



# 2023 Corporate Social Responsibility Report

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

**Gerflor**<sup>®</sup>

# A Message from the CEO

## A Message from the CEO

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

"we **care** / we **act**":

Our mission positions us for action. Aware of the urgency of climate change and the pressing environmental issues at stake, 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 since 2019.
- We have accelerated our transition to renewable energy with over 700,000 SF of solar panels powering our factories and facilities.
- We have conducted LCAs and created EPDs for all our product ranges
- We are expanding our Second Life recycling initiative in France and abroad. We are the leader in France, with over 68% of all vinyl flooring collected and recycled, with expanded operations in Belgium, the Netherlands, Scandinavia and Italy.
- We launched the Gerflor Safety Culture initiative, with a target of 0 accidents annually by 2025.
- To date, 95% of our strategic suppliers have signed our Responsible and Ethical Purchasing charter.
- We introduced our first American-made commercial flooring ranges, reducing carbon emissions produced through international freight.
- Finally, after 50 years of providing flooring to the Olympic and Paralympic Games, we became an official supplier to the Paris 2024 Olympiad, supplying eco-designed sports floors with 35% recycled content and installed without adhesives to be fully re-usable after the events.

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 those of the Paris Agreement on climate change.

## Bertrand Chammas

Chief Executive Officer of the Gerflor Group

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

Find us on social media:



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## CSR indicators

For over 80 years, the Gerflor Group has been developing, manufacturing and selling innovative, decorative and eco-responsible solutions. Our product portfolio encompasses resilient commercial and sports flooring, sport surfaces, wall protection and finishes.

Our KLM plank-and-tile factory achieves greater energy efficiency through exclusive gravitational operations.



Saint-Paul-Trois-Chateaux, France

Gerflor supports industry professionals and other stakeholders every day in every phase of their projects, from product selection to installation, service and maintenance through end-of-life. As a global manufacturer, the Group employs 5,000 people in 24 factories, 30 subsidiaries, and distributes its products and services in over 100 countries.

Gerflor solutions are widely used in Education, Healthcare, Sports, Industry and Life Sciences, and can also be found in Retail, Hospitality, Offices, Transport, and the Residential space.

Faced with increasing climate concerns, raw-materials scarcity and competing energy demands, the Group is more committed than ever to combine sustainable and profitable growth with resolute and innovative approaches to reduce our environmental impact.

# The Gerflor Group

GERFLOR

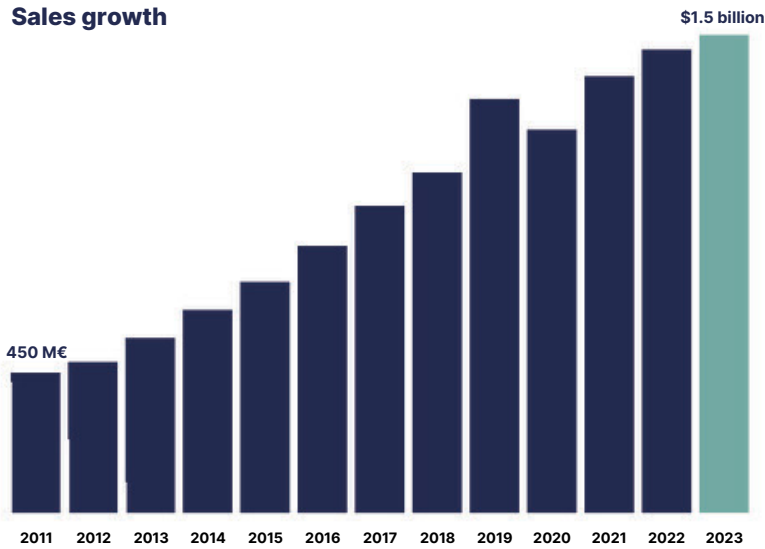
we care we act



# A global group

Over 20 years of growth through organic development and strategic acquisition

## Sales growth



**\$1.57 billion**  
in sales.

**5,000**  
employees

**24**  
factories

**30**  
subsidiaries

## Distribution of our manufacturing sites and business subsidiaries



America



Europe



Middle East and Africa



East Asia and Australia

● Sales offices ● Manufacturing plants ● Head office

## Local production

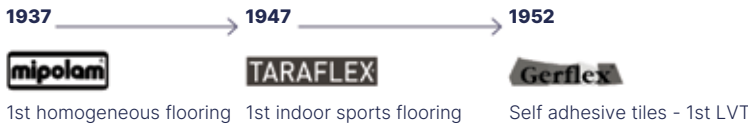
Over 50% of products sold are manufactured locally on each continent

# Our history

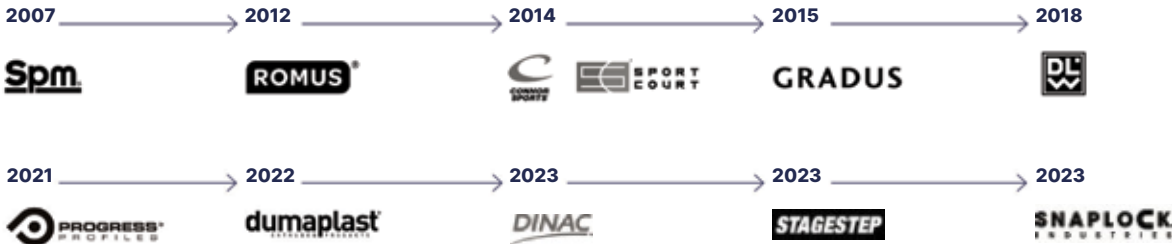
From one generation of entrepreneurs to the next, we have supplied innovative flooring solutions that improve people’s lives. The journey began with world-class brands—Mipolam®, Taraflex® and Gerland Sols®.

Since 2006, we have focused on expanding our brands and distribution networks, creating a diverse portfolio to meet changing market needs.

### Pioneer brands

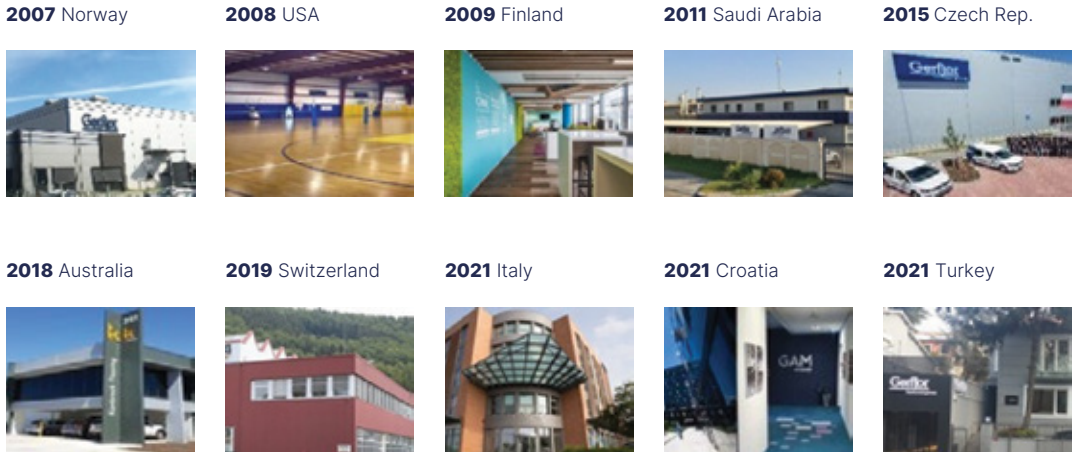


### Expert flooring brands



### Geographic expansion

Selection of Gerflor subsidiaries built on the acquisition of distributors



# Our market segments

## A diversified product portfolio

We feature a wide range of technical and decorative solutions specific to each market segment.



Healthcare



Sports



Education



Industry



Hospitality



Offices



Shops



Public buildings

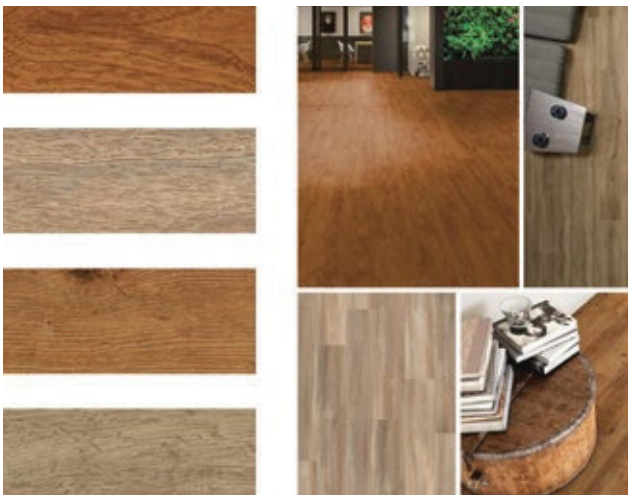


Housing



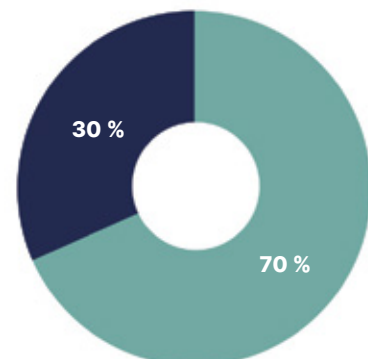
Transport

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



Emphasis on renovation and refurbishment projects

● Refurbishment  
● New build





# Our strategic priorities

**Our mission is to improve our customers' lives through sustainable, innovative, healthy and environmentally responsible products. To achieve this goal, we focus on three core priorities:**

## Customer care

Our floor and wall solutions are used in every aspect of personal and professional life—school, home, workplace, shops, gyms, medical facilities and transportation. We feel a keen responsibility to combine innovation with design to improve living spaces; to make them safe, comfortable and warm. Our commercial products provide a broad range of responsive solutions for the most common challenges of the building industry.

## Innovation

With an eye on emerging market trends, and with a laser focus on continuous improvement and innovation, our R&D team of over 150 engineers and technicians create products that meet and exceed customer expectations.



Teamwork, innovation accelerator.

## Corporate responsibility

Reducing our environmental impact is a major focus. Our products and factories are compliant with the most demanding standards and regulations (ISO 9001, 14001, 50001 & REACH). We incorporate eco-design and circular-economy principles into all our products and processes.

The health and well-being of our employees and customers is of paramount concern, as is our commitment to society at large. We hold our employees and suppliers to a Responsible Purchasing policy, a strict ethical framework for our business relationships, and consistent respect and support for the regions in which we operate.

**We Care, We Act** is much more than a slogan. It's the way we work.

## Our values guide our actions.

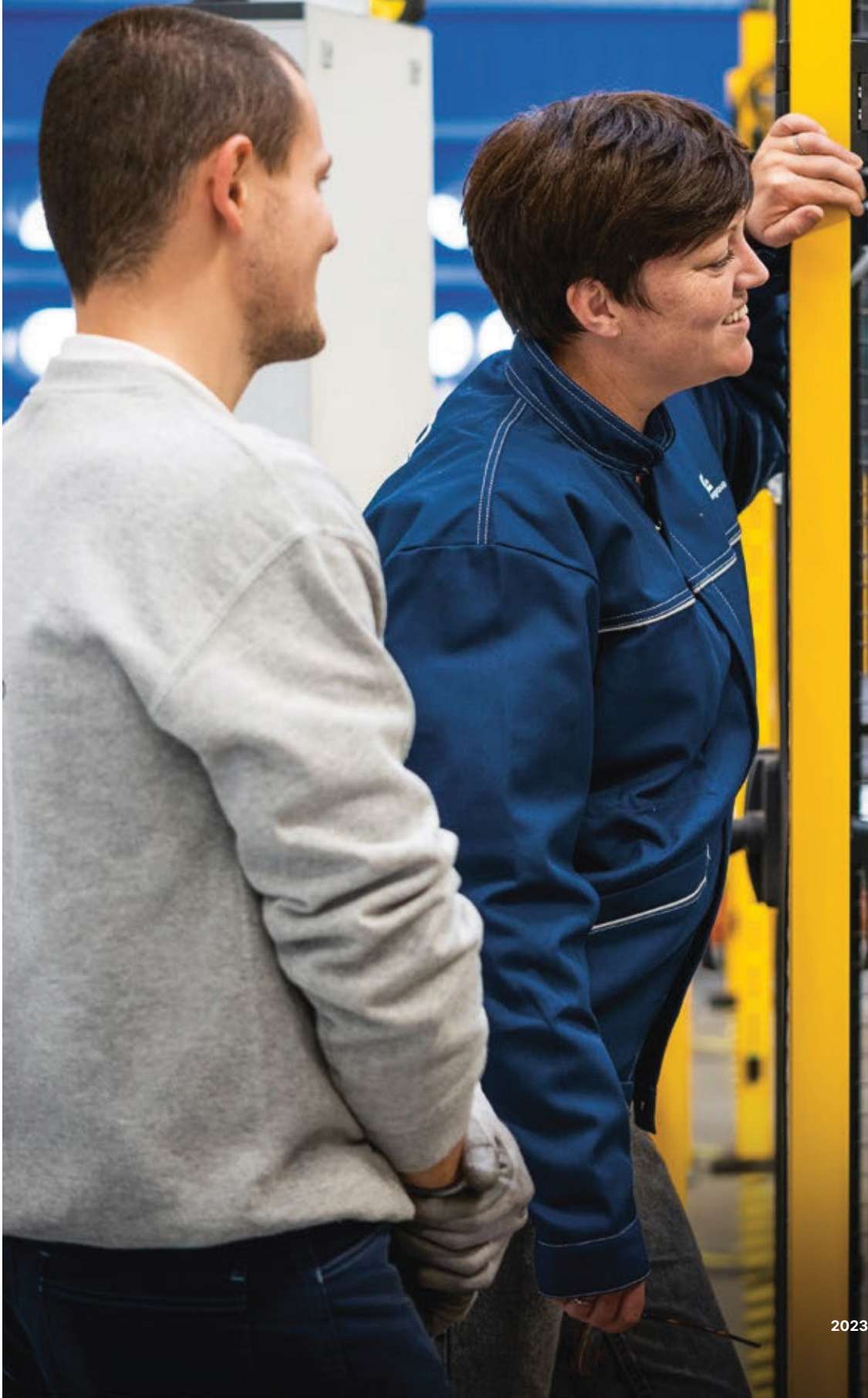
Our strategic priorities are reflected in our Corporate Values **(T.R.A.C.E.)**

These values are reflected in our hiring, reinforced during onboarding, and guide our management process.

**T**eamwork  
**R**espect and integrity  
**A**gility and entrepreneurship  
**C**ustomer success  
**E**ngagement & responsibility

Our CSR approach expands to touch every facet of our business. Our long-standing commitments are integrated into action plans across all subsidiaries and departments of the company. Since 2020, we have also aligned our strategic and operational objectives with the United Nations Sustainable Development Goals (SDG).

# Governance and CSR priorities



Gerflor

# FIN DE

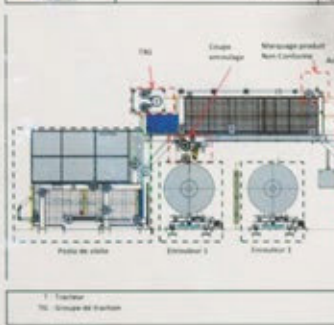
Gerflor

## DECOUPE ZONE

Gerflor

Instruction

Découpage ligne CG1



Gerflor

## SCHEMA D'EMBA

Gerflor

Instruction

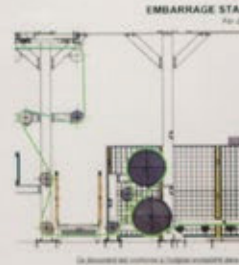
Schémas d'emba

Emballage STANDARD

- Étape 1 - Matière en Presses 1
- Compteur 1 - Surface en Presses 2

Emballage SPECIAL

- Surface - Matière en Presses 1
- Compteur 1 - Étape en Presses 2



# A long standing effort

**Our consistent commitments to customer satisfaction and sustainable product development guide our CSR policies.**

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



**1995 - ISO 9001:**  
Quality certification for company performance and customer satisfaction.



**2006 - EN 14001:**  
Certification for reliability and quality.



**2011 - ISO 45001:**  
Health and safety certification for employees and service providers.



**2013 - ISO 50001:**  
Energy certification for resource management and the fight against global warming

**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.



↑  
Quality assurance team

# Supervisory bodies

CSR policy decisions are communicated from the executive committees to all subsidiaries and business lines



# Stakeholders

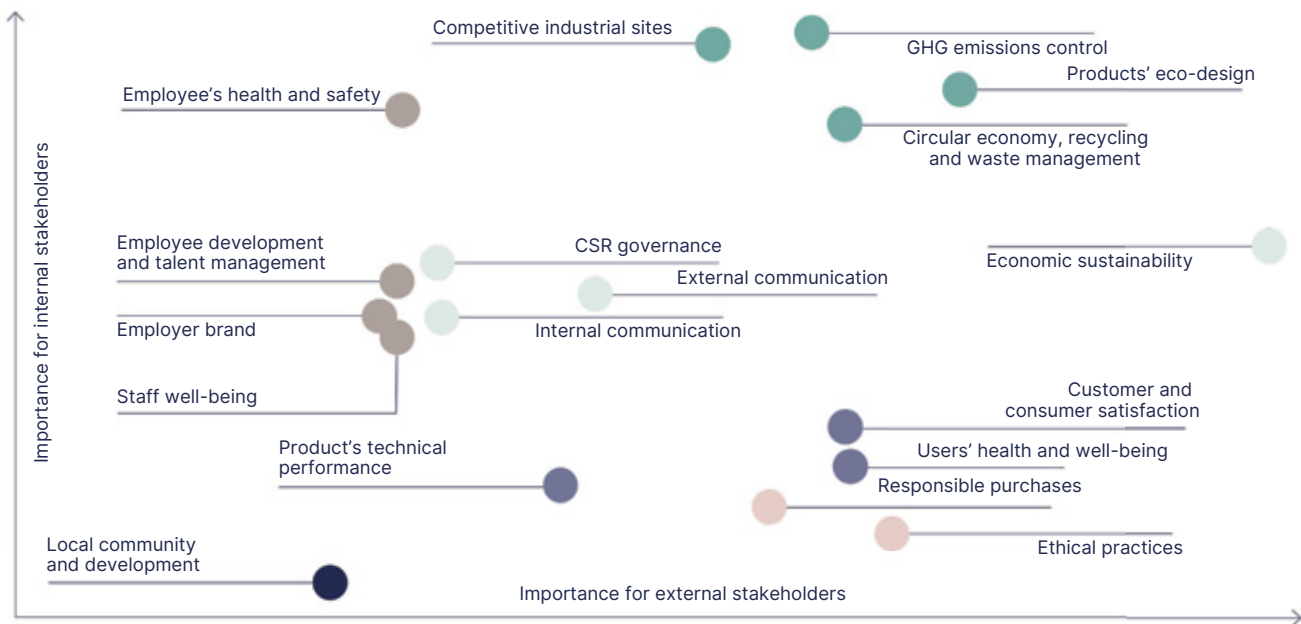
Stakeholders throughout the group and supply chain are involved in defining and executing on CSR policy decisions.



# Prioritizing CSR challenges

Input gathered regularly from all stakeholders guides the prioritization of our CSR challenges and action plans. The materiality matrix illustrates this collaborative process.

## The materiality matrix



**Matrix legend:**

- the environment ●
- local communities and development ●
- fair practices ●
- the consumer ●
- relationships and working conditions ●
- governance ●

**We maintain an ongoing dialogue with both internal and external stakeholders** to ensure that our actions align with our priorities.

In 2023 we conducted three additional studies:

- In-depth interviews with 67 key customers in France, Germany, USA, UK and Slovakia on the critical environmental attributes expected of our products, confirming the emphasis on carbon footprint, circularity, local, responsible sourcing of raw materials, and increasing our bio-based content
- An Ipsos survey of 1,087 representative French consumers to assess their view of the Gerflor brand, which confirmed its market leadership in France. Our products are positively known for their technical performance, durability, design and acoustic benefits, and we learned of the need to more effectively promote the safety and environmental benefits of vinyl flooring and our commitment to the environment.
- Our Employee Commitment survey was completed by over 1,000 employees, confirming both challenges and areas of progress, in particular the required focus on better internal communication, working environments and employee well-being.

In 2024, this data will be updated and measured against the European Directive on Sustainability Reporting Directive (CSRD), then evaluated with sustainability impacts, risks and opportunities across our entire value chain.

# Organizing our approach

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

These priorities align with company commitments over the past two decades. Beyond economic performance, we have applied a specific focus over the past 10 years to:

- The success of our customers and partners
- A culture of health, safety and security
- The search for eco-responsible solutions, and the development of employees' expertise and commitment



# Aligning with the SDG's

**Our CSR approach increases our contribution to the United Nations Sustainable Development Goals**

Our CSR and sustainability strategies are closely tied to the objectives of the United Nations' SDG's, and we currently contribute to 10 of the 17 established goals.







\*Sustainable Development Goals



# Our 2025 sustainability initiatives

We are on track to achieve key sustainability and CSR milestones by 2025

	Areas of Focus	2020-2025 Initiatives
 <b>Page 16</b>	<b>Environment</b> <ul style="list-style-type: none"> <li>Controlling greenhouse gas emissions</li> <li>Eco-design of products</li> <li>Reducing use of natural resources</li> <li>Circular economy</li> </ul>	<ul style="list-style-type: none"> <li>→ <b>20 %</b> reduction on BGES Scopes 1 &amp; 2 since 2019</li> <li>→ <b>35 %</b> more loose-lay products (no adhesive)</li> <li>→ <b>30 %</b> average recycled content across all ranges</li> <li>→ <b>10 %</b> bio-based and natural content</li> </ul>
 <b>Page 32</b>	<b>Customers</b> <ul style="list-style-type: none"> <li>Health and well-being</li> <li>Customer satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>→ FloorScore certified for Indoor Air Quality</li> <li>→ <b>30 %</b> fewer customer complaints</li> </ul>
 <b>Page 42</b>	<b>Employees</b> <ul style="list-style-type: none"> <li>Healthy, secure workplace</li> <li>Skill building &amp; development</li> </ul>	<ul style="list-style-type: none"> <li>→ Fewer than 4 incidents per 1m hours worked</li> <li>→ <b>2 %</b> of total compensation invested in training</li> </ul>
 <b>Page 50</b>	<b>Society</b> <ul style="list-style-type: none"> <li>Ethical practices</li> <li>Responsible sourcing</li> </ul>	<ul style="list-style-type: none"> <li>→ <b>90 %</b> of staff trained</li> <li>→ <b>90 %</b> of suppliers signed to Supplier Code of Conduct</li> </ul>

Faced with the climate emergency, the scarcity of raw materials, increasing regulation and more common natural disasters, Gerflor has made commitments to reduce the impacts its activities could have on climate, and to involve its value-chain partners in this necessary dynamic. We hear and respond to the high expectations of our stakeholders related to environmental protection challenges.

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

- Calculate our environmental footprint
- Limit the impact of our products on climate and raw material depletion
- Decarbonize our manufacturing and logistics sites
- Make measurable progress against the challenge of recycling used products



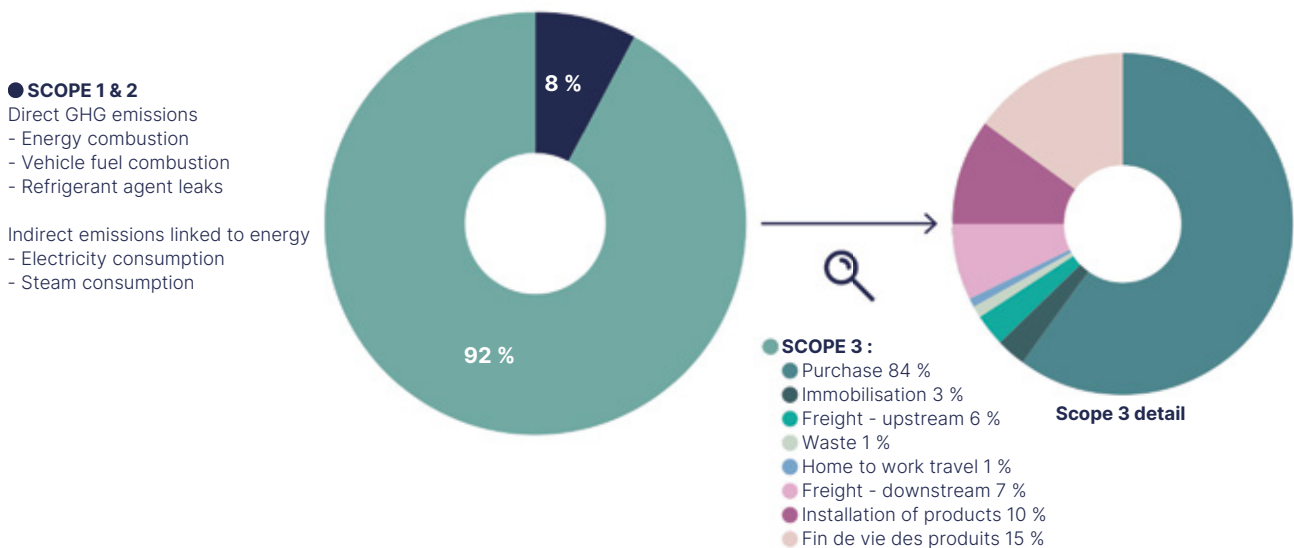
# Our commitment to the planet



# Gerflor's global carbon footprint

**What we measure, we can improve. Since 2011, we have conducted greenhouse gas (GHG) assessments at our facilities in France, and in 2019, we expanded this analysis internationally.**

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



**We decreased GHG emissions by**

# 20%

between 2019 and 2023  
(Scopes 1 & 2)

## Step by Step

Gerflor uses the ACT Pas a Pas Method (Step by Step) developed by ADEME and the Carbon Disclosure Project (CDP) to help companies make low-carbon transitions in their operations. This method helps to identify main issues, prioritize reduction paths and anticipate the associated risks, in order to create an ambitious but achievable action plan.

### Actions on Direct Energy Emissions (Scopes 1 & 2)

- Continue the energy-use optimization of all sites
- Increase the percentage of decarbonated energies within the total energy consumed
- Increase the percentage of renewable and low-carbon energy used to 50% by 2025
- Adapt methods and processes (such as internal logistics) for great efficiencies and lower impact

### Actions on Indirect Energy Emissions (Scope 3)

- Eco-design our products
- Expand recycling efforts
- Engage supply chain in sourcing, manufacturing and transport of raw materials and finished goods

Ongoing and new initiatives are underway at our operations around the globe, as detailed in the pages that follow.



# Our products' footprint

**Our stakeholders expect solutions to environmental challenges and the fight against the depletion of raw materials. Gerflor is committed to transparency 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.**

## Systemize eco-design of products

Since embodied carbon cannot be reduced once a product is manufactured, eco-design is a key component in our reduction efforts. We began in the early 2000's to develop carbon criteria for each phase of the product life cycle. Today, eight such criteria drive our product development cycle.

## Communicate transparently on our products' impact

Gerflor's in-house team carries out Life Cycle Analyses for each product, then works with third-party verifiers to develop Environmental and Health Data Sheets (FDES) or Environmental Product Declarations (EPD) that are then made available to our customers. These documents include the key environmental attributes of each product, including carbon footprint, raw materials, percentage of recycled materials, recyclability, or environmental certifications obtained.

## 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** Deconstruction
- 08** Bio-based content



## 2025 GOALS



# 100%

individual Environmental Product Declaration (FDES & EPD)

### Ensuring durability

One often-overlooked element of environmental impact is product durability. Our flooring and wall products—whether vinyl, wood, linoleum or polypropylene—are designed to last, which means fewer replacements and lowered environmental impact.

Our products are all extremely resistant to wear and tear, adapted to high foot traffic and mechanical traffic such as forklifts in warehouses, and resistant to impact, chemicals, extreme temperatures, and humidity. We guarantee a durable lifespan of 10 to 15 years for most of our products, but most last at least 25 years on average in use.

### Increasing sustainable raw materials

Gerflor is committed to increasing the use of bio-based, rapidly renewable and natural raw materials in our products.



↑  
The GTI tile range,  
specifically made for  
mechanical traffic



↑  
Material to be recycled

### Increasing the use of recycled content

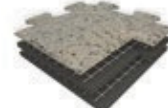
Our vinyl floors have an average 22% recycled material content across all ranges. Recycled material comes from production offcuts from our plants, installation offcuts and post-consumer product collected from our customers and, to a lesser extent, from other industries.

- All our recycled content is controlled and complies with European REACH regulations.
- The inclusion of recycled content does not impair product quality or performance.
- Recycled content percentages as defined in product formulation are published in our environmental data sheets. We also track actual recycled content in each production batch as an ongoing quality check.

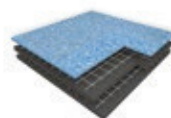
#### FOCUS. Technical products with high recycled content.



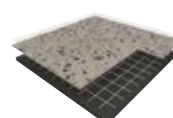
**Up to 100 %**  
in Bateco rolls



**64%**  
Attraction®  
technical tiles



**Up to 80 %**  
in GTI technical  
tiles



**39%**  
Premium compact  
rolls



**Increasing bio-based content**

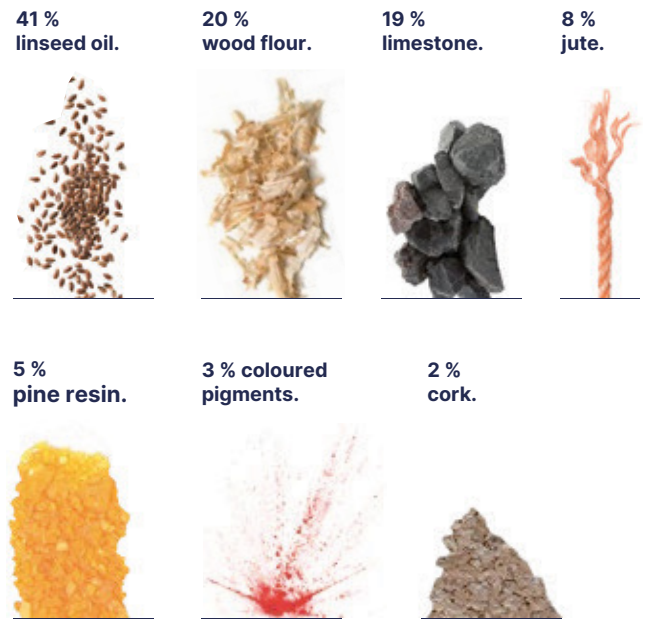
Across our North American operations, several product lines stand out for bio-based content:

- DLW Linoleum, 98% bio-based or natural ingredients, Cradle to Cradle Silver certified
- Connor Sports hardwood sports flooring, Forest Stewardship Council certified, northern hardrock maple grown and managed in American and Canadian forests

In addition, we are working to increase bio-based content in a number of our vinyl flooring lines:

- Since 2008, Saga<sup>2</sup> tiles include a cork layer for cushion and sound attenuation
- Since 2011, Mipolam Symbioz piloted the use of plant-based plasticizers, with 17% bio-based content
- A major launch slated for late 2024 will see the introduction of plant-based raw materials across many products in our resilient flooring portfolio. We reached our 2025 sustainability goal of 10% bio-based materials on average across all product ranges in 2023, two years ahead of schedule.

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



**2025 GOALS**



**10%**  
in our products.

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



# The environmental performance of our operations

**Gerflor factories employ a variety of innovative methods to reduce their environmental impact—waste gas treatment, sound attenuation, energy optimization and green-energy use, dramatic decrease in water use and other resources, and comprehensive waste sorting and recycling.**

Each of our operational units (buildings, processes, utilities) are designed or modified according to our environmental performance criteria (air, soil, energy, resources, waste, carbon, risk). Our sites are certified through ISO to ensure continuous improvements in quality, environmental and energy performance.

In both the United States and Europe, most sites are ISO 9001 certified for quality management, ISO 14001 for environmental management, and ISO 50001 certified for energy use.



Modern, efficient technology reduces energy consumption. Gerflor's Connor Sports plant, Michigan. ↑



## **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 energy consumption**

**Initiatives at various production sites include:**

- Re-design of production lines, resulting in 30% energy savings compared to previous technology
- Replacement/re-design of HVAC systems and boilers, including heat-capture and recovery systems, high efficiency circuits, and improved energy diagrams
- Monitoring and analysis of consumption related to short (weekend) and long (technical) shutdowns, and by production order
- Widespread installation of solar farm panels for green energy
- Biomass energy use at Connor Sports’ Amasa (USA) facility from recycled sawdust (generated from cutting) to feed the factory’s heating system
- Energy performance integration across all project specifications.
- Reduce water consumption through improved monitoring, leak repair and trouble-shooting spikes in demand.
- Replacing cooling towers with adiabatic unit heaters to reduce water and energy consumption

**-93 %**

**water consumption  
between 1998 and 2023 in France**

**Limiting, reusing, recycling and recovering waste**

We maintain a strict focus in all our manufacturing facilities on reducing and re-purposing waste. Our North American factories in Utah and Michigan are Zero Waste certified, which means that no more than 2% of the raw materials imported to these facilities is diverted to landfills. We employ a continuous focus on improving machine efficiency and reliability, and use smart tools for production scheduling to maximize productivity. Packaging, logistics and transport are constantly evaluated for potential improvements, with any materials, products and residue that cannot be used in the production cycle 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.

**2025 GOALS**



**-10%**  
kWh/sq.m. by 2025  
in France and Germany.

**2025 GOALS**



**-50%**  
annually less landfilled waste  
from 2020 to 2025.

# Recycling: a focus for over 20 years

**Over the past two decades, we've emphasized the preservation of resources through circularity. We organize our efforts around three principles: reduce, re-use 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 designed for durability, recycling and re-use. We recover offcuts during the production phase which are circulated directly back into the product stream. We're working with other industry leaders and organizations in North America to create recovery and recycling processes at 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 worldwide can be considered as genuine recycling centers.

## **Installation waste**

Each job site generates between 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, with a view to recycling them. 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, patching) as part of the Second Life program. Prior to any collection, we ensure the REACH compliance of collected products. 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.



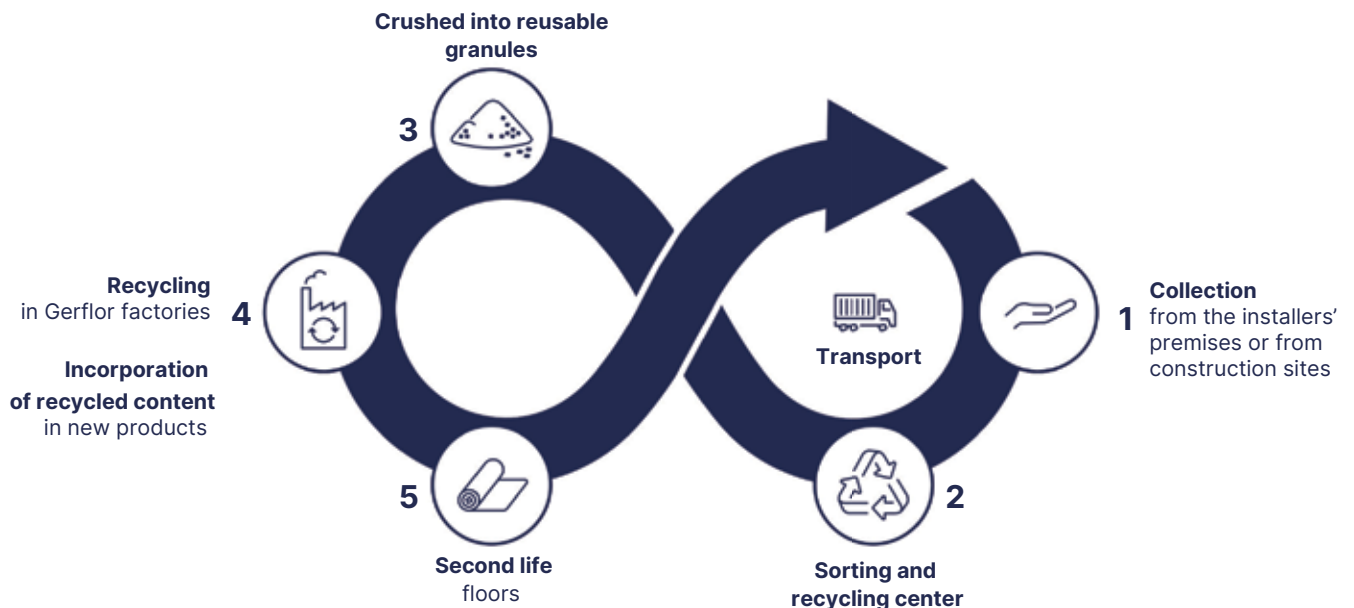
Installation offcuts

### Second Life

Since 2011, our Second Life program has been operating in France to capture and recycle waste at installation sites. Contractors can send off-cuts free of charge to recycling centers in France, with additional sites being rolled out in Germany, Benelux, Scandinavia, Italy and the UK.

Once collected, those products are sent to one of our 2 recycling centers for processing. The secondary raw material obtained is then transported to Gerflor factories to be reintegrated into new products.

### Vinyl production facilities



**2025 GOAL**

---



**60,000 Tons**  
collected and recycled waste  
in 2025



We understand that our flooring and wall solutions have a direct impact on the quality of life for those who use them. That's why we're dedicated to providing products that are healthy, comfortable, and built to last. We adhere to the highest environmental and health standards, continually improving the acoustic performance of our products. We also place a strong emphasis on aesthetics, enhancing every interior space. Our designs are crafted to support early childhood learning, provide comfort for those with mental health challenges, and make life easier for people with disabilities. To meet our customers' needs, we offer personalized service, from design to installation, including expert advice, ongoing support, and recycling solutions.

# Our commitment to our customers





# Healthy products

Millions of people work, play, learn, live and heal on our floors every day, in hospitals, schools, offices, public buildings and workplaces around the world. They play on our courts, from the youngest to the oldest, from casual play to world-class competition. We use pure, engineered raw materials and innovate with increasing use of bio-based and natural materials, all procured through suppliers who abide by our Codes of Conduct.

## REACH-compliant formulations

Vinyl and linoleum flooring production at our European production facilities is guided by strict regulations required by ECHA (European Chemicals Agency) and REACH (Registration, Evaluation, Authorisation and Restriction of Chemicals). This stringent process ensures that our products are free from any substances negatively impacting human health. We certify that our products do not contain any substances restricted by REACH.



## Exemplary products for indoor air quality

It's been estimated that we spend up to 90% of our time indoors, making air quality one of our most pressing environmental issues. All our flooring products are FloorScore certified, meeting the most stringent standards in the world, and performing up to 10 - 100x better than is required. Our VOC emissions are among the lowest building products in the industry, with an average of less than 100 micrograms of VOC per cubic meter of atmosphere.

## Reduced adhesive use

For over 20 years, Gerflor has been bringing innovative products to market that reduce the need for adhesives. These products can limit Volatile Organic Compound (VOC) emissions, save time and labor in installation, and improve recyclability by eliminating adhesive residue on reclaimed flooring. A variety of innovative installation methods are available today, from interlocking tiles and spray adhesives to perimeter adhesive tape, with more advances planned.

### FOCUS.

**All Gerflor products are FloorScore certified for Indoor Air Quality.**



FloorScore standard is a LEED standard for environmentally responsible building, and many of our products meet even more stringent standards in Europe and throughout the world.

### 2025 Goals

  
**35%**

of sales  
with loose lay and easy-to-  
remove solutions



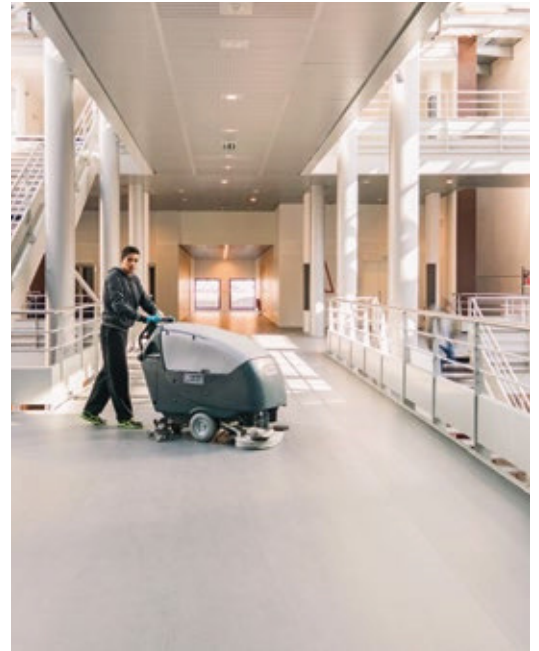
## Clean & Hygienic

### Reducing maintenance costs and impact

Cleaning and maintenance contributes between 18-38% of a product's total carbon impact over its lifespan, using water, energy and cleaning agents. Improved maintenance protocols for our products, combined with technically advanced surface treatments, have enabled us to cut that impact by half. Additionally, the surface treatments protect the flooring from chemicals, stains and residue, further minimizing the hours and effort spent on cleaning and maintenance.

### Ensuring optimal hygiene

Gerflor's intense focus on developing products for the healthcare segment has helped us understand and address the unique hygiene requirements in that space. Our flooring, wall coverings and innovations in corners, coving and heat welding delivers a monolithic, water-proof and easy-to-maintain sterile environment.



Evercare® and ProtecSol2® surface treatments cut the CO2 impact of a product in half over its lifespan by reducing water, energy and detergent use. ↑

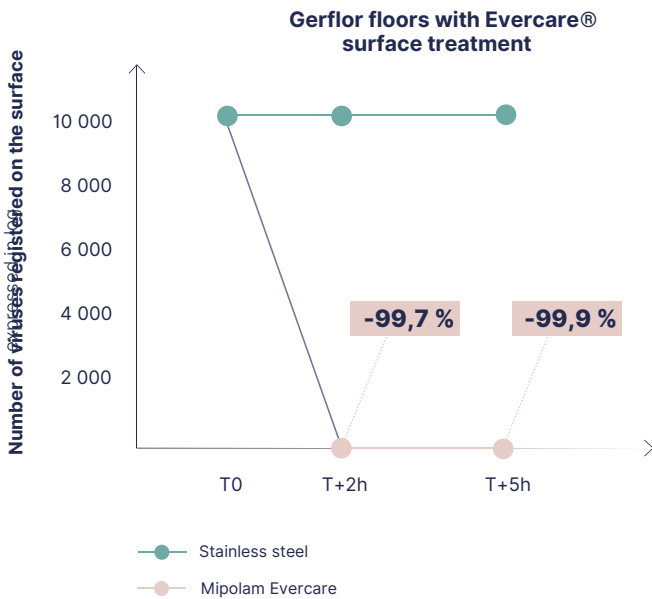
**Harmful organisms – nowhere to grow**

Through our extensive experience in healthcare, life sciences and cleanrooms, Gerflor has developed products able to ensure the highest standards of cleanliness and control. Our floors, walls and finishing solutions have been tested for their resistance to viral (ISO 21702) and bacterial growth (ISO 22196), delivering over 99% decrease in micro-organisms in two hours.

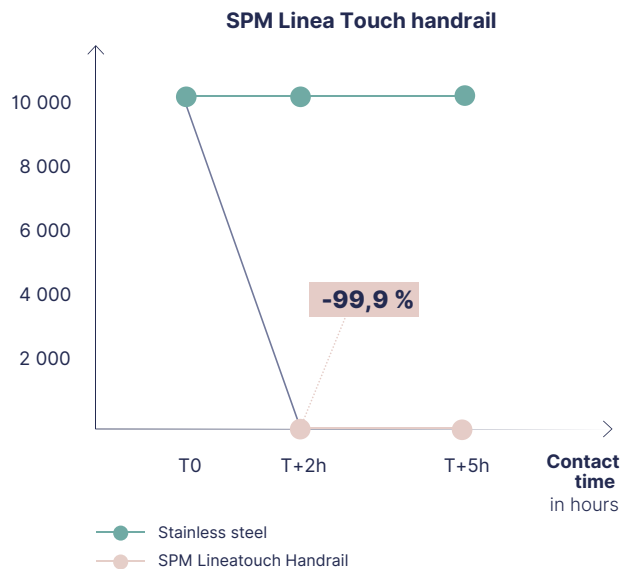
Our patented healthcare systems increase cleaning and disinfecting efficiency, ensuring optimal hygiene, eliminating harbors where bacteria and viruses can grow, and reducing the risk of hospital-acquired infections.

**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%.

# Fostering comfort and well-being

**We contribute to the well-being and comfort of those who live, work and play on our products by providing sustainable, accessible and effective solutions for life.**

## **Aesthetic appeal**

Our integrated artistic design team follows cultural and popular trends across countries, market segments and demographics to continuously bring relevant products to our 10 market segments. With over 4,000 proprietary designs, colors and textures, the Gerflor Group has something to offer customers across the globe.



## **Quiet comfort**

Gerflor products are designed to reduce the impact of noise pollution in almost any environment. Acoustic ranges with foam or cork layers help create a more peaceful environment by limiting sound transmissions from machinery, falling objects, even mechanical and foot traffic.



### Improving health and safety in sports

Our world-recognized Taraflex sports floor ranges deliver high performance, safety, shock absorption and energy return, regardless of age or ability.



### Improving accessibility and wayfinding

Our floors, walls and finishes can contribute to safe navigation within buildings, particularly in healthcare and assisted living spaces. Our wide index of Light Reflectance Values (LRV) provide color and contrast for greater visual comfort and easier navigation for people with visual limitations. Gerflor accessories such as stair noses, podotactile strips, guide paths, rails and signage elements help facilitate access, as well.

### Innovations in energy consumption

In addition to the landmark energy-reduction efforts in our manufacturing facilities, Gerflor products help customers realize savings in other ways. Guidance toward lighter-colored floors that reflect and diffuse, reducing the need for artificial light. In the Transport segment, Tarabus Lightweight flooring reduces vehicle weight and fuel consumption, while maintaining the performance and durability for which Gerflor is known.

# Helping customers succeed

**We balance advanced technology tools with a personal, high-touch commitment to service to ensure that each customer is satisfied and each project successful.**

## Customer insights

Our Customer Care project is all about better understanding the customer experience. We regularly survey our stakeholders, project managers, suppliers, contractors, and end-customers, to gain insights into how effectively we are meeting their needs. Concerns and issues surfaced during these surveys are systemically evaluated and addressed to prevent problems from occurring and to establish best practices for the future.

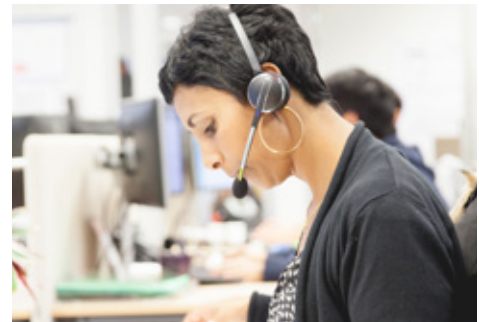
## A global approach to customer satisfaction

Quality representatives are embedded in operational teams throughout the organization to measure real-time, relevant results of our customer-focused policies. This on-site approach is delivering positive results:

- High product quality (24 ppm incident rate)
- High service quality (.21% incident rate at delivery)
- Technical Support agents in-field and on-site help in training and guidance for installation and maintenance; support and service through product life
- Ongoing training at U.S.-based TechnoCentre to qualify installers in all Gerflor product

## Service in the digital age

A pilot customer portal in the French market will soon be expanded worldwide, helping speed browsing on our websites, facilitating navigation, and reducing the steps from question to solution. Customer journeys in each of our 40 major markets will assess accessibility of needed information through simulation tools, documentation and scheduling.



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

**Helping customers reach environmental goals**

All Gerflor products contribute to LEED and other green-building rating systems, with third-party certified sustainability documentation for carbon, materials health, and indoor air quality.



**Gerflor's flooring contributes to HQE and LEED™ certifications**

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

**Materials and resources**

- Recycled materials
- Regional materials
- Rapidly renewable materials
- Certified wood

**Internal environmental quality**

Low emission materials, including adhesives and sealants, paints and finishes, and floor- and wall-covering systems

**Full Lifecycle Analyses (LCA) on every Gerflor product**



**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

**On-demand products and solutions**

**A pre-cutting service at the factory**

Intricate, multi-color logos in sports floors can be created through our factory pre-cutting service. This approach facilitates installation and reduces waste and delivers stunning results.

**Digital printing delivers unique designs**

Since 2018, we have offered customized digital printing services that allow for a wide range of unique treatments and images on sports, transport, and commercial ranges. The MyTaralay service allows customers to create original designs that personalize their projects.



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

**FOCUS.**

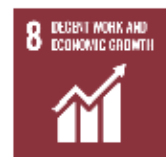
**Tarabus Kit System.**

Pre-cut, pre-taped floor pieces designed for a precise fit allow us to retrofit buses, planes and other transportation vehicles quickly and with almost zero waste.



Tarabus kit preparations, Tarare, France.

Our people are our most valuable asset. We are committed to creating a 'best place to work', with a flexible balance between their personal and professional lives. Our Human Resources policy charter offers every employee support, training and opportunity to grow and evolve within the Group.



# Our commitment to our employees





# Health and safety

Over 5,000 employees call Gerflor home. We are committed to their safety and well-being, and have launched an ambitious initiative with a 'zero accident' goal by 2025.

## Our health and safety charter

We have formalized our commitment to a safe work environment for all employees, customers and partners, with specific guidelines to help us achieve our goals:

- Prevention through risk analysis
- Evaluation of existing dangerous conditions and behaviors.
- Improvement through proposed remedies, root-cause investigation, safety training and communication, and regulatory monitoring and external benchmarks.

## Prevention program

Gerflor's prevention program focuses on several avenues of employee engagement:

- Site safety basics and standards
- Ongoing monitoring of activities
- Safety placards at workstations
- Discussion on best practices and ways to improve
- On-the-job training
- Recognition of exemplary performance
- Establishing a culture of prevention
- Creation of a charter for all Gerflor vehicle drivers.

### 2025 GOALS

  
**<4\***

Fewer than 4 lost-time accidents per 1 million hours worked

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**Gerflor Safety Culture**  
First step in a Zero Accidents objective

# Quality of life

**Supporting quality of life issues in the workplace improves efficiency, rewards initiative, and enables managers to take on greater responsibility**

## Helping managers strike a balance

We actively encourage and support managers in developing the skills necessary to effectively lead their teams. We also support their efforts to create appropriate work-life balance and build internal capacity through outside activity and self-care. Our training recognizes the need for a comprehensive approach to building our leadership strength

## We improve quality of life for all employees through:

- Developing a sense of community at work with rich interpersonal relationships, foster collaborative work between teams, and provide resources to help all employees succeed
  - Conducting regular interactions between employees and managers, including annual progress reviews and plans
  - Adapting Human Resources policies in operations around the world to reflect employee input, variable conditions and cultural standards
- Encouraging balance between professional and personal lives through remote and hybrid work schedules where possible, and through disconnection guidelines that preserve personal time outside of scheduled work hours
  - Communicating regularly with employee teams on the issues, challenges and goals of the company to engage everyone in our common objectives

## FOCUS. Annual interviews.

In 2023, 98% of employees surveyed expressed satisfaction with the annual progress review process

## FOCUS.

Policies and practices are organized according to the countries, communities and cultures in which we operate



**Respect the right to logout**

Digital tools can improve communication and efficiency but must be properly managed to ensure employees can disconnect from work responsibilities during downtime or when absent from work for leave, vacation or sickness. We protect this right for all employees, regardless of position.

**Recognizing service**

Gerflor employees average 10 years of service with the company and average 44 years of age. They are recognized at service milestones for their ongoing contributions to the group.



Each year, 100 employees celebrate 20 or more years of service with the company

**FOCUS**

**Gerfloriades**

Every 4 years, Gerflor organizes olympiads which bring together nearly 400 employees from all French sites for a day of teamwork, fun, commitment! For the 2024 Paris Olympics, an exceptional edition of Gerfloriades was held in September 2024.



**2025 GOALS**



**<10%**

(% of people leaving the company).

# 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:**

- Recruitment is conducted through a structured, fair process based strictly on candidates' skills and abilities to evolve within the Group
- Career development based promotions and pay on individual employee performance and potential

A landmark agreement on professional equity in 2014 added context to these commitments:

- Equal rights between women and men in our workplace implies the absence of discrimination both direct and indirect between employees based on sex
- Equal opportunity uses concrete measures to rectify inequalities between women and men in the professional sphere.

## **Ensuring equal opportunities for all**

We do not tolerate any form of discrimination, whether on the basis 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.**

**One week every year is dedicated to raising awareness of the challenges faced by differently disabled persons in the workplace and society.**

# Employee development

**We are committed to ongoing professional and personal development, from onboarding to skills development, from long-term professional fulfillment to performance recognition.**

## **Streamline initial training and onboarding Integrating staff**

First-phase training and integration is conducted for all new employees, with regional adjustments to a unified onboarding process. Similarly, as part of any acquisition, we work to integrate new companies and their teams.

Gerflor Training School (GTS) creates over 20 online courses per year, which provide necessary education on Gerflor product lines and business practices, as well as professional skills development.

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



## **Training our teams**

The Gerflor Training School (GTS) is a multi-platform approach to educating our team members on product knowledge and sales skills, to better represent our features and benefits to various customer sectors. Content includes:

- Best practices discussion and development, particularly for our sales staff
- Training in ethics, business conduct, and cybersecurity
- Sustainability training on our products and our role as a global citizen

- Local and regional training events adapted to each market's needs
- Safety training and coaching, and
- Support for digital transformation in our business and society

## **Developing talent**

We are committed to emphasize internal development of talent over external candidates wherever possible, matching the needs of the organization with the skills and potential of our current employees. The value of good talent management is significant:

- Strengthen motivation by offering attractive career prospects with internal mobility in France and abroad
- Help employees continuously develop new skills throughout their career
- Reward staff loyalty, performance and contribution to the Group's development

To achieve this, Gerflor relies on structured processes:

- Annual interviews to assess skills and employee expectations
- Mobility committee reviews to match job openings with applications
- Annual talent review to prepare employee development and succession plans.

### 2025 GOALS



# 2%

of payroll invested in training.

# Social dialogue and ethical behavior

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

## Encourage social dialogue

We foster an atmosphere of open social dialogue. We believe in the freedom of association and support the right to collective negotiation in countries where it exists. We and our partners respect employees' rights to engage in such legal organizations with no fear of reprisal and work to establish transparent agreements that guarantee employee well-being and equality.

## Ethical working practices

The principles of our ethics charter are shared with each employee at onboarding, and define a realistic framework for all stakeholders (employees, suppliers, distributors, temporary workers, etc). Gerflor commits to protecting these principles within the Group and with our 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

We have established an alert procedure that allows any employee to report activities of concern that could violate our ethics charter, CCTV code of conduct or anti-corruption policy. Employees can report concerns within the group or by a third party.

## How does the procedure work?

Employees communicate with an independent third party under confidentiality, and if further investigation is needed, a compliance officer takes responsibility to gather information and pursue the facts with authorized personnel within the Group. Based on their conclusions remedial actions or sanctions may be imposed.

## Protect personal data

We have implemented personal-data protection programs where required by law or regulation, particularly the European General Data Protection Regulation (GDPR), including:

- A comprehensive data-management policy protecting both employees and the Group
- Individual data rights and consent management
- Data retention
- Personal data processes registry and risk management
- A GDPR steering committee (General Data Protection Regulation)

As a responsible citizen of the world, we are committed to:

- Creating safe and healthy solutions for our customers with a focus on resilience and sustainability
- Responsible and ethical procurement, in partnership with suppliers who share our values
- Ethical business relationships in each country and market where we work
- Active service, local participation and partnership with reputable endeavors, organizations and partners
- Training and development of contractors and installers to raise the overall level of expertise in each market



# Our commitment to society





# Responsible procurement

**We use a responsible purchasing approach across the entire supply chain to fulfill our social, economic and environmental commitments.**

## Since 2020, our Responsible and Ethical Purchasing Charter requires 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.
- Create alert procedures and potential audits

## 95% of our strategic suppliers have signed the charter.

2025 objectives include gaining a commitment from all new suppliers and to have 80% of our expenditure covered by this charter.

We also identify and manage specific CSR risks for each purchasing family and measure compliance through supplier assessments. 15 strategic suppliers have already undergone CSR assessments and we expect to have assessments complete for 50% of strategic and preferred suppliers by 2025.

60% of our Scope 3 carbon footprint comes from supplier activity, so collaborating on carbon reduction is a key challenge. Regular sustainability meetings allow us to gain alignment, share plans and take joint action.



We are committed to training all procurement personnel in Responsible Purchasing best practices and anticipate 90% completion by 2025.

### 2025 GOALS



# 90%

are signatories of the responsible and ethical purchases charter



# 80%

of spend covered by signature of the Responsible and Ethical Purchasing charter



# 90%

of buyers trained in Responsible Purchasing issues



# 50%

of strategic and preferred suppliers in France have a CSR assessment

# Ethical practices

**Co-created with all stakeholders, the ethics charter and codes of conduct guide our efforts.**

## Ethics charter

This document addresses anti-competition, corruption and influence peddling (bribes, payments, gifts and invitations) It requires strict compliance with international sanctions and embargos, and protection of personal data.

**Our competition code of conduct** identifies and condemns practices which do not comply with competition law, such as market-share and pricing fixing among competitors, unethical arrangements with distributors or suppliers, and abuse of dominant positions in these relationships.

## 2025 GOALS



# 90%

trained in business ethics



## FOCUS.

As of 2023, 81% of all employees had completed training courses on corruption, business ethics, data protection and competition law appropriate to their market, laws and language.

# Training and local employment

**We're working to elevate the appeal of the resilient-floor installation trade and provide skills training for qualified young people.**

## Installation training

Gerflor Technocentres, with five locations around the globe, serve as ideal laboratories for best practices in flooring installation. One center, located in Bolingbrook, IL next to our U.S. distribution center, provides a 5,000 SF space where skilled trainers guide attendees through installation techniques for flooring and wall panels, coving, game line painting and other practices in a facility with two classrooms and eight practice bays.

In 2023, we trained 140 interns and apprentices in continuing education, sixteen in painting and coating applications, and 30 students in Level 4 flooring installation. 193 Gerflor employees also participated in technical training, from various departments from sales to fulfillment to sales support.

## Educational contributions

The Group pays an apprenticeship tax to schools in many regions, and provides training for working students. We also contribute to other training initiatives for young people. Each year, more than 50 young apprentices participate in training, and almost one third remain with the company.

### **FOCUS. 5 Gerflor technocentres**

France / Germany / Morocco / China / USA

## Supporting vulnerable populations

Gerflor also seeks partnerships where we can support and provide valuable life-skills training to vulnerable populations. In France, we work with a specialized service to capture and recycle waste from in-factory food-service operations to provide employment for workers with special needs.

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

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



**Worldskills**

Gerflor supports the Worldskills organization, which holds competitions and events dedicated to building confidence, empowering communities, and developing practical, relevant trade skills in young people in many areas around the world.

In 2023, several Gerflor employees competed and performed well in regional competitions and were ultimately selected to continue their training and preparation through national and world competitions.



↑  
Gerflor's Axel Guista will serve as France's official representative in the Euroskills competition in September 2025.

# Giving back

Each year, we support social and charitable projects around the world.

## France – Village Rugby

Gerflor partnered with the city of Lyon (host city of the Rugby World Cup 2023) to support and participate in the Rugby Village, installing an artificial pitch using Sport Court's PowerGame modular tile surfacing.



The pitch was used for opening sessions, clinics and events, all of which were open to the public.

In autumn 2022, five artists were selected to use Gerflor's unique digital printing service, My Taralay, to create customized flooring designs. This extraordinary opportunity introduced the artists to the world of interior design, and delivered a burst of creative energy for the Gerflor team, as well.



OMART - Un Airt de Famille exposition

Served as a showplace for the artists' creative designs

## United Kingdom – Salvation Army

Gerflor donates Gradus carpet products to The Salvation Army to help support social projects and to put surplus stock to good use. The products were sold through three of their donation centers to bring cash to the charity.



We also participated in the renovation of Warrington Youth Centre with a donation of Taraflex cushioned vinyl surfacing in Silver Grey, creating a safe, durable and high-performing gym space that will benefit this community for many years.

### United States – Dream Courts

Since 2010, Sport Court has partnered with Nancy Lieberman Charities to create Dream Courts in cities across the United States. Nancy Lieberman is a Hall-of-Fame college and professional basketball player, Olympian, and coach, with numerous records, milestones and accolades to her name. She established her eponymous charitable organization to 'provide a healthy physical, emotional and mental environment for young girls and boys and in support of that mission, she raises funds and engages partners to build outdoor basketball courts for children in underserved communities. Sport Court provides safe, durable outdoor sports surfacing and accessories, and its dedicated dealer network has contributed labor, construction materials and expertise to build over 130 Dream Courts throughout the United States over the past 15 years.



### Turkey – Create Your Future

Sponsored by Gerflor Turkey, Create Your Future is a student project competition that aims to offer future architect candidates an unforgettable opportunity to travel, broaden their horizons, and expand their future contributions to the world of design. 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

Giants of Africa is a non-governmental (NGO) organization that provides essential infrastructure for the economic development and employment of young people in Africa. Their 'Built Within' initiative has been instrumental in building and renovating sports courts across Nigeria, Kenya, Tanzania, Côte d'Ivoire and Burkina Faso, providing safe places to play for many young people.



Gerflor has contributed PowerGame surfacing for many courts on the African continent, with more to come, but Gerflor's mission goes 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 more promising future for themselves.



# CSR indicators table

Indicator computation scope: Gerflor scope without post-2021 acquisitions.

Theme	Challenge	Indicator	2019 results	2021 results	2022 results	2022 Comments	2023 results	2023 Comments		
Environment	GHG emissions control	CO2 reduction percentage (kg eq CO2/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 CO2 eq	34 427	inc. 1% for Dumaplast and Stagestep, i.e. 254 t CO2 eq
				Flooring + W&F	60 927	59 336	47 678	inc. 1% for Dinac and Progress profiles 2021, i.e. 366 t CO2 eq	37 592	inc. 1% for Dumaplast and Stagestep, i.e. 254 t CO2 eq
			Scope 2 WW Location based	Flooring	33 293	35 372	37 521	inc. 1% for Dinac and Progress profiles, i.e. 568 t CO2 eq	45 809	inc. 9% for Dumaplast and Stagestep, i.e. 4 006 t CO2 eq
				Flooring + W&F	34 141	36 090	38 713	inc. 1% for Dinac and Progress profiles, i.e. 568 t CO2 eq	47 190	inc. 8% for Dumaplast and Stagestep, i.e. 4 006 t CO2 eq
			Scope 2 WW Markand based	Flooring	23 153	25 475	25 561	inc. 2% for Progress profiles, i.e. 464 t CO2 eq	30 180	inc. 13% for Dumaplast and Stagestep 2022, i.e. 4 006 t CO2 eq
				Flooring + W&F	23 972	26 162	26 729	inc. 2% for Progress profiles, i.e. 464 t CO2 eq	31 514	inc. 13% for Dumaplast and Stagestep 2022, i.e. 4 006 t CO2 eq inc. 10% for
			Scope 3 WW	Flooring	519 751	575 210	583 221	inc. 5% for Dinac and Progress profiles, i.e. 31 904 t CO2 eq	603 414	Dumaplast and Stagestep 2022, i.e. 61 715 t CO2 eq
				Flooring + W&F	539 108	598 538	642 793	inc. 5% for Dinac and Progress profiles, i.e. 31 904 t CO2 eq	663 064	inc. 9% for Dumaplast and Stagestep 2022, i.e. 61 715 t CO2 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 CO2 eq	863 808	inc. 8% for Dumaplast and Stagestep 2022, i.e. 66 645 t CO2 eq
				Flooring + W&F	777 419	858 794	902 438	4% for Dinac and Progress profiles, i.e. 32 461 t CO2 eq	923 207	inc. 7% for Dumaplast and Stagestep 2022, i.e. 66 645 t CO2 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 on 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	Percentage reduction in CO2 emissions <b>flooring</b>	Scopes 1 & 2 WW Location based	1,353 kg eq CO2 /m <sup>2</sup>	-11% vs 2019	-18% vs 2019	-20% vs 2019	-20% vs 2019	
		Scopes 1 & 2 WW Market based	1,204 kg eq CO2 /m <sup>2</sup>	-10% vs 2019	-21% vs 2019	-28% vs 2019		
		Scopes 1,2,3 WW Location based	12,516 kg eq CO2 /m <sup>2</sup>	-3% vs 2019	-1% vs 2019	+2% vs 2019	-10% vs 2019	
		Scopes 1,2,3 WW Market based	12,367 kg eq CO2 /m <sup>2</sup>	-3% vs 2019	-1% vs 2019	+1% vs 2019		
	GHG emissions control	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 <sup>2</sup> ) <b>flooring</b>	WW	/	4,60	4,99	4,51	/
Controlling GHG emissions / Efficient industrial sites	Percentage reduction in energy consumption <b>flooring</b>	FR / DE	5,1 k wh/m <sup>2</sup>	-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 <sup>2</sup>	-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 & RGD	/	/	/	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	1,0 0%	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 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 <sup>2</sup> WW	23 ppm	8,70%	-4,3%	+4,3%	-10%
			Services: percentage of deliveries	0,26%	+11,3%	-7,7%	-19,2%	-10%

Theme	Challenge	Indicator		2020 results	2021 results	2022 results	2023 results	2025 goals (based on 2020 if not specified)
developing the land	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 (-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 50001 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 until 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 employees signing the Responsible and Ethical Purchasing Charter:** o 2025 target achieved. New indicators added to progress on this pillar.

### Ethics

**People trained in ethics:** global rate of 81% up sharply and in line with ambition 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.



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07/2023

Our Commitments for a Sustainable future



**-20 %**

Carbon footprint\*



**10 %**

Biosourced content\*\*



**30 %**

Recycled content



**35 %**

Adhesive Free\*\*\*



**60 000 tons**

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**<sup>®</sup>