



2023
CSR report

we **care** / we **act**



Editorial

Gerflor solutions are part of our daily lives, whether at home, in gyms, healthcare facilities, schools, workplaces, public places or transportation... This commits us to improving every day the well-being and health of our customers, users, communities while anticipating the needs and challenges of future generations.

"we **care** / we **act**": our mission statement is about acting. As we are fully aware of the climate emergency and the various environmental issues, we act with determination and pragmatism to reduce our environmental footprint and contribute to greater circularity and positive social impact.

Here are a few examples of our 2023 achievements:

- We have **reduced our greenhouse gas emissions by 20% on scopes 1 & 2 compared with 2019**. The transition to renewable energies has been accelerated, with **68,000 sqm of photovoltaic panels** on our sites.
- We now have certified environmental impacts through EPDs for all our product ranges.
- We launched **Creation Zen, a lightweight LVT range** with a smaller carbon footprint than standard LVT.
- We also launched **Taralay Impression Hop, a looselay solution for high-traffic areas**, which makes recycling and reuse easier.
- We have developed our **Second Life program all over Europe**. We are the leader in France, with 68% of all vinyl flooring collected and recycled. We have extended our offer to Belgium, the Netherlands, the Nordic countries and Italy.
- Because the women and men who make up the Gerflor Group are its greatest asset, we launched the "**Gerflor Safety Culture**" initiative in France, with a target of **0 accidents by 2025**.
- We have also made progress with our suppliers: **95% of our strategic suppliers have signed our Responsible and Ethical Purchasing charter**.
- Finally, during 2023, we have put Gerflor on track as **official supplier to the Paris 2024 Olympic and Paralympic Games**; the same as we have done for over 50 years.

For these 2024 Games, we supply eco-designed sports floors, made of 35% recycled content and installed without adhesive to be 100% re-usable after the event.

We are committed to continuing to innovate, anticipate and cooperate to build a sustainable future. We are working to join the Science Based Targets (SBTi) initiative, which will align our objectives with Paris Agreement to limit global warming to 1,5° by 2050.

Bertrand Chammas

CEO - Gerflor Group



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Find out more on
[gerflor.com](https://www.gerflor.com)

Find us on social media:



For over 80 years, the Gerflor Group has been developing, manufacturing and selling innovative, decorative and eco-responsible solutions. Its product portfolio encompasses flexible floors, wall protection and finishes. Gerflor supports professionals and individuals every day in every phase of their project, from product selection to end-of-life management and recycling solutions. As a European manufacturer, the Group employs 5,000 people in 24 factories, 30 subsidiaries, and distributes its products and services in over 100 countries. Gerflor solutions can be found in Education, Healthcare, Retail, Sports, Hospitality, Industry, Offices, Transport, and Residential buildings. Faced with the climate emergency and the scarcity of raw materials, the Group's ambition is now more than ever to reconcile sustainable and profitable growth with resolute and innovative approaches to reduce our environmental impact.

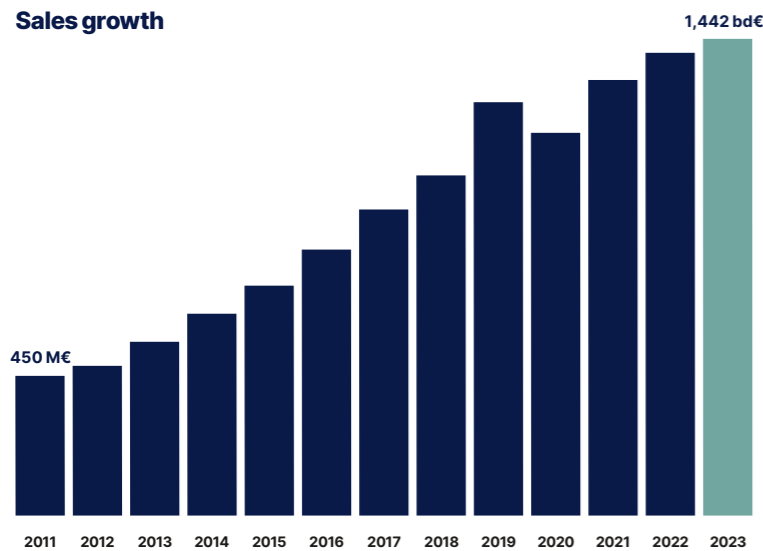
Gerflor factory.
Exclusive gravitational
process for better energy
efficiency.
Saint-Paul-Trois-Châteaux,
France .
→

The Gerflor Group



A global group

Growth for over 20 years based on organic development and strategic acquisitions



1,442 bd€
in sales.

5,000
staff members.

24
factories.

30
subsidiaries.

Distribution of our manufacturing sites and business subsidiaries



America Middle East and Africa East Asia and Australia

● Sales offices ● Manufacturing plants ● Head office

Producing locally for each market

Europe is our main production site and our main market. More than 50% of products sold are manufactured locally, on every continent. Our head office is located in France. 80% of products sold in France are made in France

Over 50% of sold products are manufactured locally on each continent

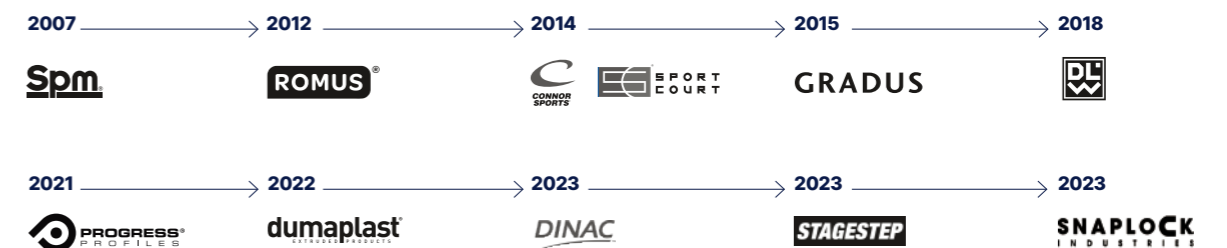
Our history

From one generation of entrepreneurs to the next, we have supplied innovative brands that make flooring an opportunity to improve people's lives. The journey began with our world class brands, Mipolam, Taraflex® and Gerland Sols. Since 2006, we have focused on expanding our range of long-standing and fully legitimate labels. Our distribution network is also growing, making a diverse portfolio widely available to meet your contemporary needs.

Pioneer brands

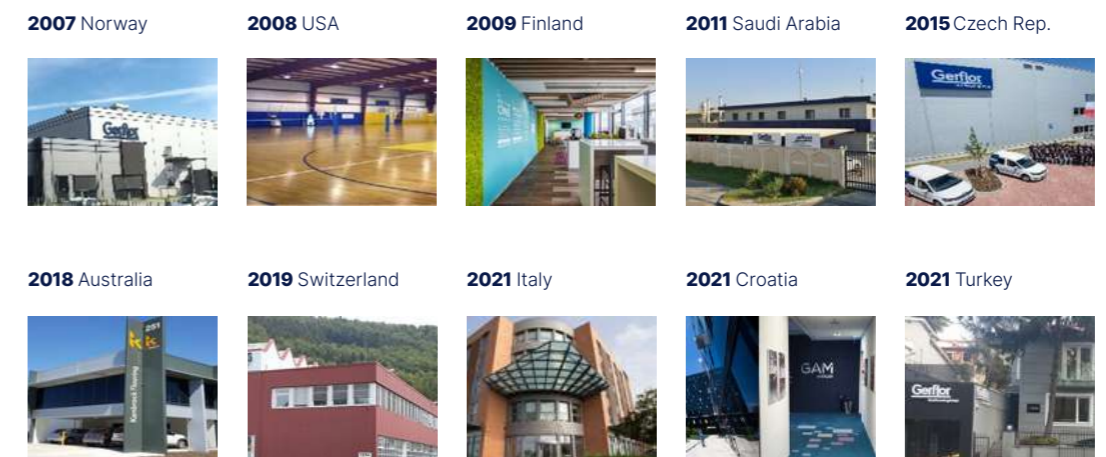


Expert flooring brands



Geographic expansion

Selection of Gerflor subsidiaries built on the acquisition of distributors

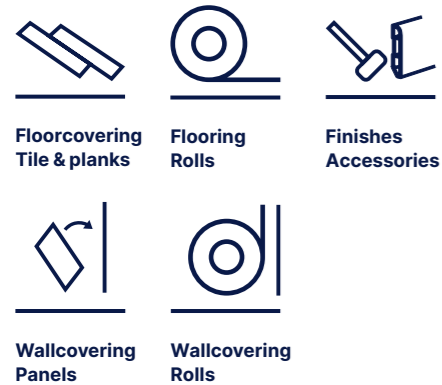


Our products and markets

Experts in solutions for floors, walls and finishes, we feature a wide range of technical and decorative solutions specific to each market application. Our approach is spread over 10 markets which makes our business model both robust and balanced.

A diversified product portfolio

Our range offers a wide choice of materials and formats for floors and walls, as well as accessories for integrated solutions.

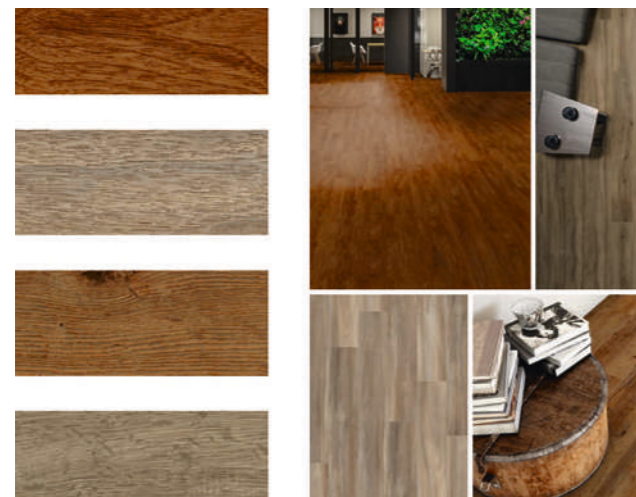


10 Market applications

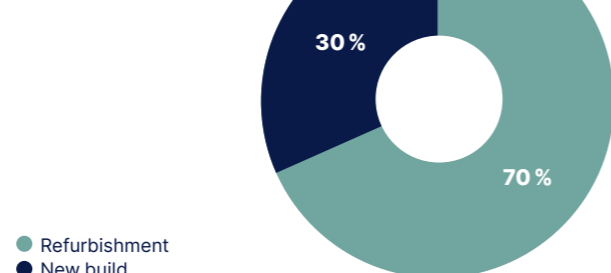
We meet the needs of public buildings, housing, sports centres and transport vehicles.



4,000 exclusive designs developed by our artistic direction team..



Sales mainly focused on refurbishment.



Our strategic priorities

Our mission: make our customers and users' lives easier with sustainable, innovative, healthy and environmentally respectful products. To achieve this goal, our actions hinge on three core priorities: customers, innovation and environment.

Customer care

Our floor and wall solutions are present in every aspect of personal and professional life: at school, at home, at the office, in stores, at the gym, in transport and hospitals. Therefore, we have a strong responsibility as a manufacturer: to combine innovation with design to improve any living space, to make them safe, comfortable and easy to live in.

For commercial projects, we support our professional customers through offering them the optimum material selection adapted to their needs through to implementation.

Innovation

Spearheading our policy of innovation and continuous improvement, and constantly on the lookout for new market trends, our 144 engineers and technicians R&D team designs products that meet our customers' ever-changing expectations.

Corporate responsibility

Reducing our operation's environmental impact is a major concern. Our products and factories are compliant with the industry's most demanding standards and regulations (ISO 14001, ISO 50001, REACH). We proactively incorporate reliable eco-design and circular economy principles into our processes.

Concerned about the health and well-being of our employees and users, we are constantly improving our practices with a view to setting an example. We are also committed to society at large, with a proactive Responsible Purchasing policy, a strict ethical framework for our commercial relations, and support for the regions in which we operate.

We Care, We Act is much more than a slogan. It's a guiding principle that underpins every aspect of our business.



↑ Teamwork, innovation accelerator.

FOCUS.

Our values guide our actions.

Our strategic priorities are reflected in our Charter of values titled **T.R.A.C.E.** This charter is shared with each of our employees as soon as they join the company. It is at the centre of our management process. 5 great values guide our actions:

- Teamwork
- Respect and integrity
- Agility and entrepreneurship
- Customer success
- Engagement & responsibility

Our CSR approach continues to expand day by day. Today, our long-standing commitment is integrated into the action plans of all departments of the company. Since 2020, the group has prioritised its goals in line with the United Nations' Sustainable Development Goals (SDGs).

Governance and CSR priorities



A long standing effort

Driven by strong customer commitments while contributing to sustainable development, we have structured our CSR policy over the years.

The certification processes were the first formal steps in our CSR policy:

- 
1995 - ISO 9001: Improve our performance, meet customer expectations and demonstrate our commitment to quality.
- 
2003 - ISO 14001: Implement our environmental management systems (EMS), and improve our environmental performance continually.
- 
2006 - EN 9100: establish a quality assurance system for our aeronautics operations.
- 
2011 - ISO 45001: Better protect our employees and manage OH&S risks.
- 
2013 - ISO 50001: Integrate energy management into our overall efforts to improve quality and environmental management.

We are guided in our actions by our commitments to our stakeholders:

- Provide innovative products respectful of health and the environment.
- Continuously innovate to provide the best service to our customers.
- Guarantee health, safety, security and well-being at work to our employees while supporting them in their skill-building and professional development.
- Respect strict ethical rules to ensure balanced and fair interactions with our business partners.
- Ensure a sustainable economic and social impact in the territories in which we are located.

Since 2021, our CSR reports formalise and communicate our CSR achievements and ambitions.



Over 100 Gerflor staff members dedicated to quality.

FOCUS. Ecovadis

 In February 2024, we received our Ecovadis CSR assessment and achieved a score of 64/100, an improvement on our previous score of 53/100. GERFLOR SAS (GROUP) is among the top 10% of companies assessed by Ecovadis in the Plastic Products Manufacturing business sector, and among the top 4% in the Environment pillar.

Supervisory bodies

Decisions are made within operational executive committees and shared with the teams during regular supervisory meetings.



Stakeholders

We involve all stakeholders in the CSR process.

Several customer surveys are conducted annually in different markets and countries



95%*

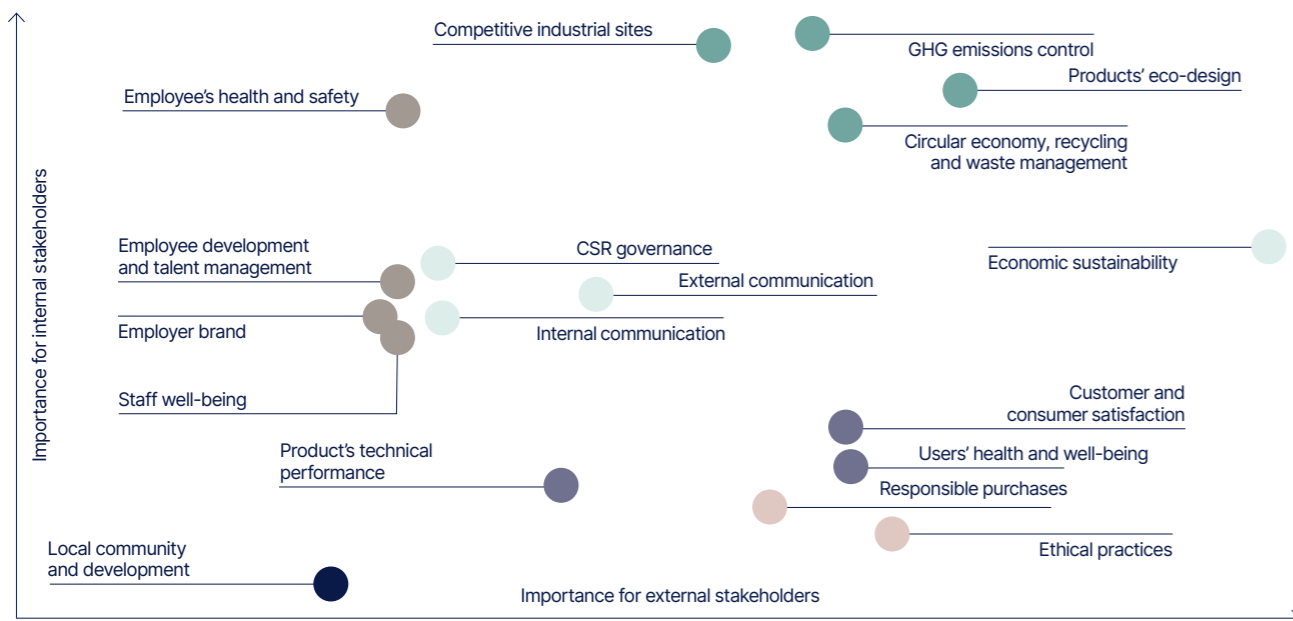
of strategic suppliers have signed the ethical and responsible purchase charter.

*out of USA

CSR challenges prioritisation

To prioritise our CSR challenges and direct our actions, we survey our stakeholders on a regular basis. Based on the data we collected, we built this materiality matrix.

The materiality matrix



Matrix legend:

- the environment (green dot)
- local communities and development (blue dot)
- fair practices (brown dot)
- the consumer (purple dot)
- relationships and working conditions (brown dot)
- governance (light green dot)

We maintain a regular dialogue with our internal and external stakeholders to ensure that our actions and priorities are in line with material issues.

In 2023 we conducted three notable studies, in addition to the daily dialogue with our various stakeholders:

- In-depth interviews with 67 professional customers in France, Germany, the USA, the UK and Slovakia on the key environmental attributes expected of a floor covering. This confirmed the importance attached to products' carbon footprint, circularity, local and responsible sourcing, and the expectation of bio-sourced solutions.
- An Ipsos survey of 1,087 French consumers representative of the French population to assess Gerflor's strengths and weaknesses. Our brand has confirmed its leading position in France, and enjoys a high level of satisfaction, particularly for its technical performance, durability, design and acoustic

well-being. More needs to be done to publicize the environmental benefits of vinyl flooring and our commitment to the environment.

- An "Employee Commitment" survey was carried out by an external firm among 1,024 employees in France. This enabled us to confirm the material challenges and areas for progress, in particular the attention to be paid to internal communication, the working environment and employee well-being.

In 2024, the analysis of our challenges will be updated in the form of a double assessment of materiality, in line with the expectations of the European directive on Sustainability Reporting Directive (CSRD). We will integrate the identification and assessment of sustainability impacts, risks and opportunities across our entire value chain.

Prioritising challenges

From the matrix, we prioritised the CSR challenges as well as defined the roadmap for our CSR policy.

	Our commitment for the planet	Our engagement to our customers	Our engagement for society	Our engagement to our staff
Critical challenges	<ul style="list-style-type: none"> - Products' eco-design - GHG emissions control, recycling and waste management - Circular economy 	<ul style="list-style-type: none"> - Users' health and well-being - Customer and consumer satisfaction 	<ul style="list-style-type: none"> - Ethical practices - Responsible purchases 	<ul style="list-style-type: none"> - Staff health and safety - Employee development & talent management
Other important challenges to monitor	<ul style="list-style-type: none"> - Competitive industrial sites 	<ul style="list-style-type: none"> - Product technical performance 	<ul style="list-style-type: none"> - Local community and development 	<ul style="list-style-type: none"> - Employer brand - Staff well-being - External communication - Internal communication

These priorities are in line with the company's policy for the past 20 years. Beyond the economic performance, over the past 10 years, we continuously steered our actions towards:

- The success of our customers and partners,
- A culture of health, safety and security,
- The search for eco-responsible solutions,
- Our staff members' expertise and commitment.

FOCUS. Paying attention to our customers.

The conclusion from our survey is an important and growing interest for: Organically sourced solutions, circular economy and product carbon footprint.



A CSR approach in line with SDG's*

Through voluntary action, we aim to contribute to the United Nations' Sustainable Development Goals (SDGs).

We are committed to creating long-term value and having a positive impact on our sphere of influence and, more broadly, on society and the environment through each of our activities. Through our actions, detailed in this report, we contribute to 10 of the 17 SDGs*:





FOCUS.
10 OUT OF 17.
The group impacts 10 out of the 17 SDGs.



*Sustainable Development Goals

Our 2025 main commitments

For each of the priorities defined using the materiality matrix (see page 12), we set ourselves quantified targets for 2025 in 2020.

Priority issues		2025 vs. 2020 objectives
 Page 16 Environment	<ul style="list-style-type: none"> - Greenhouse gas emissions control - Eco-design & save natural resources - Circular economy 	<ul style="list-style-type: none"> → -20% on BGES scopes 1 & 2 vs. 2019 → 35% loose lay products → 30% recycled materials in products → 10% organically sourced materials → 60 000 T recycled materials consumed/year
 Page 32 Customers	<ul style="list-style-type: none"> - Users' health and well-being - Customer and consumer satisfaction 	<ul style="list-style-type: none"> → 100% products <100µ/m³ → -30% customer issues
 Page 42 Staff	<ul style="list-style-type: none"> - Staff health and security - Skill building 	<ul style="list-style-type: none"> → Tf1 < 4 = (number of yearly accidents/number of yearly worked hours)x1,000,000 → 2% wage bill invested in training
 Page 50 Society	<ul style="list-style-type: none"> - Ethical practices - Responsible purchases 	<ul style="list-style-type: none"> → 90% of staff trained → 90% suppliers signed to the responsible and ethical purchase charter

Faced with the climate emergency, the scarcity of raw materials and associated risks (more regulations, raw material instability, disruption linked to more common natural disasters),

Gerflor is committed to reducing:

- the impacts that its activities could have on the climate in the absence of voluntary action;
- to involve its value chain partners in this necessary dynamic.

We also hear the high expectations of our stakeholders related to environmental protection challenges.

The Group has made sustainable development a strategic priority based on 4 axes:

- Calculate our environmental footprint.
- Limit the impact of our products on climate and raw material depletion.
- Decarbonise our manufacturing and logistics sites.
- Take on the recycling challenge.



Our commitment to the planet



Gerflor's global carbon footprint

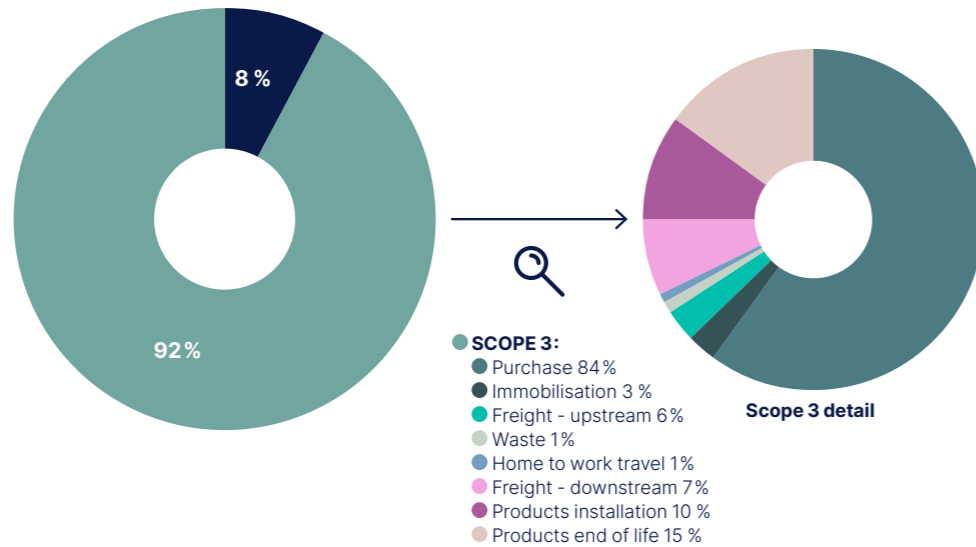
Trackable goals are critical in order to improve. Since 2011, we have carried out greenhouse gas (GHG) assessments in France. Since 2019, we have expanded this analysis internationally.

In accordance with international standards, these assessments take into account the direct and indirect emissions of our operations.

GHG assessment - International

SCOPE 1 & 2

- Direct GHG emissions
 - Energy combustion
 - Vehicle fuel combustion
 - Refrigerant agent leaks
- Indirect emissions linked to energy
 - Electricity consumption
 - Steam consumption



We decreased in GHG emissions in the sqm. produced between 2019 and 2023

-20%

Location based produced over scopes 1 & 2.

Deploying our low-carbon approach using the "ACT Pas à Pas method" from ADEME and CDP

Gerflor has been following the "ACT Step-by-step" methodology since 2022.

This methodology (Accelerate Climate Transition) was developed by ADEME and the Carbon Disclosure Project (CDP) to help companies make their low-carbon transition. In particular, it helps to identify the main issues, prioritize reduction paths and anticipate the associated transition risks, in order to create a relevant and ambitious action plan.

Actions on direct emissions linked to energy (scopes 1 & 2):

- Continue the energy optimisation of our sites.
- Increase the portion of decarbonated energies within total energy consumption.
- Increase the share of renewable and low-carbon energy to 50% by 2025.
- Change our methods of working in areas such as internal logistics.

Actions on indirect emissions (scope 3):

- Eco-design our products.
- Further intensify recycling actions.
- Involve our supply chain:
 - On the nature and/or manufacturing methods of raw materials.
 - On the transport of those same raw materials as well as of our finished products.

Concrete initiatives in these areas have been underway for many years, and have continued in 2023, as detailed in the following pages.



Gerflor bets heavily on photo-voltaic energy to improve its energy mix. 68,000 m² of photovoltaic panels installed.

FOCUS.

1PACTE CLIMAT

Since 2022, Gerflor has been participating alongside major groups such as Bouygues, Saint-Gobain, Air France-KLM and Eiffage in the French 1PACTE Climat initiative. This is a voluntary initiative aimed at highlighting the key role of companies and their specific commitments in the fight against climate change.

Our products' footprint

Our stakeholders expect solutions to environmental challenges and the fight against the depletion of raw materials. Gerflor is committed to communicating transparently on the carbon impact of its products, with a focus on eco-design, the use of sustainable raw materials, product longevity and the circular economy.

Systemise eco-design of products

Because a product's carbon footprint is decided at the first stroke of a pencil, our R&D and marketing departments incorporate eco-design into the first step of development.

Convinced of the need to eco-design our products, we began in the early 2000's to develop a reference system, with criteria for each phase of the product life cycle.

Today, 8 eco-design criteria drive our product specifications, from product design to its recycling.

Communicate transparently on our products' impact

Gerflor is committed to transparent communication regarding the environmental impact of its products. Our specialized in-house team carries out Life Cycle Analyses for each product and, following third-party certification, Environmental and Health Data Sheets (FDES) or Environmental Product Declarations (EPD) are made available to our customers. These documents enable us to share precise information on the impact of our products, and also support our R&D department in their eco-design approach. For each product, we also draw up an **Environmental Data Sheet** which summarizes the main environmental attributes, such as its carbon footprint, raw materials, percentage of recycled materials, recyclability, or environmental certifications obtained. These sheets can be consulted on our websites



FOCUS. Our main eco-design criteria:

- 01 Material safety (REACH)
- 02 Durability
- 03 Recyclability
- 04 Product weight reduction
- 05 Recycled content
- 06 Ease of maintenance
- 07 Demontability
- 08 Biobased content

2025 GOALS



100%

of product ranges have an individual Environmental Product Declaration (FDES & EPD)

Guarantee durable floors over time

Because the lifespan of a product is one of the most important criteria when it comes to environmental impact, we commit to manufacturing sustainable products. In vinyl, linoleum, wood or polypropylene, our floor coverings are all extremely resistant to wear and tear.

Depending on the range, we manufacture products adapted to intense foot traffic (e.g., public building lobbies, stores, etc.), regular mechanical traffic (e.g. forklifts in warehouses) or even actions such as punching, scratching, chemical products, extreme temperatures, and humidity.

We guarantee a durability of 10 to 15 years for most of our products. Our floors have a real average lifespan of 25 years!

Increase the proportion of sustainable raw materials

To combat global warming, Gerflor is committed to increasing the amount of sustainable raw materials in its products: Recycled, organic sources and mineral materials.

FOCUS. Floors mainly manufactured from mineral, renewable or recycled raw materials.

On average, 75% of Gerflor flooring components are made from organically-sourced mineral or of recycled origin.



25 years: Gerflor floors' average lifespan

↑ The GTI tile range, specifically made for mechanical traffic

>70%

Gerflor flooring contain more than 70% of bio-based, mineral or recycled materials



↑
Material to be recycled

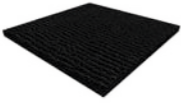
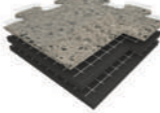
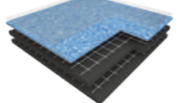
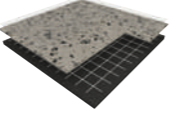
Increase the quantity of recycled content in our products.

Our vinyl floors have on average 22% recycled materials. These secondary raw materials come from production offcuts from our plants, installation offcuts and end-of-life products collected from our customers and, to a lesser extent, from other industries.

To be noted:

- All our recycled content is controlled and complies with European REACH regulations. The inclusion of recycled content does not impair product quality or performance.
- Average recycled content (actual recycled content used in each production batch) and target recycled content (theoretical % recycled content incorporated into the product formulation) are indicated in the product environmental data sheets available on the product pages of our websites.

FOCUS.
Technical products with high recycled content.

	
Up to 100% in Bateco rolls	64% Attraction® technical tiles
	
Up to 80% in GTI technical tiles	39% Premium compact rolls

Increase bio-based content:

Our product portfolio includes several ranges composed mainly of biobased materials:

- DLW Linoleum: 76% biobased materials, with Cradle to Cradle Silver certification
- Connor Sports flooring: made from FSC-certified North American maple.

We are also working to integrate more biobased content into our vinyl ranges:

- Since 2008, Saga 2 tiles have included a cork underlay.
- Since 2011, the Mipolam Symbioz range has included 17% biobased content.
- Since 2021, Mipolam Bio Planet also includes biobased content.
- In 2023, our R&D and marketing teams have prepared a major launch, scheduled for 2024, with the introduction of plant-based raw materials in major ranges of our resilient flooring portfolio, resulting over 80% natural or recycled content.








By 2023, we have reached our 2025 target of an average of 10% biobased materials across our entire product portfolio, ensuring their responsible origin, 2 years ahead of schedule.

2025 GOALS REACHED IN 2023 ✓



10%
biobased content
in our products.

FOCUS.
Linoleum is made of up to 98% organically sourced or mineral materials.

41% linseed oil. 	20% wood flour. 	19% limestone. 	8% jute. 
5% pine resin. 	3% coloured pigments. 	2% cork. 	

Our DLW linoleum range is Cradle to Cradle Silver™ certified.



The environmental performance of our operations

Gerflor factories are continually working to reduce their environmental impact: waste gas treatment, limitation of noise pollution, energy optimisation and green energy use, drastic decrease in water consumption thanks to closed circuit cooling systems, immediate waste sorting and material recycling.

As with products, operational units (buildings, processes, utilities) are designed or modified with environmental performance criteria for each area (air, soil, energy, resources, waste, carbon, risk).

Certified sites

With a goal to continuously improve quality, environmental and energy performance, our sites are committed through ambitious certification processes:

- Most of our sites are ISO 9001 (quality management) and ISO 14001 (environmental management) certified.
- Our main factories in France and Germany are ISO 50001 (energy management) certified - representing about 80% of the group's energy consumption.



Modernized sites to reduce energy consumption. ↑
Gerflor Tarare plant, France.



FOCUS.

100% green energy in Germany.

In Germany, where our homogeneous floors production takes place, the electricity purchased by our factories comes from renewable energy sources. This electricity is guaranteed by Certificates of Origin.

Reducing our energy consumption

Greener factories

- We acted at different levels to limit our factories' energy consumption:
- Re-design of production lines: such as the manufacturing line of new generation 2-metre rolls which helps save 30% energy compared to the formerly used technology.
 - Replacement of heating and cooling utilities with new technologies (redesign of energy diagrams, high-efficiency boilers, aerothermal systems, etc.) redesign of energy distribution circuits, insulation of singular points and recovery of waste heat from our main plants (Tarare, Saint-Paul, Grillon, Troisdorf, Delmenhorst, Carrickmacross).
 - Monitoring and analysis of consumption stubs for short (weekend) and long (technical) shutdowns;
 - Monitoring and analysis of consumption by production order.
 - Widespread installation of photovoltaic panels for self-consumption.
 - Biomass energy use on the Amasa (USA) site from recycled sawdust (generated from cutting) to feed the factory's heating system.
 - Energy performance integration across all project specifications.

Limit our water consumption

- In the interests of resource management, we set up actions to reduce our water consumption. This includes :
- constant monitoring of consumption, hunting down leaks and unusual consumption;
 - replacing cooling towers with adiabatic unit heaters to reduce water and energy consumption;
 - study of water circuits;
 - inclusion of water consumption in all specifications.

-93%

water consumption
between 1998 and 2023 in France

Limiting, reusing, recycling and recovering waste

Improving machine efficiency and reliability, production scheduling are just some of the day-to-day leversto avoid waste. The packaging of materials and products is challenged. Production offcuts are recycled in the plants. Finally, every container, material, product or residue that cannot be used in our plants is collected for reuse, recycling or energy recovery by one of our specialized partners. Our target for 2025 is zero recyclable materials sent to landfill or incineration.

FOCUS.

Gerflor takes great care in choosing its raw materials. The aim is to avoid risks along the entire value chain, from sourcing to transport, storage, processing/manufacturing, product use and recycling.

FOCUS.

On sites in suburban areas, we maintain a regular dialogue with local residents, keeping them informed of developments and listening to their perception feedbacks.



Promoting renewable energies

End 2023, we have deployed 68,500 sq.m. of photovoltaic panels at 5 of our industrial and logistics sites worldwide. We intend to pursue these efforts to achieve a 50% share of decarbonized energy in our energy mix by 2025.

2025 GOALS



-10%

kWh/sq.m. by 2025
in France and Germany.

2025 GOALS



-50%

of landfilled waste
tonnes by 2025 versus 2020.



↑
LVT factory,
Saint-Paul-Trois-Châteaux,
France.

Natural gas
transport.



FOCUS.
Vinyl tiles and planks
eco-designed factory.

Operational since 2018, a new factory in Saint-Paul-Trois-Châteaux was built to:

- Make it possible to add up to 55% recycled materials in products.
- Minimise energy consumption thanks to a gravitational mixing process and a continuous manufacturing line.

A recycling unit 100% integrated
in the manufacturing process.

Decarbonizing transport :
the FRET21 initiative

In 2022, Gerflor joined the voluntary FRET21 program, supported by ADEME, to reduce the carbon footprint of its transport operations in France and abroad.

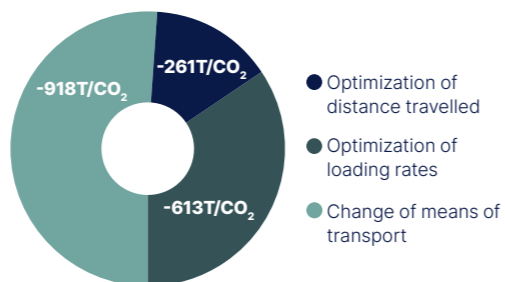


A comprehensive action plan has been drawn up, with over 32 initiatives focusing on 4 action levers: loading rate, distance covered, means of transport and Responsible Purchasing.

Here are just a few examples of concrete actions: we have increased the stackability of products, grouped deliveries, used a growing proportion of biofuel trucks and promoted multimodal transport (rail & road; river & road).

Result: in 2 years, we have already reduced our CO₂ emissions by over 5% in absolute terms, i.e. the equivalent of avoiding 200 round-the-world trips by car by 2023.

-1,795 T of CO₂ by the end of 2023



Evolve towards digital environmental responsibility

In the age of a digital transformation, it is our responsibility to consider digital pollution. Since 2020, we have launched voluntary initiatives with close collaboration between CSR and IT teams. For example, we have extended the useful life of IT equipment, integrated reconditioned equipment into our fleets, automated the switching off and on of digital equipment, lightened the load on electronic signatures, and regularly communicated on Green IT eco-gestures.



Since 2021, we are calculating the carbon impact of Gerflor's digital activities, have defined our objective for reducing this impact and framed the Green IT approach with a Responsible Digital Charter which covers 4 areas of action:

- Responsible digital technology integrated into corporate life.
- Impact measured.
- Raising employee awareness.
- Responsible digital purchasing.



Reduce and decarbonise travelling

We quantified the emissions associated with our staff commute to create a commuting plan. Based on this, we have set up a plan of action:

- Review of the transportation grid for staff members.
- Eco-driving training for travelling salespeople.
- Implementation of electric charging stations in Gerflor parking lots.
- Addition of electric utility transports in the company fleet.

FOCUS.
Since 2022, we've been
organizing events to mark
Cyber Clean Up Day:

- Cleaning up mailboxes,
- Recovery of old electronic equipment from employees so that they can be recycled for a new life.

2025 GOALS



-25%
teqCO₂
digital carbon footprint
thanks to the



approach

Recycling: part of our processes for over 20 years

For over 20 years, we have been working to preserve resources through circularity. Over the years, our approach has been organized around three principles: reduce, reuse and recycle. We reduce waste at every stage of our products' life cycle. For more than two decades, we have been promoting re-use by offering non-glued installation solutions. When waste is unavoidable, we prefer recycling to incineration or landfill. Recycling transforms waste into a useful resource that can be reintegrated into the production of new products, limiting the consumption of virgin raw materials and reducing the carbon footprint of our activity.

Collection and recycling solutions at each step of the life cycle

Our vinyl and linoleum floors are recyclable. We strive to recover materials for recycling at every stage of the product's life, from production to installation and end-of-life.

Production waste

Technical testing, quality rejects and cutting generate production offcuts. These offcuts are collected on the production lines, then crushed and reintegrated into new products. All Gerflor Group plants can be considered as genuine recycling centers.

Installation waste

Each job site generates from 3 to 10% of installation offcuts, depending on the type of product. Since 2011, our Second Life program has been available in France. This program recovers off-cuts from construction sites or installers, free of charge, and send them to recycling. It is currently being rolled out in Germany, Benelux, Scandinavia, Italy and the UK.

End of life products

At the end of their life cycle, we recycle both unglued products and glued products mixed with other materials (glue, subfloor residues) as part of the Second Life program. Prior to any collection, we ensure that the collected products are REACH compliant. Any product whose composition is not guaranteed undergoes a specific testing and treatment process. This ensures that only REACH-compliant secondary raw materials are used in our new products.



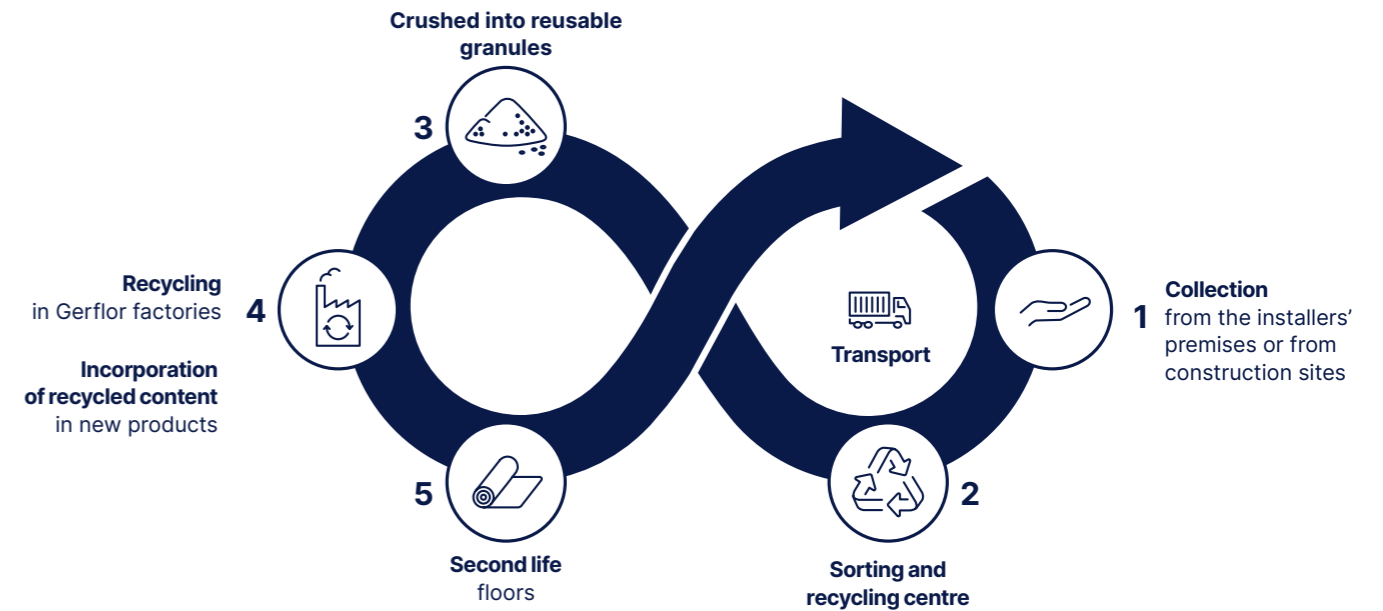
↑ Installation offcuts

Second life: Gerflor's innovative program for collecting waste.

Launched in 2011, this program is free for installers and retailers and adapts to their constraints. It also accepts competitors flooring.

Once collected, those products are sent to one of our 2 recycling centres for processing.

The secondary raw material obtained is then transported to Gerflor factories to be reintegrated into new products.



2025 GOAL

60 000 t
collected and recycled waste in 2025



A unique recycling partnership with PAPREC

Since 2017, we have partnered in a joint company with the French recycling leader PAPREC to create a recycling factory dedicated to resilient flooring. This factory is located in France. Called 'Floor to Floor', it sorts and transforms waste collected through the Second Life program into granulates which are then used to produce new flooring.



Gerflor commits to intensifying its investments in the recycling sector. A key initiative is the creation in 2026 of a new Gerflor/Paprec recycling factory which multiplies by 5 our Floor to Floor recycling capacity. This is key as local regulations are becoming more restrictive (see for instance the new Enlarged Producer's Responsibility regulation in France).

Recycling linoleum floors

Linoleum floors contain 97% natural materials. They are collected via the Second Life program and then follow a specific recycling circuit. Installation offcuts are sent directly to the DLW linoleum factory for preparation and reintegration into new floors. At the end of their life, glued products undergo a separation process to remove the glue and any subfloor residues. The natural material, cleaned of impurities, is then micronized and returned to DLW for reintegration into the products.

Eucertplast certified recycling programmes

The entire Gerflor recycling program has been certified by Eucertplast since 2014. Eucertplast is the European reference in term of recycling schemes third part certification.

FOCUS.

Gerflor, France's recycling leader

France was the pioneer country for the Second Life program, with a collection service set up in 2011. Today the undisputed leader in France, with over 60% of vinyl floors collected (source : French flooring association) and excellent growth opportunities. We have extended the program to 9 other countries since 2021, with the same commitment to excellence.



Vinyl = 100% recyclable material

COLLABORATIVE INITIATIVES

Gerflor actively participates to several initiatives like:

- **Revinyfloor** which develops a circular economy for vinyl floor coverings
- **Circular Flooring project** which brings together a number of manufacturers in the flooring market and establishes a recycling process for post-consumer PVC floor coverings. This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement no. 821366).



We know that our floor coverings and wall solutions have a direct impact on our users' quality of life. That's why we're committed to offering products that are healthy, comfortable and durable. We comply with the most stringent environmental and health standards. We are constantly working to improve the acoustic properties of our products. We pay particular attention to their aesthetics, which contribute to embellishing all interior living spaces. We develop decors specially designed to promote learning for the very young, to comfort people with mental health problems or make life easier for people with disabilities. To meet our customers' expectations, we offer personalized service, from design to installation, including advice, service and recycling.

Our commitment to our customers



Healthy products

Our products are at the heart of millions of people's daily lives, at home, on sports fields, in hospitals, schools, offices or public places. We always keep in mind our responsibility towards our users. Thus, we follow the highest standards in product formulation, air quality and hygiene.

Formulations 100% compliant with REACH regulations

European regulations managed by the ECHA (European Chemicals Agency), REACH (Registration, Evaluation, Authorisation and Restriction of Chemicals) identifies chemical substances with or suspected of having an impact on human health and defines any use restriction. We guarantee our consumers that our products do not contain any substances subject to REACH restrictions.

Exemplary products for indoor air quality

Each and everyone of us now spends 90% of our time indoors. Indoor quality is thus a major challenge which Gerflor has been taking on for decades. We enforce demanding thresholds to best limit the emissions of volatile organic compounds: 98% of Gerflor floors have 10 times less than what is allowed by the regulations.



FOCUS.

All Gerflor products are A+ certified which is the best emission level for building products.



Gerflor products are certified Floor-score, allowing our customers to get 1 additional point in the LEED™ certification system. All Gerflor linoleum products are Blue Angel certified which is a highly regarded German certification on product emission levels.

Adhesive free products

In line with these commitments, we develop innovative products to lay that require no adhesives thus reducing volatile organic compounds emissions often linked to adhesives. These products are laid without adhesive or only with a double sided adhesive tape on the edges of the room.

We believe these loose lay solutions are the future of floor coverings. In addition to meeting concerns for better indoor air quality, they help to easily and quickly lay the floors (a time and money saver) and provide simpler reuse or recycling at the end of the product's life (as there is no glue residue or screeding). Gerflor positions itself as a leader in loose lay products.

As early as 2000, Gerflor invented loose lay vinyl rolls with a textile underside - a Gerflor patented technology. These products have become a reference in adhesive free installation. Loose lay solutions represent now 35% of Gerflor's sales. Aside from rolls, we feature loose lay clipable tiles and planks with different patented Gerflor technology.

2025 GOALS REACHED IN 2023 ✓



35%

of sales with loose lay products

Innovations for easier cleaning and improved hygiene.

Facility maintenance

Carrying out and optimising the cleaning of our floors is a priority. Cleaning represents between 18 to 38% of a product's carbon footprint over its lifespan, as it requires water, energy and cleaning agents.

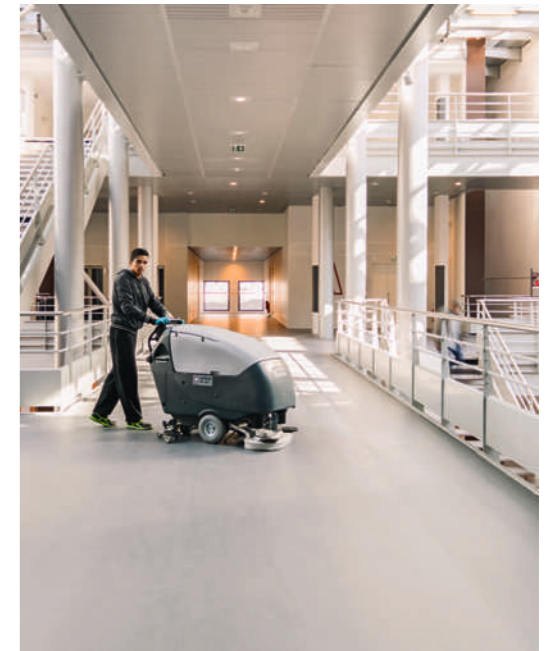
Improved maintenance solutions can greatly reduce a product's life cycle costs by saving time on cleaning and reducing the use of cleaning materials and energy. Gerflor invests in innovation to create improved surface treatments. These treatments are essential to protect the floor covering from stains or fouling and allow for easier maintenance.

Ensure optimal hygiene

Gerflor has been actively working in the health sector for decades and, as an expert in hygiene and disinfection, it has developed a complete offer:

- Floors
- Walls
- Skirtings
- Clean Corner System
- Hot welding

This 100% waterproof system does not have any clogging areas and ensures optimal hygiene by reducing infection risks.



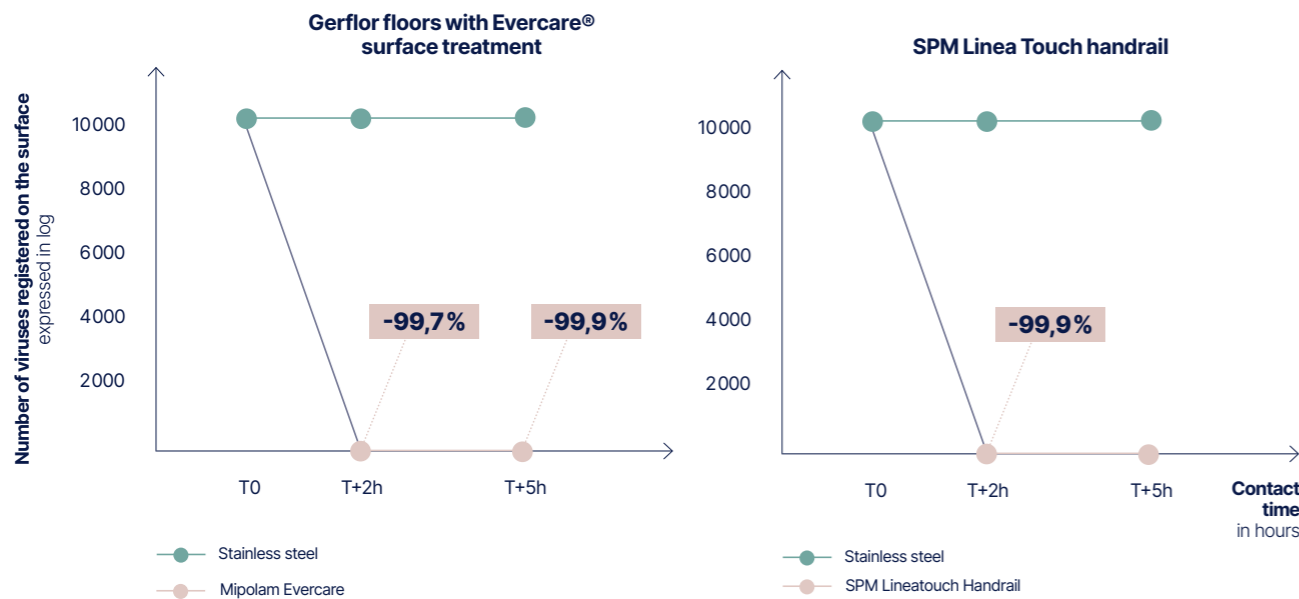
↑
Evercare® and ProtecSol® 2 varnishes help halve the CO² impact of a product over its lifespan by reducing water and consumption of cleaning products.

Certify our products antibacterial and antiviral activity

As a major supplier of floor and wall coverings for the healthcare and cleanroom industries, Gerflor has always worked in partnership with ultra-cleanliness and hygiene. Gerflor collaborated with Virhealth, an independent laboratory expert in virology. Virus resistance on surfaces can vary from a few hours to several days depending on the material.

Our floors, walls and finishing solutions have been tested for their antiviral activity according to the ISO21702 standard and for their antibacterial properties according to the ISO22196 standard.

Antiviral activity against human coronaviruses
(ISO21702 standard - Virhealth Laboratory - 2021)



Floors: 99.7% decrease in the number of viruses. Gerflor floors with an Evercare® or Protecsol® 2 surface treatment has antiviral activity against human viruses: after two hours the number of viruses has decreased by 99.7%.

Handrails: 99,9% decrease in the number of viruses. SPM Linea Touch handrails have antiviral activity against human coronaviruses: after two hours the number of viruses decreased by 99,9%.

For the well-being and comfort of users

Our mission is to contribute to the well-being and comfort of our product users by providing solutions that are both easy to live with and respectful of the environment.

Beautiful interiors

The Gerflor Group has always had an integrated artistic direction. Its mission is to contribute to the well-being of our users thanks to designs adapted to relate to our 10 market segments.

Every year, our artistic team works on the upcoming trends with our customers and some popular influencers.

Gerflor has a 4,000 strong proprietary design catalogue.

Improve acoustic comfort and insulation

Gerflor are conscious of the impact of noise pollution in all sectors and have developed an accoustic range with a foam or cork back layer to noticeably reduce:

- The impact sound of falling objects.
- The sounds of someone walking in a room.

We have a specific acoustic under-layer range in both vinyl tiles and planks.



FOCUS.

UPEC A+ CERTIFIED PRODUCTS IN FRANCE

All our acoustic ranges are QB UPEC A+ certified. This certification is delivered by the CSTB (Scientific and Technical Centre for Building) and guarantees an acoustic insulation of -15dB minimum.

Contribute to the health and safety of sports activities

Our sports floor ranges guarantee impact absorption and energy recovery, this helps those practicing sports - whatever their age and ability but with complete safety.



Improve accessibility to buildings

Our floors, walls and finishes have a wide colour range with LRV index gaps (Light Reflectance Value) of over 70%.

Contrasting colours not only bring visual comfort but also provide easier navigation for people with visual impairment.

In addition, Gerflor has developed a range of complete solutions including stair noses, podotactile strips, guide paths and rails and signage elements to facilitate access for people with disabilities or visual impairments.

Contribute to decreased energy consumption

As Gerflor is concerned with helping our customers make energy savings, we direct them towards lighter coloured floors which reflect more light and therefore support a reduced use of artificial lighting.

With LRV (Light Reflectance Value) ranging from 6 to 86%, we offer a wide range of colours to architects which are adapted to the lighting conditions and needs of their projects.

In addition, for the transport market, Gerflor developed Tarabus Lightweight, a floor covering which is much lighter, whilst keeping the same characteristics as a standard floor. This innovation helps to reduce fuel consumption.

Customer success

Our customers are our priority. With the help of our expert teams and innovative digitalised services, we provide support to ensure projects are successful.

Understand our customers

- Qualitative and quantitative surveys among our different customer targets - Project Managers, Contractors, Suppliers, Distributors and the Public - as part of the Customer Care project.

- Systematic analysis of each complaint to prevent the problem reoccurring.

A global approach to customer satisfaction

Quality representatives are integrated throughout the different teams (sales, supply chain, R&D, manufacturing, customer relations) to represent the customer satisfaction policy across the entire company. The results are:

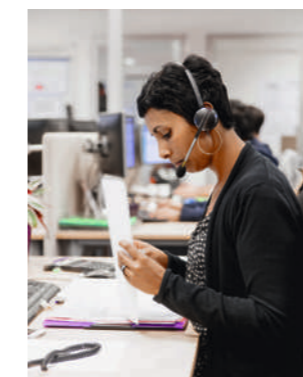
- Controlled product quality with a 24ppm incident rate (number of incidents/Mm²).
- High service quality with a 0.21% incident rate during deliveries.
- Technical Support agents close to our installers and construction sites: help in training and assistance for floor installation and maintenance, support and advice during the whole product lifetime.

Simplify the life of our customers with digital services

Our customers have expressed high expectations when it comes to digital services which inspired a large transformation project including:

- The launch on the French market of a customer portal. This platform helps them save time by quickly accessing information without having to call a salesperson or customer service (product availability, orders, order updates). This customer portal will be available worldwide soon.
- A review of the customer journey on our 40 country websites to facilitate browsing and the access to information: simulation tools, documentation and making appointments.

The customer portal helps with order placement and tracking in real time.



Over 450 inbound calls are processed every day by our customer service team.

Help our customers reach their environmental goals

All Gerflor products contribute to the environmental buildings' certification. Their contribution varies depending on the product characteristics and technology used.



Gerflor's flooring contributes to HQE and LEED™ certifications

 **LEED™ (Leadership in Energy and Environmental Design)** is a certification system for ecological building which is internationally renowned and developed by the **US Green Building Council (USGBC)**.

Materials and resources

- Recycled materials
- Regional materials
- Quickly renewable materials
- Certified wood

Internal environmental quality

- Low emission materials:
 - Adhesives and Sealants
 - Paints and Coverings
 - Floor and wall covering systems

Products life cycle analysis (FDES)



 **In France, High Environmental Quality (HQE)** is a global approach aiming to give a building the ability to “master its impact on the external environment and create a comfortable and healthy internal environment”.

Eco-building

- Integrated choice of building processes and materials

Comfort

- Hydrothermal comfort
- Acoustic comfort
- Visual comfort
- Olfactory comfort

Health

- Cleanliness of indoor spaces
- Indoor air quality

Products life cycle analysis (FDES)



Always more on-demand products and solutions

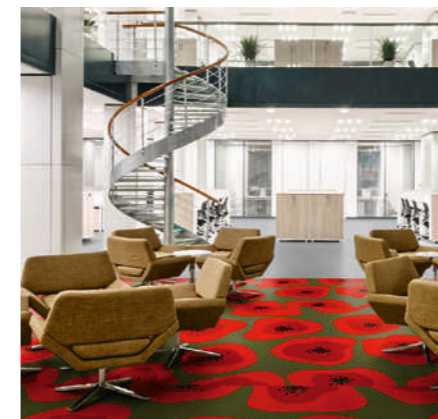
A pre-cutting service at the factory

We feature a pre-cutting service on demand at the factory before shipping to facilitate laying and reduce installation waste. This service applies to products from the Taraflex® sports range as well as roll products supplied by large DIY stores and decoration specialists.

Aside from personalisation, pre-cutting is in line with our circular economy approach to reduce installation waste.

Digital printing to personalise projects

Since 2018, we have offered personalised solutions thanks to digital printing on our sports, transport and even general ranges. Our MyTaralay Impression range allows customers to create an original and unique design for their floor to differentiate their project.



↑
MyTaralay Impression, a tailor-made floor for our customers.

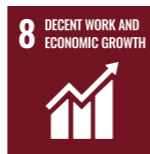
FOCUS. Tarabus Kit System.

Pre-cut and pre-taped floors to meet the needs of our customers manufacturing buses: optimise their installation time and reduce installation losses to zero.



↑
Tarabus kit preparations, Tarare, France.

Our Gerflor group employees are our biggest asset. We are committed to offering them the best working conditions and ensuring a good balance between their work and personal lives. On the basis of its Human Resources policy charter, Gerflor is committed to providing to each and every one of its staff members support and training which will help them grow and evolve within the Group.



Our commitment to our employees



Our employees' health and safety

Our 5,000 employees are our core strength world wide, we take care of them, their safety, their well-being, and their future.

We are working to meet the ambitious challenge of "zero accidents".

To achieve this, in 2023 we launched our Gerflor Safety Culture initiative in France, with the aim of a Tf1* <4 in 2024 and 0 accidents in 2025.

Our health & safety charter

We made our commitments official in a Gerflor health & safety charter to ensure a fully safe environment for all employees - both permanent and temporary and to external companies' employees as well as customers and partners.

These guidelines are the key principles of our prevention programme:

- Prevention through risk analysis - existing ones and those pertaining to new projects.
- Detection thanks to the analysis of dangerous conditions and behaviours, the "safety behavior visit" allowing to discuss risks and identify preventive solutions.
- Improvement through a system of dynamic proposals.
- Analysis of all accidents and incidents and the efficient identification of their root causes.
- Safety training both general and specific to workstations.
- Regular and relevant communication on safety.
- Regulatory monitoring and external benchmarks.

Our prevention programme

Gerflor's prevention programme relies on several aspects to engage teams and maintain awareness when working - such as:

- Site safety basics and standards.
- Monitoring of activities.
- Safety dialogues at workstations.
- Collective involvement in the improvement of the ways and methods of work.
- On the job training.
- Exemplary behaviours.
- An approach to safety which underpins a culture of prevention.
- A charter and golden rules signed by all Gerflor vehicle drivers.



Sessions adapted to everyone's position are mandatory and part of the working day. →

FOCUS.

Muscle toning programme for operational teams.

In France, we developed a muscle toning programme for over 500 staff members supervised by sports coaches. The goal: 15 minutes per day to take care of oneself and prevent musculoskeletal disorders.

2025 GOALS

<4*

Accident frequency rate = (number of lost-time accidents / number of hours worked) x 1 000 000.

Gerflor Safety Culture
A booster approach for a 0 workplace accident target

Staff well-being

A shared concern, particularly for managers is the quality of life at work. It favours initiative and favours taking on more responsibilities and helping to improve the workplace efficiency.

Promote and support the quality of life at work

We support managers so they have the necessary skills and abilities to lead and represent their teams. We do so to maintain a climate conducive to a quality work life. Thus, our training dedicated to managers helps them develop themselves as managers, leaders, team developers and ambassadors of work life quality.

Our actions to improve the quality of life at work also aims to:

- Develop a sense of community, the quality of interpersonal relationships, people assisting one another while seeking to continuously improve our staff performance so they remain motivated, proficient, and responsible.
- Plan and organise a privileged moment of exchange between the employee and his/her manager through an Annual Progress Interview.
- Adapt the Human Resources policy as well as global and sector-oriented priority topics based on staff feedback through regular surveys around quality of life at work.
- Maintain a good balance between professional and personal lives, such as the use of remote work (In France, every employee whose job is teleworkable has the option of working remotely up to 2 days a week) and disconnection guidelines enforced by managers during the annual progress interview.
- Communicate to our staff on the issues, challenges and goals of the company to involve them in our common objectives and strengthen internal communication so everyone is more aware of the company's broader business.

FOCUS.

Annual interviews.

In 2023, 98% of staff deemed their annual interview had gone very well or well.

FOCUS.

Engagement survey

The participation rate for the engagement survey conducted in France in 2023 is 65%.

FOCUS.

An organisation adapted to individual countries legislation.

The way work is organised on the Group's sites varies depending on the country's regulatory frameworks and the specific needs of each manufacturing plant.



Respect the right to logout

Digital tools are not aimed at being used during downtime or when an employee is absent (maternity leave, sick leave, etc) to ensure a balance between private and professional life is respected.

We protect the right to logout for all our employees: no connection or contact outside of working hours. To enforce this right, daily and weekly downtime for executives in France is tracked and supervised by managers who must make sure working hours and downtime are respected by their staff.

Recognizing long-term commitment

With an average length of service of over 10 years and an average age of 44 and an average age of 44 years, the company commits to its employees for the long term. Each year, Gerflor recognises and thanks the loyalty of its staff over time during the long-service award ceremony on our main sites.



100 employees celebrate their 20 years (or more) of service each year

FOCUS

Les Gerfloriades

Every 4 years, Gerflor organises olympiads which bring together nearly 400 employees from all french sites for a day of teamwork, fun, commitment!

On the occasion of the Olympic Games 2024, an exceptional edition of the Gerfloriades will take place in September 2024.



Openness and diversity

To ensure equality in the treatment of all our staff members, we follow strict rules and procedures.

Guaranteeing professional equality between men and women

- During the recruitment process, a new structured and fair process is followed based on the candidates' skills and abilities to evolve within the Group.
- During career development, by basing remuneration and promotions on employees' performance and potential.

In France, we signed an agreement on professional equality in 2014 based on two principles:

- Equality of rights between women and men implies the absence of discrimination both direct and indirect between employees based on sex.
- equal opportunity which aims to rectify inequalities between women and men in the professional sphere through concrete measures.

Ensuring equal opportunities for all

We do not tolerate any form of discrimination, whether on the grounds of gender, ethnic origin, age, skin color or religion within our company.

Gerflor, with 40 different nationalities among its 5,000 employees, affirms its commitment to an inclusive and respectful working environment for all its employees, as required by our Ethics Charter, which includes a section on inclusion and is binding on all our employees.

FOCUS.

In 2023, Gerflor's professional equality index is 87.

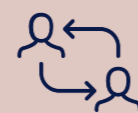


Female rate: 26%
Female manager rate: 27%

FOCUS.

Every year, during Disability Week, we run awareness-raising campaigns.

2025 GOALS



<10%

staff turnover (% of people leaving the company).

2025 GOALS



30%
of Gerflor employees

The development of our employees

We are committed to supporting our staff throughout their careers: onboarding, performance recognition, long-term professional fulfilment, skills development and training are all key elements of our Human Resources policy. We build our activities on these foundations.

Simplify inductions and encourage training

Integrate staff

To introduce our new staff members into their teams and more broadly into the Group, we organise an induction common to all and individualised support tailored to each work environment. Similarly, as part of any acquisition, we make sure to integrate new companies and their teams.

Gerflor Training School (GTS) makes over 20 online training activities per year, which are available to employees



Train our teams

To maintain and develop everyone's skills, professionalism and employability, we have built up a comprehensive training program over the years. training system:

- A multilingual "Gerflor Training School" digital platform that includes :
 - specific training to capitalize on, enrich and deploy best practices specific to our businesses, particularly for our sales staff;
 - training in ethics, business conduct, anti-corruption and cybersecurity, to ensure the Group's security and behaviors are aligned with our values;
 - training in societal issues, particularly the environment...
- Face-to-face training, in line with corporate objectives and adapted to employees' needs:
 - Safety training and coaching to meet the 'zero accident' challenge;
 - A comprehensive Gerflor Management Program;
 - Support for digital transformation...

Developing skills and providing career for our employees

Talent management represents a strong challenge for us: it allows us to match the needs of the organisation with the skill and potential of our employees, giving preference to internal over external candidates whenever possible.

The value of good talent management is significant:

- Strengthen staff motivation by offering attractive career prospects with internal mobility in France and abroad.
- Help people to develop their skills throughout their career.
- Reward staff commitment and performance as well as their contribution to the Group's development.

To achieve this, Gerflor relies on structured processes:

- Annual Interviews to assess skills and gather employee expectations;
- Quarterly Mobility Committees to match job openings with applications;
- an annual Talent Review to prepare employee development and succession plans.

2025 GOALS



2%

of payroll invested in training.

Social dialogue, and ethical behaviour

In line with its values, Gerflor asks each of its 5,000 employees to respect and ensure respect for the fundamental principles of the United Nations, human rights and in particular children's rights. Social dialogue and ethical behavior are two essential pillars of this commitment.

Encourage social dialogue

We created an atmosphere conducive to social dialogue because we believe in the freedom of association and support the right to collective negotiation in the countries where it exists:

- Freedom of association and respect of groups: we ensure our partners respect their employees right to join a legal association or not with no fear of reprisal.
- Agreements aiming to guarantee the well-being of our staff: agreement on social dialogue and agreement on professional equality.

Ethical working practices

The Gerflor ethics charter - handed to each employee when they join the Group - defines a framework for the behaviour of all the stakeholders (staff, suppliers, distributors, temporary workers, etc). Through this ethics charter, Gerflor commits to enforcing the rules within the Group and with partners:

- Provide safe and healthy working conditions.
- Ensure staff are treated equally with no discrimination on the basis of ethnic origin, sex, nationality, etc.
- Promote and respect human rights with staff and in all business relationships.

Reporting concerns

As part of our ethics charter, we have created an alert procedure to help our staff report any activities that contravene our ethics charter, CCTV code of conduct or anti-corruption policy.

Employees can report concerns based on our own organisation or a third party.

How does the procedure work?

The staff member requests an independent third party who ensures he or she is granted confidentiality. If the matter is considered as requiring further investigation, the compliance officer is informed. An investigation is opened: those who are authorised will verify the facts of the investigation and initiate any appropriate sanction based on the seriousness of the facts.

Protect employees' personal data

We implement a personal data protection programme to respect the current law and regulations in the countries where we operate, particularly the European General Data Protection Regulation (GDPR). This protection comprises:

- A general data protection policy.
 - Individual rights management.
 - Consent management.
 - Data retention.
- Its operation relies on:
- The nomination of a Data Protection Officer (DPO) with the CNIL (French data protection agency).
 - Personal data processes registry.
 - Personal data risk management for each new project (privacy by Design).
 - A GDPR steering committee (General Data Protection Regulation).

FOCUS.

12 new agreements in 2023: 8 in France and 4 in Germany.

- 3 wage negotiation agreements
- 2 agreements on health and welfare costs
- 1 electoral protocol agreement
- 1 agreement on the prevention and reduction of arduous working conditions
- 1 agreement on professional equality and quality of life at work
- 2 working time agreements
- 2 work organization agreements

As a responsible company, we base our operations on strong principles:

- Responsible and ethic purchasing: suppliers are selected based on our purchasing charter which includes consideration of environmental and social responsibility.
- Ethical commitment in our business relationships is managed under our ethics charter and our anti-corruption code of conduct.

In the territories where we are present, we contribute to society through active local participation:

- Training and skills development in our Technocentres.
- Supporting associations.
- Working alongside partners engaged in the cultural world.



Our commitment to the society



Responsible purchases

We deploy a Responsible Purchasing approach throughout the organization in order to fulfill our social, economic and environmental commitments across our entire supply chain.

Since 2020, our Responsible and Ethical Purchasing Charter enables us to:

- inform our suppliers about our approach and objectives
- provide them with a framework on key issues such as : environment, health and safety ; working conditions, labor law and human rights; business conduct and ethics
- alert procedures and potential audits.

By 2023, 95% of our strategic suppliers will have signed the charter. The objective is to obtain a commitment from all new suppliers and to have 80% of our expenditure covered by this charter. In addition to commitment, we identify and manage specific CSR risks for each purchasing family. We also measure our suppliers' level of CSR maturity through supplier assessments. By 2023, 15 strategic suppliers have already undergone CSR assessments. Our target for 2025 is for 50% of our strategic and preferred suppliers to have such an assessment. The aim is to encourage everyone to adopt a virtuous approach and work with partners who are committed to sustainable development.

Purchasing accounts for 60% of Scope 3 carbon footprint. Working with our suppliers to reduce our carbon footprint is a key challenge. With this in mind, we regularly organize Sustainability Meetings to share roadmaps and innovations and take joint action.

Finally, to guarantee the robustness of our action within the supplier integration process, we are committed to training all our Purchasers in these issues and in Responsible Purchasing best practices. Our target for 2025 is to have trained 90% of our purchasing teams.



Ethical practices

Created with all the stakeholders, the ethics charter and codes of conduct supervise our practices.

Our ethics charter

Created for all our stakeholders (staff, customers, suppliers, distributors, temporary workers, etc), this charter supervises our business practices. Topics covered include:

- Combating anti-competitive practices ;
- Combating corruption and influence peddling (bribes, facilitation payments, supervision of gifts and invitations, etc.);
- Strict compliance with international sanctions and embargoes;
- Protection of personal data...

Competition and anti-corruption code of conduct

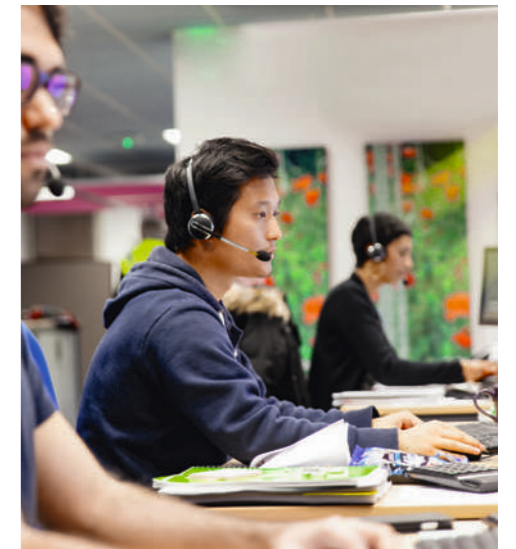
We created a competition and anti-corruption code of conduct to supervise the practices of our staff during their interactions with suppliers and other stakeholders of the group. The **competition code of conduct** identifies and condemns practices which do not comply with competition law such as:

- Arrangements between competitors on market share fixing.
- Arrangements with distributors or suppliers.
- Abuse of a dominant position.

The **anti-corruption code of conduct** covers other practices contrary to our Ethics Charter, in particular "undue payments" corresponding to gifts or privileges offered to influence the beneficiary to perform or refrain from performing an act within the scope of his or her function.

Our controls

During internal audits carried out by central functions or Group subsidiaries, specific checks are carried out on compliance-related issues.



FOCUS.

Each year, a training campaign is offered to all employees at risk on :

- The fight against corruption
- Compliance with competition law
- RGPD and the protection of personal data
- Cybersecurity

In 2023, these training courses, available in 8 languages, were taken by 81% of the employees concerned.

Training and local employment

We're working to promote the value of industrial trades and the profession of floor covering craftsman (installer of resilient floor coverings), and to provide training for qualified young people.

Training floor installers

We created the Gerflor Technocentre in France to train young people and professionals in the installation of floor coverings. Located next to our Tarare factory, this 750 sq.m. centre employs skilled trainers, has 3 classrooms and 31 practice booths.

Students trained at the Technocentre in 2023:

- 140 interns in continuing education
- 16 young people in painting and coating applications NVQ
- 30 students in level 4 floor laying.
- 193 Gerflor employees also received installation training!

Promote learning

The Group pays its apprenticeship tax to schools in the regions in which it operates, as well as to those of our working students. We also contribute to other training initiatives for young people. Each year, Gerflor trains over 50 young people who are also studying. At the end of their course, almost a third of them remain with the company.

Committed to integration

We support specialist companies for some general services. For instance, in France, the waste from our canteen space is collected and then recycled by a specialist company of which 80% of its employees have special needs. The objective of this type of partnership is to create local employment for vulnerable people in our community.

FOCUS.

5 Gerflor technocentres

France / Germany / Morocco / China / USA
These technocentres are laboratories for best technical practices.

Since 2020, the Tarare Technocenter has been Qualiopi certified.



Floor installers are professional workers. They install floor coverings in all types of buildings.

3 full-time employees deliver professional training for floor installers.



FOCUS.

In 2023, the Technocentre team received training in "diversity and the fight against discrimination".

Learners are also made aware of the importance of inclusion.

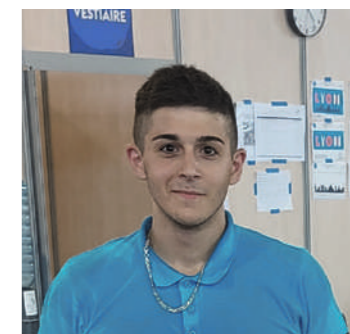
Worldskills

In 2023, the Technocentre organized the regional competition with 5 candidates from the Technocentre. These were won by Axel GIUSTA. Five former alternants registered in other regions due to their place of residence. Benjamin ROSA won in Hauts de France and Billel LARDJANI in Occitanie.

Thanks to the FFB, the Technocentre organized a 3-day Master Class with all the candidates selected for the French selection for the Flooring trade. On the agenda: physical and mental preparation, training on different materials, installation advices ...

The Technocentre coached Axel Giusta for the Rhône Alpes region and Benjamin ROSA for the Hauts de France region before the national competition. Billel Lardjani finished his training in June and trained in his region. A tie-breaking final was organized by Worldskills in May 2024 between the top 3 to decide who would go on to represent France at the Euroskills in September 2025.

Axel Giusta was chosen as the official representative and will spend 11 weeks training with the trade team.



Axel Giusta, France's official representative at Euroskills in September 2025



Charitable initiatives

Each year, we support social and charitable projects worldwide.

France

Sport, health, joy and good humour for all!

In Lyon, host city of the Rugby World Cup 2023. Gerflor supported and participated in the Rugby Village, organised by the City of Lyon. More specifically, Gerflor installed an artificial pitch using its PowerGame clip-in tile solution. The pitch was used to organise a number of introductory sessions and events, all of which were open to the public. A great way to discover rugby.



Autumn 2022, 5 artists took advantage of the infinite possibilities offered by digital printing to create made-to-measure floors. The only limit to their creativity is their imagination, thanks to Gerflor's My Taralay. This atypical project enables artists to meet the world of design and Gerflor to benefit from this raw creative energy. A unique experience that breaks the mould. The possibility of personalising floors opens up new perspectives and has opened up an exceptional playground for these 5 young artists.



OMART - "Un Airt de Famille" exposition
Supply of flooring to integrate the scenography of certain artists.

United Kingdom

Gerflor have donated Gradus carpet products to The Salvation Army to help support social projects and to put surplus stock to good use. We donated and delivered discontinued carpet, that were sold through three of their donation centers to bring cash to the charity.



A Warrington Youth Centre that hosted a live vocal performance forty years ago from Freddie Mercury, who would later go onto to be the frontman of rock legends Queen, has been given some much-needed help by Gerflor. We played a positive role by donating an Olympic pedigree Taraflex® Sports surface in 'Silver Gray' that would benefit the Community and support Grass Roots for many years to come.

Poland

KINDER Joy of Moving is a corporate social responsibility program implemented by the Ferrero Group in more than 20 countries around the world, including Poland since 2007. Since 2007, the Polish Volleyball Federation has been cooperating with Ferrero in the implementation of the project National Mini-Volleyball Championship named after Marek Kiesel for the KINDER Joy of moving Cup, activating thousands of children and young people from all over Poland to play sports together in the spirit of fair play! This initiative responds to the three goals of the 2030 Agenda for Sustainable Development created by the United Nations: good health and quality of life, good quality education and partnerships for the goals. Gerflor is providing several sports fields with Taraflex and PowerGame sports floors.



Turkey

Sponsored by Gerflor Turkey, Create Your Future is a student project competition that aims to offer future architect candidates an unforgettable travel opportunity that will broaden their horizons and make a valuable contribution to young people who will determine the cities, spaces and design parameters of tomorrow. The competition offers architecture students the chance to win a travel scholarship, and many of Turkey's leading architects were among the jury members.

USA / Africa

Giants of Africa

Giant of Africa is an organization that provides essential infrastructure for the economic development and employment of young people in Africa. Their 'Built Within' initiative has built and renovated sports courts across Nigeria, Kenya, Tanzania, Côte d'Ivoire and Burkina Faso.

These courts provide opportunities for young people to play sport on a regular basis. Gerflor has contributed by providing several PowerGame pitches on the African continent. But Gerflor's mission has gone far beyond the pitch: to promote health and fitness through sport, to create employment opportunities on and off the pitch and to inspire future generations to build a strong future for themselves... And the adventure continues!



CSR indicators table

Indicator computation scope: Gerflor scope without the 2021 acquisitions.

Theme	Challenge	Indicator	2019 results	2021 results	2022 results	2022 Comments	2023 results	2023 Comments		
Environment	GHG emissions control	CO ₂ reduction percentage (kg eq CO ₂ /sq.m.) flooring + accessories	Scope 1 WW	Flooring	58 546	56 963	44 861	inc. 1% for Dinac and Progress profiles 2021, i.e. 366 t CO ₂ eq	34 427	inc. 1% for Dumaplast and Stagestep, i.e. 254 t CO ₂ eq
				Flooring + W&F	60 927	59 336	47 678	inc. 1% for Dinac and Progress profiles 2021, i.e. 366 t CO ₂ eq	37 592	inc. 1% for Dumaplast and Stagestep, i.e. 254 t CO ₂ eq
			Scope 2 WW Location based	Flooring	33 293	35 372	37 521	inc. 1% for Dinac and Progress profiles, i.e. 568 t CO ₂ eq	45 809	inc. 9% for Dumaplast and Stagestep, i.e. 4 006 t CO ₂ eq
				Flooring + W&F	34 141	36 090	38 713	inc. 1% for Dinac and Progress profiles, i.e. 568 t CO ₂ eq	47 190	inc. 8% for Dumaplast and Stagestep, i.e. 4 006 t CO ₂ eq
			Scope 2 WW Markand based	Flooring	23 153	25 475	25 561	inc. 2% for Progress profiles, i.e. 464 t CO ₂ eq	30 180	inc. 13% for Dumaplast and Stagestep 2022, i.e. 4 006 t CO ₂ eq
				Flooring + W&F	23 972	26 162	26 729	inc. 2% for Progress profiles, i.e. 464 t CO ₂ eq	31 514	inc. 13% for Dumaplast and Stagestep 2022, i.e. 4 006 t CO ₂ eq
			Scope 3 WW	Flooring	519 751	575 210	583 221	inc. 5% for Dinac and Progress profiles, i.e. 31 904 t CO ₂ eq	603 414	inc. 10% for Dumaplast and Stagestep 2022, i.e. 61 715 t CO ₂ eq
				Flooring + W&F	539 108	598 538	642 793	inc. 5% for Dinac and Progress profiles, i.e. 31 904 t CO ₂ eq	663 064	inc. 9% for Dumaplast and Stagestep 2022, i.e. 61 715 t CO ₂ eq
			Scope 3 WW with immobilization items, installation and product end-of-life	Flooring	757 440	834 112	842 124	4% for Dinac and Progress profiles, i.e. 32 461 t CO ₂ eq	863 808	inc. 8% for Dumaplast and Stagestep 2022, i.e. 66 645 t CO ₂ eq
				Flooring + W&F	777 419	858 794	902 438	4% for Dinac and Progress profiles, i.e. 32 461 t CO ₂ eq	923 207	inc. 7% for Dumaplast and Stagestep 2022, i.e. 66 645 t CO ₂ eq

Location based : emission factor of the country's energy mix.
Market based : energy emission factor linked to the purchase contract with guaranteed certificates of origin.

COMMENTS

Controlling GHG emissions

Scopes 1 & 2: 32% reduction in absolute emissions an isogeographical basis between 2023 and 2019 - 18.6% reduction with acquisitions.

Scope 3: 4.3% increase in absolute emissions on an isogeographical basis and excluding new items between 2023 and 2019.

Theme	Challenge	Indicator	2020 results	2021 results	2022 results	2023 results	2025 goals WW (based on 2020 if not specified)		
Environment	GHG emissions control	Percentage reduction in CO ₂ emissions flooring	Scopes 1 & 2 WW Location based	1,353 kg eq CO ₂ /m ²	-11% vs 2019	-18% vs 2019	-20% vs 2019	-20% vs 2019	
			Scopes 1 & 2 WW Market based	1,204 kg eq CO ₂ /m ²	-10% vs 2019	-21% vs 2019	-28% vs 2019		
			Scopes 1,2,3 WW Location based	12,516 kg eq CO ₂ /m ²	-3% vs 2019	-1% vs 2019	+2% vs 2019	-10% vs 2019	
			Scopes 1,2,3 WW Market based	12,367 kg eq CO ₂ /m ²	-3% vs 2019	-1% vs 2019	+1% vs 2019		
		Percentage of sales certified ISO 14001	WW	88%	88%	87%	85%	/	
		Percentage of sales covered by 50001 certification	WW	67%	66%	65%	65%	/	
		Percentage of renewable/carbon-free in the company's energy mix	FR	47%	47%	51%	50%	50%	
			WW	36%	36%	42%	41%		
		Total energy consumption (MWh)	WW	/	347 085	323 219	349 862	/	
		Energy intensity (kWh/m ²) flooring	WW	/	4,60	4,99	4,51	/	
		Controlling GHG emissions / Efficient industrial sites	Percentage reduction in energy consumption flooring	FR / DE	5,1 kwh/m ²	-2,2%	-4,8%	-12%	/

Location based : emission factor of the country's energy mix.
Market based : energy emission factor linked to the purchase contract with guaranteed certificates of origin.

CSR indicators table

Indicator calculation scope: Gerflor scope excluding Snaplock (WW unless specified in FR or DE).

Theme	Challenge	Indicator		2020 results	2021 results	2022 results	2023 results	2025 goals (based on 2020 if not specified)
Environment	Products' eco-design	Percentage of loose lay products (in revenue)	WW	34,50%	36,40%	34,60%	35%	/
		Percentage of organically sourced materials in products	WW	5%	7%	9%	10%	10%
		Average percentage of recycled content in products	WW	21,1%	21,7%	21,1%	21,5% (Exc. Dumaplast)	30%
	Circular economy, waste management and recycling	Annual recycled volume(T)	WW	47 917	56 732	52 242	49536 (Exc. Dumaplast)	60000
		Final waste (T)	WW	/	6940	5565	7586	/
		Dangerous waste (T)	WW	/	1872	1534	2571	/
		Packaging waste, metal (T)	WW	/	2470	3183	3689	/
		Recovered production waste percentage	WW	/	90%	91%	87%	93%
		Percentage of waste recycled / recovered material (excluding energy recovery)	WW	/	88%	89%	86%	93%
		Efficient industrial sites	Water consumption (cubic m.)	WW	/	324 149	264 740	222 557
	Water consumption reduction percentage (l/sq.m.)		WW	/	4,3 liters/m ²	-14%	-54%	-15% vs 2021
	Percentage of production sites with closed-loop water circuits (or no water consumption in the manufacturing process)		WW	/	/	/	70%	/

Theme	Challenge	Indicator		2020 results	2021 results	2022 results	2023 results	2025 goals (based on 2020 if not specified)	
Practice loyalty	Responsible purchases	Percentage of strategic suppliers signatory of the sustainable and ethical procurement charter (by number)	WW Exc. US & Accessories	66%	80%	93%	95%	90%	
		Percentage of strategic suppliers signatory of the sustainable and ethical procurement charter (in revenue)	WW Exc. US & Accessories	/	/	/	43%	/	
	Business ethics	Percentage of trained exposed staff members	WW	Anticorruption	65%	36%	55%	87%	90%
				Cybersecurity	59%	53%	31%	82%	
				Antitrust	/	38%	54%	86%	
				Data privacy & RGPD	/	/	/	77%	

Theme	Challenge	Indicator		2020 results	2021 results	2022 results	2023 results	2025 goals (based on 2020 if not specified)
Social	Headcount	Number of employees	WW	/	/	4500	5000	/
		Percentage of permanent contracts	WW	/	/	90%	87%	/
	Child labor	Percentage of employees over 18	WW	100%	100%	100%	100%	/
	Employees' health and security	Frequency rate of accidents at work - Tf1	WW	6,8	8,2	8,9	8,8	<4
		Severity rate of accidents at work - Tg	WW	0,21	0,22	0,21	0,25	/

CSR indicators table

Indicator calculation scope: Gerflor scope excluding Snaplock (WW unless specified in FR or DE).

Theme	Challenge	Indicator		2020 results	2021 results	2022 results	2023 results	2025 goals (based on 2020 if not specified)
Social	Employees' health and security / Staff well-being	Absenteeism rate (employees)	FR	5,0%	4,9%	5,2%	5,3%	<5%
	Health and security at work	Percentage of production sites certified ISO45001 (In revenue)	WW	5,0%	5,0%	5,9%	10,1%	/
	Training and skills development	Average number of training hours per employee	FR	/	/	11	14	/
	Staff development / Talent management	Percentage of the wage bill invested in training	FR	1,00%	1,76%	1,80%	1,66%	> 1,75%
	Staff wellbeing / Talent management	Internal mobility: percentage of open management positions filled by an internal candidate	FR	34%	52%	34%	35%	40% (WW)
	Employer brand	Percentage of conducted annual interviews	WW	88%	85%	82%	82%	90%
		Percentage of women staff members	WW	23%	25%	26%	26%	30%
	Diversity	Percentage of women on the executive committee	WW	/	/	6%	6%	/
		Percentage of women executives (senior managers)	WW	/	/	20%	18%	/
		Percentage of women in management positions	WW	/	/	26%	27%	/
		Percentage of employees declared disabled	FR	/	/	3,5%	4,2%	/
	Talent management	Staff turnover (%)	WW	7,3% (FR)	10,5%	13,1%	13,0%	<10%

Theme	Challenge	Indicator		2020 results	2021 results	2022 results	2023 results	2025 goals (based on 2020 if not specified)
Consumer	Indoor air quality	Percentage of low-emission floor coverings CO ₂ emissions	Percentage of products <100µg COV/ cub.m. (in sq.m.) ; WW	93%	95%	95%	98%	100%
	Customer satisfaction	Number of customer complaints to total number of orders ratio. Evolution percentage.	Products : incident / sq. Mm WW Services: percentage of deliveries	23 ppm 0,26%	8,70% +11,3%	-4,3% -7,7%	+4,3% -19,2%	-10% -10%

Theme	Challenge	Indicator		2020 results	2021 results	2022 results	2023 results	2025 goals (based on 2020 if not specified)
Local communities and development	Community support	Number of charitable operations in territories	FR	11	17	15	19	>10 actions
		Total value of contributions to community initiatives (in k€)	FR	13,4	49	37,8	97,6	/

COMMENTS

Controlling GHG emissions

Scopes 1 & 2: 2025 target achieved.
Scopes 1,2,3: deterioration of the indicator due to external growth operations and new scope 3 items. **(-5% at geographic scope and without adding the new scope 3 items)** - this indicator will evolve to isolate scope 3.
Energy: improvement in energy intensity due in particular to optimizations carried out on sites as part of the ISO 50 001 process, and in particular the complete overhaul of the linoleum plant's energy plan.

Ecodesign

Loose laying: 2025 target achieved.
Bio-sourced content: 2025 target achieved.
Recycled content: stable rate not in line with 2025 target, which will be postponed to 2030.

High-performance industrial sites

Water : 31% reduction in water consumption and intensity target largely exceeded, with a determination to go even further in limiting water use.

Responsible Purchasing

Percentage of strategic suppliers signing the Responsible and Ethical Purchasing Charter: 2025 target achieved. New indicators added to keep progressing on this pillar.

Ethics

Staff trained in ethics : 81% , in sharp increase, in line with our trajectory for 2025.

Social

Occupational health and safety: stagnation in accident frequency rate and severity rate, to be reduced by 2024 / 2025 as part of the Gerflor Safety Culture project.

Consumer

Indoor air quality: 98% rate of low-VOC floors in line with 2025 target.



Our Commitments for a Sustainable future



-20%

Carbon footprint*



10%

Biosourced content**



30%

Recycled content



35%

Adhesive Free***



60000 T

Annual volume recycled

* Scopes 1 and 2 defined in the GHG protocol

** % of activity with biosourced materials *** % of activity - adhesive free solution

we **care** / we **act**

Gerflor[®]