrial Showcase) label.

Our logistics site in **Tinténia** (France) is subject to declaration under section I5IO.

The **Revin** site (France) is subject to declaration under sections 256O and 29IO.

Our **Rhede** (Germany) electronics assembly unit is not subject to any specific requirements.

In our new designs we carry out life cycle assessments (LCA), using life cycle impact modelling tools such as EIME that allow us to take a multi-criteria approach.

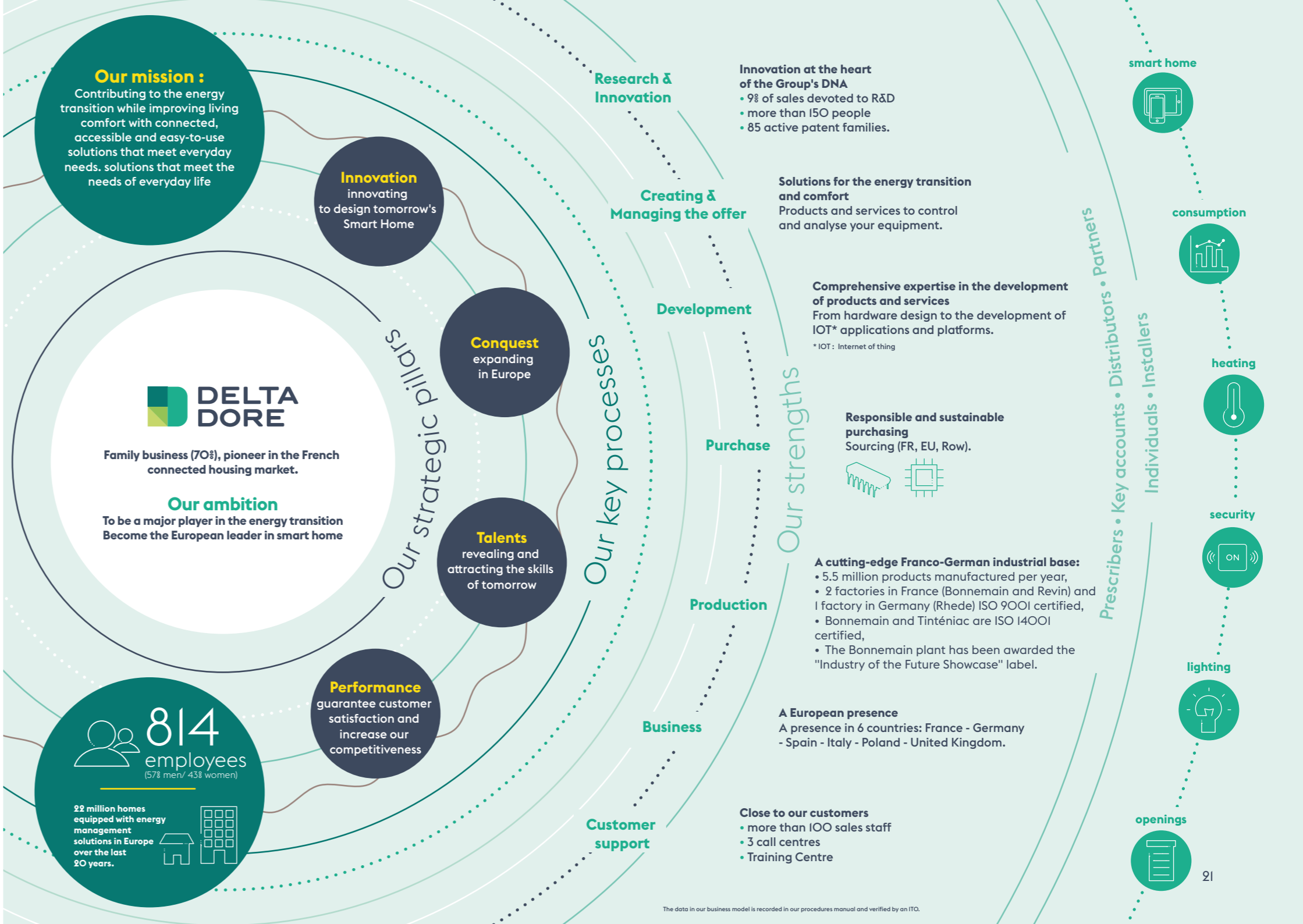
Delta Dore is committed to respecting the requirements applicable to its activities, products and markets.

Our products are Electrical and Electronic Equipment (EEE) for residential and commercial applications. As such they are subject to all European directives, or regulations and their applicable standards as follows:

- Electromagnetic compatibility (EMC),
- Low Voltage (LV),
- Wireless (RED),
- Waste Electrical and Electronic Equipment (WEEE),
- Hazardous Substances (ROHS),
- Power consumption (EuP),
- Chemical substances contained in products (REACH) and SCIP (Substances of Concern In articles as such or in complex objects (Products))
- General Data Protection Regulation (GDPR).
- The Sustainable Development Goals (SGD) defined by the UN.

Our markets and customers also require that our equipment complies with requirements such as thermal regulations (RT2012 and RE2020) and the DPEB (Energy Efficiency Directive for Buildings).

*ICPE: Any industrial or agricultural operation likely to create risks or cause pollution or nuisances, particularly for the safety and health of local residents, and included in the nomenclature of classified installations due to their activities or the substances stored or used, is a classified installation. The nomenclature of classified installations makes installations subject to an authorisation or declaration regime depending on the importance of the risks or inconveniences that may be generated



Simple, robust and open solutions for energy efficiency


Delta Dore has mastered cutting-edge technologies and formed a number of partnerships with a view to offering a wide range of solutions for managing energy and comfort. Accessible, interoperable and easy-to-use products that address everyday concerns.

A pioneer in home automation in the 1980s, Delta Dore has recognised expertise in the control of energy and comfort management equipment. As a pioneer in digital technology, the Group has established itself as a key player in smart home solutions.

Delta Dore has built its reputation on the robustness and reliability of its technologies, which have made the brand's success and allowed it to place its offerings at the opposite end of the scale of programmed obsolescence. Its ranges meet all the needs of European users, without technical barriers. In a digital world full of hopes and questions, our solutions give occupants the capacity to control their home safely.

The Group has earned the trust and loyalty of its users and installers alike thanks to the scope, relevance and quality of its offer. As the reference brand for French electricians and plumbers, Delta Dore establishes privileged relationships with many players in the smart home and building sector, and develops networked solutions with major manufacturers and service providers.

Delta Dore is currently the French leader in the smart home market. By designing more open and interoperable systems, Delta Dore offers the largest ecosystem on the market, thanks to solutions compatible with those of nearly 100 industrial partners(*). The next major step in opening ourselves up will be our compatibility with the new communications protocol

 **matter** defined by the Connectivity Standards Alliance. This enables smart devices in the home to interact with one another, whatever their brand. Our dedicated team is currently making concrete progress with the aim of opening Delta Dore up to Matter in 2023.

(*) In France, Germany and Spain: partnering industrial companies are those for which specific solutions to connect their equipment to the Tydom ecosystem were developed, or for which a promotion and/or product spotlighting are deployed.

Our areas of expertise

Smart Home Professional: 43% of turnover

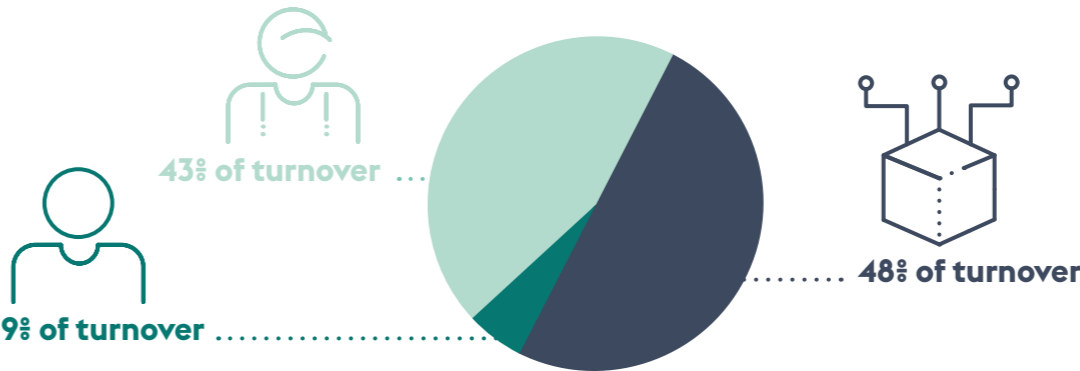
- A complete range of smart solutions installed by professionals in the homes of private customers, increasing their comfort while saving energy and securing their homes: energy management, shutters and doors, lighting, alarm systems, single application to manage these use cases within the home.

Consumer Smart Home: 49% of turnover

- A more concentrated, easy-to-install product range, marketed via e-commerce and aimed at private customers who want to install their own equipment and take their first step into the world of the smart home.

Smart IoT Solutions: 43% of turnover

- A product range aimed at all professionals within the home sector (builders, developers), enhanced with support for the digital transformation of their ranges of products & services.
- Tailored range consisting of IoT products, an application and a platform aimed at industrial partners (boiler, radiator, roller shutter, window manufacturers, etc.) and service providers (energy operators, banks, insurance companies, etc.), to enhance their range of device and connectivity management solutions.



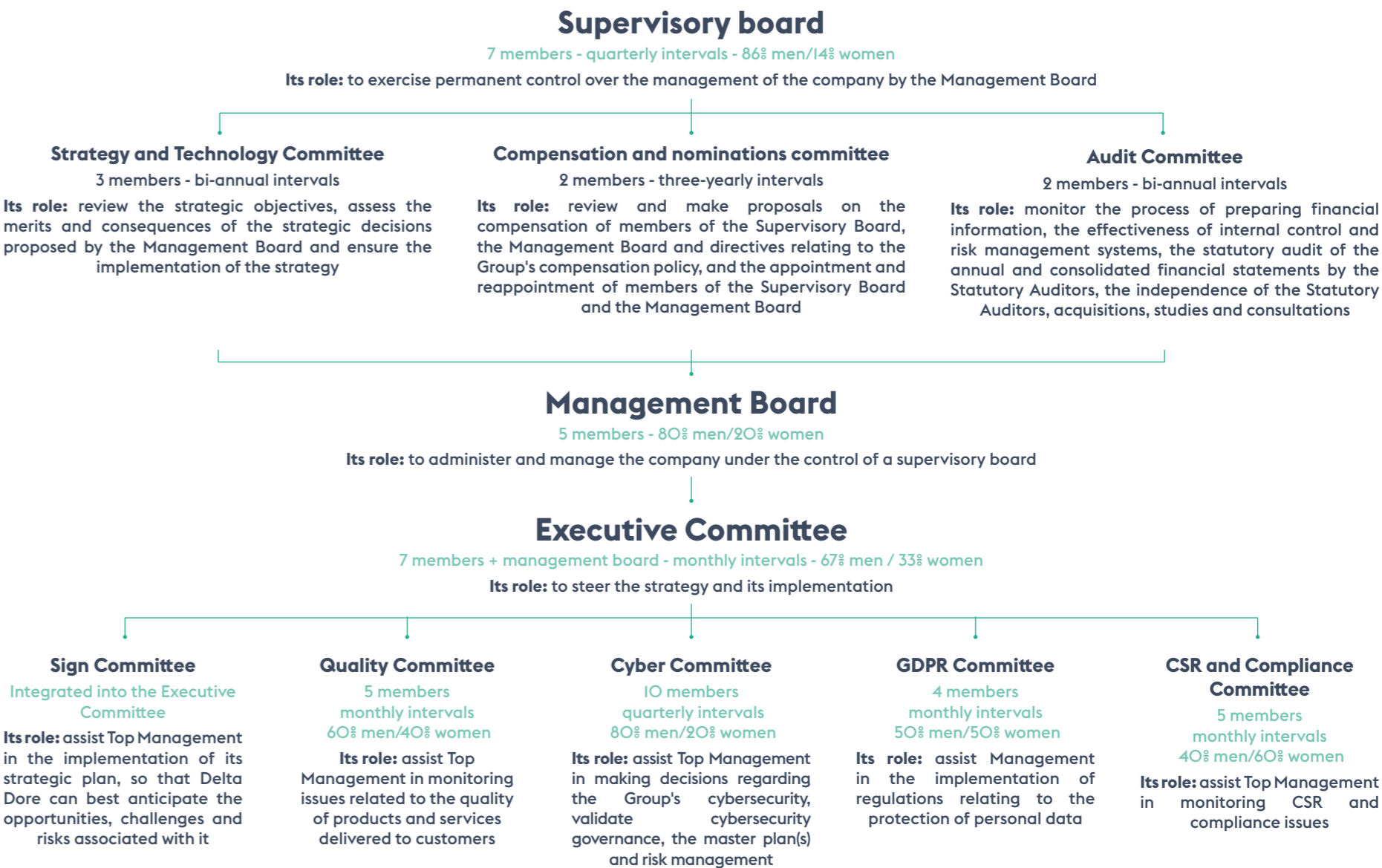
Delta Dore in figures:

- 22 million homes equipped with energy management solutions in Europe over the last 20 years.
- Over 5.5 million products per year manufactured in the 3 production sites in France and Germany.
- Established in 6 European countries: France - Germany - Spain - Italy - Poland - United Kingdom, and sold in more than 30 countries.

A demanding and tailored mode of governance

Delta Dore's governance is based on several decision-making and operational entities that work together to define strategic orientations, and to ensure their implementation and their management. Their rules and operating procedures comply with the principles of accountability, integrity and transparency.

DELTA DORE'S GOVERNANCE BODIES



CSR MANAGEMENT AT DELTA DORE

Stakeholders

Clients, suppliers, employees, partners, institutions

Departments & Services

Smart Home – R&I – Purchasing – Innovation & services -
Communication & Strategy - Sales - Industry and Logistics –
Transformation – Finance - HR

CSR Committee

Management Board - Legal - HRD - CSR
Officers

R&I

Stakeholders contribute to the prioritisation of issues by expressing their priorities through the materiality analysis and participating in the deployment via their interactions with Delta Dore.

The Departments & Services ensure the implementation of the CSR policy, and provide the necessary promotion and impetus for the approach within their area of responsibility via the steering of the processes for which they are responsible.

The CSR Committee provides governance for the CSR approach within the company. It leads the deployment of the approach in the company and consolidates the progress indicators.
It facilitates the process and the implementation of CSR initiatives.

Delta Dore's management team draws up and validates the Group's CSR strategy.



Chapter 3

Our strategic priorities and risks



Smart Ignition,

Our strategic plan

Our strategic plan focuses on four key areas aiming to achieve our development ambitions and contribute to the energy transition. They also make it easier to share our corporate strategy internally and to focus our attention on the main risks that could hinder the company's development.

1. Innovation

Innovating for positive energy efficiency.

Every day we strengthen our expertise in energy management, innovating for positive energy efficiency, and thus optimising the use of energy, while preserving living comfort in homes. We are committed to making the smart home accessible to all, strengthening brand interoperability and home upgradability by opening up to standard protocols. We apply our innovation to help people, by designing increasingly smooth user journeys on our mobile applications. Finally, we are strengthening the eco-design of our products by working to reduce their size, and by adopting materials and technologies that reduce their carbon footprint.

2. Conquest

To become the European leader on the smart home market

To increase our scale, we are accelerating our development within Europe, particularly in France, Germany, Spain and Italy, with the ambition of becoming the leader in the Smart Home market. We are developing our presence within the fast-growing e-commerce channel. Lastly, we are committed to strengthening our proximity to customers, by supporting our sales teams and deploying new and dedicated digital tools.

At the same time, we are stepping up our compliance drive.

3. Talents

Giving our employees the resources to meet all challenges.

Our talents are our greatest asset. We strive to unite our teams by sharing our corporate strategy and our social and environmental challenges. We are implementing an empowerment policy to ensure that employees are both key players and drivers of Smart Ignition's success. The objective is to mobilise and unite them in a sustainable manner, around the group's common values. What's more, we support our employees in their professional development through training, a mobility policy and specific projects to promote well-being and health in the workplace.

To attract new talent and skills, we actively communicate externally to promote our commitments and corporate culture. We are also building partnerships with prestigious schools and universities to attract the best talent.

4. Performance

Aiming for excellence to boost investment and reduce our impact.

Staying competitive requires efficiency and effectiveness at every level of the company. This approach to performance is not limited to production processes. It also relies on the adoption of a new mindset, an agile approach to change and the ability to adopt new methods. This enables us to support digital transformation and improve customer satisfaction.

Our overall performance is inextricably linked to our environmental performance. We have embarked on an ACT programme to define our own low-carbon strategy and reduce our environmental impact. Our actions include an energy efficiency plan, a waste recovery plan, the development of eco-design and sustainable purchasing and the controlled reduction of greenhouse gas emissions across the entire value chain of our activities.

Great progress in the roadmap

In 2018, Delta Dore launched its project Smart Ignition, using a detailed road map that includes the implementation of cross-functional projects which allow the progressive achievement of the objectives of each of its strategic focuses.

We are continuing with projects from our strategic plan. The major achievements of the SIGN programme are noted in the issues on the following pages, identified by an icon **SIGN**.

Innovation

Intelligent multi-energy management
Integration of renewable energy sources
& electric vehicles
Openness to protocols via Matter
Development of low-carbon solutions

Conquest

Growth within Europe
Development of e-commerce
Strengthening of customer support

Talent

Employer attractiveness
Corporate culture
Staff development
Encouraging employees
to be environmentally responsible

Performance

Industrial excellence
Aligning our financial and environmental
performance



Identifying the CSR risks so as to better control them

Delta Dore's system for managing extra-financial risks is based on:

- Respecting legal and regulatory requirements.
- Risk analysis in line with international CSR standards (notably ISO 26000), with regard to their potential impact on stakeholders, society and the environment.
- The creation of a materiality matrix, with the participation of Delta Dore's stakeholders and the involvement of the entire management committee.
- Management of these risks through appropriate action plans.
- Performance indicators to measure the achievement of objectives.
- Regularly updating the analysis in line with the evolution of our activities and value chains.

This system is managed by the CSR Committee, under the supervision of the Management Committee.

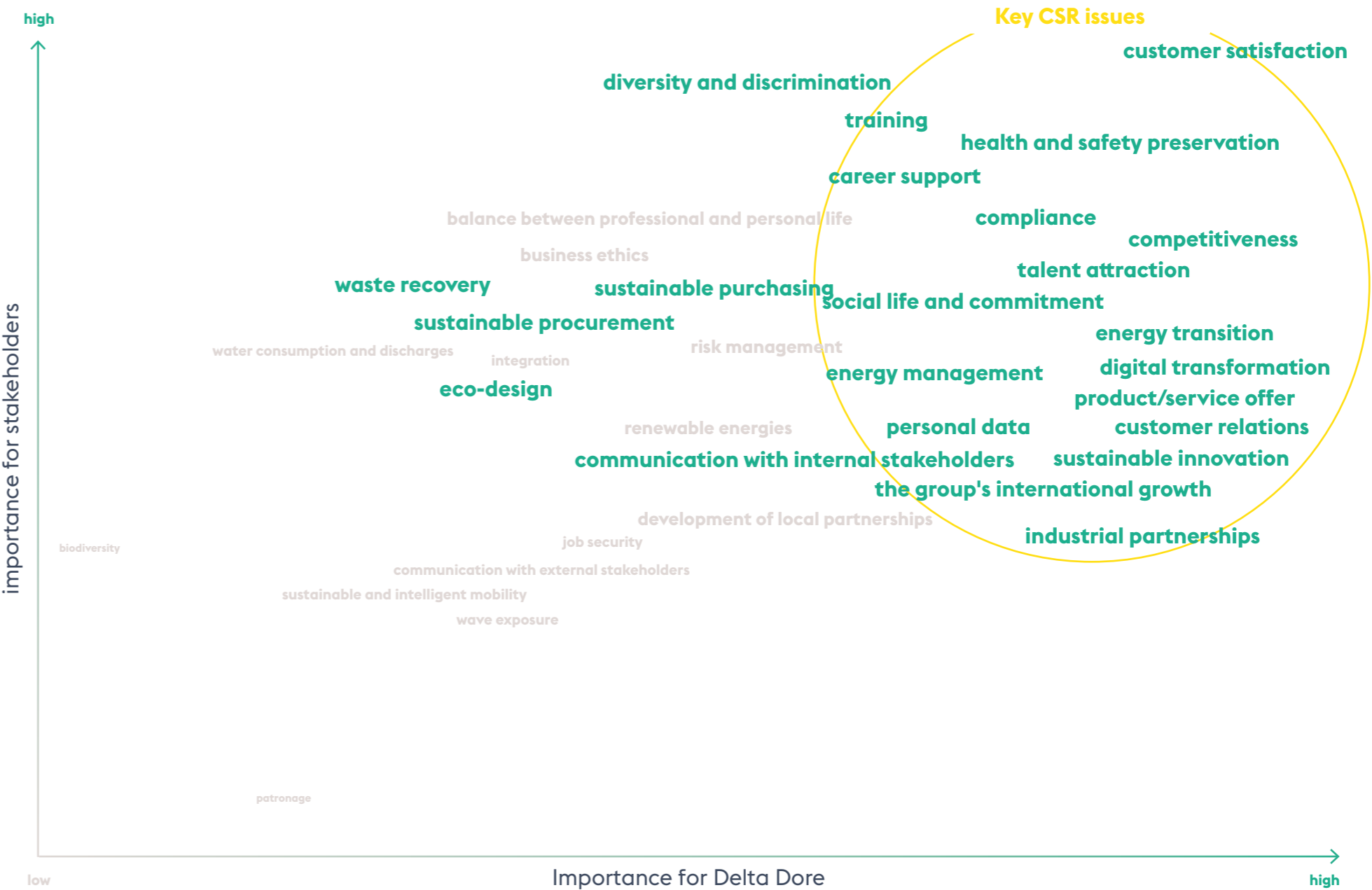
These CSR risks are associated with our issues. The issues are driven by our internal processes. Our processes ensure the implementation of progress plans by providing the necessary resources.

Consulting with our stakeholders to improve our understanding of their expectations.

To build its materiality matrix, Delta Dore assessed the priority CSR issues following a consultation process with all its internal and external stakeholders: managers, customers, suppliers, communities, financial institutions, schools, etc.

This exercise allows us to collect stakeholders' expectations and helps to identify risks.

Delta Dore has decided to submit business issues to its materiality analysis. This choice is in line with the desire to integrate CSR into the Group's strategy and management. These issues are not covered in the rest of the document.



Our main CSR risks

The main CSR risks identified are the result of the synthesis of the materiality matrix and the risk analysis carried out internally, and are validated by the Delta Dore management committee. Our ACT "Step by Step" approach enabled us to confirm the risks we had identified in our previous analysis.

Theme	Description of risk	Potential impacts on stakeholders and the environment	Potential impacts for Delta Dore	Measures taken by Delta Dore to limit risks, developed in the following challenge areas:
ENVIRONMENTAL	Risks relating to the impact of our activities and the life-cycle of our products on climate change.	• Worsening effects of climate change (natural disasters, extreme weather, impacts on water resources and crops, etc.).	• Financial impact (impairment of group assets) • Impact on Group image	• Energy transition • Eco-design • Sustainable purchases • Energy management • Sustainable innovation
	Risks relating to the scarcity of natural resources associated with their use in our products and services	• Unavailability of resources, shortage • Price increases	• Increase in material costs • Supply difficulties	• Sustainable innovation • Eco-design • Sustainable purchases • Waste recovery
SOCIAL	Risks related to non-development or loss of skills	• Loss of employability • Stress and loss of commitment if there is no prospect of development • The digital divide	• Loss of key competencies • Loss of employee commitment	• Career support • Training • Digital transformation • Talent attraction • Social life and commitment
	Risks of not guaranteeing the health and safety of our employees	• Injuries • Occupational illnesses • Burn-out	• Financial impact • Legal impact if employer responsibility • Impact on Group image	• Health & Safety • Diversity and discrimination • Training • Communication with internal stakeholders
SOCIETAL	Risks relation to not fulfilling requirements (legal, normative, contractual)	• Damage to the interests of stakeholders (customers, suppliers, government, employees, etc.)	• Legal impact • Financial impact (loss of customer confidence) • Impact on Group image	• Responsible procurements • Compliance • Personal information • Industrial partnerships • Customer satisfaction and customer relations

Delta Dore contributes to the Sustainable Development Goals



Delta Dore is reaffirming its commitment to the United Nations Global Compact and is reporting on its progress regarding four fundamental principles:

- respect for human rights
 - respect for working standards
 - the battle against all forms of corruption
 - respect for the environment
- (cf. annexe: Correspondence table with the IO principles of the United Nations Global Compact)

Having signed up in 2021, we are proud to have achieved "active member" status in 2022.



Delta Dore is committed to contributing to these SDGs and to participating in their achievement through their integration into our CSR strategy. The main SDGs have thus been associated with each corresponding issue.



Chapter 4: Our responsible commitments

A continuous improvement approach for all

The structured identification of priority CSR risks makes it possible to report on Delta Dore's extra-financial performance while inspiring the company's strategy. On a daily basis, our Group endeavours to address major issues in order to transform and enhance their impact at all levels of the company and beyond, supported by key performance indicators.

Our key performance indicators have been validated by mutual agreement with the Independent Third Party Organisation.

Our risk reduction measures are broken down by issue, within each of our strategic pillars.

Innovation

Sustainable innovation



Eco-design**



Energy transition



Industrial partnerships



Offer/service*



Conquest

Compliance



Respect for personal data



Sustainable procurement**



Customer relations

(No contribution to SDG)

International growth*

(No contribution to SDG)

Talent

Talent attraction



Career support



Training



Communication with internal stakeholders



Social life and commitment



Health and safety protection



Diversity and discrimination**



Performance

Digital transformation



Customer satisfaction

(No contribution to SDG)

Sustainable purchases**



Energy management



Waste recovery**



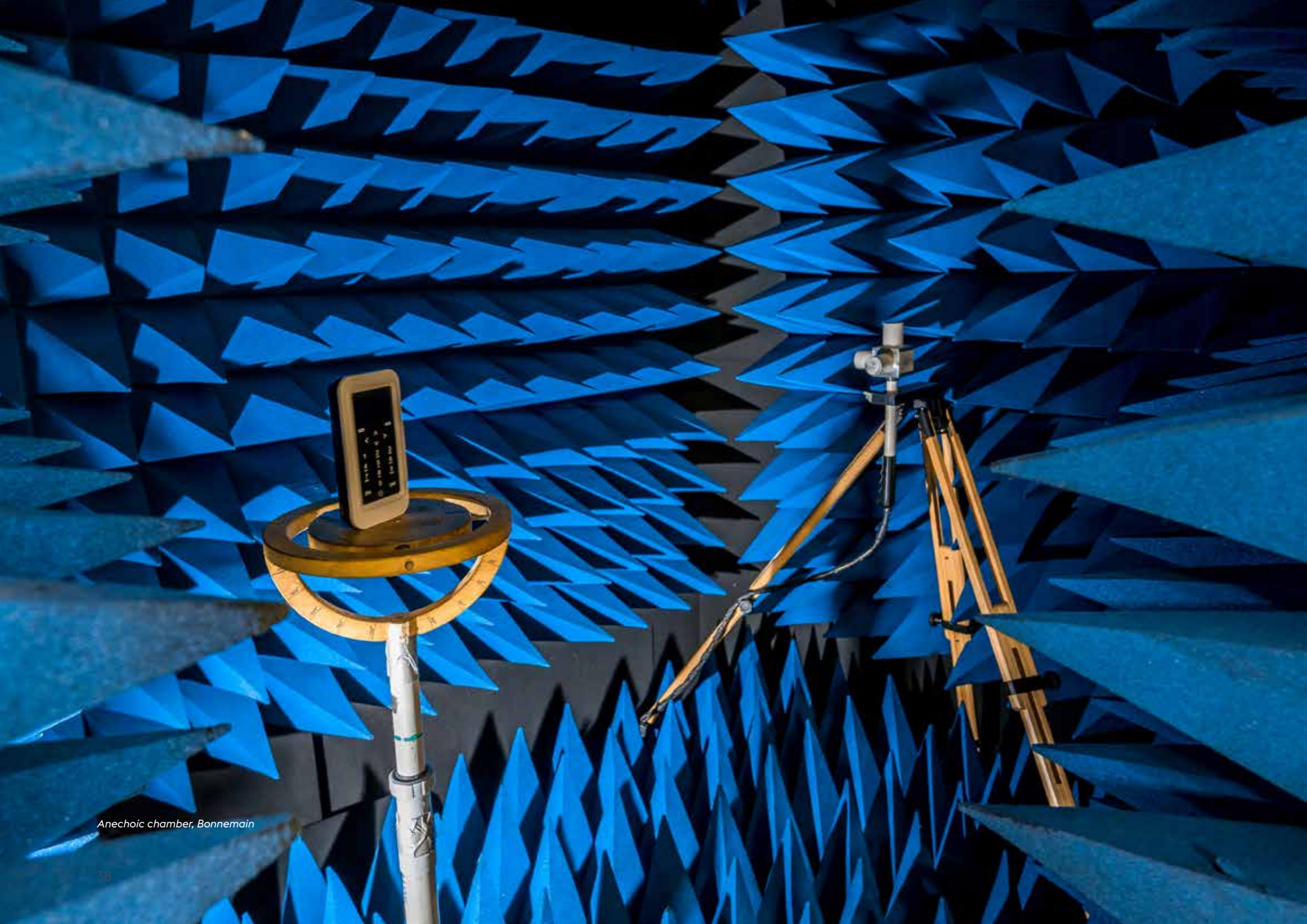
Competitiveness*

(No contribution to SDG)

Business issue not discussed in this document ** Issue selected outside materiality, in response to the mandatory themes of Article L225-102-I
The mandatory themes of Article L225-102-I are discussed in "Our results and impacts".



Centre Pierre-Yves-Lièvre in Bonnamain



Anechoic chamber, Bonnemain

Innovation pillar

How does our innovation approach contribute to controlling our impact?

Delta Dore has an ambitious innovation plan, focused on digital technology and the optimisation of user paths, to advance the conception and design of its products, applications and services. It will lead to a differentiated offering in energy efficiency, innovative services and global, integrated and decarbonised solutions.

Promoting sustainable innovation

The issue at stake

Designing tomorrow's flagship solutions to reduce energy impacts, individual comfort and future uses. As such, the interoperability of our offer with that of other market players is essential to ensure the sustainable growth of the smart home.

Our commitment:

Bring the customer experience at the core of our considerations. Delta Dore strives to maintain consistency between the technologies deployed and the needs of increasingly demanding users.

What we have achieved this year:

- SIGN** • We are pursuing our research programme with the CEA (French Alternative Energies and Atomic Energy Commission) to develop control algorithms to promote energy-efficiency and optimise comfort.
- We have filed a patent on the development of an intelligent heating algorithm based on an anticipation strategy (linear regression learning method) that takes into account the heating system, heat loss and solar gain. This algorithm has been integrated into Tywell's new bioclimatic product range, with a view

to satisfying the RE2020 environmental regulations for new homes.

- SIGN** • 2 other patents have been filed concerning new e-Paper (e-ink) display solutions, which offer very low energy consumption. This innovation has been applied to our Tywell Control interface.
- SIGN** • Studies have been carried out looking into solutions for managing and optimising electric vehicle charging. These studies have led to the filing of 2 patents, allowing us to position ourselves so as ready for the next generation of home management systems.
- SIGN** • As an active member of the Connectivity Standards Alliance (CSA), we have 3 demo projects underway with a view to opening up our ecosystem to the Matter protocol in 2023.

Indicator

- Number of active patent families published

2022	2022 target	2023 target
85	88	+13

KPI



Developing eco-design

The issue at stake

Integrating criteria from the design phase of a product that reduces its environmental impacts at each stage of the life cycle and promotes sustainable development, from the extraction of its raw materials to the end of its life.

Our commitment:

Increase the share of eco-designed products and services by acting on several levers: miniaturisation of products, improvement of their battery life, optimisation of finished product packaging.

What we have achieved this year:

- SIGN** • We became involved in "PEP Ecopassport", the international reference programme for reporting the environmental impact of electrical and electronic equipment. Delta Dore is a member of the technical committee, and we share the results of our PEP (Product Environmental Profiles).
- We took part in the revision of 2 "PSRs" (Product Specific Rules) for electrical switchgear solutions (PSROOO5) and for motorisation products for blinds and building closures (PSROOO6).

SIGN

- We applied the PCR 4th edition, the reference programme for product environmental statements compliant with RE2020 requirements, which specify how to make an environmental declaration for electrical and electronic equipment. This new edition enables the application of international standards in European format, while incorporating the European Commission's PER (Product Environmental Footprint) requirements.

SIGN

- We promote a low-carbon approach in our design choices.
- We provide LCAs to key account clients who request them.
- We work in collaboration with our suppliers to integrate their LCAs.

Indicator

- Percentage of Delta Dore brand turnover covered by a PEP

2022	2022 target	2023 target
64%	60%	70%

Developing our contribution to energy transition

The issue at stake

Climate change, depletion of natural resources, etc. - controlling our energy consumption is a core challenge of the 21st century.

Energy transition refers to the set of changes that must be made to adopt a more environmentally friendly model, while reducing our energy consumption. It is a question of moving from a consumption mainly based on the use of fossil fuels (oil, natural gas, coal, etc.) to a consumption where renewable energies

(solar, wind, biomass, etc.) play a predominant role in the energy mix. Energy transition has many impacts:

- Economic: reducing energy dependence, creating employment and increasing competitiveness
- Social: controlling energy prices to fight fuel poverty
- Eco-friendly: reduce greenhouse gas emissions and reduce all environmental and health impacts.

Our commitment

Besides our major commitment to limiting energy consumption in homes and buildings, Delta Dore is more broadly committed to contributing to energy transition. Since 2018, the energy transition has been an integral part of the group's vision and ambition, and a strategic Smart Ignition project has been specifically launched.

What we have achieved this year:

SIGN

- During Sustainable Development Week, we invited our employees to carry out an individual carbon audit (via <https://nosgestesclimat.fr/>) and to commit to reducing their emissions. We also proposed an energy efficiency challenge, which was an opportunity to share and raise awareness of eco-gestures.

SIGN

- We committed to the ACT "Step by Step" approach, with the support of an external organisation. Together, we have set 2021 as the reference year for our carbon footprint and carried out an analysis of the risks associated with the impact of climate change.

SIGN

- In line with the Paris Agreement and the trajectory of limiting global warming to 1.5°C, we have begun to reflect on our vision and objectives for reducing emissions over the

long term, and have defined our emissions reduction target at -90% by 2050, based on our emissions in 2021.

Indicators

- Percentage of Delta Dore products' turnover that contribute to energy management

2022	2022 target	2023 target
52%	> 60%	> 70%

Fostering industrial partnerships

The issue at stake

Focusing our efforts and resources to make solutions that are not currently compatible with Delta Dore's offer and encourage the development of the smart home, by multiplying exchanges and partnerships with all the players in the sector.

Our commitment

Increase the business volume with partners developing solutions that are compatible with ours. In the long term, we aim to be compatible with more than 70% of the turnover generated with our partners.

What we have achieved this year:

- We continue to target our pre-sales initiatives in the aim of winning new projects (8 in 2022). We have thus continued to develop our:
 - Marketing and business development initiatives, with a reorganisation of our teams and the strengthening of our workforce.
 - Sales initiatives to support our customers involved in the construction of detached homes, property developers and housing associations with regard to RE2020.

SIGN

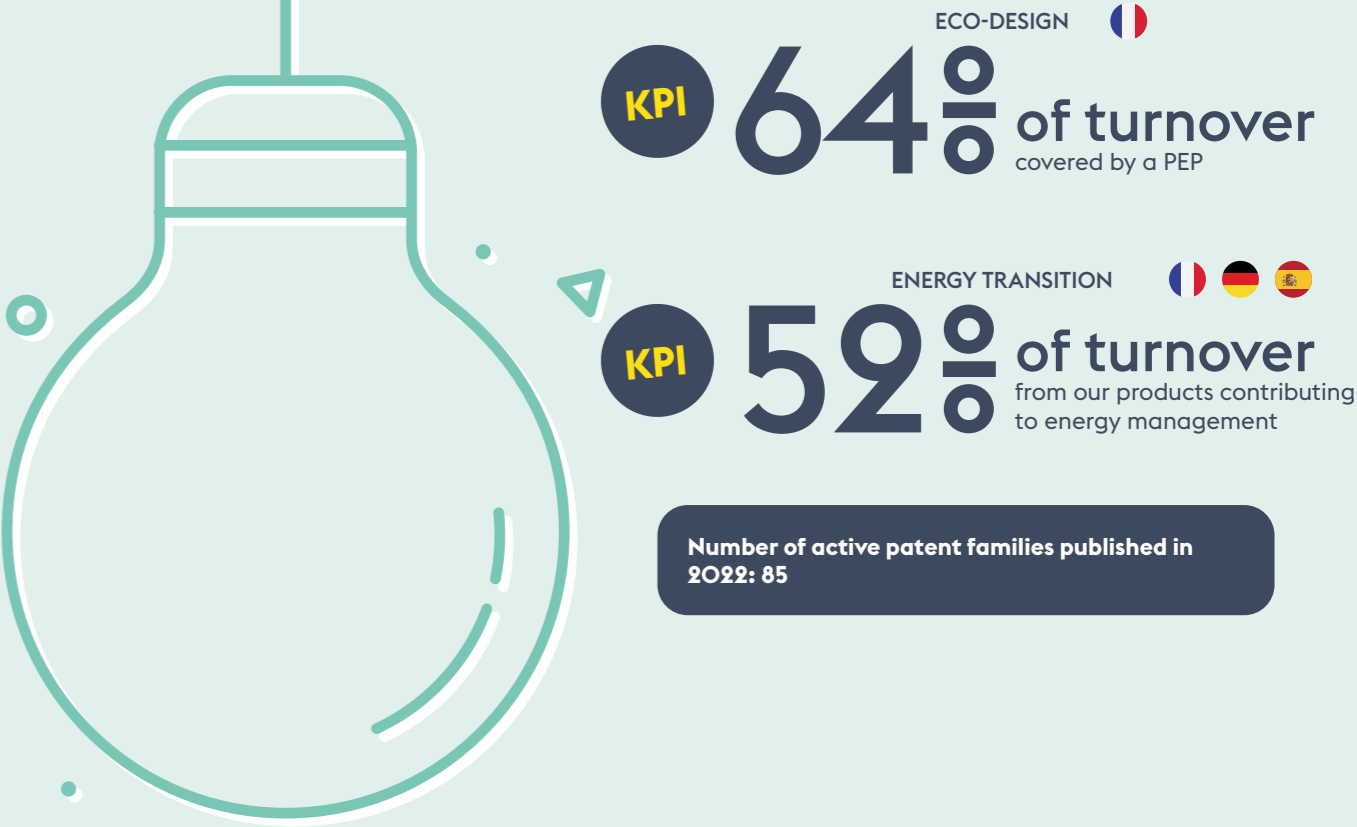
- Efforts to support our key account customers in the HVAC sector, in particular, to help them grow their business around heat pumps and, more generally, with regard to the energy transition.
- End-to-end smart IoT solution offerings, enabling, in particular, the highlighting of our smartphone application and cloud platform services.

Indicators

- Percentage of Delta Dore "Ecosystem" clients

2022	2022 target
73%	85%

Innovation pillar: key indicators





Tydom app to control your home remotely

Conquest pillar

Which winning strategy should be used for a responsible approach?

Delta Dore is launching a conquest plan to become the European market leader in smart home and building solutions. The Group is stepping up its international expansion, establishing itself in new countries and strengthening its presence where it already exists, particularly in Europe, by ensuring that throughout its value chain it grows in an ethical, sustainable and respectful manner.

Guaranteeing the protection of personal data

The issue at stake

Controlling the storage and use of data from connected objects to ensure the protection and privacy of users.

Connected objects are gateways to access, via the Internet, information that can be used to identify a specific natural person. Delta Dore therefore has a duty to ensure the security of this data in order to reduce the risks that its processing poses to individuals in terms of fundamental rights.

Our commitment

To protect the rights of individuals in the digital environment. We have a global approach to cybersecurity and are integrating the requirements of the GDPR, one of the reference texts for the protection of personal data throughout the European Union, into our processes. We undertake not to share “personal data” with third parties on our own initiative, except when the user chooses to heighten their experience with a feature requiring the communication of their data (in this specific case, the user will be notified in advance).

What we have achieved this year:

- From the design phase, we incorporate specific security measures into our solutions: identification, authentication and authorisation technologies, encryption of exchanges.
- We work with our partners to frame the management of users' personal data through standard sub-contracting clauses. We are fine-tuning our risk management through the preparation of impact analyses for projects that require them and, from 2022, through the introduction of a joint cybersecurity/GPDR analysis grid.
- Exercising users' rights allows us to test the robustness of our processing procedures and to improve them. It should be noted that regulations require us to respond to users' requests to exercise their rights within a period of 1 month. In 2022, we have a 90% response rate within this timeframe.
- We have drawn up an Information System Security Policy and updated our IT charter so that they can be applied uniformly throughout the Group.



Acting for responsible procurement

The issue at stake

Ensuring, through controlled sourcing and traceability, that the risks pertaining to the environment and human rights violations associated with the extraction and refining of raw materials used in the manufacture of our electrical and electronic equipment (minerals, precious metals and rare soils) are reduced.

Our commitment

To ask our suppliers to support all initiatives to ensure ethical origin and respect for human rights. We have initiated a process to identify the origin and control the traceability of their supply of tantalum, tungsten, tin and gold, in accordance with the new European Union regulations of 2017 on “conflict minerals”. We ban the use of minerals from areas of armed conflict or high-risk areas.

What we have achieved this year:

- We ramped up the collection of SCIP numbers from our suppliers, to respond to the downstream disclosure obligation (article 33 of REACH) for products containing substances on the candidate list with concentrations greater than 0.1%.

- We are continuing our effects concerning the collection of supplier data demonstrating their good practices with regard to standards and their competence with regard to the traceability of substances (CMRT, ROHS, REACH, SCIP).

Improving customer relations

The issue at stake

Being attentive and encouraging communication in order to propose appropriate solutions, to build customer loyalty and to make them into ambassadors for our brand. The quality of the human and technical resources deployed with our customers and prospects is essential to properly capture, interpret and satisfy their commercial and societal expectations.

Our commitment

Improve customer knowledge and the quality of the relationships established, foster customised customer relations. Become a customer-centric relational brand and offer an optimal customer experience.

What we have achieved this year:

SIGN

- We launched an invitation to tender for a solution to improve omnichannel contact management (calls, emails, social networks, etc.) for France and our foreign subsidiaries.
- The "Op lead" application has been set up. It enables our installer customers to manage project requests from end users more efficiently, via our website or the customer support department. It also improves the quality of projects and contacts.
- We have embarked on a major project to overhaul our websites, with a view to launching them online in 2023. This new system will enable us to better address

and inform our end customers, as well as specifically addressing our business customers with a dedicated space and content.

Indicators

- Quality of service

	2022	2022 target
Smart Home consumer service quality	75%	> 85%
Smart Home professional service quality	82%	> 85%



In 2022, Delta Dore realised more than 250,000 interactions with its customers in Europe and served 2.4 customers per working minute.

Strengthening compliance

The issue at stake

Ensure that the company, its managers, employees and any third parties concerned comply with the scope of applicable laws, regulations and standards by monitoring and taking appropriate action.

Deploying systems that ensure the detection of non-compliance risks and the maintenance of compliance, in France and in the countries where we are developing.

Our commitment

To implement best practices to identify and assess applicable requirements, ensure compliance with regulations, and take any necessary action to ensure that compliance is maintained.

What we have achieved this year:

- Following the publication of our CoP (Communication on Progress), we progressed from being a 'learner' to an 'active member' of the United Nations Global Compact.
- During the induction process, we train our new employees (managers and employees in the sales, purchasing and accounting functions) in the risk of corruption. This training has been provided to 304 employees in France and internationally since 2019.
- We have continued to formalise the various control procedures, in particular the auditing of subsidiaries and the collection of mandatory information within the context of commercial relations.
- In 2022, 146 employees benefited from a new discussion on the risks of corruption. These awareness-raising campaigns also provided an opportunity to provide information concerning the gift policies specific to each sales department. We have also carried out our annual update of delegations of authority within the Group.
- We have deployed our code of conduct in our new German subsidiary, with a view to training the 180 employees in these cross-territory regulations.

Conquest pillar: key indicators

Satisfaction
“Quality of Service”



Smart HomeConsumer:

2022 : 75%

Smart Home Professional:

2022 : 82%

Contribution of the pillar to SDG:





Rhede site team, Germany

Talents pillar

How to support talents and develop their social well-being?

Delta Dore is committed to meeting the aspirations of its employees, which are its greatest value. We are conducting a managerial project designed to engage and involve them on a long-term basis around our common project of transformation and value creation, driven by a unique and unifying corporate culture, reconciling performance and well-being at work. Delta Dore is proud, for the 4th consecutive year, to be among the 500 best employers in France in 2022, published by Capital since 2015.

Attracting talent

The issue at stake

Developing our image and attractiveness among top schools and potential candidates, to attract the best profiles specialising, in particular, in electronics, IT and mechanics. We want to be able to count on the best skills to support our growth issues and ensure the sustainability of Delta Dore.

Our commitment

Conduct a policy that values human assets, focused on commitment and trust, with a shared vision. Based on this mindset, we are implementing an empowerment policy designed to empower our employees so that they can be the central driving force behind the Group's transformation.

What we have achieved this year:

- To raise the profile of our activities and create future vocations, we set out to meet future talent at 8 events organised by Delta Dore's partner schools.
- Our employees are our best ambassadors! In 2022, 7 employees joined us on the recommendation of an employee via our co-optation process.

- SIGN** • Adding a personal touch to our communications by highlighting the talents that make Delta Dore successful is the key to successful communications. Throughout the year, we highlighted around a hundred of them through testimonials in our internal and external publications (LinkedIn, press).

Indicators

- Staff turnover in conjunction with resignations

2022	2022 target
4,33%	< 5%



- Percentage of permanent contract candidates confirmed at the end of their trial period

2022	2022 target
87%	> 95%



Supporting careers

The issue at stake

Helping our employees to progress in their professional careers and to evolve within the Group, through vertical and horizontal mobility, to guarantee their development, strengthen their commitment and develop their talent.



Our commitment

To foster our employees' professional development, support them along their journey and make them players in their careers. We promote their applications to the job vacancies available within the Group, to extend their career opportunities, their knowledge and their global vision of the company.

What we have achieved this year:

- SIGN** • As part of our internal mobility policy, we have opened up 15 positions that have directly benefited the internal development of our employees. Whether functional, geographical or hierarchical, each of these changes has taken into account the wishes expressed during annual appraisal interviews.
- Each year, we as an Executive Committee carry out a talent review, backed up by a succession plan for employees with strategic skills.
- SIGN** • We support around ten employees in their plans to pursue a diploma course, with a view to facilitating their career progression within the company.

Indicators

- Percentage of employees who have experienced a promotion or a change in position, on the average annual workforce

KPI

2022	2022 target	2023 target	
4,21%	> 5%	> 5%	

- Percentage of positions filled internally

2022	2022 target	
18%	n.a	

Developing training

The issue at stake

Implementing a skills development policy that supports and builds the loyalty of each of our employees throughout their professional career, guarantees their suitability for the position held and increases their employability.

Our commitment

To continue to develop the skills of our employees and acquire new knowledge through internal or external training programmes, such as the annual training plan, the Personal Training Account (PTA).

What we have achieved this year:

- SIGN

 - To enable our employees in France to develop their skills, we have deployed a CPF catalogue detailing around forty eligible training courses.
- SIGN

 - In order to share knowledge on Group topics, we organised two online events, hosted by expert employees. These forums dedicated to a customer-centric approach and the energy transition, were attended by 130 and 200 employees respectively.
 - Finally, we have trained all our managers in

the DISC method (an acronym for Dominant, Influential, Stable, Conscientious), which aims to capitalise on the complementary profiles within their teams and to strengthen interpersonal communication.

Indicator

- Percentage of employees who have received training

KPI

2022	2022 target	2023 target	
81%	> 75%	> 80%	

Communicating with internal stakeholders

The issue at stake

Maintaining good communication with internal stakeholders, while respecting mutual listening, to better take into account their expectations and defuse conflicts. As Delta Dore's driving force, internal stakeholders are directly involved in the Group's dynamics and performance. This dialogue may cover any subject of common interest relating to the company's economic and social policy.

Our commitment

To ensure the quality of the dialogue established with employees and their representatives, through regular information on Group news, meetings with employee representative bodies and annual individual reviews between employees and managers. Delta Dore involves employees in the organisation of work and the layout of their workstations, particularly in terms of ergonomics.

What we have achieved this year:

- SIGN

 - During their annual performance review, employees rated their satisfaction with the organisation and their working conditions. Based on the results, we deployed an action plan aimed at reinforcing the identified areas for improvement.
- SIGN

 - In order to communicate the company's results/strategy/news and maintain a direct link with all employees, throughout the year we share:
 - monthly videos from the CEO, in French and English.
 - quarterly online events sharing our progress in key company projects. They are available in French, English and German. At the end of each event, a question and answer session is organised with the Management Committee. For production employees, we send a summary video to their personal email address for those who have given their consent.
- SIGN

 - To share our corporate strategy, we organise an annual seminar attended by around one hundred employees. A summary of this seminar is presented to all our European employees during several online events.
- SIGN

 - We conduct regular surveys to ensure that social ties were maintained and that information about the group's various activities was properly transmitted, and to encourage employee commitment.

Indicator

- Percentage of employees satisfied with internal communication

2022	2022 target	
97%	95%	

Developing social life and commitment

The issue at stake

Promoting the development and involvement of our employees by developing motivating incentive schemes, in terms of profit-sharing, wages, social benefits, managerial culture, etc. Quality of work life and the search for a better balance between professional and personal life are fundamental to retaining our talents.

Our commitment

Develop employee engagement by activating several levers. In particular, we regularly check the consistency of our compensation with market practices. We also aim to improve the balance between professional and personal life by encouraging teleworking in particular.

What we have achieved this year:

- SIGN

 - 2022 will have been a year rich in unifying events:
 - After two years of postponement due to the health crisis, we brought together 550 European employees to celebrate the company's 50th anniversary in Saint-Malo.
 - During the summer, we organised two celebratory events at the Revin and Rhede sites.
 - Solidarity is also one of Delta Dore's strengths. For the fifth year running, we organised a walking challenge involving 220 employees across Europe in aid of the Red Cross (Ukraine emergency). In addition, as part of the first "Charity Christmas Boxes" challenge, around sixty employee gifts were given to the Saint-Benoît Labre accommodation and social reintegration centre in Rennes.

- SIGN

 - The energy transition is part of the company's DNA. To raise our employees' awareness of the need to reduce their individual carbon footprint, we launched the first Carbon Footprint Challenge. A total of 150 employees calculated their footprint and pledged to reduce it by the next edition of the challenge. To support them, we have organised an online conference on eco-actions.
- SIGN

 - To help our employees reconcile family and professional life, we financed around twenty crèche places in 2022.
 - We also welcomed around ten children of employees looking for work placements lasting less than 2 months, for periods ranging from a few days to several weeks.

Indicator

- Percentage of overall employee satisfaction

2022	2022 target	
80%	> 80%	

Protecting health and safety

The issue at stake

Improve our occupational health and safety performance by combining prevention policy, human resources and financial resources in a continuous improvement approach to enable our employees to operate safely and reliably.

Our commitment

Lead and develop a safety culture to reduce the occupational risks inherent in our business (electrical, road, chemical or fire), by involving and raising awareness among our teams about prevention and well-being at work. We are committed to continuing to improve working

conditions and workstation ergonomics and to anticipate the continuity of the company's and our suppliers' activities in the event of a disaster.

What we have achieved this year:

- To improve working conditions for our employees, nearly 300 m² of offices and common areas will be renovated in 2022 at our Bonnemain and Tinténia sites.
- In order to ensure the sustainability of existing PSR prevention measures and to propose new improvement initiatives to management, we have carried out a new assessment of psychosocial risks (1st assessment in 2015), using the approach developed by INRS, starting in 2021 and continuing in 2022. A working group of around ten employee volunteers led by the company nurse and a member of the works council analysed the results of the survey, which was distributed to all employees beforehand.
- In 2022, we trained 17 of our employees as first aiders. This voluntary training programme enables employees to intervene in the event of a workplace accident by learning first aid techniques, and to contribute to the prevention of occupational risks by reporting situations posing a risk of accident. Of our 116 SST employees at all our sites in France, 64 have received training to maintain and update their skills (MAC SST).

- In light of the decree of 19/04/2021 (awareness of the fight against cardiac arrest and life-saving techniques), 8 volunteer employees received awareness training in these techniques, within the context of their future retirement.

Indicators

- Frequency of work-related accidents

2022	2022 target	2023 target
4,3	< 5,04	< 5,04



- Severity rate of work-related accidents

2022	2022 target	2023 target
0,28	< 0.09 (France base)	< 5,04



- Absenteeism rate

2022	2022 target
4,05%	< 5%



Promoting diversity and combatting discrimination

The issue at stake

As an international group, our diversity is our strength. We are convinced that this is a strength, both when it comes to overcoming challenges facing the company as, and with regard to employees' development. Alongside physical health, we consider mental and social health to be paramount and believe they must be protected, preventing any form of discrimination or harassment.

Commitment

Our human resources policy is based on competence, equal opportunities and the principle of non-discrimination. We

are committed to preventing all forms of discrimination by making our employees aware of issues such as diversity, disability, gender equality, etc.

What we have achieved this year

- In collaboration with Cap Emploi and with Adecco acting as an intermediary, we have raised awareness among managers recruiting temporary staff with regard to recruiting and welcoming people with disabilities.
- In order to recruit temporary production staff, we have deployed a recruitment process based on simulation (without a CV). Of the forty or so people who took part in the presentation session and aptitude tests, 9 joined our manufacturing teams.



ATTRACTING TALENT

KPI 4,33% of turnover related to resignations

TRAINING

KPI 81% of employees who have participated in a training course

HEALTH & SAFETY

Frequency Rate:

KPI 4,3

Severity Rate:

KPI 0,28

Percentage of employees who have experienced a promotion or a change in position:
2022 : 4.21%

Percentage of positions filled internally:
2022: 18%

Percentage of overall employee satisfaction:
2022: 80%

Rate of satisfaction with internal communication:
2022: 97%

Rate of absenteeism:
2022: 4.05%

Contribution of the pillar to SDG:





Philippe Noslier Group Production Director

Performance pillar

How can we improve performance by making better use of our resources?

Delta Dore aims to sustainably increase its performance and investment capacity. The quest for performance is not limited to productive processes. Above all, it is a question of a Group-wide mindset, accompanied by the implementation of new methods to optimise resources while adopting a responsible approach. They also facilitate the identification of the most promising projects and create both economic and societal value.

Supporting digital transformation

The issue at stake

Embrace new digital applications and integrate digital technologies, to decompartmentalise communication between our services and with our partners, promote a collaborative approach, increase agility and improve our competitiveness. To succeed, we give priority to supporting the skills development of our employees, in order to guarantee their employability.

Our commitment

Develop collaborative work and support users in the mastery of new tools, to improve the efficiency of all our processes.

What we have achieved this year:

- The roll-out of remote working and the increased use of collaborative tools for this remote work were maintained.
- As part of the energy efficiency plan, we have identified Mondays and Fridays as being teleworked by around 70% and 80% of our office staff respectively. We have adapted the heating settings for unoccupied zones and time periods accordingly.

Improving customer satisfaction

The issue at stake

Customer satisfaction is a strategic imperative, the very foundation of our value creation and growth logic. This satisfaction is determined by listening to their expectations and purchasing experience, and by the perceived performance of our products and services, which determine their loyalty.

Our commitment

To ensure the highest satisfaction of our customers and compliance with their requirements. We aim for a high level of excellence in our product and service offerings by building on digital transition, customer relations, the skills of our employees and knowledge sharing. We strive to improve the efficiency of our development and production processes through an Agile and Lean approach.

What we have achieved this year:

- The Industrial and Logistics Department is working to improve the S&OP (Sales and Operations Planning) process, one of the objectives of which is to improve our quality of service.
- We continue to maintain a close relationships with our customers so that we can work together to improve our customer service levels.



Indicators

- Ability to fulfil our commitments

	2022	2022 target
On-Time-In-Full (OTIF)	68%	> 85%
On-Time-Delivery (OTD)	79%	> 95%



Encouraging sustainable purchasing

The issue at stake

Reduce the risks of unworthy working conditions and the impact on the environment through a sustainable purchasing policy, which favours exemplary suppliers who share our CSR values, a guarantee of long-term collaboration: respect for rights, control of environmental impacts, business ethics.

Our commitment

Ask our suppliers to fully respect human and labour rights, preserve the environment and guarantee business ethics. For the sake of transparency, we invite them to adhere to our Purchasing Charter, drawn up in accordance with the Universal Declaration of Human Rights, the ten principles of the UN Global Compact and the fundamental conventions of the International Labour Organization.

What we have achieved this year:

- We are continuing to target and support our suppliers to reduce our environmental impact, as part of our quarterly monitoring of our suppliers' sustainable development performance.
- We have extended the distribution of our purchasing charter to more than 300 of our suppliers, while maintaining the number of suppliers who have signed up.

Indicators

- Sustainable Development suppliers' performance

2022	2022 target	2023 target
76%	>80%	>78%

- Percentage of suppliers who have signed the purchasing charter

2022	2022 target
81%	80%

Energy Management Optimisation

The issue at stake

Reducing our energy consumption and its impacts is a priority in the face of climate change and the imperatives of ecological transition. Energy management refers to all the processes essential to the continuous improvement of a company's energy efficiency, regardless of the type of energy, use, consumption and equipment involved. This management is an important lever for Delta Dore to reduce greenhouse gas (GHG) emissions, since 65% of our annual emissions (Scope 1 and 2 of the GHG balance sheet) come from our electricity consumption alone, excluding commuting, according to a GHG balance sheet conducted in 2015.

Our commitment

To control energy and give priority to green energy. The responsible management of the energies of our buildings and production resources is an integral part of our CSR endeavours. Delta Dore is committed to continuing and intensifying its approach to energy savings and its shift towards renewable energies. We want to achieve a prominent share of green energy in our consumption model, which is largely dominated by electricity.

What we have achieved this year:

- We have embarked on the ACT "Step-by-Step" process to determine our own low-carbon strategy and develop our contribution to reducing our emissions.
- We have drawn up an energy efficiency plan to contribute to efforts to reduce energy consumption: beyond the heating set point of 19°C (and the air conditioning set point of 26°C) already deployed.
- We have implemented an office occupancy densification process to optimise the use of heated areas.
- As part of our obligations under the tertiary sector decree (FR), we have declared our consumption and reference data on ADEME's OPERAT platform.

Indicators

- Greenhouse gases / value produced

2022	2022 target
4.9 tCO ₂ eq/€m	< 5.8 tCO ₂ eq/€m.

- Energy consumption / value produced

2022	2022 target
81 MWh/€m	< 78 MWh/€m

Improving waste recovery

The issue at stake

Combat the risk of depletion of natural resources, prevent climate change and reduce environmental impact. To achieve this, we must reduce and manage the waste generated by our businesses in a global and sustainable way, from its collection to its recovery by recycling, composting and energy transformation, but also participate in the eco-contribution of our packaging, printed materials and Electrical and Electronic Equipment (EEE) under the Extended Producer Responsibility (EPR).

Our commitment

To improve the effectiveness of our waste reduction, sorting, and recovery measures. Delta Dore works closely with its suppliers to avoid unnecessary packaging that creates unnecessary waste. We pay particular attention to the optimal recovery of all our waste, with the installation of appropriate outlets. We ensure that we choose service providers with recognised know-how and compliance with applicable regulations, and rely on the commitment of our employees and their compliance with our sustainable waste management rules.

What we have achieved this year:

- We are continuing our efforts to ensure that our products are as recyclable as possible.
- We have put in place a system for recycling our printed circuit "waste strips".
- We have continued our efforts to consolidate waste and optimise the volume of our containers in order to significantly reduce the number of collections. In 2022, these adjustments enabled us to reduce the number of collections by 60%.
- We use Track déchet (FR), in accordance with regulations, to ensure the traceability of hazardous waste.

- In accordance with the law against waste and for a circular economy (AGEC), we have unique identifiers (identifiants uniques, IDU), which attest to our compliance regarding our obligation to be listed in the registry of producers (of electrical and electronic devices, graphic papers and packaging), and with regard to submitting these market launch declarations to accredited environmental bodies.

Indicator

- Rate of waste material recovery

2022	2022 target	2023 target
79%	> 80%	>78%

Performance pillar: key indicators

ENERGY MANAGEMENT

Greenhouse gases from energy consumed by the sites

4.9 tCO₂e/€m KPI

WASTE RECOVERY

Rate of waste material recovery

79% KPI

SUSTAINABLE PURCHASING

Suppliers' performance in sustainable development

76% KPI

Ability to fulfil our commitments:

OTI 2022: 79%
OTD 2022: 68%

2022: 81%

Energy consumption / value produced:
2022: 58MWh

Percentage of signatories of our purchasing charter:

Contribution of the pillar to SDG:



Conclusions and perspectives

With this 5th CSR report, we highlight our achievements in extra-financial performance, which are the result of our commitments and the contribution of our employees. Delta Dore would like to thank all those who contribute to these results and who trust us to continue to create sustainable value in everything we do.

We would like to sincerely thank all stakeholders, internal and external, for their active contribution. Without their involvement, the actions implemented would not have the impact we seek to give them. We would also like to thank the process pilots for the extent of the conversion work they carry out within their respective activities. Finally, we would like to thank all those who participated in the production of the indicators and content of this report.

Based on a risk-based approach and the process of alignment with the Global Impact & Sustainable Development Goals, the consistency and improvement presented in this document provides a better understanding of Delta Dore's policies. This strategy promotes their deployment and the achievement of our objectives, rallied around increasing the company's sustainable and perennial performance, and backed by listening to our stakeholders.

Delta Dore is committed to pursuing this path of progress and the implementation of its CSR actions. In particular, the group plans to maintain its approach and its reporting scope to its significant entities.

This report is intended for our current and future stakeholders and employees, to provide them with transparent information regarding the extent of our collective achievements and to outline our ambitions.

In this way, we contribute to a better sharing and understanding of our corporate social responsibility practices.



Bonnemain production team

Appendices

Our results and impacts

We make the link between the 3 CSR pillars and our issues. These are recalled in inverted commas below:

I - Social

Collective agreements concluded within the company and their impact on the company's economic performance and on employees' working conditions:

- “Communication with internal stakeholders”
- “Develop social life and commitment”
- “Protect health and safety”

- In 2022, company agreements were signed on gender equality in the workplace, as well as on the management of jobs and career paths.

Actions against discrimination

- “Promoting diversity and combatting discrimination”

Promoting diversity

- “Promoting diversity and combatting discrimination”

Measures taken in favour of people with disabilities

- Integration of objectives promoting the employment of people with disabilities with our temporary employment agency.
- Delta Dore's green spaces are maintained by a work-based disabled integration enterprise (ESAT)

Actions to promote the practice of physical and sporting activities:

- Solidarity is also one of Delta Dore's strengths. For the fifth year running, we organised a walking challenge involving 220 employees across Europe in aid of the Red Cross (Ukraine emergency).
- In order to stay fit and account of the risk of the sedentary lifestyle brought about by the increase in remote working par on account of the health crisis, we reminded our employees to stay physically active and to remember to move around as much as possible.

2 - Societal

Societal commitments to sustainable development

- “Promoting sustainable innovation”
- “Developing our contribution to energy transition”
- “Strengthening compliance”
- “Guaranteeing respect for personal data”
- “Improving customer relations”
- “Acting for responsible procurement”
- “Encouraging sustainable purchasing”

3 - Environmental

Effect on climate change of society's activity and the use of the goods and services it produces:

- “Extending eco-design”
- “Promoting sustainable innovation”

- “Developing our contribution to energy transition”
- “Optimising energy management”

Circular economy:

- “Extending eco-design”
- “Encouraging sustainable purchasing”
- “Improving waste recovery”

Fight against food waste:

- The company restaurant offers employees the option of adapting the portions according to their needs, in order to limit food waste.

Fight against food insecurity

- This issue has not been identified as a priority.

Respect for animal welfare

- This issue has not been identified as a priority.
- Delta Dore's activities do not involve any exploitation or use of animals.

Responsible, fair and sustainable food

- “The company restaurant is partly supplied by local producers and includes products from organic farming.”

ITO Report (RSM West):

Independent third party report on the consolidated declaration of extra-financial performance featured in the Group management report - (period ending 31 December 2022)

To the shareholders of DELTA DORE FINANCE SA,

In our capacity as a professional auditing body, designated as a third-party body for your group (hereinafter "entity"), and accredited by COFRAC (Comité d'Accréditation Français [French Accreditation Committee]; Cofrac accreditation validation/verification no. 3-1861, scope available at www.cofrac.fr), we undertook work aiming to formulate a reasoned opinion expressing a conclusion offering moderate assurance, based on historic information or information extrapolated from the consolidated Statement of Extra-Financial Performance, prepared in accordance with the entity's procedures (hereinafter the "Reporting Criteria"), for the period ending 31 December 2022 (hereinafter the "Information" and the "Statement" respectively), presented in the group's management report, in accordance with the provisions of articles L. 225-102-I, R. 225-105 and R. 225-105-I of the French Commercial Code.

Preparation of the Statement of Extra-Financial Performance

The lack of a generally accepted and commonly used frame of reference or established practices that can be drawn on as a means by which to evaluate and measure the information enables the use of different, yet acceptable measurement techniques, which can affect the ability to draw comparisons between the entities and over time.

As a result, the information must be read and understood by referring to the Reporting Criteria, of which the relevant elements are presented in the Statement.

Limitations inherent to the preparation of the information associated with the Statement

The information may be subject to a degree of uncertainty inherent in the state of scientific knowledge, and to the quality of the external public data used (e.g. greenhouse gas emission factors, sectoral climate trajectories, etc.) Some information may be affected by methodological choices, hypotheses and/or assumptions made with a view to establishing said information, and presented in the Statement (e.g. the reporting scope, extrapolations made regarding energy consumption, reported scope 3 greenhouse gas emissions, etc.)

Responsibility of the entity

It is the responsibility of the Management Board:

- to select or establish appropriate criteria for the preparation of information;
- to prepare a Statement in accordance with legal and regulatory requirements, including a presentation of the business model, a description of the principal extra-financial risks, a presentation of the policies applied in relation to these risks and the results of these policies, including key

performance indicators;

- and to implement the internal controls that it deems necessary for the preparation of information that does not include significant anomalies,, such as those stemming from fraud or as the result of errors.

The Statement has been drawn up, applying the aforementioned entity Reporting Criteria.

Responsibility of the designated independent third-party body

It is our responsibility, on the basis of our work, to formulate a reasoned opinion expressing a conclusion based on moderate assurance on:

- the compliance of the Statement with the provisions of Article R. 225-105 of the French Commercial Code;
- the accuracy of the information provided pursuant to 3° of I and II of Article R. 225-105 of the French Commercial Code, namely the results of policies, including key performance indicators, and actions, relating to the main risks, hereinafter the "Information".

As we are required to formulate an impartial conclusion regarding the information, as prepared by the management, we are not authorised to be involved in the preparation of the said information, as this could compromise our impartiality.

It is not for us to comment on the following:

- the entity's compliance with other applicable legal and regulatory provisions, the due diligence plan and the fight against corruption and tax evasion;
- the compliance of products and services with application regulations.

Regulatory provisions

Our work described below has been carried out in accordance with the provisions of articles A. 225 I et seq. of the French Commercial Code, which determines the terms and conditions under which a third party organisation conducts its mission, in accordance with the verification programme.

Impartiality and quality control

Our impartiality is defined by the provisions of Article L. 822-II-3 of the French Commercial Code. In addition, we have implemented a quality control system that includes documented policies and procedures to ensure compliance with applicable laws and regulations.

Nature and scope of work

We have planned and implemented our work, taking into account the risk of significant anomalies in terms of information.

We believe that the procedures that we have implemented while exercising our professional judgement allow us to formulate a conclusion expressing moderate assurance.

Our work is performed in accordance with an audit programme and the associated specified requirements relating to auditing.

- we have reviewed the activities of all the entities included in the scope of consolidation and the description of the main risks;
- we have assessed the appropriateness of the Reporting Criteria with regard to its relevance, completeness, reliability, neutrality and understandability, taking into account, where appropriate, best practices in the sector;

- we verified that the Statement covers each category of information provided for in III of Article L. 225-IO2-I with regard to social and environmental matters;
- we have verified that the Statement presents the information provided for in II of Article R. 225-IO5 when relevant to the principal risks and includes an explanation of the reasons for the absence of the information required by the second paragraph of III of Article L. 225-IO2-I;
- we have verified that the Statement presents the business model and a description of the principal risks of all entities included in the scope of consolidation, including, where relevant and proportionate, the risks created by its business relationships, products or services, and the policies, actions and results, including key performance indicators relating to the principal risks;

- we have consulted the documentary sources and conducted interviews in order to:
 - assess the process of selecting and validating the main risks and the consistency of the results, including the key performance indicators selected, with the main risks and policies presented, and
 - corroborate the qualitative information (actions and results) presented in Appendix 2 that we considered most important. Our work was carried out at the level of the consolidating entity and within a selection of entities;
- We have checked that the Statement covers the consolidated perimeter, i.e. all the entities included in the consolidation perimeter in accordance with Article L. 233-I6 with the limits specified in the Statement;
- we have examined the internal control and risk management procedures implemented by the entity and have assessed the collection process aimed at ensuring the completeness and accuracy of the information;

- for the key performance indicators and other quantitative results that we considered most important presented in Appendix I, we implemented:

- analytical procedures consisting of verifying the correct consolidation of the data collected and the consistency of its evolution;
- detailed tests on a sample basis, consisting of verifying the correct application of definitions and procedures and reconciling the data with supporting documents. This work was carried out with a selection of contributing entities, namely Delta Dore SA and Rademacher, and covered between 68% and 100% of the consolidated data selected for these tests;

- We assessed the overall consistency of the Statement in relation to our knowledge of all the entities included in the scope of consolidation.

Procedures implemented within the scope of a task with a moderate assurance audit are less extensive than those required for a reasonable assurance audit; a higher level of assurance would have required more extensive auditing work.

Methods and resources

Our work involved the skills of 3 people and took place between March and April 2023, over a total intervention period of 2 weeks.

We called upon our specialists the fields of sustainable development and societal responsibility to assist us in the execution of our tasks. We conducted 8 interviews with the people responsible for the preparation of the Statement.

Conclusion

Based on the procedures that we have implemented, as outlined in the "Nature and scope of the work" section, and the elements that we have collected, nothing has come to our attention that causes us to believe that the Statement of Extra-Financial Performance is not in accordance with the applicable

regulatory requirements and that the Information, taken as a whole, is presented fairly in accordance with the Reporting Criteria.

Comments

Without calling into question the conclusion expressed above and in accordance with the provisions of Article A. 225-3 of the French Commercial Code, we make the following comments:

- Scope:
 - Some entities are not included because their contribution is not significant in terms of CSR issues. The entities included represent 95% of turnover and 98% of employees.
 - In June 2021, the Delta Dore group acquired the Rademacher group, which is based in Germany. Due to organisational difficulties, it was not possible to produce all the indicators for this scope.

Paris, 12/05/2023
The Independent Third Party Organization
RSM Paris
Martine LECONTE
Head of the CSR department,
partner

Risks and Challenges	Quantitative indicators	Tested qualitative data
Talent	<p>Indicators:</p> <ul style="list-style-type: none">• Absenteeism rate• Percentage of employees satisfied with internal communication <p>Key Performance Indicators:</p> <ul style="list-style-type: none">• Turnover related to resignations• Percentage of employees who have received training• Frequency of work-related accidents• Severity rate of work-related accidents	<ul style="list-style-type: none">• Partnership with the "Brittany" brand• New managers attend a training course focussing on SOFT values• Implementation of a working time account for accumulated leave (compte épargne temps, CET)• Funding of crèche places for employees• ISO45001 certification processes at the Revin factory• Formalisation of the recruitment policy and process
Innovation	<p>Indicators:</p> <ul style="list-style-type: none">• Percentage of time dedicated to energy transition R&I <p>Key Performance Indicators:</p> <ul style="list-style-type: none">• Percentage of Delta Dore brand turnover covered by a PEP• Percentage of Delta Dore products' turnover that contribute to energy management	<ul style="list-style-type: none">• "Development of a "Conservation" or "Dissipation" strategy calculated based on weather forecasts• Training on the PCR 4th edition• Definition of the objective for the reduction of carbon emissions, coming into alignment with the ambitions of the Paris Agreement
Performance	<p>Indicators:</p> <ul style="list-style-type: none">• Percentage of suppliers who have signed the purchasing charter• Energy consumption / value produced <p>Key Performance Indicators:</p> <ul style="list-style-type: none">• Rate of waste material recovery• Greenhouse gases / value produced• Sustainable Development suppliers' performance	<ul style="list-style-type: none">• Targeting and support actions for environmental impact reductions• Identification of reduction measures involving the installation of valves in the production areas.• Law against waste and for a circular economy (AGEC): bringing into compliance
Conquest		<ul style="list-style-type: none">• Membership of the UN Global Compact• Ensuring compliance with the new regulation regarding cookies• Training on the SCIP regulation

Summary table of indicators:

	Issues	Pillar	Indicator	Fra / Spa	Fra / Spa	Group	Target ¹	Coverage ⁴ (2022 financial year)		Comment(s)	Calculation method(s)
				2021 ²	2022		2023	Rates	Calculated on the basis of		
ENVIRONMENTAL	KPI Eco-design	I	% of Delta Dore brand turnover covered by a PEP	43%	64%	n.a ¹	> 60%	100%	of Delta Dore brand turnover	Target achieved: 25 new PEPs in 2022 covering 62 commercial references	Delta Dore brand turnover covered by a valid PEP during the sales month / Delta Dore brand turnover
	KPI Sustainable purchases	P	Sustainable Development suppliers' performance	68%	76%	n.a ¹	> 80%	80%	of the total amount of purchases	For 2022, the Charter has not been shared between the DDSA and DD RDM.	Measurement as a percentage based on a questionnaire
	KPI Energy management*	P	Greenhouse gases / value produced	6.7 tCO2e/€m	4.9 tCO2e/€m	n.a ¹	< 5.8 tCO2e/€m	n.a ¹	of the industrial output value of DDSA and DDM	-26% compared with the previous year	Energy consumption in MWh * ADEME emission factor (French average) / Value produced (raw materials + labour + machinery + subcontracting) Use of SCOPE 3 emission factors (ADEME carbon database)
	Energy management*	P	Energy consumption / value produced	58 MWh/€m	76 MWh/€m	n.a ¹	< 78.3 MWh/€m	96%	of the industrial output value of DDSA and DDM	17% improvement in the ratio, attributable to a 15% increase in production hours and a 7% reduction in consumption (16% reduction in heating requirements for Bonnemain and Tinténac in 2022 compared with 2021).	Electricity consumption in MWh + gas consumption in MWh / value produced (raw materials + labour + machinery + subcontracting)
	KPI Waste recovery	P	Rate of waste material recovery	76%	79%	n.a ¹	> 80%	100%	of the industrial output value of DDSA and DDM	we have increased our overall material recovery rate	Evolution of the calculation: refined by the data provided by our service provider for the treatment of hazardous waste
BUSINESS	Customer relationship	C	SQ SH consumer	88%	75%	n.a ¹	> 85%	n.a ¹	French calls	The end of the surcharge on the consumer number in September generated a large number of calls, which caused the SQ to fall.	Number of calls handled / number of calls made in the year
	Customer relationship		SQ SH pro	85%	82%	n.a ¹	> 85%	n.a ¹	French calls	A slightly complicated year in terms of resources due to absences	Number of calls handled / number of calls made in the year
	KPI Sustainable innovations	I	Number of active patent families	54	63	85	88	n.a ¹	Active patent families (FR-GER)	Target not achieved for 2022	Number of active patent families in the INPI and DPMA databases
	Industrial partnerships	I	Percentage of "Ecosystem" customers	77%	77%	73%	85%	n.a ¹	Number of customer groups	Stable vs 2021	Number of customer groups with a Delta Dore ecosystem offering / Total number of customer groups
	Customer satisfaction	P	On-Time-In-Full (OTIF) /	64%	68%	n.a ¹	> 90 %	100%	DDSA orders	Very strong impact of component shortages	Number of orders shipped by customer requirement date / number of orders
	Customer satisfaction	p	On-Time-Delivery (OTD)	85%	79%	n.a ¹	> 95 %	100%	DDSA orders	Very strong impact of component shortages	Number of orders shipped on time as promised / number of orders with promised date to customer

	Issues	Pillar	Indicator	Fra / Spa	Fra / Spa	Group	Target ³	Coverage ⁴		Comment(s)	Calculation method(s)
				2021 ²	2022		2023	Rates	Calculated on the basis of		
SOCIAL	KPI Energy transition	I	Percentage of Delta Dore products' turnover that contribute to energy management	56%	55%	52%	> 60%	100%	of the group turnover	Reference year following the integration of DD-RDM	Turnover from energy management products + HVAC (Heating, Ventilation, and Air Conditioning) products + Smart Building turnover / total turnover
	Sustainable purchases	P	Percentage of suppliers who have signed the purchasing charter	83%	81%	n.a ¹	> 80%	n.a ¹	suppliers approached	We have achieved this objective and extended the distribution to all production and non-production suppliers (+223).	Number of signatory suppliers / Number of suppliers approached
	KPI Talent attraction	T	Staff turnover in conjunction with resignations	2,90%	3,80%	4,33%	< 5%	92%	Average staff FR + SPA + GER / group average staff	Objective met	Number of resignations / average staff
SOCIAL	Talent attraction	T	Percentage of permanent contract candidates confirmed at the end of their trial period	92%	88%	87%	> 95%	92%	Average staff FR + SPA + GER / group average staff	Very dynamic market, more choice for candidates, less fear of leaving a job DD-RDM: 1 st measurement of the indicator within the Delta Dore Group	Number of employees with an end of trial period over the year - Number of ends of trial periods / number of employees with an end of trial period during the year (permanent only)
	Training	T	Percentage of different employees who have received training:	81%	89%	81%	> 75 %	84%	Average staff FR + SPA + GER / group average staff	In 2022, we introduced training courses open to all employees (e.g. energy transition, customer privacy, etc.).	Number of different employees trained / average number of employees
	KPI Health & Safety	T	Frequency of work-related accidents	9,65	5,48	4,3	< 5,46	96%	Average staff FR + SPA + GER / group average staff	1 long-term work-related accident in France	Number of lost-time accidents / number of hours worked (in thousands)
	KPI Health & Safety	T	Severity rate of work-related accidents	0,27	0,36	0,28	< 0,09	96%	Average staff FR + SPA + GER / group average staff	329 lost days (1 accident resulting in 298 days' absence from work in 2022)	Number of days lost through temporary disability / number of hours worked (in thousands)
	Health & Safety	T	Absenteeism rate	n.a	4,27%	4,05%	< 5%	98%	Average staff FR + SPA + GER / group average staff		Number of days absent / number of days theoretically worked x 100
	Communication with internal stakeholders	T	Percentage of employees satisfied with internal communication	93%	97%	n.a ¹	95%	100%	of group employees surveyed	Satisfaction rate still rising since 2021	Number of employees who answered "very satisfied" or "fairly well-informed" / number of respondents
	Social life and commitment	T	Percentage of overall employee satisfaction	n.a ¹	80%	n.a ¹	> 80 %	75%	Average staff FR + SPA + GER / group average staff	New indicator based on responses to the 8 items in the annual performance review	Number of respondents to the questionnaire (487) / Group average staff (814)
	Professional development /. Career support	T	Percentage of employees who have experienced a promotion or a change in position, on the average annual workforce	5,47%	5,12%	4,21%	> 5%	100%	Average staff FR + ESP / group average staff		Number of promotions and position changes / average staff numbers
	Professional development /. Career support		Percentage of positions filled internally	21%	18%	n.a	> 5%	76%	Average staff FR + ESP / group average staff		Number of internally filled positions / number of open positions

¹ Not Applicable. Data not usable for calculating this indicator or for the 2022 financial year
² Calculation of indicators for the year 2021 and excluding the EMS entity (France scope for 2021)

³ In the absence of an indicator for the Delta Dore Group, the value of the target to be achieved is that of the indicator given for 2022.
⁴ The coverage rate (ratio) expresses all or part of the reference scope in which the indicator was calculated.

Correspondence table with the IO principles of the United Nations Global Compact

Themes of the Global Compact	Principles of the Global Compact	Challenges expanded upon within this report
Human rights	1. Promoting and respecting the protection of international law relating to Human Rights	Compliance, page 41 Health & Safety, page 47 Sustainable purchasing, page 52
	2. Be sure not to render yourself complicit in violations of Human Rights	Compliance, page 41 Health & Safety, page 47 Sustainable purchasing, page 52
International labour standards	3. Respect freedom of association and recognise the right to collective negotiation	Communication with internal stakeholders, page 46
	4. Contribute to the elimination of all forms of forced or mandatory labour	Responsible procurement, page 42 Sustainable purchasing, page 52
	5. Contribute to the effective abolition of child labour	Responsible procurement, page 42 Sustainable purchasing, page 52
	6. Contribute to the elimination of all employment-related discrimination	Diversity and discrimination, page 58
Environment	7. Apply a precautionary approach when faced with problems relating to the environment	Eco-design, page 37 Energy management, page 52 Waste recovery, page 52-53
	8. Take initiatives that promote increased responsibility with regard to the environment	Eco-design, page 37 Energy transition, page 38
	9. Promote the development and dissemination of technologies that are respectful of the environment	Sustainable innovation, page 39 Eco-design, page 37
Battle against corruption	IO. Take action against corruption in all its forms, including extortion and bribery	Compliance, page 41 Sustainable purchasing, page 52

Glossary

LCA: Life-Cycle Assessment

ACT : Assessing Low-Carbon Transition

CMRT: Conflict Minerals Reporting Template

COP: Communication on Progress

PTA: Personal Training Account

CRM: Customer Relationship Management

CSE: Comité Social et Economique (Social and Economic Committee)

WEEE: Waste Electrical and Electronic Equipment

OIW: Ordinary Industrial Waste

Due Diligence: The concept of due diligence means that a person must work to protect themselves against any negative element of an operation that can be avoided. This refers to basic precautionary duty.

SEFP: Statement of Extra-Financial Performance

RE: Renewable energies

ESAT: Etablissement et service d'aide par le travail (Work-based disabled integration enterprise)

GHG: Greenhouse gas

GQS : Gestes Qui Sauvent (Techniques the Save Lives)

HVAC : Heating, ventilation and air-conditioning

ICPE: Installations Classified for the Protection of the Environment

IoT: Internet of Things

ERB: Employee Representative Bodies

KPI: Key Performance Indicator

SDG: Sustainable Development Goals

UN: United Nations

OTD: On Time Delivery

ITO: Independent Third Party Organisation

OTIF: On-time, In-Full

PEP: Product Environmental Profile

QS: Qualité de Service (Service Quality)

QSE: Quality, Safety, Environment

QWL: Quality of Working Life

R&I: Research and Innovation

EPR: Extended Producer Responsibility

GDPR: General Data Protection

Regulation

PSR:Psychosocial risks

CSR: Corporate social responsibility

ISSM: Information Systems Security Manager

SCIP : Substances of Concern In articles as such or in complex objects (Products)

S&OP: Sales and operation planning.

SAV: Service Après-Vente (After Sales Service)

SIGN: Smart Ignition Strategic Plan

SST: Sauveteurs Secouristes du Travail (First-aiders at Work)

TCO2e : Tonnes of CO2 equivalent.

FR: Frequency rate

SR: Severity rate



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