



sicame  
GROUP

# 2024 CSR Report

# 2024, a landmark year

Amid profound transformation on a global scale, whether in terms of energy, the climate, industry or humankind, Sicame Group remains firmly committed to sustainable development. Everywhere the Group operates, our teams are helping to drive regional electrification, advance the energy transition and develop more resilient infrastructure. Through our products, services, and capacity for innovation, we provide solutions geared towards renewables, energy efficiency, and the transition to carbon neutrality.

However, we have set our sights higher than simple technological solutions. The scale of our ambition is reflected in how we exercise our social and environmental responsibility, by managing and reducing our Group's impact, promoting inclusion and ensuring employee safety and well-being, while developing an ethical and sustainable governance model.

In 2024, our first CSR roadmap was formally approved, with clearly-defined targets for 2027, 2030, and 2035. This new report outlines our roadmap, demonstrating our commitment to transparency and continuous improvement.

It reflects our conviction that the Group's ongoing future success is dependent on our collective strength, our teams' commitment and our long-term vision. We have adopted even more stringent consolidation and publication standards, with the aim of providing our stakeholders with a clear and structured vision.

Together, we are determined, and believe it is our duty, to lay the building blocks for a more responsible society.

---

**Vincent Roy**

Chairman of the Board

<b>1</b>	<b>Sicame Group</b>	<b>6</b>
	Our history	6
	Our organization and business lines	8
	A Group driven by strong values	12
	Our value chain and stakeholders	14
	Our CSR challenges, impacts, risks and opportunities (IRO)	20
<b>2</b>	<b>Boosting sustainability performance</b>	<b>24</b>
	<b>Environment</b>	<b>27</b>
	• Reducing the impact of our sites	30
	• Reducing the impact of our products	34
	• Reducing our carbon footprint	38
	<b>Social responsibility</b>	<b>40</b>
	• Inclusion and diversity	42
	• Health and safety	45
	<b>Governance</b>	<b>50</b>
	• Responsible purchasing	51
	• Ethics and compliance	53
<b>3</b>	<b>Additional information</b>	<b>54</b>
	Our certifications	54

---

# Foreword

Amid rapidly-evolving social, regulatory, and economic expectations around sustainability, **Sicame Group** (or "the Group") is gradually **developing** a more **structured non-financial reporting system**.

Under the **CSRD Directive**, the Group is categorized as a so-called **"Wave 2"** company.

In 2024, we therefore performed our **double materiality assessment** to identify **issues** with a **major impact** both on **society and the environment**, and challenges that could affect the Group's performance.

At the same time, Sicame Group drafted its **roadmap for the 2024 financial year**, presented below and based on the Group's main **Environmental, Social and Governance (ESG) challenges**.

The methodology used for this 2024 report is aligned with the **structure of our roadmap**, based on the Group's material impacts, risks and opportunities identified during the double materiality assessment.



This assessment has been used to form our CSR roadmap and **provide a structure for the topics** covered in this report. It has been organized based on policies, actions **and objectives for the short, medium and long term**, supported by dedicated governance and a continuous drive to improve our internal processes.

This report covers all entities consolidated in the Group's financial statements, including **our industrial, commercial, service and support functions**, and, where possible, **upstream and downstream stakeholders across our value chain**. This scope reflects our commitment to include every aspect of our ecological footprint and all our responsibilities.

The data provided is based on **the best available information on the date of publication**. Nonetheless, some of this information remains limited, in particular, as a result of the varying maturity of certain data collection systems in our ecosystem and the complexity of accessing certain information across the value chain.

**This report marks a landmark step in our progress:** not only in terms of our commitments, but also our ability to measure, structure, and take account of our actions in a more reliable, transparent, and useful format for all our stakeholders.

# Sicame Group

## Our history

**Sicame Group** (originally Société Industrielle de Construction d'Appareils et de Matériel Electrique) was **founded in 1955 in Pompadour, Corrèze, France**, by Basile Lachaud. Today, it is a **world-leading provider of accessories, equipment, and services for electricity transmission and distribution networks**.

**Drawing on 70 years of expertise**, the Group's development is founded on its ongoing commitment to **quality, innovation, and customer satisfaction**. With its diverse range of products and services, tailored to the specific needs of each market, and international presence in around **150 countries**, Sicame Group now **sets the benchmark** in the sector with operations spanning **five continents**.

Today, Sicame Group is **the largest independent company in its sector**. This development has been driven by an organic and external growth strategy.

In 2024, two companies joined the Group:

- **Electrical Safety UK**
- **CAI Electronique**

Operating in a fast-growing market bolstered by **electrification, electromobility, industrial decarbonization and the development of renewables**, Sicame Group plays an essential role in upgrading and increasing the resilience of energy infrastructure.

Through its technical expertise, industrial culture, and ability to adapt, the Group is rising to the challenges of energy transition movement and aims to **continue creating sustainable added value** for its customers, employees, and regions.

**sicame** | **Energy in transition**  
GROUP

Today, Sicame Group is present in

**5**  
CONTINENTS

**26**  
COUNTRIES



**50** Companies around the world

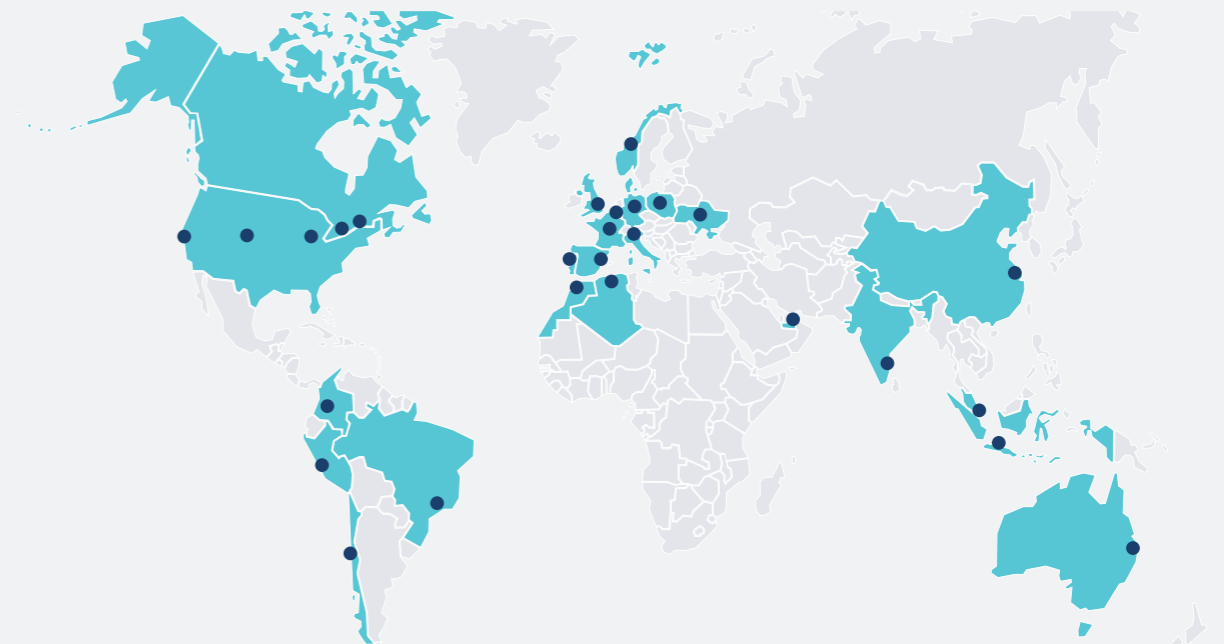
**€600M**  
TURNOVER IN 2024

**3,600**  
EMPLOYEES



**29**  
PRODUCTION SITES

**13**  
TESTING AND RESEARCH LABORATORIES



# Our organization and business lines

Sicame Group has adopted a matrix management structure divided into two key areas: **production sites** and **commercial entities**.

Production sites are grouped by activity into **Strategic Business Units (SBU)**, and are responsible for the Group's industrial operations.

Alongside these Business Units, the Group's commercial entities are organized into **Regional Divisions (DR)** which manage customer relations and business development.

For their part, **the operational departments** (finance, human resources, quality, etc.) provide cross-functional support, ensuring consistent practices and the implementation of Group policies across all entities.

- **SBU T&D (Transmission and Distribution):** this unit is made up of subsidiaries specializing in the manufacture of products for the construction, operation and maintenance of energy transmission and distribution networks, as well as for energy production sites and electromobility. The SBU T&D also includes Research and Development (R&D) activities and the associated laboratories.
- **SBU C&I (Commercial and Industrial):** this unit comprises the sites that produce electrical safety equipment, wiring accessories, and related tools for various types of installations, including energy transmission and distribution networks, and the commercial, industrial, electromobility, and energy production sectors. The SBU C&I also includes Research and Development (R&D) activities and the related laboratories.
- **SBU Services:** this unit provides solutions and services such as maintenance on safety equipment and tools, training, audits, studies, and laboratory testing. These services are delivered in various centers around the world, as well as directly on customer sites via mobile teams. The Group's training ecosystem is represented by Sicame Academy.

The RDs are divided into the following regions:

- **Americas:** North, Central, and South American markets
- **EMEA:** European, Middle Eastern, and African markets
- **APAC:** Asia-Pacific region markets



In accordance with this structure, Sicame Group provides a diversified range of products and services, organized into **seven strategic areas**.



**The Group's business model** is based on **regionalized production** and **local customer support**, ensuring **organizational agility** and a proactive response to market challenges.

This model is also built on a **constant drive for innovation**, through **R&D** in particular, focused on anticipating and meeting the needs of the energy, infrastructure and industrial sectors.

**When it comes to sustainability**, Sicame Group is committed to designing products and services that advance **the energy transition**, electrification and the adoption of renewables.

We apply our technical expertise to design products and services that specifically support the energy transition by providing solutions to the challenges of **integrating renewables**, reducing carbon emissions and improving energy efficiency.



# A Group driven by strong values

Building Sicame Group represents a collective effort, meaning that **our values are exemplified by each and every one of us**. We are all united around five core values, which define and guide our actions.

These values are more than just principles: they are shared commitments that guide our actions and drive the continued growth of Sicame Group.



## Customer intimacy

Our size and flexibility enable us to maintain geographically, culturally and technically close relationships with our customers.

## Innovation by everyone, everywhere

We are developing a culture of curiosity, challenging the status quo and anticipating what's to come, which allows us to collectively develop new solutions for our customers, both internally and externally.



## Engaging with passion

We create an environment that fosters an entrepreneurial culture, allowing all employees to act as entrepreneurs within the Group.

## Social responsibility

We believe that our Group's sustainable development, and the energy transition in particular, can be built on the fine balance between economic performance and respect for our people.



## Team spirit

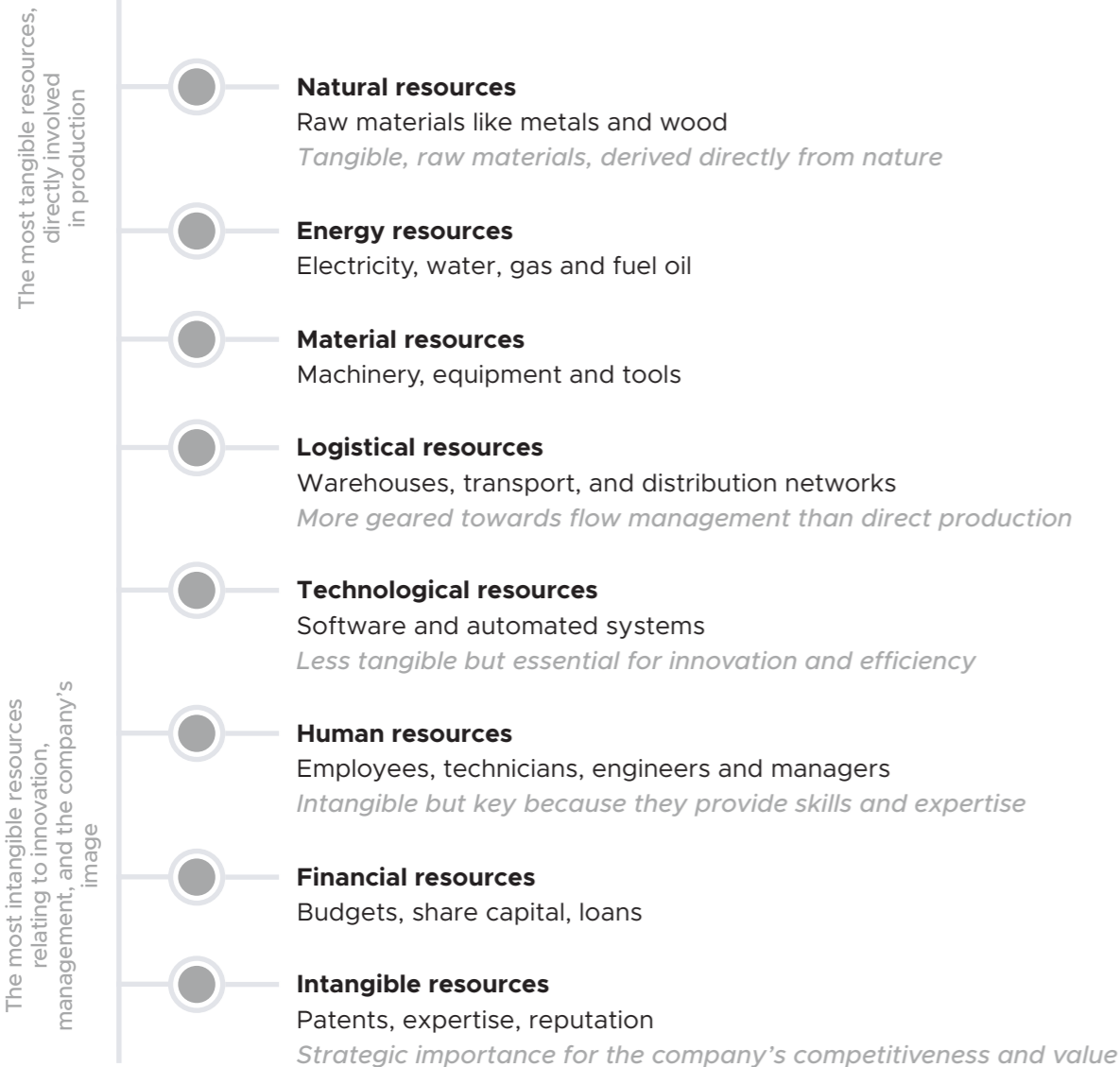
We foster close collaboration within and between our teams, based on transparency, trust and respect for individual and Group identities.

# Our value chain and stakeholders

## Our business model and value chain

Sicame Group's business model is based on the efficient use of diverse resources, thus creating sustainable value for all of our stakeholders.

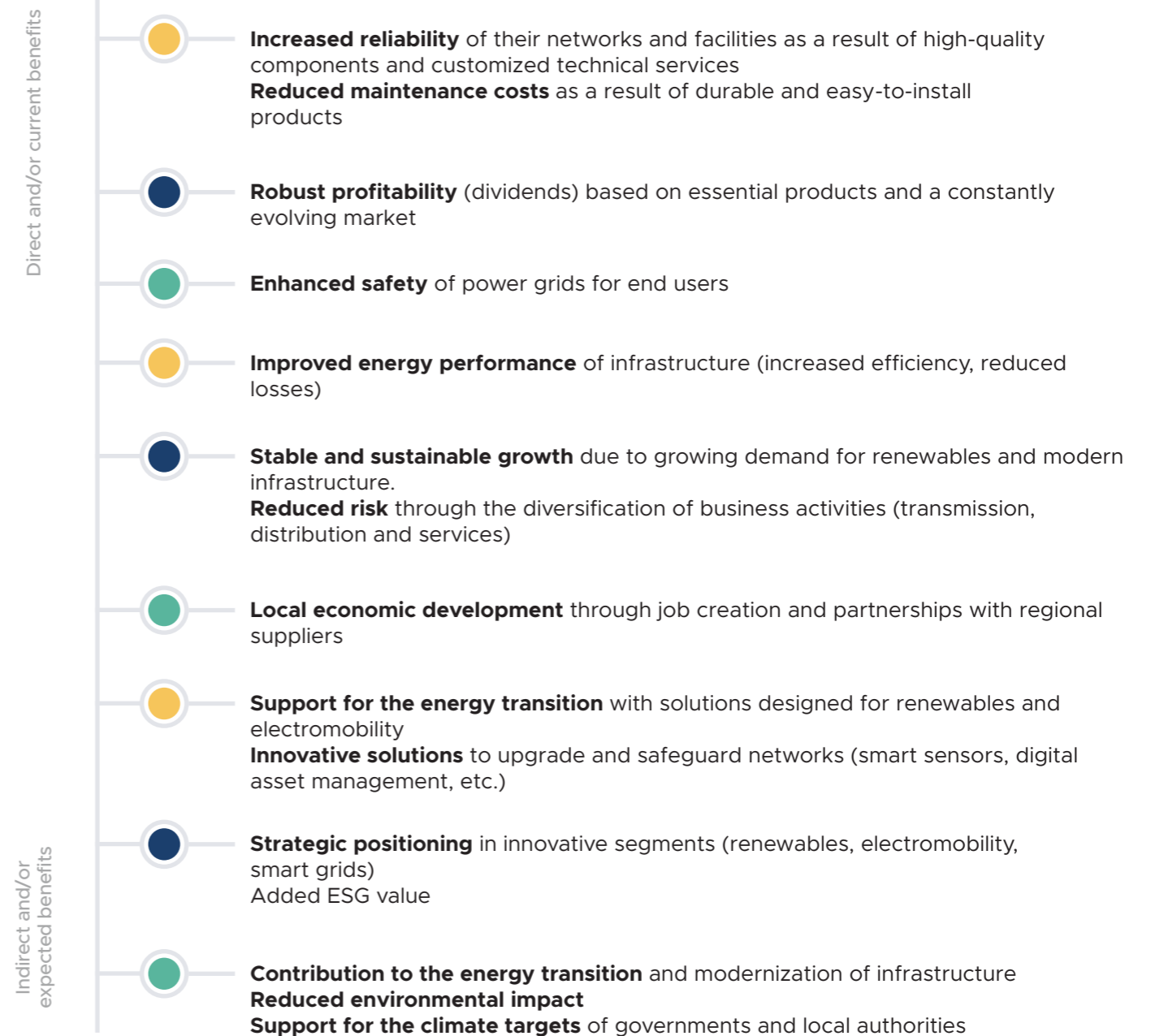
### Resources and inputs



## LEGEND

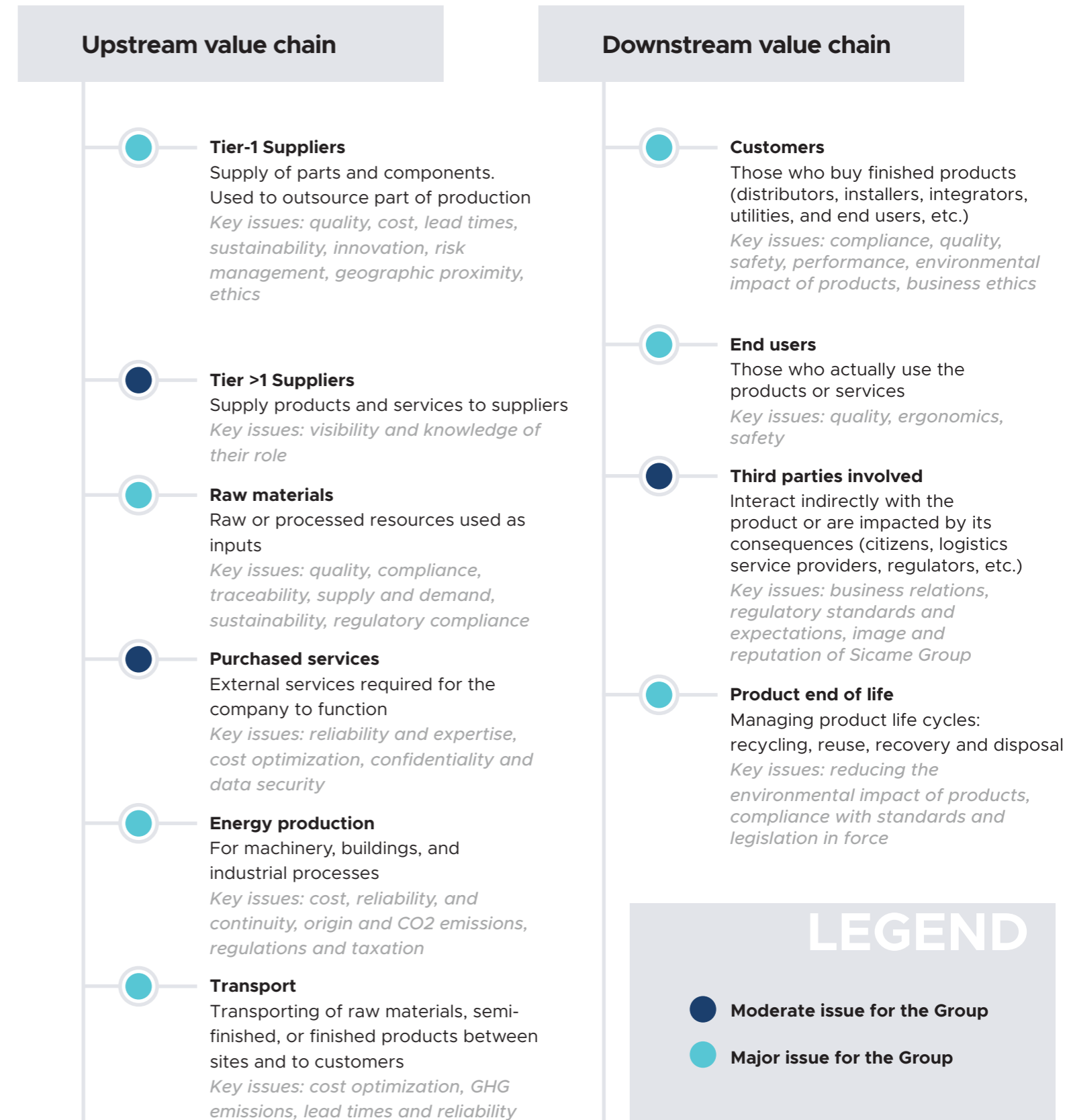
- Customers
- Investors
- Other stakeholders (partners, local authorities and regulators)

### Benefits for stakeholders



## Sicame Group is part of a complex value chain comprising various stakeholders, both upstream and downstream.

The relationships in this value chain are structured around various key issues:



# Our stakeholders



Stakeholder	Collaboration issues/expectations
<b>Own employees and their representatives</b>	<ul style="list-style-type: none"> <li>Promote respect and dialogue through regular discussions; negotiate, develop, update, and implement specific agreements</li> <li>Ensure employee motivation and well-being by creating a stimulating and inclusive work environment, particularly for employees with disabilities</li> <li>Encourage everyone's involvement in decision-making</li> </ul>
<b>Workers in the value chain</b>	<ul style="list-style-type: none"> <li>Promote human rights, in accordance with ILO conventions, particularly by ensuring the prohibition of forced labor and child labor</li> <li>Ensure compliance with Sicame Group's commitments across the entire value chain or, failing that, apply the most favourable local or national regulations for workers</li> </ul>
<b>Consumers and end users</b>	<ul style="list-style-type: none"> <li>Ensure the safety and reliability of our products</li> <li>Build a trusted relationship based on transparency</li> <li>Foster collaborative innovation</li> <li>Provide customized advice and services, combining expertise and quality</li> <li>Respond effectively to requests, particularly regarding environmental requirements</li> </ul>
<b>Suppliers and subcontractors</b>	<ul style="list-style-type: none"> <li>Compliance with quality, cost, and lead-time requirements</li> <li>Securing of the supply chain</li> <li>Adherence to our ethical charter and commitment to our ESG standards</li> <li>Long-term partnerships based on trust, transparency, and constructive dialogue</li> <li>Prioritize geographic proximity</li> </ul>
<b>Shareholders and investors</b>	<ul style="list-style-type: none"> <li>Finance the company's growth while ensuring attractive returns</li> <li>Provide clear, transparent, and understandable financial and non-financial reports, which highlight the company's ESG strategy</li> <li>Align the company's objectives with investors' expectations in terms of performance, including sustainable development</li> <li>Maintain stable and durable growth, creating value over the long term</li> <li>Consolidate the Group's strategic positioning in innovative and growth markets</li> </ul>
<b>Trade federations</b>	<ul style="list-style-type: none"> <li>Structure the industry and sector, harmonize and understand standards, influence regulations</li> <li>Promote innovation, advance the energy transition, ensure competitiveness and fair competition</li> </ul>
<b>Standardization bodies and certification agencies</b>	<ul style="list-style-type: none"> <li>Ensure compliance with international standards on quality, safety, the environment and social responsibility, while obtaining recognized certifications that enhance Sicame Group's credibility among customers and investors</li> <li>Provide a basis for comparison of the Group's companies with each other and external companies</li> <li>Provide a structure for internal policies and data consolidation, facilitating a more rigorous management approach aligned with best practices</li> </ul>
<b>Academic sector: schools and universities</b>	<ul style="list-style-type: none"> <li>Increase the attractiveness of the sector</li> <li>Support applied research</li> <li>Ensure that training is aligned with industrial needs</li> <li>Train tomorrow's talents while gaining new insight into challenges viewed from a fresh perspective</li> </ul>
<b>Associations</b>	<ul style="list-style-type: none"> <li>Make a positive impact on society</li> <li>Support initiatives aligned with our values</li> <li>Engage in dialogue with civil society</li> <li>Better identify and meet the expectations of local stakeholders</li> </ul>
<b>Local residents and communities</b>	<ul style="list-style-type: none"> <li>Ensure the seamless integration of the Group's operations and products into its environment</li> <li>Reduce nuisances in local areas around sites</li> <li>Participate in community initiatives to consolidate the company's local presence and legitimacy among residents</li> </ul>

# Our CSR challenges, impacts, risks and opportunities (IRO)

In 2024, Sicame Group conducted a comprehensive analysis of sustainability issues, identifying the main **Impacts, Risks and Opportunities (IRO)** associated with its business and value chain, in accordance with the CSRD Directive. This analysis provided **a better understanding of the ESG issues** that shape the Group's strategy and guide its sustainable approach.

## ESG issues

Sicame Group drew up a list of ESG issues, which takes into account stakeholder expectations, business strategy, and the activities of companies in the sector.



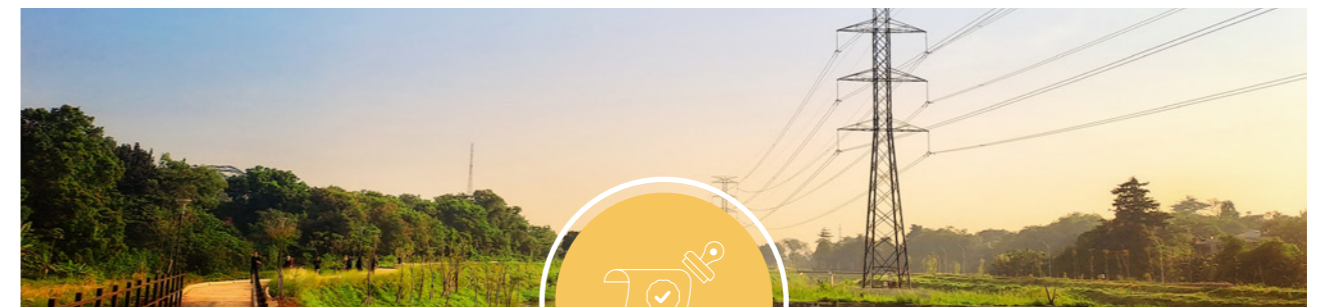
- Climate change adaptation
- Climate change mitigation
- Energy
- Air pollution
- Water pollution
- Soil pollution
- Substances of very high concern
- Microplastics
- Water
- Resource flows, including use of resources
- Resource outflows related to products and services
- Waste

### Environment



- Working conditions (our own workforce)
- Equal treatment and opportunities for all (own workforce)
- Working conditions across the value chain
- Equal treatment and opportunities for all workers in the value chain
- Other labor rights of workers in the value chain
- Impacts related to information for consumers and end users
- Personal safety of consumers and end users

### Social



- Corporate culture
- Protection of whistleblowers
- Supplier relationship management, including payment practices
- Corruption and bribery

### Governance

As part of our continuous improvement process, over the coming years, we will analyze the practices of our peers to ensure alignment with the sector and facilitate the comparability of sustainability reporting

## Double materiality assessment and analysis of impacts, risks, and opportunities:

The sustainability issues identified have been adapted and defined based on the specifics of Sicame Group's operations and its position in the value chain, in order to **determine material impacts, risks and opportunities**.

In terms of impact – whether positive or negative – particular focus has been given to **environmental issues** and **human rights**, as well as **health** and **safety**, in order to identify impacts specific to the Group.

With regard to risks and opportunities, the analysis was structured around a set of questions on **regulatory compliance** (and possible sanctions), **attractiveness of the company** and employee **retention**, customer **expectations** the **resilience** of our operations, and **access to financing** from investors and banking institutions.

A materiality assessment was then conducted on **the resulting list of IROs**, based on a rigorous methodology that includes the severity, scope, and remediability of the identified situations, whether they have a positive or negative impact.

The analysis also takes into account the probability of occurrence of these events to provide a comprehensive overview of risks and opportunities.

The timeframes selected for this materiality assessment are aligned with the Group's various strategic perspectives:

- **Short term:** corresponds to several financial accounting periods
- **Medium term:** relates to renewal cycles of industrial assets in particular
- **Long term:** covers major transformation projects, such as the expansion of sites, construction of infrastructure, or acquisitions and disposals of subsidiaries

Potential impacts are assessed based on a "raw" approach, without taking into account mitigation measures, to ensure a comprehensive assessment and provide maximum transparency for stakeholders and against industry standards.

This makes it easier to compare the results with the practices of other companies in the sector.

## The final list of material IROs is presented in the table opposite

The **upstream value chain** relates to tier 1 suppliers, subcontractors, and, to a certain extent, suppliers belonging to higher tiers. The Group's **own operations** refer to all the subsidiaries that make up the Group, their operations, and their employees. Finally, the **downstream value chain** includes direct customers, their employees (technicians, installers), and end users (power grid users).

ESG issue	IRO title	Value chain	Time-frame	Link to our commitments	
Climate change adaptation	1	Risk related to increased CAPEX/OPEX in order to comply with regulations on GHG emissions generated by our products and operations	↔	LT	Our products and services help advance global electrification
	2	Risk of customer dissatisfaction/loss of business due to a failure to meet their sustainability expectations	↔	MT	We develop sustainable and safe products
	3	Opportunity to grow the Group's business through products and services that facilitate the electrification of economies, the development of renewables, and electric mobility	↔	ST	<ul style="list-style-type: none"> <li>• We contribute to the development of renewables and clean transport</li> <li>• Our products and services help advance global electrification</li> </ul>
Climate change mitigation	4	Opportunity to develop products that increase the resilience of power grids	↔	ST	We promote energy monitoring and efficient consumption
	5	Negative impact of our business on climate change	↔	ST	We are committed to a responsible industrial (and sourcing) policy
Energy	6	Negative impact linked to energy consumption from non-renewable sources	↔	ST	We are committed to a responsible industrial (and sourcing) policy
Air pollution	7	Negative impact related to air, water, and soil pollution caused by production processes (own activities and value chain)	↔	ST	We are committed to local production (less GHGs from transportation)
Substances of very high concern	8	Negative environmental impact of certain products containing substances of high concern	↔	ST	We develop sustainable and safe products
Water	9	Negative impact related to water consumption required for our operations and those of our suppliers	↔	ST	We are committed to a responsible industrial (and sourcing) policy
Biodiversity	10	Positive impact on species protection resulting from the production of specific devices developed with biologists	↔	ST	We are committed to a responsible industrial (and sourcing) policy
Outgoing resources	11	Financial risk related to an inability to meet customer demand by providing a fully eco-designed product range	↔	ST	We develop sustainable and safe products
Waste	12	Negative impact linked to the production of non-recyclable waste from our own operations	↔	ST	We are committed to a responsible industrial (and sourcing) policy
	13	Negative impact on workforce health as a result of arduous work	↔	ST	We provide decent working conditions to ensure the safety of our employees that go above and beyond local regulations
Working conditions	14	Negative impact on the physical and mental health of employees in the event of a work-related accident or occupational illness	↔	ST	We provide social protection for all employees of our subsidiaries through financial contributions
	15	Positive impact on the employability of staff in future professions (for example, related to the energy transition) through skills development	↔	ST	We value teamwork and collective performance
Equal treatment and opportunities for all	16	Negative impact on the mental health of employees who are subjected to discriminatory practices	↔	ST	<ul style="list-style-type: none"> <li>• We promote multiculturalism and equal treatment (recruitment, pay, parenting support) by fighting against all forms of discrimination</li> <li>• We encourage the integration and inclusion of people with disabilities</li> </ul>
	17	Positive impact of leadership training for our managers and executives on employees' working and workplace conditions	↔	ST	<ul style="list-style-type: none"> <li>• We provide decent working conditions to ensure the safety of our employees that go above and beyond local regulations</li> <li>• We contribute to sustained employment and job retention by anticipating the social impact of our strategic approach</li> <li>• We value teamwork and collective performance</li> </ul>
Working conditions (value chain)	18	Negative impact on workers in the value chain in the event of suppliers' non-compliance with ILO core conventions	↔	MT	We comply with international agreements on fundamental rights (ILO): child labor, forced labor and unreported employment
Consumer safety	19	Negative impact on the physical health of an installer (a Sicame Group customer) resulting from the improper use of our products	↔	ST	We develop sustainable and safe products
Relations with our suppliers	20	Negative impact on small suppliers in the event of economic dependence	↔	ST	We are committed to a responsible approach to doing business
Corruption and bribery	21	Risk linked to non-compliance with the current legal framework (Sapin II Law), including whistleblower procedures	↔	ST	We are committed to a responsible approach to doing business

# Boosting sustainability performance

## Presentation of our CSR roadmap

Beyond its products and services, which, by their very nature, are driving society's shift to carbon neutrality, in 2024, **Sicame Group** decided to take a **holistic approach** to its sustainability commitments. These commitments were defined in a roadmap covering **environmental, social and governance issues**. Members of the Executive Management Team held specific sessions to develop the roadmap and the final version was approved during a meeting of the executive board in December 2024. A detailed presentation was then given to the Group's Managers to ensure that everyone was on the same page and that the actions for implementing the roadmap could be coordinated.

This roadmap **continues and builds on the process** previously formulated via the **Group's 15 commitments**. This roadmap is now based on a structured ESG approach, and sets out a more comprehensive and consistent strategy for addressing the Group's **impacts, risks and opportunities**, while providing greater clarity and a stricter management policy for the action to be taken across all its entities.

### This roadmap is based on the following principles:

- Different timeframes representing specific milestones: 2027, 2030 and 2035
- It provides a common framework for the Group's priorities and a minimum benchmark for all the Group's subsidiaries
- It draws on projects already being implemented at Group level
- It can be adapted and updated in line with stakeholder requirements

	Topic	2027 Target	2030 Target	2035 Target
Reducing the impact of our sites	<b>Energy</b>	100% of industrial sites with an energy saving/conservation plan	<ul style="list-style-type: none"> <li>• Incentive to purchase green electricity</li> <li>• Equip 50% of our industrial sites with photovoltaic systems</li> </ul>	Completely eliminate the use of fuel oil at all our sites
	<b>E-mobility</b>	All industrial sites to be equipped where possible		100% of professional vehicles to be replaced with non-combustion vehicles
	<b>Waste management</b>	<ul style="list-style-type: none"> <li>• 65% of waste produced by our sites to be recycled</li> <li>• 100% of sites with a waste reduction and recycling plan (based on the "golden rules")</li> </ul>	70% of waste produced by our sites to be recycled	75% of waste produced by our sites to be recycled
Reducing the impact associated with our products	<b>ECO-design</b>	<ul style="list-style-type: none"> <li>• 100% of new R&amp;D projects to apply the eco-design method</li> <li>• Determination of specific targets by product family</li> <li>• EPDs to be completed for 100% of new products</li> </ul>	Best-sellers to all have an eco-passport (based on an 80/20 rule)	
	<b>Packaging</b>	Implementation of a packaging reduction and substitution plan	Recyclable packaging to be used for all new products	Recyclable packaging to be used for all products
GHG emissions	<b>Scope 1 and 2</b>	-20%	-30%	-50%
	<b>Scope 3</b>	Encourage our 350 main suppliers to reduce their carbon footprint (80% of production purchases)	-20%	-25%
An inclusive Group	<b>Diversity and inclusion</b>	<ul style="list-style-type: none"> <li>• 8% of the workforce to be people with disabilities</li> <li>• 20% of managers to be women</li> </ul>	25% of managers to be women	
	<b>Employee development</b>	Rollout of the "Middle Leadership Program" in North America	<ul style="list-style-type: none"> <li>• 100% of managers to take the Sicame Leadership Program</li> <li>• Rollout of the "Middle Leadership Program" worldwide</li> </ul>	
Health and safety	<b>Health and safety</b>	20% reduction in accident rate	<ul style="list-style-type: none"> <li>• 50% reduction in accident rate</li> <li>• 75% of our sites to obtain ISO 45001 certification</li> </ul>	70% reduction in accident rate
	<b>Working conditions</b>		75% of our employees to be covered by a health insurance plan	100% of our employees to be covered by a health insurance plan
Social contribution	<b>Endowment Fund</b>	20% of the countries where we operate to finance projects via the Endowment Fund	50% of the countries where we operate to finance projects via the Endowment Fund	75% of the countries where we operate to finance projects via the Endowment Fund
Ethics	<b>Business conduct, corruption and bribery</b>	Biennial training programs		
Procurement	<b>Responsible purchasing</b>	<ul style="list-style-type: none"> <li>• 350 suppliers to be assessed on CSR issues, representing 80% of our expenditure</li> <li>• 425 suppliers to sign our ethics charter</li> <li>• Integration of CSR criteria into our supplier audit questionnaires</li> <li>• Weighting of CSR criteria in our supplier evaluation matrix: 10%</li> </ul>		

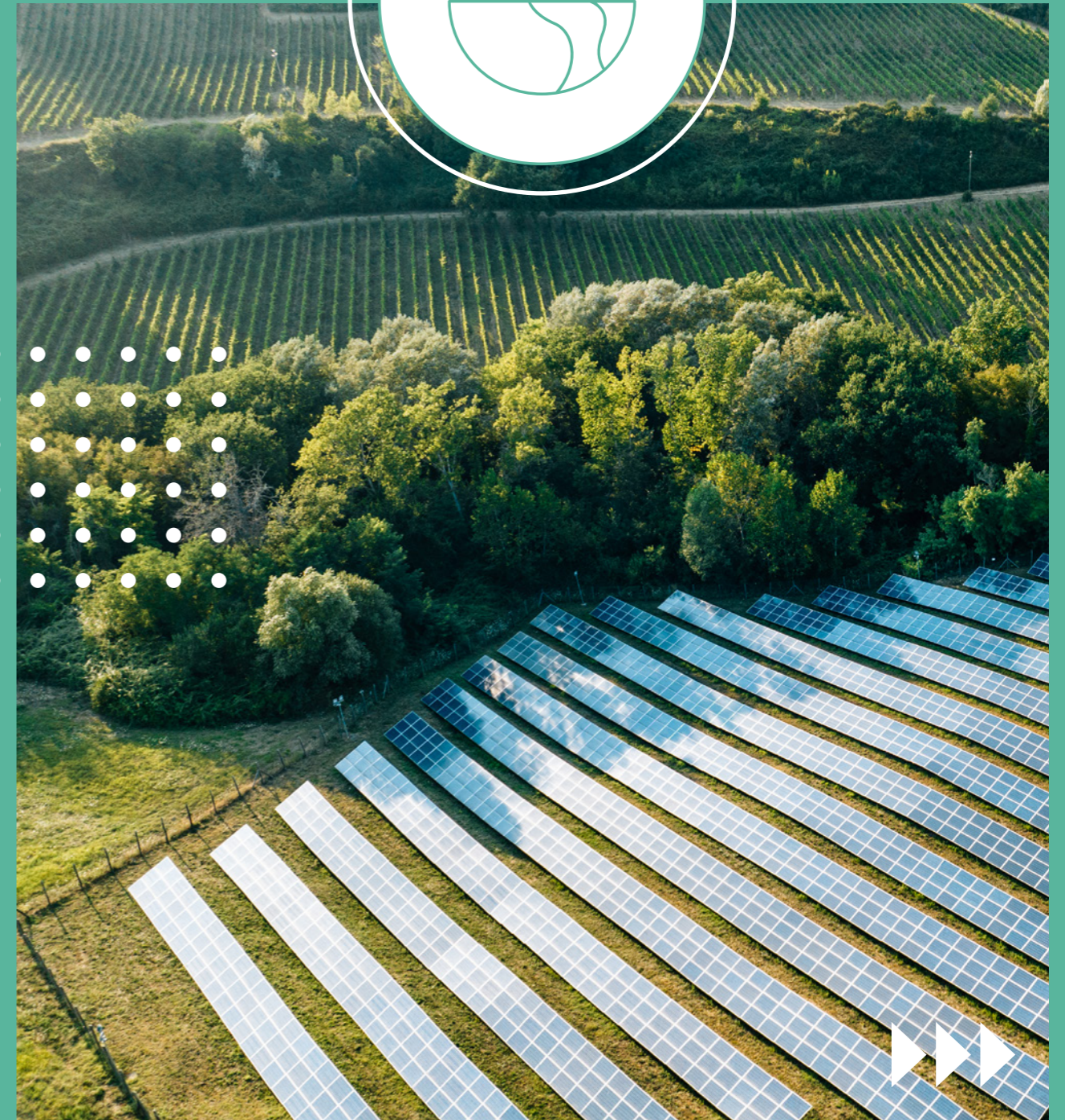
## Link to SDGs

Sicame Group aligns its actions with the **UN's Sustainable Development Goals**, which are the cornerstone of its CSR approach.

**As a result, the Group measures its performance against seven priority SDGs, which are directly linked to its operations.**

Sicame Group is also a signatory of the **United Nations Global Compact**, which further cements our commitment to universal principles on **human rights, labor, the environment, and anti-corruption.**

**The relevant SDGs have been directly linked to the key areas of the Group's CSR roadmap.**



## Environment

**Climate change** and resource preservation are central to our stakeholders' expectations. As a key player in the energy transition, **Sicame Group is committed to reducing the environmental impact** of its operations and products, while helping its customers limit their own carbon footprint. Our pragmatic approach is based on continuous improvement, tailored to local contexts, and incorporates **climate issues, eco-design and effective resource and waste management**. Aware that electrical infrastructure has a central role in the low-carbon economy, the Group is working on the entire life cycle of its products to support the sustainable transition.

Details of the process for **identifying** and **classifying** Sicame Group's impacts, **risks** and **opportunities** have already been provided (see chapter "Our CSR challenges, impacts, risks and opportunities"). With regard to our environmental impact in particular, we conducted a detailed analysis to assess the future and potential effects of our operations on climate change, particularly with regard to our sites, products, and greenhouse gas (GHG) emissions. To identify and prioritize climate-related risks and opportunities, Sicame Group used **recognized reference climate scenarios**, such as the *Net Zero Emissions by 2050 Scenario* and the *Stated Policies Scenario* published by the International Energy Agency (IEA), as well as the *Fragmented World Scenario* developed by the Network for Greening the Financial System (NGFS).

These scenarios were used to measure the potential impacts of future climate change, while taking into account physical risks and transition events (see Tables 5 and 6).

This analysis also identified opportunities, such as electrification and the development of energy infrastructure, while highlighting the risks associated with fragmented political strategies.

**We used this data to inform our strategy and prioritize the key issues in our CSR roadmap.**

	Temperature-related	Wind-related	Water-related	Solid mass-related
Chronic	Changing temperature (air, freshwater, sea water)	Changing wind patterns	Changing patterns and types of precipitation	Coastal erosion
	Heat stress		Precipitation and hydrological variability	Soil degradation
	Temperature variability		Ocean acidification	Soil erosion
	Permafrost thawing		Saltwater intrusion	Solifluction
			Sea level rise	
			Water stress	
Acute	Heatwaves	Cyclones, hurricanes and typhoons	Drought	Avalanches
	Cold waves/frost	Storms (including blizzards, dust and sandstorms)	Heavy precipitation (rain, hail, snow)	Landslides
	Forest fires	Tornadoes	Flooding (coastal, river, groundwater rise)	Land subsidence
			Glacial lake outburst	

Table 5 Classification of climate-related hazards/Source: Commission Delegated Regulation (EU) 2021/2139

Political and Legal	Technological	Market-related	Reputational
Increased price of GHG emissions	Substitution of existing products and services with lower-carbon alternatives	Changing customer behavior	Shifts in consumer preferences
Enhanced emission reporting obligations and requirements	Unsuccessful investment in new technologies	Uncertainty in market signs	Stigmatization of sector
Obligations and regulations relating to existing products and services	Cost of transition to low-emission technologies	Increased cost of raw materials	Growing stakeholder concern
Obligations and regulations relating to existing production processes			Negative stakeholder feedback
Exposure to litigation			

Table 6 Examples of climate-related transition risks, according to the TCFD classification

# Reducing the impact of our sites

Sicame Group has over **50 sites in 26 countries**. These sites are divided into two categories: production sites, and commercial entities, as well as distribution, service and training centers. The Group is particularly focused on the **impact** of these sites, and especially its production sites, **focusing on the environment**, in terms of the **energy consumed** for operations and the **waste generated**.

Furthermore, we closely monitor any risks that **environmental hazards** may pose to them. The table below outlines our subsidiaries level of exposure to the most common natural hazards, which are likely to increase in number and intensity in the coming years <sup>2</sup>.

	Very low	Low	Moderate	High	No data
Forest fire	1	1	5	43	0
Water level rise	19	17	4	8	2
Urban flooding	6	33	4	6	1
Coastal flooding	0	0	4	11	35
Earthquake	14	19	10	5	2
Landslides	15	13	11	7	4
Tsunami	4	8	3	3	32
Water shortage	17	14	12	6	1
Extreme heat	1	21	21	4	3
Volcanic eruption	3	3	10	0	34
Cyclone	3	4	0	4	39

Table 7: Type of natural hazard and number of subsidiaries exposed

With the exception of forest fires, exposure to the climate-related risks identified for the Group's sites ranges from very low to moderate. The risk associated with forest fires is higher because several sites are located close to forest areas, thus increasing their exposure to this type of phenomenon.

<sup>2</sup>It is important to note that no distinction has been made in the table between industrial sites and commercial subsidiaries, as the latter could be reduced to just a few people in an office. Therefore, if a specific event were to occur, the impact on the Group would vary depending on the site affected.

## Our policy

Sicame Group's environmental policy is applied to its sites—and, in particular, its industrial sites—with the aim of mitigating the impact of its operations and limiting any associated risks. As an Industrial Group, we are fully aware of the environmental footprint generated by our production activities. Limiting our environmental impact is an integral part of our industrial strategy, with a focus on pollution prevention, sustainable resource management, and the gradual reduction of our impact on the natural environment.

Our policy aims to control and reduce the environmental footprint of all our industrial sites, in compliance with current regulations and in line with our CSR commitments.

It is structured around three priority areas: our products and solutions; reducing our carbon footprint; and minimizing the impact of our activities.

- **Energy efficiency and the transition to low-carbon energy:** We are improving the energy efficiency of our facilities, investing in more energy-efficient equipment, and expanding our use of renewables and low-carbon energy sources to power our sites.
- **Waste reduction and recovery:** We aim to continuously reduce the waste generated by our operations (production waste, packaging, etc.) and maximize waste recovery by developing on-site sorting systems and new recycling channels.
- **Control of emissions into the air, water, and soil:** We have implemented efficient treatment systems, we regularly monitor emissions, and prevent any risk of accidental pollution through containment measures, as well as warning and rapid response systems.
- **Water management:** We continue to reduce our industrial water consumption, optimize recycling procedures for process water, and improving the quality of this water to limit discharge.
- **Environmental culture:** We raise awareness and train our teams in environmental risk management, eco-friendly practices, and regulatory compliance.

## Our targets and actions

	Topic	2027 Target	2030 Target	2035 Target
Reducing the impact of our sites	Energy	100% of industrial sites with an energy saving/conservation plan	<ul style="list-style-type: none"> <li>• Incentive to purchase green electricity</li> <li>• Equip 50% of our industrial sites with photovoltaic systems</li> </ul>	Completely eliminate the use of fuel oil at all our sites
	E-mobility	All industrial sites to be equipped where possible		100% of professional vehicles to be replaced with non-combustion vehicles
	Waste management	<ul style="list-style-type: none"> <li>• 65% of waste produced by our sites to be recycled</li> <li>• 100% of sites with a waste reduction and recycling plan (based on the "golden rules")</li> </ul>	70% of waste produced by our sites to be recycled	75% of waste produced by our sites to be recycled

## Managing and reducing energy consumption

We are implementing measures at all our sites to **manage and reduce energy consumption**. Our first target for 2027 is to define a Group standard for managing and reducing our energy consumption, based on the **"golden rules" that apply** to all our sites. Each site applies specific **equipment management guidelines**, such as the complete shutdown of machinery outside production periods or the optimized use of heating setpoints. In addition to these measures, **awareness campaigns** are being run for our teams on eco-friendly behaviors and best practices. In terms of energy management, the Group continues to monitor, with the support of the IoT division, **energy consumption** at two new sites: **Dervaux** and **Seifel**. This system was put in place at Dervaux Distribution in 2023, leading to a **10% reduction** in energy consumption through more precise management of the site's facilities.

In addition, Sicame Group has continued to invest in **renewable energy sources**, by installing photovoltaic panels at certain sites, and going above and beyond regulatory requirements, by locally producing some of the electricity needed for their operations. To date, three sites have been equipped with solar panels and **detailed studies** have been conducted **on ten sites**.

The table opposite shows energy consumption by source:

Energy source	Consumption in 2024 (MWh)
Electricity	31,700
Gas	15,716
Fuel oil	1,837
Other	1,367
<b>Total</b>	<b>50,620</b>

Finally, the Group's policy to invest in upgrading its production equipment is also helping to reduce energy consumption.

## Water and pollution management

The Group has implemented efficient monitoring systems for consumption and leak detection at its sites. The industrial processes used at most of the Group's sites do not require much water, with the exception of the Supersafe site in Catalonia, which specializes in the production of electrical safety gloves. Consumption is monitored particularly closely at this site, as it is located in a water-stressed area.

(See Table 11: Type of natural hazard and number of subsidiaries exposed).

In 2024, the Group's total water consumption amounted to 101,132 m<sup>3</sup> and is broken down as follows:

Type of consumption	Consumption in 2024 (m <sup>3</sup> )
Withdrawals	28,732
Water from public supply network	72,400
<b>Total</b>	<b>101,132</b>

In terms of pollution, monitoring is carried out on a site-by-site basis, depending on the specific situation at each site, while certain principles are applied by all sites:

- **Monitoring and compliance** with the regulatory requirements applicable to each site (particularly sites subject to regulations on installations classified for environmental protection in France) on emissions and waste discharge from industrial operations
- **Analysis and monitoring** of pollutant emissions based on the industrial processes used on the sites
- **Protection and decontamination systems** on sites in the event of accidental spills
- **Awareness-raising among teams** on pollution prevention and response measures in the event of an incident

## Waste management and recycling

Waste management is a **challenge for Sicame Group**, largely due to the strict regulatory framework in place, particularly in France and Europe. **On-site waste sorting** procedures have been implemented at our sites. The Group works with partners specialized in waste recycling and treatment. Wherever possible, production waste is directly **reintegrated into production processes**. Moreover, Sicame Group is actively working to improve the waste management of its products at end of life, having joined various **Extended Producer Responsibility (EPR)** schemes.

These measures apply to two of our subsidiaries which must meet the corresponding requirements: **Catu** and **Seifel**. The following schemes apply to these sites:

- **The EPR on WEEE** (Waste Electrical and Electronic Equipment)
- **The PMCB EPR** (Products and Materials for the Construction of Buildings)

**Site employees are made aware of these different measures through various means:**

- Upon joining the company, via safety and environmental briefings on the rules that must be followed in relation to various issues
- Via posters displayed on sites
- Via participation in specific events

All of these measures are aligned with the environmental management systems implemented on the sites, and, in particular, are based on the framework provided by the **ISO 14001 standard**, which is gradually being rolled-out across the Group's sites.

Waste category	Quantity produced (in tons)
Common Industrial Waste (CIW)	1,121
Plastic	361
Metal	2,691
Cardboard/paper	259
Rubber	6
Process water	1,659
Hazardous waste	469
Wood	389
<b>Total</b>	<b>6,955</b>

Quantity of waste produced by the Group in 2024 (in tons)

## Investing to reduce our impact

Every year, the Group invests in reducing the environmental impact of our sites. Below are some examples of investments made in 2024:

- **A fume extraction unit at the Boddingtons Electrical site in the United Kingdom**, reducing its environmental impact and improving employee working conditions.
- **Sicame Australia invested in a horizontal injection-molding machine** for the manufacture of injection-molded plastic parts, which is more energy-efficient than the previous system.



# Reducing the impact of our products

## Our policy

At this time of energy transition and resource scarcity, our Group has made eco-design the central focus of its industrial strategy and product development. As a key player in the transmission and distribution of electrical energy, it is important that the Group reduces the environmental footprint of the equipment and infrastructure we design, manufacture, and provide to our customers. Our eco-design policy aims to minimize the environmental impact of our products throughout their life cycle, from the selection of raw materials to their end of life, in line with circular economy principles.

### This policy is based on the following principles:

- **Life Cycle Assessment (LCA):** We use environmental assessment methods (LCA, carbon footprint analysis, etc.) to identify areas for improvement from the design phase. Our R&D teams are trained in these tools and use them to guide their technical decisions.
- **Reducing our material and energy footprint:** We aim to make optimal use of raw materials (particularly metal and polymers) and reduce electrical losses.
- **Selection of materials:** We prioritize the use of recycled or recyclable materials wherever possible, avoid hazardous substances (REACH and RoHS compliance) and incorporate materials that can be traced across the entire supply chain.
- **Ease of disassembly, repair, and recycling:** Our products are designed to be easier to repair, disassemble, and recycle at the end of their life, by facilitating the separation of materials and taking into account recycling requirements upstream in the process.
- **Innovating for sustainability:** We incorporate environmental issues into our innovation criteria to develop low-carbon technical solutions, compatible with new electricity uses (such as renewables and smart grids, for example).
- **Dialogue with our customers and partners:** We support our customers in making the shift to more sustainable products by providing them with environmental data (PEP information sheets, simplified LCAs), and by developing customized, lower-impact solutions in collaboration with them.

## Our targets and actions

	Topic	2027 Target	2030 Target	2035 Target
Reducing the impact associated with our products	ECO-design	<ul style="list-style-type: none"> <li>• 100% of new R&amp;D projects to apply the eco-design method</li> <li>• Determination of specific targets by product family</li> <li>• EPDs to be completed for 100% of new products</li> </ul>	Best-sellers to all have an eco-passport (based on an 80/20 rule)	
	Packaging	Implementation of a packaging reduction and substitution plan	Recyclable packaging to be used for all new products	Recyclable packaging to be used for all products

## Standardizing our methods and tools

Each subsidiary implements initiatives and best practices to reduce the impact of its products. In 2024, a working group was established with representatives from the R&D departments of each of the French entities, in order to:

- **Organize and facilitate** the rollout of eco-design methods across all of the Group's business lines and activities
- **Define and produce** shared tools that can be used from the start of projects to provide a common base for all operations

Based on existing practices, the working group has produced:

- **A summary eco-design guide** describing the tools and how they fit into the product development process
- **A checklist** that informs and guides the designer's decisions based on environmental criteria (choice of materials, possible reuse of products, packaging, etc.) from the start of the project
- **A "simplified" LCA (Life Cycle Assessment)** that is used from the design phase to compare the technical solutions from an environmental perspective and validate the choices made
- **Priority indicators to monitor and improve processes**, relating to global warming, water use, resource depletion, and primary energy consumption
- **A disassembly guide and a reparability study**, with relevant tools for certain product lines

All of this information has been summarized in a guide, which provides an instructional framework on eco-design for all employees, whether beginners or experts. These tools were implemented in France in Q4 of 2024 and will be rolled-out across the entire Group in 2025.



## ● Evaluating the impact of our products

The Group is also continuing to gradually assess the environmental impact of its products in line with its roadmap.

In 2024, a comprehensive LCA was conducted on **30 products**. Out of these 30 products, **14 have been issued with an environmental declaration** (in the form of a PEP Ecopassport).

**In 2025, the Group will focus on continuing and accelerating this process to produce environmental declarations for our products**, not only to determine their impact over the entire life cycle, but also to meet the growing demands of our stakeholders.

## ● Providing sustainable solutions and meeting our customers' challenges

In addition to reducing the environmental impact of its products, Sicame Group also provides its customers with solutions to:

### ● Develop renewable energy production

The Group offers various solutions for photovoltaic systems: specific connectors, as well as monitoring systems for photovoltaic power plants, that optimize the plant's production in particular. In 2024, the Sicame India site launched a production line specifically to manufacture the junction boxes installed between photovoltaic panels.

### ● Promote electro-mobility

Several of the Group's subsidiaries are working to develop electric mobility solutions. Seifel manufactures EVSE equipment and solutions. Mecatracting produces cut and tubular lugs, parts which are used to connect the power cables of electric and hybrid vehicles. The site has also increased its production capacity to support its customers. Specific recommendations also apply to those responsible for maintenance of electric vehicles. To this end, Catu, which specializes in electrical safety, offers a range of specific PPE (personal protective equipment), tools, and storage solutions.

### ● Provide solutions for extreme weather events

Sicame Group has developed an innovative solution for complex repairs of overhead lines that have been damaged during climate disasters: a mechanical connector called the "Mechanical Tension Repair Splice" (MTRS). This product has the unique feature to adapt different cable diameters and supporting all overhead connection configurations. This connector represents a genuine feat of innovation by the Sicame Australia teams. The product maintains cable tension in overhead setups, ensuring a secure and durable connection.



### ● Protect wildlife from power grids

Our subsidiary Power Line Sentry (PLS) develops solutions to protect wildlife from the risks associated with electrical infrastructure, helping the Group to protect biodiversity. PLS develops solutions tailored to different species (for example, birds, including birds of prey, and squirrels) by working with various stakeholders (research organizations and associations). In 2024, the Group's Endowment Fund supported a partnership established between the subsidiary and the Rocky Mountain Wildlife Alliance, an organization devoted to the rescue and rehabilitation of native species in Colorado, USA. At the same time, PLS will be able to test its equipment under real-life conditions, and collect invaluable data that will help protect wildlife. The company will also be taking part in the educational programs run by the Alliance to raise awareness among the general public about the importance of coexistence between our infrastructure and natural ecosystems.



Finally, we should highlight that the products manufactured by Sicame Group for electrical networks are designed to last for many decades.

# Reducing our carbon footprint

## Our policy

Faced with the climate crisis and the growing expectations of our stakeholders, as an industrial company, our Group is committed to significantly reducing its greenhouse gas (GHG) emissions across its entire value chain. As a key player in the electrical energy transmission and distribution sector, we are committed to driving the energy transition and are responsible for managing the carbon impact of our business.

This policy is based on the following principles:

- **Measurement and management of emissions (Scopes 1, 2 and 3):** We have performed a comprehensive and structured carbon assessment in line with the GHG Protocol, which includes our direct emissions (Scope 1), indirect emissions associated with energy (Scope 2), as well as emissions generated across the value chain (Scope 3), including procurement, transport (upstream and downstream), and the end-of-life of our products.
- **Energy efficiency and decarbonization of operations:** We are implementing targeted actions to reduce our energy consumption, increase the efficiency of our industrial equipment, and green our energy supply (renewables, waste heat, etc.).
- **Low-carbon design and product lines:** We have incorporated the carbon footprint into our product design criteria (eco-design, choice of materials, energy efficiency), and support our customers in reducing their own emissions.
- **Commitment to our value chain partners (Scope 3):** We work with our suppliers and logistics partners to reduce upstream emissions by promoting the purchase of low-carbon materials, optimized means of transport, and the circularity of materials.
- **Awareness:** We provide our employees with training on climate issues.

## Our targets and actions

	Topic	2027 Target	2030 Target	2035 Target
GHG emissions	Scope 1 and 2	-20%	-30%	-50%
	Scope 3	Encourage our 350 main suppliers to reduce their carbon footprint (80% of production purchases)	-20%	-25%

## Reduction of Scope 1 and 2

The actions outlined in the chapter "Reducing the impact of our sites" are reducing our carbon footprint in these areas. The two key areas for reducing consumption are as follows:

- **Greater reliance on renewables:** the Group plans to increase the number of sites equipped with photovoltaic systems, particularly in parking lots.
- **Energy savings:** the efforts made to reduce our energy consumption will effectively help reduce our emissions (replacement of equipment, energy monitoring, behavior of teams).

## Reduction of Scope 3

- **Low-carbon procurement:** The first stage will involve working closely with our suppliers, in accordance with our roadmap. The majority of our carbon footprint actually comes from purchasing materials and products, due to our use of carbon-intensive materials, such as metal or plastic. This means that the Group must increase the proportion of recycled materials in our products and prioritize a circular economy model, or find alternative, less carbon-intensive materials with the same technical characteristics and that meet the standards in force. To achieve this, we need to raise awareness among our suppliers and provide support to help move forward together.
- **Implementation of our eco-design policy:** The rollout of our eco-design policy will make a difference in reducing our carbon footprint either by selecting different materials or using less materials in our products.
- **Optimized logistics processes and regionalized operations.** We are also working with our transport providers to include the carbon indicator in performance monitoring.

## Raising employee awareness

Climate workshops (Climate Fresk and 2tonnes workshops) are now a regular event within the Group. Workshops were delivered across all our French sites with 150 employees taking part in September and October. In 2025, this initiative will be repeated and similar workshops will be held on an international scale.



Climate Fresk workshop at the Mecatraxion site

### Our carbon footprint:

Emission category	tCO2e
Scope 1	3,780
Scope 2	7,329
Scope 3	280,941
<b>Total</b>	<b>292,050</b>



# Social

**Operating in 26 countries**, the Group works within a diverse range of regulatory, cultural, and organizational frameworks. These diverse environments encourage us to be particularly vigilant when it comes to the **social impact of our operations**, and any associated risks, as well as the opportunities for continuous improvement that stem from them.

The below tables show the breakdown of our workforce according to various geographical regions. The values represent the full-time equivalent headcount as of December 31.

Countries	2024		2023	
	No. employees	% of total	No. employees	% of total
France	1,511	46.4%	1,464	48.7%
International	1,747	53.6%	1,540	51.3%
<b>Total</b>	<b>3,258</b>	<b>100%</b>	<b>3,004</b>	<b>100%</b>

Breakdown of workforce France & International as of 12/31/2024

Regions	2024		2023	
	No. employees	% of total	No. employees	% of total
Americas	474	14.6%	382	12.7%
APAC	561	17.2%	539	17.9%
EMEA	2,223	68.2%	2,083	69.3%
<b>Total</b>	<b>3,258</b>	<b>100%</b>	<b>3,004</b>	<b>100%</b>

Breakdown of workforce by region as of 12/31/2024

# Inclusion and diversity

## Our policy

Inclusion and diversity are the cornerstone of our commitment to social responsibility and respect for fundamental rights. We believe that the diversity in our employees' profiles, backgrounds, and perspectives drives better performance, innovation, and teamwork. Our Inclusion and Diversity policy aims to create an equitable, open, and respectful work environment for all our employees, at every stage of their career.

### This policy is based on the following principles:

- **Equal opportunities and non-discrimination:** We are committed to providing equal access to employment, training, and career development, regardless of gender, background, age, disability, sexual orientation, religious beliefs, or any other personal characteristic unrelated to competence.
- **Diversity and representation:** We strive to ensure balanced representation of women and men, particularly in technical and management roles, and to facilitate access for underrepresented groups to all of our professions.
- **Inclusion of people with disabilities:** We implement specific initiatives to promote the long-term integration of people with disabilities by adapting the working environment, raising awareness among teams, and developing partnerships with organizations in the sheltered and disability-friendly sectors.
- **Inclusive culture:** We raise awareness among all our employees about the importance of inclusive behavior and respect for differences. Training and tools are provided to challenge stereotypes, prevent discrimination, and promote a culture based on respect.
- **Listening to employees:** We conduct an employee survey every two years to gather feedback on their expectations and views on various aspects of the company.

## Our targets and actions

	Topic	2027 Target	2030 Target
An inclusive Group	Diversity and inclusion	<ul style="list-style-type: none"> <li>• 8% of the workforce to be people with disabilities</li> <li>• 20% of managers to be women</li> </ul>	25% of managers to be women
	Employee development	Rollout of the "Middle Leadership Program" in North America	<ul style="list-style-type: none"> <li>• 100% of managers to take the Sicame Leadership Program</li> <li>• Rollout of the "Middle Leadership Program" worldwide</li> </ul>



## Promoting the employment of people with disabilities

Professional integration and continued employment of workers with disabilities is a key priority for the Group. This commitment is further demonstrated by the specific support provided in France, as part of an agreement signed with the French National Association for the Management of the Fund for the Professional Integration of People with Disabilities (AGEFIPH) for a renewable three-year term. Sicame Group has set a target of reaching an 8% employment rate for people with disabilities by 2027. To achieve this, we are focusing on specific initiatives: awareness, recruitment, support, integration, and retention of people with disabilities. We aim to develop a disability-inclusive culture among our employees through:

- **"Disability Awareness" training (110 participants in 2024);** an information brochure available at the reception desk of each site in France; and enhanced internal communication measures. We are also raising awareness through events such as the European Week for the Employment of People with Disabilities (EWPD), in which the Group takes part every year.
- **Quarterly support sessions** for employees who need help with the administrative process to apply for disabled worker status.
- **Partnerships with specialist organizations** Vocational Rehabilitation Centers (ESATs) and Cap Emploi, for example).

As a result of this partnership agreement, in 2024, the Group had 73.09 contracts with registered disabled workers, with a variable split across its various subsidiaries. This represents an employment rate of 5.83% for 2024, down 0.54 points compared to 2023. This decrease can mainly be explained by a number of retirements and a mandatory change in the calculation method, which naturally led to a reduction in this rate.

The Group also continues to indirectly employ disabled workers through long-term partnerships with ESATs. These efforts have borne fruit, with Mecattraction being awarded the "Trophée de la Reconnaissance" (Recognition Award) by the "Différent et Compétent" (Different and Competent) collective for its outstanding commitment to inclusion of workers with disabilities. This accolade celebrates companies that, like our French subsidiary, have established partnerships with Vocational Rehabilitation Centers (ESATs) to facilitate the professional integration of workers with disabilities and help them develop officially recognized skills.

## ● Promoting equality in the workplace

In 2024, Sicame Group had **3,258 employees**, including **1,019 women** and **2,239 men**. Women therefore make up 31% of the workforce. This headcount includes temporary employees but not consultants or self-employed workers.

The Group's professional equality index, which assesses the differences in pay and treatment between women and men, stands at **87 points** out of 100 in 2024, **15 points higher** than the average for companies in the sector.

## ● Training and skills development

	2024	2023
Number of training hours delivered	21,931	20,366

The table opposite shows the number of training hours delivered in France in 2024 and 2023

Table 11 Total number of training hours in France

Training is provided in various disciplines such as technical and regulatory issues (including safety training), management, and logistics.

### Management skills development



Sicame Academy Management embodies the Group's commitment to continuously developing managers' skills through leadership programs. Launched in 2022, this initiative aims to upskill our managers via a common model based on the Sicame Group's management culture. This "school" delivers two separate but complementary programs, tailored to the different levels of responsibility within the Group.

- **Senior Leadership Program:** This program is designed for senior managers, such as members of the Board of Directors, Department Managers, and Service Directors. This international program is currently being taken by its third cohort, with managers of various nationalities (five nationalities in the last session). The aim is to build strategic leadership capacity and develop team management skills on a global scale.
- **Middle Leadership Program:** This program is aimed at middle management and is currently offered in France, although there are plans for its international expansion over the next few years (several projects are underway in the United Kingdom and Australia, for example). It focuses on developing "soft skills", such as team management, communication, and conflict resolution. The goal is to prepare these leaders to take on more strategic roles while promoting an effective, people-centric leadership model.

# Health and safety

## Our policy

The health and safety of all our employees, temporary workers, subcontractors, and visitors are central to our company's social responsibility policy. Our organization operates in an industrial environment with multiple risks, and we are committed to preventing workplace accidents, occupational illness, and any harm to the physical or mental well-being of our employees.

**Our health and safety policy is founded on a continuous improvement process and on the following principles:**

- **Risk identification and management:** Regular assessments are conducted at each site to identify occupational risks (associated with machinery, products, and work organization) and define appropriate prevention plans. Specific focus is given to workstations where activities are particularly arduous.
- **Compliance with regulations and internal requirements:** We ensure strict compliance with legal obligations in each country where we operate, while implementing internal safety standards that are standardized across the Group.
- **Training and awareness:** Regular training is provided to help our teams foster a safety culture, develop the right habits, and respond proactively to risky situations.
- **Employee empowerment and participation:** Each employee is responsible for their own safety and that of their colleagues. We have also developed a shared culture of vigilance via whistleblowing systems, safety visits, and regular discussions.
- **Performance monitoring and continuous improvement:** Key indicators are regularly monitored. Adverse events are subject to in-depth analyses and corrective action plans.

This policy is also implemented with our service providers and subcontractors, as part of our duty of care.

## Our targets and actions

	Topic	2027 Target	2030 Target	2035 Target
Health and safety	Health and safety	20% reduction in accident rate	<ul style="list-style-type: none"> <li>50% reduction in accident rate</li> <li>75% of our sites to obtain ISO 45001 certification</li> </ul>	70% reduction in accident rate
	Working conditions		75% of our employees to be covered by a health insurance plan	100% of our employees to be covered by a health insurance plan

Employee health and safety at the Group's sites is monitored via key indicators and governance protocols have been tightened in this field.

## Standardized monitoring

Accidents are monitored based on **Bird's Triangle theory**, which is used at all of the Group's industrial sites.

This model is displayed in several locations around each site and provides real-time monitoring data on **safety performance**.

Every accident is subject to a **root-cause analysis** followed by the implementation of **corrective actions**.



## Enhanced governance

Safety committees have been established on all sites. The Group encourages production sites to regularly hold **"Safety Plant Management Meetings"** to assess whether the safety policy is being effectively implemented and to inform strategic decisions.

These meetings ensure the continuous improvement of practices and help **instill a safety culture** at our production sites.

At present, these practices have only been adopted at certain production sites. The Group aims to roll-out these measures **across all of its sites**, thus promoting a consistent and shared safety culture across the entire organization.



## Team awareness and training

Various measures have been taken to raise awareness and train teams:

- As with the environment, safety is a key focus of the integration process for new recruits, with specific induction programs tailored to the type of position.
- Risk investigations training is provided at various sites.
- Specialist safety training (accounting for 44% of training sessions in France).
- Participation in dedicated events: some of our sites take part in initiatives such as the World Day for Safety and Health at Work. In 2024, the Skelt site got involved in this initiative by holding a quiz on health and safety. It proved to be a resounding success, with 90% of employees taking part.

## Certified management systems

**9 sites have obtained ISO 45 001 certification as at the end of 2024 (i.e. 31% of the Group's industrial sites).**

The **Dervaux Distribution** and **Dervasil** sites obtained certification in 2024.

This table shows the number of recordable work-related accidents and the recordable work-related accident rate.

Work-related accidents	2024	2023
Number of recordable work-related accidents	118	123

Table 9 Work-related accidents

# Our social contribution

## Our policy

As a global Group operating across various regions, we recognize the importance of our role in local economic and social development. Our social contribution is aligned with our ethos of responsibility, dialogue, and shared value creation with our stakeholders.

We believe that our business should not only create economic value, but also actively promote social inclusion, regional cohesion, and the development of local skills.

**Our social contribution policy is structured around several key areas:**

- **Regional presence and local employment:** We are committed to promoting local employment, in line with the needs of the areas where our industrial sites are based, particularly through partnerships with stakeholders in employment, vocational training, and professional integration.
- **Dialogue with local stakeholders:** We maintain an ongoing dialogue with local authorities, institutions, local residents, and associations to anticipate needs, prevent negative impacts, and co-develop positive initiatives for the region.
- **Support for education and professional integration:** We forge partnerships with schools, training centers, and professional integration associations to facilitate access to our industrial professions for young people, marginalized workers, or those looking to retrain (internships, work-study programs, site visits, mentoring, etc.).
- **Societal commitment and sponsorship:** We support projects in the public interest via the Group's Endowment Fund, through financial support and the initiatives led by our sites.

## Our targets and actions

Since its foundation 70 years ago, the Group and its subsidiaries have worked hard to build a strong regional presence and contribute to local development. Some of our subsidiaries have been operating for over 100 years in the regions where they were first founded, like **Catu in the Paris region** or **Dervaux near Saint-Etienne**, for example. In line with its external growth policy, the Group strives to develop its subsidiaries' operations in their home regions.

The Group's roadmap focuses on developing the **Endowment Fund's** activities in all the countries where we operate.

Since its creation in 2017, the Sicame Endowment Fund has served as a vehicle for the Group's **commitment to social responsibility**, by centralizing all of these initiatives within a single organization (*more information on the Endowment Fund's initiatives can be found in the 2024 Endowment Fund Report*).

	Topic	2027 Target	2030 Target	2035 Target
Social contribution	Endowment Fund	20% of the countries where we operate to finance projects via the Endowment Fund	50% of the countries where we operate to finance projects via the Endowment Fund	75% of the countries where we operate to finance projects via the Endowment Fund

**As a reminder, the Endowment Fund and its initiatives focus on three key pillars:**

### Medical

**Working actively for better health**

Since its creation, the Endowment Fund **has been working to improve health care** via the **Fondation pour la Recherche Médicale (Foundation for Medical Research)**, whose **mental health** projects it has been supporting since 2023, and through the **Foundation for Innovation in Cardiometabolism and Nutrition (IHU ICAN)**, which specializes in **physical health**.

### Social

**Fighting social inequality**

In keeping with the Sicame Group's fundamental value of **social responsibility**, and in line with its operations, the Fund works in partnership with **Électriciens sans frontières**, to provide access to electricity worldwide. As part of our commitment to equal opportunities, we also support **Sport dans la ville**, an association that promotes **social inclusion through sport**.

### Disability

**Working towards greater inclusion**

The Endowment Fund strives to **improve the representation and integration of people with disabilities** and, to this end, supports **Équiphoria**, a Hippotherapy and Neurological Rehabilitation Institute, as well as **four parasport athletes** in their sporting and professional careers. ONE OF THE Fund's local initiatives in 2024 involved the construction of a sports field at a medical center in Saint-Malo, in partnership with a local association.

The Fund also provided support for an initiative in India. Through the Sicame Endowment Fund, the Group came to the aid of local communities by supplying them with **improved cooking stoves**, with a more efficient combustion system that can boil water more quickly, thus reducing wood consumption, carbon monoxide emissions and the associated health risks. The village of Venbakkam was the first to receive these stoves, followed by three other villages in India.



In July, the Group signed an agreement via the Endowment Fund with **France's Ministry for Europe and Foreign Affairs** and **Électriciens sans frontières**. Through this agreement, the Group has committed to supplying **400 solar kits** per year that can be used in response to emergencies around the world. Other initiatives are implemented on an ad-hoc basis, such as the **Dervaux** site tour organized to mark **Solidarity Energy Week**.



# Governance

## Responsible purchasing

### Our policy

Our responsible purchasing policy is fundamental to our commitment to building an ethical, sustainable, and resilient supply chain, in accordance with the Group's CSR commitments.

This purchasing policy provides strategic leverage in achieving the Group's CSR goals, while managing the risks associated with our value chain. As a general rule, we incorporate environmental, social, and governance (ESG) criteria into all stages of the Group's purchasing process, from supplier selection to ongoing assessment of their performance.

#### This policy is based on the following principles:

- **Respect for human rights and duty of care:** We expect our suppliers to uphold fundamental human rights and prohibit all forms of forced labor, child labor, discrimination, or non-compliance with working conditions, in accordance with international standards (ILO, UN Guiding Principles).
- **Supplier assessment:** We have incorporated CSR evaluation criteria into our calls for tender and contracts, and we regularly assess our critical suppliers based on their environmental, social, and ethical performance.
- **Reduction of suppliers' environmental footprint:** We encourage our suppliers to manage and limit the impact of their operations, as well as to reduce their GHG emissions, natural resource consumption, and waste production.
- **Sustainable relationships and partnerships:** We promote dialogue and transparency while focusing on continuous improvement and co-development. We may propose corrective action plans to our partners in the event of proven non-compliance.
- **Prioritizing local and inclusive sourcing:** As far as possible, we select local suppliers or social and solidarity economy organizations, helping to support the local economy in the regions where we operate.

	Topic	2027 Target
Procurement	Responsible purchasing	<ul style="list-style-type: none"> <li>• 350 suppliers to be assessed on CSR issues, representing 80% of our expenditure</li> <li>• 425 suppliers to sign our ethics charter</li> <li>• Integration of CSR criteria into our supplier audit questionnaires</li> <li>• Weighting of CSR criteria in our supplier evaluation matrix: 10%</li> </ul>

Having defined our policy in 2023, the focus in 2024 was putting this plan into action and deploying the required tools:

- Our ethics charter for suppliers
- Supplier assessment based on a CSR questionnaire, incorporating environmental, social, and governance criteria
- Definition of CSR criteria tailored to each purchase category
- CSR represents a minimum weighting of 10% in supplier selection
- Inclusion of CSR in supply audits



## Employee awareness and training

To support the rollout of this policy, in 2024, Sicame Group organized an **extensive awareness and training program** for all of its buyers. Following an initial phase of online sessions, in-person training sessions were organized at the Group's premises, not only to explain key tools and concepts—from sourcing to contract monitoring—but also **to facilitate the exchange of best practices** between subsidiaries. The goal is to gradually deliver this training to all of the Group's buyers, thus permanently embedding a responsible purchasing culture among all of its entities.

**An additional two-day training program was held for all buyers in France in December 2024.**

## Supplier assessment and signing of our ethics charter

**As our suppliers must undergo a CSR assessment and sign our ethics charter to be included in our supplier panel, the Group conducted assessment and signature campaigns in 2024:**

- Target number of suppliers to sign the Ethics Charter: 325 (70% completion)
- Target number of suppliers to undergo CSR assessment: 128 (59% completion)

In view of the completion rate, a corrective action plan will be implemented in 2025. As supplier audits are managed by each individual site or on a project-by-project basis, an overall target has not been set with regard to this issue.

In addition to this process, our purchasing strategy reflects our **commitment to strengthen links with our local suppliers** in order to support development of the local economy and reduce transport emissions. In 2024, **66% of goods** for production (in terms of value) **were purchased locally** (i.e. in the same country as the purchasing entity).

Common rules have been defined that govern our supplier relationships which are enforced through general purchasing terms and conditions or contracts that have been standardized across the Group. These documents ensure transparency and define the terms of our relationships with suppliers in various fields (for example, financial and ethical issues).

# Ethics and compliance

Sicame Group places great emphasis on developing a **corporate culture and business conduct policy** that comply with the current legal framework and are aligned with its values. The Group is subject to the **Sapin II Law** on transparency, the fight against corruption, and the modernization of economic life, and has therefore adopted a comprehensive policy to meet these requirements.

**This policy is implemented across all the Group's sites and is based on several key pillars:**

**The anti-corruption code:** This reference document is designed to promote the Sicame Group's values of preventing and identifying corruption in all its forms and adopting the appropriate behaviors.

- It covers all types of corruption, in accordance with applicable legal provisions.
- It is distributed to all employees of the Group's entities.
- It is included in the human resources induction program for all new recruits
- It can be accessed via the Group's website and is available in French, English, and Spanish.

**A risk map** which is used to identify and rate these risks, and thus to guide and define the Group's action plan. This map is adapted for each SBU. It is reviewed on a regular basis, and at ethics committee meetings in particular.

**A whistleblower system** consisting of an external online reporting platform which is available to all, fully secure and ensures data confidentiality. The platform is hosted by an independent organization which ensures its security. The platform can be accessed via our website.

**Regular employee training:** Training sessions are provided every two years for employees deemed "at risk" (e.g. those working in sales, purchasing, finance, and management positions) in accordance with our policy. The last training session was held in 2023 (over 800 employees have now attended training) and the 2025 program was launched in February, offering e-learning or in-person training depending on the employee's role and the associated risk level.

**Third-party verification:** An internal procedure has been put in place to verify the integrity of third parties with appropriate control levels.

	Topic	2027 Target
Ethics	Business conduct, corruption and bribery	Biennial training programs

# Additional information

## Our certifications

Sicame Group implements a proactive certification policy to ensure that the quality, safety, and environmental aspects of its operations comply with the highest standards.

The opposite page provides an overview of the main certifications obtained by our production sites (based on the 2023 financial year) for quality (ISO 9001), safety (ISO 45001 and ILO OSH), the environment (ISO 14001) and CSR assessments (Ecovadis assessments).

### Some certifications are specific to certain Group subsidiaries:

- **Nortroll** (supplier of connected products for line monitoring) is also ISO 27001 certified (information security management)
- **Mecatraction**, which operates in specialist markets, has also obtained IATF 16949 (Automotive-based QMS) and EN 9100 (Aerospace QMS) certification
- **Seifel** has been awarded the Responsible Purchasing and Supplier Relations (RFAR) label.
























## Recent certifications

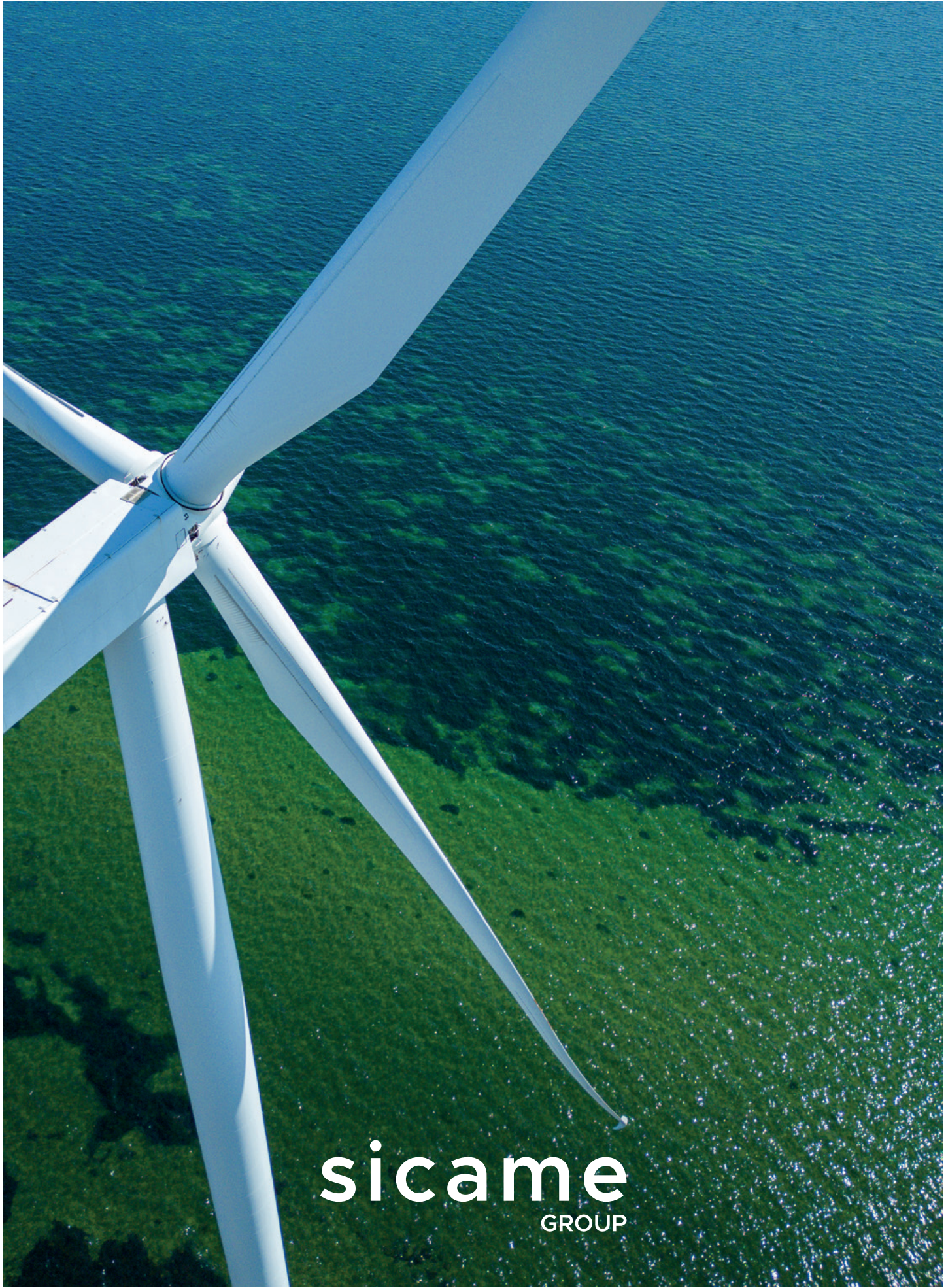
### Certifications

- The **Dervaux Distribution** and **Dervasil** sites have obtained ISO 45001 certification
- **CAI Electronique** has obtained the ISO 9001 and ISO 14001 certifications (1<sup>st</sup> stage)

### Ecovadis assessments

- **Dervaux** has been awarded the bronze medal
- **Sicame India** received a rating of "committed"

COMPANIES	CERTIFICATIONS				ECOVADIS ASSESSMENT
	ISO 9001	ISO 14001	ISO 45001	ILO OSH	
 ASK Power Sicame Group	●				
 boddingtonselectrical Sicame Group	●	●			
 caielectronique Sicame Group	●	●			
 CATU Sicame Group	●	●	●	●	Silver
 CLAVED Sicame Group	●				
 Dervasil Sicame Group	●	●	●		
 Dervaux Sicame Group	●	●			Bronze
 Dervaux DISTRIBUTION   Sicame Group	●	●	●		
 HÖHNE Sicame Group	●	●			
 Hydel Sicame Group	●				
 MTR Sicame Group	●	●	●		Silver
 Nortroll Sicame Group	●	●	●		
 SEF Sicame Group	●				
 SEIFEL Sicame Group	●	●	●		Silver
 sicame	●	●	●		
 sicame SPAIN	●	●			
 sicame AUSTRALIA	●	●			
 sicame ENERGIE	●				
 sicame INDIA	●	●	●		Committed
 sicame MAROC	●				
 sicame UK	●	●			Bronze
 skelt Sicame Group	●	●	●		
 SUPERSAFE Sicame Group	●				



**sicame**  
GROUP