

Non-financial performance statement

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3.1 Committed Together! Our CSR approach, integrated into our corporate strategy

When manufacturing and distributing such great products, it is only right to take responsibility for their impacts throughout their life cycle. This responsibility is the foundation of the Maisons du Monde Group's CSR commitments and it was why the "Committed Together!" strategy was created in 2014. This CSR strategy is in line with the Maisons du Monde Group's value creation model and is transforming the business lines, integrating all relevant social, environmental and societal issues into the Company's activities based on stakeholder expectations and the risks and opportunities identified by Maisons du Monde.

The success of Maisons du Monde is based on a value creation model described on pages 12-13 of this Universal Registration Document. This model is based on the mobilisation of a certain

number of resources (human, financial, natural, etc.) and on an ecosystem of partners and suppliers who contribute to the Group's development. The impacts of Maisons du Monde's activities on its stakeholders (employees, customers, suppliers, investors, non-profits, communities, etc.) are what determine the trajectory of the Group's CSR commitment. The aim of the Group's CSR commitment, included in the Groups' strategy plan, is to support the development of Maisons du Monde's activity while preserving resources and optimising the impact of its activities, thus creating sustainable, shared value for our customers, financial partners, teams and, more broadly, for society as a whole.

3.1.1 A CLEAR PICTURE OF THE KEY ISSUES AND ASSOCIATED RISKS

CSR materiality analysis

To ensure that the Group's CSR commitments and ambitions are aligned with the main impacts of its activity and the expectations of its stakeholders, Maisons du Monde regularly updates the CSR materiality analysis. This maps the main CSR issues identified by the Group with regard to its model of creating value in line with the expectations of a selection of internal and external stakeholders.

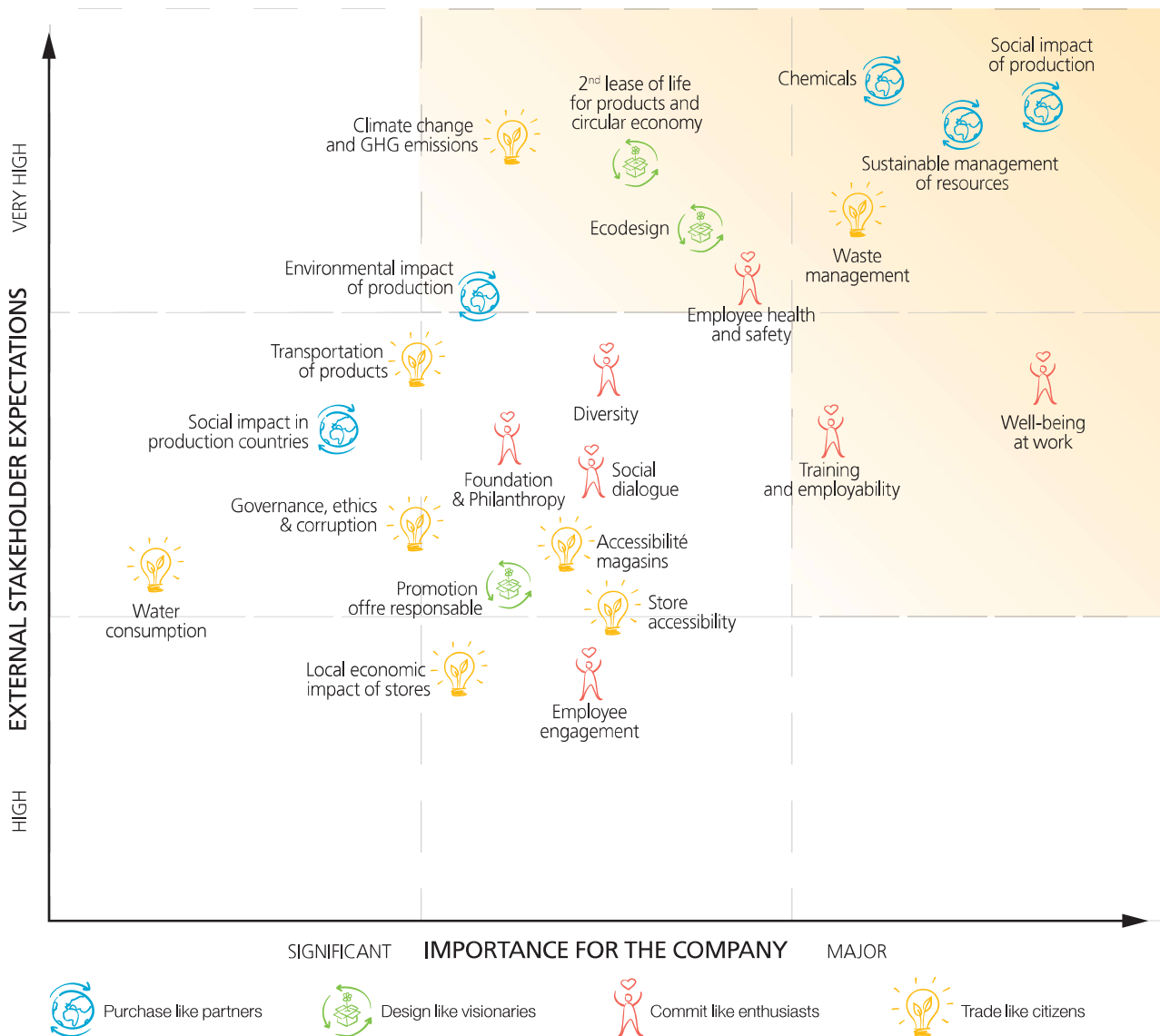
For its latest update, carried out in 2018, a series of interviews was conducted to identify priority topics for the brand and its various activities based on a list of responsibility topics relevant to Maisons du Monde. Internally, interviews were conducted with members of

the Executive Committee, Network Managers responsible for oversight of the Group's store activities as well as with a staff representative. These interviews were then supplemented by an employee questionnaire, completed by over 300 people. Some fifteen interviews were conducted with external stakeholders such as suppliers, service providers, investors, and regulators, representatives from social and environmental non-profits and even from other retailers. These interviews were also supplemented by research on the brand's customers. Two qualitative workshops were held and a questionnaire was sent out to over 1,300 customers in the four main countries where the Group operates.

Materiality matrix for CSR issues

Committed Together 

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The map points to an overall alignment between internal and external stakeholder expectations and confirms high expectations on a number of issues, particularly relating to the Maisons du Monde supply chain. To cover all the key issues and risks identified in a proportionate way, the Group has structured its approach around four pillars:

- **purchase like partners:** sustainable management of resources, social and environmental impacts of the supply chain, health and safety of customers;
- **design like visionaries:** ecodesign, second lease of life for products, promotion of a responsible offering;
- **trade like citizens:** climate change, waste management and energy consumption policies, environmental impact of transport, governance and ethical practices;
- **commit like enthusiasts:** HR commitment to employee well-being, safety, training and employability, commitments to Maisons du Monde Foundation philanthropic initiatives and activities.

Non-financial risk review

In parallel, and in addition to said materiality analysis, the Group updates its non-financial risk assessment on an annual basis. This risk mapping is worked out jointly by the CSR Department and the Internal Control Department. It includes 31 CSR risks analysed with regard to their probability and the extent of potential impacts (legal, image/reputation, financial/strategic). The risk analysis is carried out for each of the pillars of the CSR strategy and enables the Group to ensure that the “Committed Together!” strategy covers, through appropriate policies and due diligence procedures, all CSR issues, risks and opportunities relevant to Maisons du Monde’s business model.

In 2020, the risk analysis was updated to take into account the impacts of the health crisis. The impact of the crisis on the main risks is described in Chapter 2 of this report. Regarding CSR risks, the Covid-19 pandemic did not call into question the assessment of the eight priority risks identified among the 31 risks covered. Nevertheless, it translated into reinforced risk management policies regarding compliance with our social requirements for our

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suppliers. The rollout of a questionnaire dedicated to health measures in our suppliers' plants is described in section 3.2.2 of this chapter.

The table below provides a simple overview of these main risks and refers back to the corresponding sections of this report providing details of the policies implemented, their results and key performance indicators.

Issue	Risk identified	Paragraph in question
Chemicals	<ul style="list-style-type: none"> • use of problematic substances in the supply chain • presence of problematic substances not recognised in Maisons du Monde requirements 	3.2.3
Sustainable management of resources	<ul style="list-style-type: none"> • non-compliance with the requirements of the European Union Timber Regulation (EUTR) • disclosure of the environmental impact on the supply chain (leather, cotton, metal) 	3.2.1
Social and environmental impacts in the supply chain	<ul style="list-style-type: none"> • situation regarding corruption at our suppliers or in our supply chain • non-compliance with social requirements • serious incident at our suppliers • environmental pollution at our suppliers 	3.2.2

Duty of vigilance

Pursuant to the regulatory requirements arising from law No. 2017-399 of 27 March 2017, on the duty of vigilance, the Maisons du Monde Group has formalised its vigilance plan since 2018. The definition of the vigilance plan required an additional mapping of the previous analysis in order to integrate all risks of serious violations of human rights, fundamental freedoms, human health and safety and the environment generated by the direct or indirect activities of Maisons du Monde. For each of these issues,

based on the ISO 20400 chapters on responsible purchasing, the analysis identified risks at the various stages of the life cycle of Maisons du Monde products: raw materials, manufacturing, transport, distribution, use and end-of-life.

A list of 39 risks was formalised and analysed to identify the relevant activities and assess the control of those risks by Maisons du Monde and its partners. The main risks identified can be summarised into nine families of risks, which supplement the analysis of non-financial risks.

Stage of product life cycle	Risk family	Description of procedures and results
Raw materials	<ul style="list-style-type: none"> • environmental impact related to the production of raw materials used in Maisons du Monde products, in particular the use of wood, agricultural or synthetic materials. 	3.2.1
Raw materials	<ul style="list-style-type: none"> • animal well-being for products incorporating materials of animal origin 	3.2.1
Raw materials, product manufacturing	<ul style="list-style-type: none"> • working conditions at the Group's suppliers and compliance with ILO fundamental conventions 	3.2.2
Product manufacturing	<ul style="list-style-type: none"> • employee health and safety during the upstream manufacturing stages of Maisons du Monde products 	3.2.2
Product manufacturing	<ul style="list-style-type: none"> • exposure of workers to chemicals during the upstream manufacturing stages of Maisons du Monde products 	3.2.3
Product manufacturing	<ul style="list-style-type: none"> • environmental impact of production activities of Maisons du Monde products, pollution risks and greenhouse gas emissions 	3.2.2
Transportation, distribution, end of life	<ul style="list-style-type: none"> • environmental impact of the Company's activities, pollution risks, impact on biodiversity and greenhouse gas emissions 	3.4
Transportation, distribution	<ul style="list-style-type: none"> • Maisons du Monde Group employee health and safety 	3.5
Use	<ul style="list-style-type: none"> • health of customers and users of Maisons du Monde products 	3.2.3

To ensure that these risks are taken into account and that mitigation and prevention actions are implemented, the Group has chosen to formalise its vigilance plan in a dedicated document. This document lists the 39 risks identified, describes due diligence

measures and refers to existing internal procedures. This chapter of the Management Report lists the main risks and summarises the procedures applied and their results in the various paragraphs mentioned in the table above.

3.1.2 SUMMARY OF OBJECTIVES FOR 2020

Drawing on this map for CSR priorities defined by the materiality analysis, the review of CSR risks and the vigilance plan, the “Committed Together” strategy allows us to include all of the Group’s business lines with a threefold ambition: work with our stakeholders to:

- control non-financial risks, secure the right to operate;
- make our commitment a brand differentiation and preference driver;
- reduce the environmental impact of all Group activities.







Based on this threefold ambition, in 2017 Maisons du Monde defined a first CSR commitment plan for 2020. Followed by all of the Group’s business lines, these targets and performance at end-2020 are shown in the table below. The detailed action plans and results are presented in the various sections of this chapter.

It should be noted that the Covid-19 pandemic definitely had impact on the achievement of the targets at the end of 2020. For the sake of transparency, this impact is described in each section of the chapter.

Purchase like partners	2020 Performance	
100% of our suppliers sign the Code of Conduct	91%	
100% of our strategic suppliers audited on the basis of social criteria, every two years	89%	
100% of product managers participated in a social audit	39%	
100% of our strategic furniture suppliers in India committed to our traceability programme with TFT	67%	
Standardise the use of timber from sustainably managed forests in accordance with FSC®/PEFC™ standards	68% of the wooden furniture offering meets a sustainability criterion	
100% of our suppliers sign the “substances” specifications	98%	
Early replacement of problematic, unregulated substances	50% less Nonyl phenol ethoxylates (NPEO) detected between 2016 and 2020	
Design like visionaries		
Develop the responsible offering on an ongoing basis: certified timber, recycled timber, ecodesigned products	20% of the 2020 offering meets a sustainability criterion (+10 points compared to 2016)	
Ten ecodesigned flagship products marketed	11 ecodesigned flagship products marketed between 2016 and 2020	
Develop partnerships that are supported by social and solidarity-oriented structures to offer products a second lease of life	National partnerships with the Emmaüs network and Croix Rouge Insertion	
Trade like citizens		
90% of our sites sort their waste	91%	
70% of waste sorted and recycled	60% of waste is sorted for recycling	
25% reduction in our energy intensity	> 30% reduction in the energy intensity of our store base (2016 baseline: 156kWh/m²)	
30% reduction in our carbon intensity on our direct activities (kgCO₂/m²)	90% reduction in the carbon intensity of stores and warehouses	
Optimise our packaging, from suppliers to customers	100% of publications are covered by an environmental certification, 87% of packaging used at check-outs and 100% of packaging used at logistics sites are recyclable	

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Commit like enthusiasts	2020 Performance	
100% of our managers trained in local management	66% of managers trained in local management	
100% of new managers participate in a personalised training programme		
100% of our managers aware of, and sign, the Maisons du Monde Management Charter	The Management Charter was shared with 100% of managers	
65% of Store Managers and logistics managers in post as a result of internal promotion	61% of Store Managers and logistics managers in post as a result of internal promotion	
An employee survey is conducted once every two years and the results and actions plans are shared	78% participation in 2019. Level of well-being: 7.63/10	
10 million customer donations through the ROUNDING UP at check-outs to help charities supported by the Maisons du Monde Foundation	13,234,502 donations collected since 2016	
1,000 employees took part in solidarity activities	481 employees	

3.1.3 OUR 2024 PLAN

As part of the Group's strategic ambition for 2024, the CSR commitment was renewed and strengthened by a series of objectives for the period from 2020 to 2024. These are included in each of the Group's business lines and ensure that CSR issues are

included in the Group's new chapter of growth. The performance at the end of 2020 with regard to these objectives is presented in the various sections of this chapter.

2020-2024 Plan

Purchase like partners

- Transparency regarding product composition and origin
- Pre-assessment of suppliers for CSR criteria
- 100% of strategic suppliers audited for social criteria, with no major non-compliances
- 100% of at-risk strategic suppliers audited for environmental criteria
- 80% of furniture comes from sustainably managed forests
- 50% of textile articles and furniture coverings made of responsible material
- Animal well-being policy formalised and monitored through to slaughterhouses
- Ongoing support for suppliers regarding substance-related issues

Design like visionaries

- Continuously reduce the environmental footprint of our products through the integration of recycled materials

Trade like citizens

- Reduce the surface area energy intensity (kWh/m²) by 45% on all our sites (basis 2016)
- Achieve 100% renewable energy in the energy mix of our sites
- 90% of sites sort waste and 80% of waste is sorted for recovery
- 100% recyclable packaging
- Reduce CO₂ emissions by 20% per parcel transported by 2024
- "Zero printing" customer experience

Commit like enthusiasts

- 4% of employees with disabilities in France
- Multiply the number of work-study students by two (as of 31/12)
- Gender equality index of at least 83/100
- 65% of our Store Managers come from internal promotions
- Multiply by four the number of applications for positions on permanent contracts at the Head office
- 100% of managers trained in management
- 90%** of employees of the network benefiting from a training program (permanent contracts with more than six months of service as of 31/12)

3.1.4 CSR GOVERNANCE AND ORGANISATION

In order to involve each of the business lines and ensure the achievement of the objectives set for 2024, a dedicated governance was put in place in 2019-2020. Coordinated by the Maisons du Monde CSR Department, which reports directly to Senior Management, specific roadmaps were formalised for each of the Group's departments. These 2024 CSR roadmaps are sponsored by each member of the Executive Committee and managed by a CSR *champion* within each department. They reflect the challenges identified, the objectives defined and the action plans identified.

Accordingly, each department takes on a part of the Group's commitment and manages the achievement of objectives:

- **Offering Department:** support for suppliers on social and environmental issues, responsible management of resources and chemicals used in products and the development of the responsible product offering. Within the Offering Department, a team dedicated to these responsible offering issues is integrated into Maisons du Monde's Quality Department;
- **Network Department:** reduction of the environmental impact of stores and logistics sites, energy consumption, waste management and "circular store". Overseen by the Technical Department, the action plans are rolled out jointly with the Distrimag teams, General Purchasing and rely on the network of CSR contacts in stores;
- **Supply Department:** reduction of CO₂ emissions in upstream and downstream transport, reduction in volumes and recycling of waste from logistics activities within a circular economy

approach. This approach is structured in a new Distrimag division, EVA (Environment, Valorization, Ambiance);

- **Human Resources:** training and skills development, employee well-being, diversity and disability;
- **Marketing Department:** increased visibility of the responsible product offering and brand commitment;
- **Real Estate Department:** strengthening of technical requirements before the opening of new stores to reduce future the environmental impact;
- **IT Department:** energy performance of IT equipment, digital sobriety, collaborative working methods and projects that serve the Group's environmental performance;
- **Finance Department:** management of non-financial risks, valuation of CSR performance with financial partners;
- **MDM Foundation:** strengthening the international ambition of the endowment fund around trees and forests;
- **CSR Department:** overall management of the brand engagement strategy, coordination of the Group's low-carbon strategy actions, support for the business lines on reducing the impact on biodiversity, solidarity policy for solidarity-based employee engagement.

The progress made on roadmaps is overseen by the Executive Committee on a regular basis to ensure the continuous progress of the commitment process.

3.1.5 CONTRIBUTION TO SDGS

Through its CSR strategy and commitment, Maisons du Monde participates in nine of the seventeen sustainable development goals (SDGs) set by the United Nations. The ongoing development of a responsible offering contributes to the following goals:

- **SDG 8 – decent work and economic growth** by supporting our suppliers, primarily in Asia, to improve workers' rights and guarantee compliance with fundamental ILO conventions;
- **SDG 12 – responsible consumption and production** by developing a more environmentally-friendly product offering that consumes fewer natural resources and has a higher profile with our customers;
- **SDG 15 – life on land** by improving the traceability of the raw materials used in our products – particularly timber – to guarantee sustainable forest management and the protection of biodiversity.

In addition to its products, the Group's operations also contribute to the SDGs:

- **SDG 5 – gender equality** by promoting an antidiscriminatory human resources policy that promotes gender equality in the workplace;

- **SDG 7 – affordable and clean energy** by rolling out energy efficiency initiatives in stores and warehouses and by using renewable electricity;
- **SDG 13 – action to combat climate change** by developing a strategy to reduce greenhouse gas emission throughout the product life cycle.

Lastly, the Group's societal commitments, through the brand's philanthropic policy and the work of the Foundation, contribute to other goals:

- **SDG 4 – quality education** as a result of the brand's support for charities involved in protecting children and supporting families in difficulty such as the French Red Cross;
- **SDG 10 – reduced inequalities** by supporting social and solidarity economy operators and integration through economic activity to offer everyone access to decent work;
- **SDG 17 – partnerships for the achievement of goals** by talking to stakeholders and systematically constructing the progress strategy with all partners: suppliers, carriers, non-profit partners, customers and employees.

3.1.6 ENGAGEMENT WITH STAKEHOLDERS

Mobilisation of stakeholders and dialogue on CSR issues is vital for the success of the Group's engagement strategy. The Group's main stakeholders are listed below.

Social sphere	Employees and trade unions
Financial sphere	Shareholders, Analysts
Economic sphere	Customers, Professional clients, Suppliers, Economic partners
Public sphere	Citizens, Professional bodies, Social and environmental NGOs, Regulatory bodies and Local authorities

Employees and trade unions

As the primary ambassadors of the Group's commitment, mobilisation of employees is essential to achieving Maisons du Monde's CSR ambitions and transforming its business lines. Different channels are used to distribute CSR information and to involve teams in the process and engage in constructive dialogue:

- two e-learning modules dedicated to CSR are offered to new employees during their integration phase. These modules present sustainable development, describe Maisons du Monde's specific commitments and explain that everyone can play an active role on a daily basis, in particular by creating a bond with the customer and making the act of buying in a Maisons du Monde store a meaningful one;
- in the stores, a network of CSR contacts is being deployed since 2017. These CSR contacts promote the brand's commitment to the teams that work in stores (see Section 3.4). The CSR contacts network initiative has been replicated at the administrative headquarters in Nantes and Paris to identify volunteers to act as CSR ambassadors for their services. These ambassadors share their expectations in terms of day-to-day engagement in their business line, design awareness-raising events for all the teams and relay key CSR systems and measures to their colleagues;
- dialogue with employees also involves regular discussions with the Economic and Social Committee (ESC) for an exchange of views with elected employee representatives. In 2020, CSR topics, including the deployment of the CSR contact network, were discussed at ESC Meetings on a regular basis;
- lastly, to give each employee the means to get involved, the Maisons du Monde Group has set up a solidarity programme for its employees. This program is described in detail in Section 3.6.

Shareholders and analysts

The Maisons du Monde Group's CSR commitment is an integral part of its communication with investors and analysts. The Group's ESG (Environmental, Social and Governance) performance is assessed, on a regular basis and the CSR and Finance Departments work together to report to analysts transparently.

Recognition of the Group's performance is presented in Section 3.1.7.

Customers

Customer dialogue and satisfaction are key to all the Group's business lines. Talking with our customers in order to fulfil their expectations and "bringing them on Board with our CSR approach" takes place via two main channels: the Customer Relationship Management Department and omnichannel communications on CSR issues, in-store, online and in the Group's catalogues.

Within the Customer Relationship Management Department, the teams are trained on the main CSR issues to answer customers' questions on these topics and a constant dialogue is established with the CSR Department in order to best anticipate expectations regarding the brand's commitment.

The Marketing Department aims to make the Group's commitment more visible and the communication plan on CSR issues is adapted to the Group's omnichannel model.

- the range of sustainable products developed by the Group is promoted in the same way across the e-commerce website, the stores and the catalogues by creating and communicating visual logos describing the different sustainability criteria, enhanced by the presence of in-store CSR contacts;
- the brand's global CSR commitment, news and events are communicated according to the public targeted on the e-commerce website, on the Company website, on social networks or in customer newsletters and are incorporated into the brand's messaging;
- the roll-out of "ROUNDING UP" at check-out, in all French stores completes this "invitation to customers to get on board with CSR" and offers customers the chance to get involved in, and commit to, supporting the non-profits and charities selected by the Maisons du Monde Foundation. In 2020, over 3 million donations, worth over €360,000, were made by the brand's in-store customers (see Section 3.6).

Professional clients

Over the last eleven years, Maisons du Monde has provided professional clients with a B2B team providing close assistance in their space opening or renovation projects. This service has a deep understanding of the indoor and outdoor layout of hotels, restaurants, offices, etc., and can offer appropriate solutions for all spaces depending on the priorities of the site, its unique features and its constraints.

Commitment to CSR is a growing concern for Maisons du Monde's professional clients, and the product offering dedicated to these customers is evolving to take these expectations into account. The 2020-2024 plan for growth in responsible product offering (see Section 3.2.1) therefore includes specific objectives for the Maisons du Monde professional catalogue. Finally, in 2019, Maisons du Monde responded to the EcoVadis CSR evaluation questionnaire at the request of some of its professional clients. The evaluation carried out ranked Maisons du Monde in the "Silver" category.

Suppliers

The Maisons du Monde Group suppliers are on-board with the Group's sustainability approach and were invited by Offering Department teams to commit to making progress in respect of the CSR issues identified (social conditions, raw materials, chemicals). Details of this dialogue, which is now supplemented by inter-supplier training sessions on social responsibility issues, are provided in Section 3.2. "Purchase like partners".

Professional bodies and NGOs

The construction of the Group's CSR strategy and its ongoing development cannot take place without an open dialogue and the implementation of concrete projects with NGOs, associations and networks made up of other distribution brands. Maisons du Monde works closely with a number of partners who are experts in the issues encountered:

- concerning the traceability of raw materials such as wood or cotton, the Group works in consultation with various organisations such as the NGO TFT-Earthworm or FSC France. This dialogue ensures that the actions implemented by Maisons du Monde are aligned with the expectations of environmental associations. It also makes it possible to work jointly on the formalisation of progress plans;
- to discuss social conditions in our supply chain, Maisons du Monde has been a member of the ICS (Initiative for Compliance and Sustainability) since 2017. This initiative brings together 52 retail brands and promotes responsible commerce by working on the social responsibility of suppliers. In addition, the Group supports the international NGO Ressources Humaines Sans Frontières (RHSF). With a presence in China, India and the United States, this NGO works to promote human rights at work throughout the subcontracting chain;
- as regards the challenge reusing products, the Group works closely with social and solidarity economy operators such as the Emmaüs France network and some recycling centres to encourage customers to give their old products a second lease of life, favouring the circular economy approach (see Section 3.3.2);
- Maisons du Monde supports NGOs through its philanthropic policy, via the brand or the Maisons du Monde Foundation (see Section 3.6). These partnerships are another opportunity to discuss the issues dealt with by these non-profits and the brand's response to such issues. The Group is also a member of the 1% for the Planet club which brings together philanthropic companies who elect to donate 1% of their profits to environmental NGOs. A member since 2013, Maisons du Monde focuses its donation on the revenue generated by traced, recycled and ecodesigned timber, identifiable by the "1% for the planet" logo.

The Group also constantly holds talk with other retail brands and other companies to monitor and share best practices at sector level. The Group is a member of the *Collège des directeurs du développement durable* (C3D, Board of Sustainable Development Directors) and *Club Génération Responsable* (Responsible Generation Club). As a member of this Club, Maisons du Monde has been a signatory of the voluntary commitment agreement for organised retailers since 2015 and was labelled as a "Responsible Brand" following an evaluation carried out by SGS, a certifying body.

3.1.7 NON-FINANCIAL PERFORMANCE AND REPORTING SCOPE

The Group's CSR performance indicators are monitored by the CSR Department, in conjunction with the business line contributors. These contributors are responsible for advancing the road maps defined for "2020 Objectives" and "Ambitions 2024". Key indicators are shown in the paragraphs below in terms of the targets for each pillar of the "Committed Together!" strategy. It should be noted that, unless otherwise stated, these indicators cover all the Group's activities and are presented as follows:

- network and administrative premises: impact of the Group's stores (non-franchised) in France and internationally and of all the administrative premises of the Maisons du Monde head office in France. It should be noted that Modani's information is limited to the social indicators of workforce and staff turnover;
- logistics: impact of Distrimag entity activities, including the logistics warehouses and the fleet of vehicles that provide traction between the port of Fos-sur-Mer and the warehouses;
- production: impact of the activities of the Mekong Furniture factories, in Vietnam;
- further information on how reporting is organised is provided in Section 3.7 "Reporting methodology".

Recognition of the Group's CSR performance

Through dialogue and transparent communication with analysts, investors and other stakeholders, Maisons du Monde is regularly assessed positively in the various ESG indices and assessments, including:

- the CDP evaluation, where Maisons du Monde obtained a B score for the "Climate" section and a B score on the "forest" questionnaire for the wood and leather section;
- the Vigeo-Eiris evaluation, with a "robust" performance of 58/100 granting Maisons du Monde the fourth place in specialised retail sector;
- the Gaia Rating evaluation carried out by Ethifinance, where Maisons du Monde obtained a score of 81/100.

3.2 Purchase like partners

The first pillar of the Group's CSR strategy, the commitment to "Purchase like partners" acknowledges environmental and social issues in the Group's supply chain throughout the entire product manufacturing process.



Given the mapping of non-financial risks identified as part of the duty of vigilance (see Section 3.1.1), risk control at the upstream stages of the Group's activity value chain is key to providing our customers with a more responsible product offering. The following

paragraphs therefore describe the existing control procedures and action plans and their results relating to raw materials, the manufacturing of products and the control of the chemicals used.

Overseen by the Quality Department, the "responsible offering" roadmap included in our 2024 plan is the backbone of our commitment.

The information presented in this section covers the activities of Maisons du Monde, excluding Rhinov and Modani.

3.2.1 SUSTAINABLE MANAGEMENT OF RESOURCES

Risk/Opportunity	2020 Objectives	2020 Performance
Sustainable management of resources	100% of our strategic furniture suppliers in India committed to our wood traceability programme with TFT	67% of strategic Indian suppliers participate in the programme 
Denunciation and impact on the supply chain		
Non compliance with the EUTR Regulation	Standardise the use of timber from sustainably managed forests in accordance with FSC®/PEFC™ standards	68% of wooden furniture is subject to an environmental approach 

For more than ten years, Maisons du Monde has carried out in-depth work on the traceability of raw materials in order to reduce the social and environmental impacts associated with its product manufacturing. Thus, the brand's responsible purchasing policy is drawn up gradually, for each of its raw materials, by identifying the main risks and issues and by implementing voluntary-based actions to offer an ever-increasing range of responsible products to the brand's customers.

Historically based on wood supplies, the responsible purchasing policy was strengthened in 2019 and 2020 to include issues related to materials of animal origin and textiles. This policy includes all the control requirements and procedures concerning the responsible sourcing of these materials. In 2020, recommendations were also added, in particular on the use of recycled materials (metal and plastic) and the exclusion of PVC when possible. The updated policy is sent to all of the Group's suppliers, appended to the contractual documents (product specifications, terms and conditions) before the launch of each new collection.

At the end of 2020, in line with the objective of our roadmap, the use of wood from sustainably managed forests had become systematic. All developments containing wood are now requested in certified wood by buyers and Maisons du Monde teams are working actively to support suppliers in obtaining certification and finding certified supply sources. Today, 68% of our wooden furniture comes from a responsible source and 10% of our decoration products containing wood.

At the same time, the objective of integrating our Indian suppliers into our traceability programme was not fully achieved. Indeed, travel restrictions and business stoppages due to the Covid-19 pandemic did not allow to include three suppliers in the programme.

Lastly, 2020 was marked by the roll-out of the CSR purchasing roadmap formalised as part of the Group's strategic plan. New raw materials sourcing targets were defined and shared with the purchasing teams to integrate new raw materials and enhance the Group's responsible product offering.

2020-2024 Plan	2020 Performance
80% of furniture comes from sustainably managed forests	68% of wooden furniture
50% of textile articles and furniture coverings made of responsible material	3% of textile SKUs made of responsible cotton 19% of textile SKUs and 46% of furniture coverings Oeko-Tex® standard 100-certified
Animal well-being policy formalised and monitored through to slaughterhouses	Policy in the process of being formalised

Commitment to sustainable timber

Since 2010, the Group has been working on the traceability of wood sourcing, a material used in most of its products. The actions implemented revolve around three levels of requirements: the exclusion of at-risk species and sources, verification of legal cutting and a differentiating voluntary approach to guarantee the sustainability of resources.

These commitments are formalised in the Maisons du Monde responsible purchasing policy. This policy contains the minimum requirements for making suppliers aware of the Group’s expectations and enabling them to be part of a partnership and support network.

Minimum requirements	Exclusion of endangered species (VU; EN, CR according to IUCN) Exclusion of species listed in Appendix I of the CITES Compliance with the European Union Timber Regulation Ban timber from at-risk regions: Myanmar, the Congo basin and the Amazon basin Compliance with the specifications of FSC® and PEFC™ standards for labelled products
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Monitoring of regulatory compliance

As a crucial step in the sustainable timber commitment, compliance with the European Union Timber Regulation (EUTR) and monitoring of such compliance are key to the Group’s vigilance plan. In 2013, Maisons du Monde formalised a “Due Diligence” procedure enabling it to ensure the legality of the timber used and to comply with the requirements of this regulation. This procedure is based on following three steps very closely:

- collection of information on the provenance of the wood, as well as documents proving its legality;
- analysis of the risk of illegality;
- implementation of risk mitigation procedures.

In 2020, to strengthen Maisons du Monde’s commitment, the scope of this procedure was extended to all products containing wood-based materials, beyond the types of products subject to the regulations.

While the impact of the Covid-19 pandemic on the supplies of the Group’s suppliers made it difficult to collect all the documents and organise support training, it should be noted that 11% of furniture suppliers and 15% of decoration suppliers with non-compliance issues in 2019, changed their sourcing in 2020 to enhance transparency and compliance.

Range of products made from sustainable timber

In addition to regulatory requirements, Maisons du Monde is continually seeking to increase the number of environmentally-friendly products. For this reason, the Group has defined several product ranges that currently comprise the sustainable timber product offering in Maisons du Monde catalogues:

- **products made from recycled timber:** recycled timber can be used to create new and unique products without consuming any additional forestry resources. In order to avoid any false allegations regarding the products in question, suppliers are now systematically asked to provide a proof of purchase for recycled timber. In 2020, 126 furniture SKUs distributed by Maisons du Monde were products made from recycled wood, or 3% of the wooden furniture sold by the brand;

- **products made from certified timber:** Maisons du Monde is constantly seeking to expand the number of FSC® and PEFC™ SKUs. Timber from certified forests meets responsible management standards and contribute to protecting biodiversity, renewing resources and complying with social criteria for dependent communities. In 2020, the number of certified products rose to 2,407 items for Furniture and 87 items for decoration, which represents a respective increase of 45% and 98% compared to the previous year.

Currently, labels are the best way of guaranteeing that timber comes from sustainably managed forests. To ensure that these labels are robust and to avoid any false allegations regarding products, Maisons du Monde exercises oversight with regard to these certifications. For each SKU made from certified timber and distributed by the brand, suppliers must provide their own valid certificate, a valid certificate from their timber supplier as well as proof of purchase of certified timber. If the supplier is unable to submit the evidence required, or if there is any doubt as to the authenticity of the documents, Maisons du Monde may trigger a third-party audit. Labels are only affixed to products and displayed in the catalogue once a detailed audit has been conducted;

- **products made from traced timber:** as it is unable to source FSC® or PEFC™ certified timber in India where these certifications do not exist, Maisons du Monde has introduced its own traceability system in partnership with a non-governmental organisation called Earthworm Foundation. Operated by the Group’s main Indian suppliers, this system makes it possible to trace the timber back to its origins and to ensure that it has been legally felled. Once the entire supply chain has been audited by Earthworm, products are marked with a QR code that tells the brand’s customers their history, from their forest of origin to their place of sale, including the audit date. The programme now has 12 Indian suppliers, accounting for 90% of the purchase volume of wooden furniture manufactured in India. These suppliers are committed to making their supply chains more transparent and to gradually increasing the number of products traced. Thus, 67% of Indian strategic suppliers were included in this programme at the end of 2020. The decrease in this percentage is related to the increase in the number of strategic furniture suppliers in India and the fact that some suppliers were unable to join the programme in 2020 due to the Covid-19 pandemic.

PERCENTAGE OF STRATEGIC INDIAN SUPPLIERS INVOLVED IN THE TRACEABILITY PROGRAMME

	2020	2019	2018	2017
Number of suppliers committed to the traceability programme	12	12	12	13
Percentage of strategic Indian suppliers committed to the programme	67%	71%	92%	92%

NUMBER OF FURNITURE SKUS MEETING ONE SUSTAINABILITY CRITERION

	2020	2019	2018	2017
Traced timber	134	145	144	135
Recycled timber	126	148	147	140
FSC® certified timber	1,199	1,084	890	657
PEFC™ certified timber	1,208	566	529	424
"Ecodesigned" products	6	3	14	6
Percentage of wooden furniture SKUs	68%	64%	60%	56%

NUMBER OF DECORATION ITEM SKUS MEETING ONE SUSTAINABILITY CRITERION

	2020	2019	2018
Traced timber	1	-	-
Recycled timber	12	11	3
FSC® certified timber	87	44	31
PEFC™ certified timber	-	-	-
"Ecodesigned" products	-	1	-
Percentage of wooden decoration SKUs	10%	7%	5%

COMMITMENT TO SUSTAINABLE LEATHER

Maisons du Monde has identified leather as being one of the priority materials, after timber, in terms of risk management and the transformation of the offering towards greater responsibility. Leather is, in fact, a material that comes from a complex animal supply network with multiple by-products that poses challenges that go beyond environmental issues. These challenges include issues of animal welfare, rearing-related deforestation, the environmental impact of tanning skins, the use of chemicals and even the social conditions at each stage of the production process.

All requirements concerning materials of animal origin are formalised in the Group's responsible purchasing policy. The policy includes the exclusion of endangered species or materials from illegal slaughter, as well as the control procedures relating to responsible alternatives accepted by Maisons du Monde.

Minimum requirements

Exclusion of endangered species (VU, EN, CR according to IUCN)
Exclusion of species listed in Appendix I of the CITES
Exclusion of animal materials if they do not come from the meat industry or that may pose an ethics issue
Exclusion of materials from illegal slaughter
Exclusion of animal materials from farms involved in deforestation
Exclusion of animal materials from farms/slaughterhouses that do not respect animal well-being
Compliance with the specifications of the LWG, RWS and RDS standards for labelled products

Traceability of leather goods

Risk management related to raw materials of animal origin requires detailed knowledge of the supply chains and the local context in the countries of origin of the material.

The traceability work on leather products, defined in the roadmap for 2024 must enable to address two main issues:

- **animal well-being:** The Group is committed to tracing raw materials of animal origin up to the slaughterhouses by 2024. This traceability aims to verify that the material comes from legal and humane slaughter. Maisons du Monde has identified two standards to guarantee animal well-being: the Responsible Down Standard (RDS) for down and the Responsible Wool Standard (RWS) for wool;
- **impact of livestock farming on deforestation:** Cattle rearing has been identified as one of the causes of deforestation in some regions, particularly in Brazil. In order to ensure that leather products or other animal materials distributed by Maisons du Monde do not contribute to deforestation, an in-depth analysis will be systematically conducted for materials from Brazil. In the event that a high risk is identified, Maisons du Monde will support the supplier in implementing risk reduction actions or changing supplies if necessary.

Range of products made from sustainable leather

To enhance the range of responsible products offering for Maisons du Monde customers, the Group has identified two alternatives to conventional leather to reduce its environmental impact:

- **leather products from LWG tanneries:** Maisons du Monde has chosen the Leather Working Group (LWG) standard to guarantee its customers that skins are tanned under environmentally friendly conditions. The LWG standard reduces environmental impacts and ensures the safety of leather products. In addition to treating effluents and managing chemicals, the LWG audit protocol covers water and energy consumption, waste management, the health and safety of workers and leather traceability. Between 2019 and 2020, the number of SKUs made with leather from LWG certified tanneries increased from 17 to 70, representing 29% of the SKUs containing leather distributed by the brand in 2020;

Non-financial performance statement

Purchase like partners

- **recycled leather products:** Made from leather offcuts, mainly from the shoe industry, recycled leather avoids the production of a new material. This makes it possible to significantly reduce CO₂ emissions from cattle rearing. In 2020, 11 SKUs were made with recycled leather, representing 5% of the SKUs containing leather distributed by the brand in 2020.

PERCENTAGE OF RESPONSIBLE LEATHER PRODUCTS

	2020	2019	2018
Percentage of leather SKUs from LWG certified tanneries	29%	7%	18%
Percentage of SKUs made of recycled leather	5%	2%	-

Commitment to sustainable textiles

The production of textiles generates significant environmental and social impacts that are integrated into the Group's vigilance plan (water consumption, use of pesticides, greenhouse gas emissions, management of dyeing effluents, etc.). To reduce these impacts, the Group has supplemented its purchasing policy with new supplier requirements, control procedures and identified certification standards to develop a more responsible product offering.

Minimum requirements	Exclusion of at-risk regions such as Uzbekistan, Syria and Xingjiang province in China Compliance with the specifications of the GOTS and Oeko-Tex® Standard 100 voluntary certification standards for labelled products
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Thus, the development of a responsible textile product offering is now based on three levers:

- **integration of organic fibres:** in order to reduce the social and environmental impacts caused by conventional cotton farming, Maisons du Monde has undertaken to gradually increase the number of responsibly sourced SKUs. To ensure that the fibres used in these products come from organic farming, the Group relies on two certification standards: GOTS (Global Organic Textile Standard) and OCS (Organic Content Standard);
- **integration of recycled fibres:** the use of recycled fibres makes it possible to create new products while avoiding the production of a new material that emits greenhouse gases. Maisons du Monde gives the priority to recycled fibres covered by GRS (Global Recycled Standard) or RCS (Recycled Content Standard) certifications guaranteeing the recycled nature of the fibre. The first SKUs will be included in Maisons du Monde catalogues from 2021;
- **safety of textile products:** beyond regulations, certain substances used in textile processes can be a problem for consumers. To guarantee high safety standards, Maisons du Monde uses GOTS and Oeko-Tex® Standard 100 certifications, both of which guarantee the absence of problematic substances in finished products.

NUMBER OF TEXTILE SKUS AND FURNITURE COVERINGS MEETING ONE SUSTAINABILITY CRITERION

	2020
Textile SKUs and furniture coverings certified free of problematic substances (Oeko-Tex or GOTS)	1,621
SKUs made of organic cotton (OCS or GOTS)	22
Percentage of textile items and furniture coverings certified free of problematic substances (Oeko-Tex or GOTS)	32%
SKUs made of recycled textiles (cotton or polyester)	33
Percentage of textile items and furniture coverings made of responsible cotton (organic or recycled)	1%

3.2.2 SOCIAL AND ENVIRONMENTAL IMPACTS IN THE SUPPLY CHAIN

Risk/Opportunity	2020 Objectives	2020 Performance
Non-compliance with social requirements	100% of our suppliers sign the Code of Conduct	91% 
Situation regarding corruption at our suppliers or in our supply chain	100% of our strategic suppliers audited on the basis of social criteria, every two years	89% 
Serious environmental incident at our suppliers	100% of product managers participated in a social audit	39% 

Risk management in relation to working conditions at the Group's suppliers is one of the main issues being worked on in relation to Maisons du Monde's duty of vigilance. The supplier support programme aims in particular to respond to the priority risks presented in Section 3.1.1 relating to failure by a supplier to comply with the social requirements of Maisons du Monde, the identification of a situation of corruption involving the supplier or the occurrence of an environmental incident in a factory. As the focus of the 2020 Objectives roadmap and the Group's commitment, the work of supporting and monitoring suppliers is adapted to the types of partners in three distinct levels of commitment that concern:

- all suppliers committed to comply with the Group's requirements by signing the Suppliers Code of Conduct. 91% of them had signed it at the end of 2020;
- all strategic suppliers are audited and supported by Maisons du Monde to advance social issues. At the end of 2020, 89% of them had been audited according to social audit guidelines recognised by the Group or assessed using innovative tools;
- the Mekong Furniture production factory in Vietnam initiated an ISO 14001 certification process with a view to obtaining it in 2021.

In 2020, the Covid-19 health crisis had a significant impact on the roll-out of the roadmap for suppliers' social responsibility. Indeed, the partial activity scheme implemented for part of the teams in the spring delayed the preparatory work prior to the control and support actions for the factories. At the same time, the closure of certain factories and travel restrictions in force in the production countries postponed the conduct of physical social audits, monitoring visits of the factories by the CSR coordinators in India and China, and the field-training of Maisons du Monde product managers in China.

However, this complex period enabled Maisons du Monde to innovate in order to maintain relationships with its suppliers and ensure that the health measures imposed locally were well understood and applied in the factories. This innovation resulted in the testing of new solutions such as the Covid-19 checklist or the Direct Workers' Reporting Tool described in the paragraphs below.

Despite these elements, it should be noted that thanks to the mobilisation of the teams and the cooperation of suppliers, 150 social audits were conducted in the factories in 2020, enabling the Group to cover 89% of its strategic supplier base by audits or evaluations.

Finally, as part of its 2024 plan, the Group chose to strengthen its requirements and support for suppliers on social and environmental issues. The following objectives have been set for 2024.

2020-2024 Plan	2020 Performance
Transparency regarding product composition and origin	Process currently being rolled out
Pre-assessment of suppliers for CSR criteria	
100% of strategic suppliers audited for social criteria, with no major non-compliances	66%
100% of at-risk strategic suppliers audited for environmental criteria	Environmental audits scheduled for 2021

Suppliers Code of Conduct

Reiterating all the requirements in relation to compliance with social conditions by suppliers, beginning with compliance with fundamental ILO Conventions, the Maisons du Monde Code of Conduct serves as common ground for managing social impacts in the supply chain. This document is sent to all suppliers along with the specifications or general conditions of purchase. It reiterates Maisons du Monde's demands for the following topics:

1.	Child labour
2.	Forced labour
3.	Discrimination
4.	Working time
5.	Compensation
6.	Freedom of association
7.	Health and safety
8.	Environment
9.	Subcontractors and traceability
10.	Management system and transparency
11.	Corruption

As of 31 December 2020, 1,263 suppliers had signed the Suppliers Code of Conduct, i.e. 91% of Group suppliers, and 96% of purchase volumes.

PERCENTAGE OF SUPPLIERS WHO SIGNED THE CODE OF CONDUCT

As a percentage of suppliers	2020	2019	2018	2017
Furniture suppliers	96%	88%	92%	86%
Decoration items suppliers	90%	70%	32%	26%
TOTAL	91%	72%	39%	34%

Control and support mechanism for suppliers

A part of the Group's vigilance plan since 2018, supporting suppliers in the management of social and environmental risks in the supply chain is an integral part of Maisons du Monde's purchasing commitments.

The conditions and procedures for supporting suppliers regarding social issues are formalised in the Maisons du Monde social audit policy. This policy, is shared internally and with the Group's suppliers. It presents the support and monitoring procedures for social practices: identification of suppliers to be audited, types of audits authorised, monitoring procedures and procedures for disengagement in the event of non-cooperation. This policy was crafted with the Purchasing Department and is sent to all strategic suppliers prior to the annual social audit campaign.

In addition to supplier audits, the Group is committed to supporting its suppliers. Two CSR coordinators located in China and India have been providing day-to-day support to suppliers on these issues since 2018. These local champions of the Group's ambitions are tasked with upskilling audited suppliers by sharing experience, training factory managers and carrying out internal follow-up audits.

In 2020, travel restrictions imposed by China and India prompted teams in the field to develop remote support and to analyse the online corrective action plans more closely (available on the ICS platform, Initiative for Compliance & Sustainability). At the same time, the Maisons du Monde teams started to formalise a detailed audit grid for each chapter of the Code of Conduct. This grid used by the Group's local CSR coordinators supplements the ICS framework with topics such as the environment at large and corruption. These internal social audits will first of all be tested as a monitoring tool in factories requiring Group support.

At the same time, to cover all impacts of the manufacturing sites for products distributed by Maisons du Monde, the Group added environmental performance to the supplier audit procedure since 2019. The support teams were trained in environmental auditing according to the framework developed by the ICS, and an environmental risk map structured by product family and raw material used (textile, metal, leather, wood and ceramics) was prepared. The ten first environmental audits were performed in 2019 on the basis of this analysis, in particular with "Tier 2" suppliers of Maisons du Monde in the textile industry. As the health context did not allow these audits to be repeated in 2020, these will gradually be made universal for all of the Group's strategic suppliers working on product families characterised as being at risk from 2021.

Support for strategic suppliers

In accordance with the Group's social audit policy, strategic suppliers receive long-term support from Maisons du Monde. They are audited on social issues on a regular basis to assess their performance. The Group's 2020 ambition is to ensure that all of these strategic suppliers are audited at least once every two years.

Two types of audit were carried out at the premises of the Group's strategic suppliers: guidance audits, carried out by an independent auditor based in Asia, and audits on compliance with the ICS standard, carried out by accredited audit firms.

Maisons du Monde has been a member of the Initiative for Compliance and Sustainability, (ICS) since 2017 with the aim of:

- accessing a shared audit methodology and tools;
- pooling best practices and implementing joint measures to help factories to progress;
- contributing to the continuous improvement of the standard by taking part in the task forces overseen by the initiative.

ICS audits measure the factory's performance with a rating which illustrates the compliance of practices and the criticality of instances of non-compliance identified. It also lists best practices and corrective measures to be implemented to comply with its standard. Guidance audits are ordered for the smallest suppliers or for those who lack maturity in this area. This approach supplements the advice given to the factory to help it understand the benefit of the approach as well as the overall assessment of practices and fully customised action plan.

In 2020, 129 audits were initiated by Maisons du Monde based on the ICS framework, and 16 social audits were ordered by other members of the initiative on suppliers shared with Maisons du Monde. In addition, one support audit was conducted in Eastern Europe at the request of Maisons du Monde in the presence of the two main contact persons of the supplier's purchasing department. It should be noted that 27 audits had to be postponed to the first half of 2021 due to the health situation.

In addition to these audits, the Covid-19 crisis resulted in the deployment of two additional tools to ensure the understanding of health issues and the protection of workers at the factories of the Group's suppliers.

Thus, Maisons du Monde has provided its strategic suppliers with the Covid-19 checklist to assess their factories on measures to fight against the spread of the virus, in line with international recommendations. This checklist, sent to factory compliance managers via the ICS database, includes 50 questions covering the following areas:

- general information;
- health measures;
- health checks;
- social distancing measures;
- training and identification;
- employee transport;
- day care centre.

In 2020, this questionnaire was completed by 146 factories, i.e. 119 strategic suppliers, excluding Mekong.

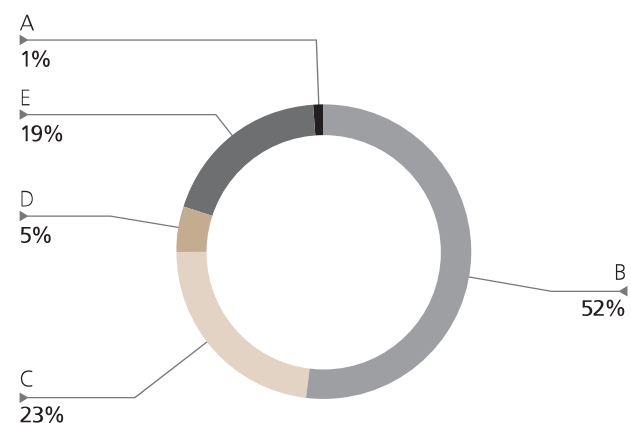
At the same time, the Group tested the Direct Workers' Reporting Tool to collect workers' perceptions of their working conditions in this health context. This tool has been deployed at seven voluntary strategic suppliers located in the Delhi region, where the spread of the virus was particularly high. It takes the form of a telephone survey of 20 questions, conducted by a voice server directly on the personal line of site workers. The employee participation rate fluctuated between 24% and 95% depending on the factories, with an average score of 9/10.

The Group will study the possibility of supplementing its existing control and support mechanism for suppliers with this type of approach.

SOCIAL AUDITS BY TYPE

	2020	2019	2018	2017
ICS audits ordered by MDM	129	87	49	17
External guidance audits	1	14	9	12
ICS audits at shared factories, ordered by other members	16	14	14	19
Social audits under other international standards (BSCI, SMETA with no critical non-compliance)	4			
TOTAL	150	115	72	48
Percentage of strategic suppliers audited in the last two years	89%	63%	58%	37%

RATING OF ICS AUDITS AT MAISONS DU MONDE SUPPLIERS IN 2020



In accordance with the social audit policy, a specific action plan is implemented with each supplier in line with the rating obtained. Suppliers rated "E" according to the ICS standard (24 suppliers in 2020) are subjected to a stricter monitoring and control process. This note means that critical non-compliance with an "alert notification" was identified during the audit. Dedicated support is then provided and another audit must be carried out within six months. The schedule of these follow-up audits was disrupted by the health context, and 13 audits had to be postponed until the first quarter of 2021.

The priority of the CSR coordinators will be to support and audit factories rated E and D so that by 2024, 100% of the Group's strategic suppliers achieve a minimum rating of C.

Inter-supplier training sessions

In addition to its supplier support system, Maisons du Monde has been organising Supplier Meetings for strategic suppliers on CSR Purchasing issues since 2017. The purpose of these sessions is to strengthen communication of the Group's expectations, bring teams together to promote support and involve factory managers. Managers are also invited to participate and share their experience with their peers. They increase understanding of the support mechanisms put in place for factories and address CSR issues.

The meeting planned for 2020 had to be postponed until 2021 due to the pandemic.

Training for product managers

Maisons du Monde believes that training in the field is of paramount importance when it comes to enabling the product managers to understand the challenges faced and be responsible

for the daily management of their suppliers. Product managers are therefore invited to take part in a guidance audit by participating in the introductory meeting, factory visit and interviews with the workers.



At 31 December 2020, 60% of Furniture product managers and 31% of Decoration product managers were trained in issues specific to social audits. Indeed, the Covid-19 pandemic has interrupted the travel of Purchasing teams. These field visits will resume when permitted by sanitary conditions. A remote awareness-raising programme is also planned to continue to work on this topic with the Purchasing teams.

Lastly, for Purchasing teams that do not participate in factory visits, Maisons du Monde, with the help of the firm Mind-Up, organises feedback sessions on guidance audits and information campaigns on social issues. Two sessions were organised before the pandemic, and brought together 1 Head of purchasing, 1 group manager, 3 product managers and 15 buyers in 2020.

3.2.3 CUSTOMER HEALTH AND SAFETY – CHEMICALS

Since managing chemicals is key to the Maisons du Monde responsibility policy, it is the third strand of the Group's responsible purchasing commitment. This monitoring work is a response to the risks identified in Section 3.1.1 relating to the presence of problematic substances in the products distributed by the Group or the use of problematic substances at an earlier stage of the supply chain. The process implemented by Maisons du Monde to guarantee product compliance and chemical safety, is based on four main pillars:

- regulatory and documentary oversight to supplement Maisons du Monde "substances" specifications;
- systematic forwarding of the "substances" specifications to suppliers together with recommendations for the riskiest products;
- monitoring of substances contained in the products;
- a voluntary action plan to reduce some "risky" substances.

Risk/Opportunity	2020 Objectives	2020 Performance	
Exposure to chemicals	100% of our suppliers sign the "substances" specifications	98%	
	Early replacement of problematic, unregulated substances	50% less Nonyl Phenol ethoxylates (NPEO) detected between 2016 and 2020	

To strengthen these ambitions by 2024, the Group elected to advance this work through substance certification for some textile SKUs in order to promote these products among customers and support suppliers in their certification process.

2020-2024 Plan	2020 Performance
50% of textiles and furniture coverings GOTS or Oeko-Tex certified® Standard 100	32%
Ongoing support for suppliers regarding substance-related issues	Ongoing support

"Substances" specifications

Chemicals contained in products are strictly regulated. The restrictions of the European REACH regulation have the greatest impact on our range of products. Some products are also affected by the regulation on Persistent Organic Pollutants which, for example, restricts the use of certain flame retardants and

plasticizers. The regulation on toys and electric/electronic products also restricts some additional substances. The Maisons du Monde Group keeps the "substances" specifications up to date and targets product control campaigns on the basis of regulations and relevant scientific studies.

It should be noted that the major requirements coming into force in 2020 and 2021 (carcinogenic, mutagenic and reprotoxic substances in textiles, phthalates in consumer products, Nonyl Phenols ethoxylates (NPEO) in washable textiles) had previously been included in the Group's specifications. Therefore there were only a few changes in 2020, the only notable change being a new restriction on formaldehyde in certain materials used for toys. This stable documentation made it possible to continue to raise awareness among suppliers on the three major requirements coming into force in 2020/2021, in order to mitigate non-compliance once the requirements become applicable.

In 2021, it should be noted that the substance requirements will be included in product specifications. This will enable suppliers to have more operational substance requirements as they are better linked to the materials making up the product family, as well as to uses.

PERCENTAGE OF SUPPLIERS THAT ARE SIGNATORIES OF THE "SUBSTANCES" SPECIFICATIONS

<i>As a percentage of suppliers</i>	2020	2019	2018
Suppliers that are signatories of the substances specifications	98%	96%	96%

An ambitious control policy

In 2020, close to 1,448 substance tests were carried out. 10% of the tests showed a product non-compliance issue requiring a modification of the product before its launch on the market. Discussions with suppliers on these checks made it possible to bring all the products checked into compliance.

In order to strengthen the system, a test program on products received at the warehouse was set up. It ensures that our requirements are met over time. Thirty-two products were tested, three of which did not comply with our specifications. The three suppliers concerned were placed under surveillance.

COMPLIANCE WITH THE "SUBSTANCES" SPECIFICATIONS

	2020
Number of non-compliance issues identified	17
Number of unresolved non-compliance issues resulting in the cancellation of a product	1

Oeko-Tex Standard 100 certification

The Oeko-Tex® Standard 100 label is a certification system for textile products that guarantees the absence of harmful substances in the products distributed by the Group. It is based on a catalogue of criteria that takes into account numerous regulated and non-regulated substances, with limits generally exceeding national and international requirements. In order to guarantee the safety of textile products, the Group has set a target for 2024 certification of 50% of its textile and furniture products. In 2020, the Group obtained Oeko-Tex® Standard 100 certification and began working together with its suppliers to develop a range of certified products.

In 2020, 1,643 products have already been certified according to this standard or under the GOTS (Global Organic Textile Standard) certification, *i.e.* 32% of our textile product offering and furniture coverings.

NUMBER OF SKUS WITH "SUBSTANCES" CERTIFICATION

	2020
Percentage of SKUs with "substances" certification	19%
Percentage of furniture coverings with "substances" certification	46%
Percentage of textiles and furniture coverings with "substances" certification	32%

3.3 Design like visionaries

In addition to the actions conducted to transform the product offering through traceability and the structuring of responsible supply chains, Maisons du Monde is committed to a circular economy approach to reduce the environmental impact of products throughout their life cycle. This commitment starts with ecodesign of products and then goes on to consideration of social

and environmental criteria in product production or transportation and work on extending product life and developing solutions to give them a second life.

The information presented in this section concerns the activities of Maisons du Monde, excluding Rhinov and Modani.

Risk/Opportunity	2020 Objectives	2020 Performance	
Promotion of responsible offering and ecodesign of products	Develop the responsible offering on an ongoing basis: certified timber, recycled timber, ecodesigned products	20% of the SKUs in the 2020 collections meet a responsibility criterion.	
	Ten ecodesigned flagship products marketed	11 ecodesigned flagship products marketed between 2016 and 2020	
Second lease of life for products and circular economy	Develop partnerships that are supported by social and solidarity-oriented structures to offer products a second lease of life	National partnerships with the Emmaüs network and Croix Rouge Insertion	

3.3.1 ECODESIGN

The Maisons du Monde ecodesign programme

Launched in 2010, the Group's ecodesign programme is a driver of transformation for a more sustainable offering. Having gradually been incorporated into the product design and development process, since 2010, it has increased the number of "ecodesigned" SKUs in our catalogues. From the Roma and Milano sofas which were reworked in 2011, to the Falkor sofa presented since the 2019 catalogue, the approach is driven by ecodesigned SKUs "from A to Z", spearheading Maisons du Monde's vision of ecodesign. As a result, the Falkor sofa has been designed to significantly reduce its environmental impact:

- the weight of its structure, made from PEFC-certified timber, has been lessened to reduce the use of materials and the impact of transportation;
- the foam padding comes from a French mattress and base recycling network;
- the cover is made of recycled polyester and cotton from production discards.

In 2020, the ecodesign approach was supplemented by the Sasha range of junior furniture. The products in the range are therefore transformable to adapt to the children's age, manufactured in FSC certified wood and the top coats used are water-based paints and varnishes with a limited amount of solvents.

Beyond the development of "ecodesigned" SKUs, the aim is to include this approach in the product development process. In 2018 and 2019, all designers, product managers and quality managers in the furniture category have been trained in ecodesign issues with the support of the eco-organisation Éco-mobilier. These training sessions made it possible to identify the main levers

for reducing the environmental footprint of products and to develop an internal ecodesign tool to ensure that all impacts are taken into account during the development of the product.

Above all, the ecodesign of Maisons du Monde products contributes directly to the reduction of the Group's greenhouse gas emissions. The assessment of the Group's carbon footprint highlights the major impact of the products distributed by Maisons du Monde and the importance of the choice of materials to make these products (see Section 3.4.3).

Maisons du Monde Sustainable Creation Trophies

In addition to the work of its product development teams, Maisons du Monde wishes to disseminate best ecodesign practices among students. The Maisons du Monde Sustainable Creation Trophies have been part of this approach since their launch in 2016. Created in partnership with Marie Claire Idées, Éco-mobilier, the FSC® France association, the consulting firm EVEA, Ademe, EcoTLC and the Fondation Nicolas Hulot, these awards offer students and young graduates from design schools the possibility to create an ecodesigned piece of furniture or decoration item.

For this fourth edition, 63 projects from 14 different schools were submitted to a pre-selection jury made up of designers, stylists and product managers from Maisons du Monde, then to a jury made up of ecoexperts. The winners of the "furniture" and "decoration" awards then worked with the Style teams to develop prototypes of their product that meet Maisons du Monde's quality requirements and all the rules in force. The winning products should be marketed on Maisons du Monde's e-commerce site in 2021.

This approach to co-development of products thus enhances Maisons du Monde's ecodesigned product range while offering the winning students the opportunity to market their product on a large scale.

2020-2024 Plan

Continuously reduce the environmental footprint of products through the integration of recycled materials

2020 Performance

Inclusion in the 2020 collections of recycled materials: polyester, wood and cotton

3.3.2 OFFERING PRODUCTS A SECOND LEASE OF LIFE AND THE CIRCULAR ECONOMY

Reducing the environmental impact of products throughout their life cycle means that the Maisons du Monde Group has to be responsible for their end-of-life. In addition to directing furnishing waste to recycling networks, the Group is seeking to encourage customers to extend the life of the products through partnerships and by offering its customers circular economy solutions.

Inviting our customers to give our products a second lease of life

Managing the end-of-life of customers' products is an important area of responsibility for Maisons du Monde.

As it does not currently offer generalised solutions for taking back customers' old products, the Group has chosen to present its customers with solutions enabling them to extend the life of their products by means of repair, makeover or *via* other reuse channels, particularly within the social and solidarity economy (SSE).

To engage customers in this circular and solidarity economy while strengthening its partnerships with SSE structures, Maisons du Monde takes various actions:

- customer information regarding their nearest community product reuse or recycling solutions in stores or on our website's product information pages, due to information provided by Éco-mobilier;
- the publication of advice on product maintenance on the maisonsdumonde.com website to extend product life.

Repairs and partnerships with social and solidarity-oriented structures

To avoid the scrapping of "substandard" products that come from customer returns or were damaged upon receipt, the Maisons du Monde Group gives priority to repair solutions and donations to non-profits before considering sending them to treatment and recovery channels.

The warehouses in Saint-Martin-de-Crau (Bouches-du-Rhône) are therefore equipped with a "second life" service with repair capacities specific to woodworking by furniture workshops and to the leather and textile trades, which oversees partnerships with reuse non-profits. This means that products that can be repaired and reincorporated into inventories are handled by the Distrimag teams or by an ESAT partner of the Group located in Arles. To further reduce the volumes of products sent for recycling, repair activities will be stepped up in 2021 through the creation of a new "Environment, Recovery, Ambience" division within the Supply Department. This division will be operational in March 2021.

Products that cannot be repaired by the Distrimag teams are handled by means of partnerships with charities so that the furniture can be given a second lease of life. These charities can then renovate or repair donated products or give them a new look, thereby benefiting their communities by mixing the circular economy with their social mission. The Group is therefore partnering with the Emmaüs network to collect some of the substandard products. The Group also works in cooperation with three Croix Rouge Insertion establishments and other social economy and local community structures.

Maisons du Monde is a partner in the Emmaüs Défi non-profit in Paris, and more specifically, in the *Banque solidaire de l'équipement* programme. The products donated come from customer return flows or certain events such as press presentations of the new collections. These enable people in precarious situations to furnish to their first permanent home at a low cost.

3.3.3 PROMOTING THE OFFERING, CONSUMER INFORMATION

2020 targets

Continuously develop responsible product offering

2020 Performance

20% of the SKUs in the 2020 collections meet a responsibility criterion.



Promoting ecodesign and the circular economy and increasingly responsible product offering are part of our brand commitment.

The Purchasing teams are therefore mobilised to increase the proportion of products that meet sustainability criteria in the Group's catalogues each year. The responsible offering currently consists of ecodesigned products (see Section 3.3.1) or products composed of wood from responsible sources (see Section 3.2.1, which mentions the programmes in connection with the development of sustainable wooden, leather and textile products). In 2020, this offering represents more than 3,300 SKUs, *i.e.* more than 20% of the collections for the year (furniture and decoration).

Maisons du Monde has also been a member of 1% For the Planet since 2013 and pays 1% of revenue from traced, recycled or ecodesigned timber to environmental associations *via* the Maisons du Monde Foundation. In 2020, these products generated revenue of €41.4 million.

The value added nature of these products and publicising circular economy solutions and responsible consumption practices are key to the transformation of the offering. The Group is always working on developing tools to raise awareness of its responsible product offering to make them more visible to the brand's customers. This includes:

- pictograms representing the different elements of the responsible offering: recycled timber, traced timber, ecodesigned product and certifying body logos in catalogues, on point-of-sale advertising and on the brand's online product pages;
- promotion of the Group's commitments on the Maisons du Monde website in a specific section of the homepage;
- raising awareness of the Maisons du Monde Foundation's commitment (see Section 3.6) *via* ROUNDING UP at the check-out which enables customers to make a direct contribution to non-profits on the ground;
- the organisation of one-time in-store and online operations to promote commitment, such as the launch of our product sharing initiative and the 5 Giving Days event in November 2020; the regular relaying of these operations or the promotion of the responsible product offering on social networks or in the newsletters sent by Maisons du Monde to its customers.

Transparency around the products' origins is very important to customers and customer service teams are trained to answer questions and are assisted by experts from the different business lines, depending on the questions raised.

3.4 Trade like citizens

Group environmental policy

The Group generates a significant environmental impact through its production, logistics and distribution businesses, both in-store and online. This impact plays a central role in Maisons du Monde's corporate responsibility. Fully aware of the impact of its activities, the Group is committed to a continuous improvement approach on issues identified as priorities, namely waste management, energy consumption, greenhouse gas emissions, the environmental impact of its general purchasing and biodiversity. Environmental performance targets have been formalised since 2016 and are managed by the Group's Technical Department and the departments in its logistics and production subsidiaries.

All the results of the first plan for 2016-2020 as well as the new targets for 2024 are presented in the paragraphs below.

It should be noted that in 2020, Maisons du Monde's environmental commitment was marked by various events.

Thus, the closure of most stores in the spring and autumn due to the Covid-19 pandemic had a significant impact on the Group's energy consumption and waste production.

In order to strengthen its commitment to energy management, Maisons du Monde has formalised a committed energy policy. Signed by the network manager and distributed to all French stores in 2020, it identifies significant energy uses (HVAC, heating, ventilation, air conditioning) and details the commitments to reduce energy consumption *via* action plans and dedicated resources. This policy is part of the voluntary ISO 50001 certification initiative of the French network, which should be obtained in 2021.

Lastly, the Group formalised its commitment to biodiversity and joined the Act4Nature International initiative, an initiative launched by the French association of Entreprises pour l'Environnement (EpE).

The information presented in the paragraphs below gives an overview of the Group's environmental impact by separating the activities of the Maisons du Monde store network, from those of Modani stores, its administrative premises, the logistics business (Distribmag) and the Mekong Furniture production factory in Vietnam. It should be noted that franchise stores are not included in the consolidated data in this report and that the information relating to Modani stores is limited to the energy consumption of buildings.

At 31 December 2020, the Maisons du Monde Group operated the following sites:

Germany	Stores	11
Belgium	Stores	24
Spain	Stores	27
United States (Modani)	Stores	17
	Stores	228
France	Distribmag logistic platforms	13
Italy	Stores	49
Luxembourg	Stores	3
Portugal	Stores	1
Switzerland	Stores	9
Vietnam	Production units	3

A network of CSR contacts to deploy our in-store commitment

To make the Group's environmental commitment central to Maisons du Monde stores, a network of CSR contacts has been deployed since 2017. Identified within the team, the CSR contact acts together with the Store Manager. His or her role is to act as a relay with the store team to both set up actions to reduce the environmental impact of the point of sale and promote the brand's commitments among customers.



The network of CSR contacts is currently deployed in all French-speaking Maisons du Monde stores. Initially planned for 2020, the roll-out to Italian stores will be completed in 2021.

NUMBER OF CSR CONTACTS IN STORES

Scope: MdM

	2020	2019
Number of CSR contacts in stores	251	257

3.4.1 WASTE MANAGEMENT

Risk/Opportunity	2020 Objectives	2020 Performance	
Environmental impact of operations and waste management	90% of our sites to sort their waste	91% of the stores sort waste	
	70% of waste sorted and recycled ⁽¹⁾	60% of waste is sorted for recycling	

(1) Excluding Mekong Furniture production business for which data was not available when the target was defined

Waste management is a real issue for the Group in reducing the overall environmental footprint of the activity. By reducing waste at source, optimising packaging, selective sorting in the stores and factories and by using solutions for reuse or recycling of products at the end of their lives, the Group is committed to reducing waste from its activities at all stages of the life-cycle.

At the end of 2020, the target of 90% of stores sorting waste was achieved since 91% of the stores sort waste. However, only 60% of waste is sorted for recycling. This rate is due to a lower rate of waste sorting in stores and significant disparities between countries.

VOLUME OF WASTE PRODUCED – GROUP

Scope: Group excluding Rhinov, MdM US and Modani

tonnes	2020	2019	2018	2017
Network	10,635	10,945	11,135	9,416
Administrative premises	55	97	39	46
Logistics – Distrimag	4,902	4,977	5,497	6,741
Production – Mekong	3,943	4,014	3,377	Not available
GROUP TOTAL	19,535	20,033	20,049	16,203
Share of waste sorted for recycling (excluding production) ⁽¹⁾ (%)	60%	57%	57%	59%

(1) The percentage of waste sorted for recycling, excluding production business at the Mekong factories, is calculated in line with the 2020 target which only includes stores, administrative premises and logistics sites.

The Group's business generated 19,535 tonnes of waste in 2020 across its various activities. The decrease in waste tonnages of 2% compared to 2019 is linked to the evolution of the Group's overall activity in the context of the health crisis.

Given the results of the first plan for 2020, the Group has decided to strengthen its waste management ambition for 2024 by incorporating new objectives and furthering the ambition to recycle waste produced by the Group's activities.

2020-2024 Plan	2020 Performance
90% of sites sort waste	91%
80% of waste is sorted for recycling	60%

Network and administrative premises

Most of the waste generated in the Group's stores comes from the packaging used to protect goods during shipment. The Group strives to optimise its management by establishing, where possible, in-store sorting equipment and coordinating waste collection by specialised providers.

It should be noted that waste management from the stores and administrative premises of Maisons du Monde is centralised by the Technical Department in the head office for 76% of stores. Waste management from the other points of sale is directly done by the shopping centres and the information relative to tonnages of waste

produced is not always available. However, the Maisons du Monde Technical Department works with teams from all the stores, and with landlords in the case of shopping centres, to ensure that the waste produced is properly sorted on site.

In 2020, the stores and administrative premises generated 10,690 tonnes of waste, including:

- 5,432 tonnes of cardboard or plastic sent to recycling companies;
- 5,258 tonnes of ordinary industrial waste (polystyrene, mixed household waste etc.).

VOLUME OF WASTE PRODUCED – NETWORK AND ADMINISTRATIVE PREMISES

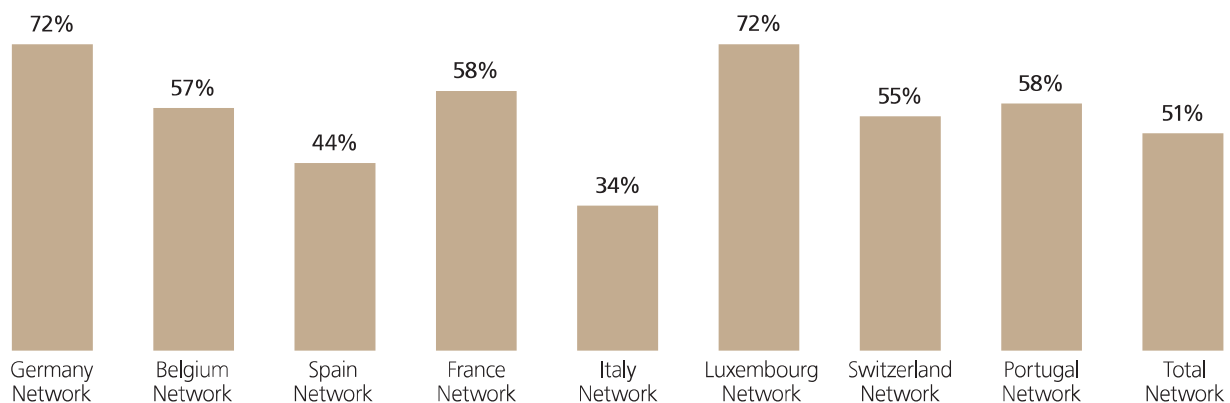
Scope: MdM

tonnes	Cardboard/plastic waste sorted for recycling	Other waste	Total			
			2020	2019	2018	2017
Stores	5,425	5,210	10,635	10,945	11,135	9,416
Administrative premises	7	48	55	97	39	46
TOTAL STORES AND ADMINISTRATIVE PREMISES	5,432	5,258	10,690	11,042	11,174	9,462
Percentage of waste sorted for recycling (%)			51%	47%	43%	43%
Percentage of stores sorting cardboard and/or plastic (%)			91%			

While the proportion of waste sorted for recycling in the Group's stores is improving, it should be noted that despite the store closures in the spring of 2020, the quantities of waste generated in

stores were down by only 3% compared to 2019. This change is attributable to the increased number of web orders delivered to stores, for which packaging is sorted on site.

PERCENTAGE OF WASTE SORTED FOR RECYCLING BY COUNTRY



To achieve the goals set, the teams of the Technical Department mobilised to give all the Maisons du Monde stores the tools to sort and send as much waste as possible to recycling.

Thus, in France, all waste collection and treatment services in French stores were reviewed in 2019 to introduce waste sorting (at least cardboard and plastic waste) everywhere where this is possible, while working with local players to control the carbon footprint of the collection. The stores were fitted with a management tool for requesting, validating and checking the compliance of their collections. This enables them to have collections performed on request, controlling deadlines to optimise the filling of the collected skips.

While the introduction of sorting for the main waste flows is becoming more widespread, the proportion of waste sorted for recycling remained below the target set for 2020. This is attributable to the numerous disparities between countries in terms of store equipment, service contracts and the sorting procedures of the teams. As the waste sorting rate in the Group's Italian stores is particularly low, a call for tenders, initially scheduled for 2020, will be organised in 2021 to review the entire waste organisation of the Italian network. The objective is aimed at working with local partners who are highly committed to environmental initiatives and to set the stores up with the appropriate equipment to sort waste. This project will be supplemented by awareness-raising campaigns among teams with the provision of sorting instructions adapted to

each store and disseminated via the network of CSR contacts that will be deployed in 2021 in this country.

At the same time, the Group is working to implement recycling and reuse solutions for other waste flows. A procedure dedicated to managing damaged items in the stores was introduced throughout the network. Damaged items that can be reused must now be given to local associations, which promotes reuse and reduces the volumes of products scrapped.

The effects of these actions are tangible, particularly in France, where one year after the overhaul of the organization of collection services, 58% of waste produced by French stores is now sorted for recycling, compared to 56% in 2019.

Logistics

Waste management from the Group's logistics business also involves the systematic installation of selective sorting in all buildings to ensure the recycling of reusable or recyclable waste. The logistics business generates four main sources of waste: cardboard and plastics from product packaging, home furnishing waste (HFW) – primarily from customer returns, timber – mainly from broken pallets – and non-hazardous industrial waste (NIHW).

In 2020, the Logistics subsidiary's warehouse and offices generated 4,902 tonnes of waste, which breaks down as follows:

VOLUME OF WASTE PRODUCED – LOGISTICS

Scope: *Distrimag*

tonnes	Cardboard/plastic waste	HFW collected by Éco-mobilier	Timber offcuts – pallets	Non-hazardous industrial waste (NHIW)	Scrap metal	Hazardous waste	Total			
							2020	2019	2018	2017
Warehouses and offices	1,509	1,649	683	984	75	3	4,902	4,977	5,497	6,741
Percentage of waste sorted for recycling (%)							80%	78%	85%	

In 2020, waste sorting in logistics entities' warehouses and offices enabled 80% of the waste generated by Distrimag to be sent to recycling networks.

It should be noted that the tonnages of waste from the logistics business decreased slightly in 2020 due to the evolution of the Maisons du Monde Group's business in the context of the Covid-19 pandemic.

In this context, the teams remained committed to optimise waste sorting and its potential recycling. In 2020, a comprehensive mapping of Distrimag's waste was carried out in order to draw up an action plan for waste sorting and reducing the tonnages of NHIW waste. Created on 1 January 2021, the EVA (*Environnement Valorisation Ambiance*) division is organised with a view to improving the rate of waste recycling, in particular by reducing the volumes of products from customer returns directed towards recycling and optimising refurbishment and repairs.

Production

The Mekong Furniture production factory generates different types of waste:

- timber offcuts and veneer waste from the transformation of raw materials or semi-finished products. Waste of this nature is collected by an external company for reuse as industrial heating products;
- packaging waste (cardboard, foam, paper and polystyrene);
- metal waste from the metal components production section. This waste is donated free of charge to be recycled;
- domestic waste generated by employees. This is collected by two specialised external companies;
- hazardous waste. This waste is collected and stored appropriately on the sites, then treated separately by an industrial waste treatment company.

VOLUME OF WASTE PRODUCED – PRODUCTION


Scope: *Mekong*

tonnes	Timber offcuts	Packaging	Metal	Domestic-waste	Hazardous waste	Total			
						2020	2019	2018	2017
Production factories	3,869	15	11	13	35	3,943	4,014	3,377	2,781

While the total tonnage of waste generated by the activity of the Mekong Furniture factories decreased slightly between 2019 and 2020, the tonnage of metal waste was up due to the increase in the production of metal furniture, particularly in the Mekong 3 production unit.

Mekong Furniture also seeks to optimise packaging to increase its downstream recyclability. Alternative solutions to polystyrene, such as "honeycomb" cardboard, are beginning to be used for shipping Maisons du Monde products.

3.4.2 ENERGY CONSUMPTION AND USE OF RENEWABLE ENERGIES

Risk/Opportunity	2020 Objectives	2020 Performance	
Environmental impact of the activity, energy consumption	25% reduction in the energy intensity of our store base (2016 basis: 156kWh/m ²)	> 30% reduction	

Maisons du Monde sees optimising energy consumption as a critical challenge and a major conservation issue in the fight to preserve resources and combat global warming. Whether it is the energy needed for production operations, stores and warehouses, or fuel consumed by Distri-Traction commercial vehicles and trucks for their logistics business, the Group involves all its teams in the efforts to reduce consumption.

Between 2016 and 2020, the Group reduced the energy intensity of the store base, calculated in kWh/m², by more than 30% thereby exceeding the target. However, this reduction should be put into perspective because, in addition to the efforts made to reduce the energy consumption of the Group's sites, the reduction in energy consumption in 2020 was strongly impacted by the partial or total closure of stores due to restrictions in connection with the Covid-19 pandemic.

As part of its ambitions to strengthen its efforts to reduce the Group's carbon footprint, Maisons du Monde set the following targets for 2024.

2020-2024 Plan	2020 Performance
Reduce the surface area energy intensity (kWh/m ²) by 45% on all our sites (stores and logistics sites)	> 20% reduction
Achieve 100% renewable energy in the energy mix of our sites	97% of Maisons du Monde stores and 100% of administrative and logistics sites

Energy consumption of buildings and purchases of renewable electricity

ENERGY CONSUMPTION OF BUILDINGS – GROUP

Scope: Group excluding Rhinov

Energy in kWh	2020	2019	2018	2017
MDM network and administrative sites	54,486,975	65,388,379	64,417,315	63,203,528
Modani & MDM US	2,160,838			
Logistics	9,029,114	11,417,571	10,000,859	9,577,905
Production	5,076,884	5,066,054	4,229,919	3,140,280
GROUP TOTAL	70,753,811	81,872,004	78,618,494	75,921,713

Network and administrative premises

The energy consumption of the Group's stores and administrative premises stems chiefly from lighting, heating and air conditioning needs, and from power used to run electrical and electronic equipment.

In 2020, the energy consumption of administrative buildings and the Maisons du Monde store network totalled 54,486,975kWh, up 17% on 2019. In addition to the actions taken to reduce energy consumption in stores, this reduction is mainly due to the partial or total closure of stores due to the restrictions in connection with the Covid-19 pandemic and must therefore be put into perspective.

ENERGY CONSUMPTION OF BUILDINGS – NETWORK AND ADMINISTRATIVE PREMISES

Scope: MdM

Energy in kWh					Total energy			
	Electricity	Heat network	Natural gas	Domestic fuel oil	2020	2019	2018	2017
Stores	52,703,297	578,375	44,747	0	53,326,419	64,174,049	63,123,710	61,948,092
Administrative premises	975,542	0	110,220	74,794	1,160,556	1,214,330	1,293,605	1,255,436
TOTAL STORES AND ADMINISTRATIVE PREMISES	53,678,839	578,375	154,967	74,794	54,486,975	65,388,379	64,417,315	63,203,528
Energy intensity (kWh/m²)					100	120	130	143

Despite the impact of the Covid-19 pandemic on store activity, optimising energy consumption is an integral part of the Maisons du Monde teams role, both for the technical teams, during maintenance operations, the renovation or opening of stores and the store's teams in the day-to-day management of energy consumption.

Since 2019, Maisons du Monde has equipped itself with a special tool for managing energy consumption across its entire European scope. This tool makes it possible to monitor consumption automatically, to make the data more reliable thanks to the inclusion of real-estate data (equipment in place, surface areas, etc.) and environmental data (DJU, etc.) and to provide monthly indicators to all stores via the network of CSR contacts.

Non-financial performance statement

Trade like citizens

Although the reduction in energy consumption between 2019 and 2020 does not make it possible to measure the impact of the actions implemented, the teams of the Group's Technical Department and stores continued their efforts to reduce the energy intensity of the Maisons du Monde shops, in particular:

- the implementation of the ISO 50001 standard to structure its approach to energy management. Maisons du Monde's energy policy was formalised in 2020. Signed by the Network Director, it was distributed to all French stores. By relying on technical reduction actions and the commitment of the teams of the CSR contact network, Maisons du Monde is aiming for certification of the French network in 2021;
- the roll-out of an ambitious programme to replace iodide lighting with LEDs throughout the European network. By the end of 2021, 117 stores will be relamped. This project will reduce the energy intensity of existing stores. Combined with the improved energy performance of newly opened stores, this relamping programme makes a significant contribution to achieving the 2024 targets. At the end of 2020, 223 stores of the base were equipped with LEDs;
- regular dissemination of actions and campaigns to raise awareness of energy-saving via the network of CSR contacts. It is the CSR contacts who drive the energy performance of Maisons du Monde stores. With access to the electricity consumption of their stores, their action plan for 2020 included the dissemination of temperature setpoints for heating and air conditioning systems, management of night-time lighting for stores and communication of eco-friendly actions in stores.

These different measures make a direct contribution to optimising the Group's sites. So, in 2020, the stores and administrative premises of the Group consumed an average of 100 kWh/m², representing a drop of 35% compared to the reference year 2016 (156kWh/m²).

ENERGY CONSUMPTION OF BUILDINGS – LOGISTICS

Scope: DISTRIMAG

Energy in kWh				Total energy			
	Electricity	Natural gas and propane	Domestic fuel oil	2020	2019	2018	2017
Warehouses and offices	8,152,084	733,706	143,324	9,029,114	11,417,571	10,000,859	9,577,905
Energy intensity (kWh/m ²)				20.7	24.8	21.7	20.5

Beyond the context of partial activity, efforts to reduce this consumption are currently focused primarily on the energy performance of buildings, particularly the switch to LED lighting in buildings. At the end of 2020, almost all DISTRIMAG buildings were equipped with LED lighting, with the exception of the Dyna building. The impact of this equipment on the energy consumption of the logistics business will be measurable in 2021.

Lastly, managing the environmental impact of energy consumption also involves sourcing renewable electricity. The Group has chosen to favour the use of renewable electricity in its purchasing contracts with electricity suppliers. At the end of 2020, all administrative premises, the warehouses and 97% of the stores were supplied with electricity from renewable sources.

This approach significantly contributes to reducing the Group's greenhouse gas emissions (see Section 3.4.3).

Modani

It should be noted that for the first time, the electricity and natural gas consumption of the Modani and Maisons du Monde stores in the United States were included in the annual energy consumption data. In 2020, Modani and MDM US stores consumed 2,160,838 kWh for lighting and heating of their sites. The energy performance of the Modani store network was not in-scope for the energy intensity reduction target at the end of 2020.

Logistics

The logistics business' energy consumption includes the consumption of natural gas (freeze protection in buildings), propane (forklifts and autoscrubbers) and electricity consumption (lighting and charging of forklift batteries). Consumption is monitored on a monthly basis for each building and controlled by DISTRIMAG General Services teams as well as by the management control service.

In 2020, energy consumption at DISTRIMAG logistics sites totalled 9,029,114 kWh, a decrease of around 20%. For the store network, this decrease is partly due to the impact of the Covid-19 pandemic on the logistics business (partial closure of warehouses in the spring of 2020) and does not make it possible to measure the real impact of the effort made.

Production

Mekong Furniture's production business mainly require electricity to power machinery and equipment, to light production lines and, to a lesser extent, for cooling. The site also consumes domestic fuel oil to operate generators in case of a power cut.

It should be noted that production business energy intensity reported in kWh/m² is not relevant because energy consumption is not proportional to operational floor space but to production business. Energy intensity is, therefore, recorded in kWh/hour worked.

In 2020, Mekong Furniture's activities generated energy consumption of 5,076,884 kWh, stable compared to that of 2019.

ENERGY CONSUMPTION OF BUILDINGS – PRODUCTION

Scope: Mekong

Energy in kWh	Electricity	Domestic fuel oil	Total			
			2020	2019	2018	2017
Mekong factories	4,905,400	171,484	5,076,884	5 066 054	4 229 919	3 140 280
Energy intensity (kWh/hour worked)			2.6	2,5	2,5	1,9

In order to further efforts to reduce energy consumption, the following actions were undertaken in 2020:

- as part of the replacement of air-blown drying systems for the paint areas of the factories, LED technology furnaces were installed. At constant parameters, these furnaces allow an estimated energy saving of between 25 and 30%; 3.3 megawatt (C.), will be able to cover more than 60% of the electricity needs of the production unit. Mekong will be able to start purchasing this green energy from mid-January 2021;
- following a study carried out in 2019, photovoltaic solar panels were installed on the roofs of the buildings of the Mekong 3 factories. The installations, with a capacity of lastly, an MPIC (Maintenance/Planning/Inventory/Control) position was created at the end of 2020 to monitor and organise more precisely all machine and equipment maintenance actions. This monitoring will indirectly contribute to reducing energy consumption.

Vehicle fuel consumption

VEHICLE FUEL CONSUMPTION BY ACTIVITY

Scope: Group excluding Rhinov, Modani and MdM US

(litres of diesel or petrol)	2020	2019	2018	2017
Network – company vehicles	108,605	158,904	132,523	135,491
Short-term lease vehicles (network and logistics)	25,270	71,062	71,712	66,824
Logistics – fleet of trucks and company vehicles	547,250	628,305	908,750	1,166,117
Production – factory vehicles	10,675	9,440	8,310	4,645
GROUP TOTAL	666,530	867,710	1,121,295	1,373,077

Network & Administrative premises

Maisons du Monde has a fleet of company vehicles in Europe, used mainly to meet the needs of the network teams. Fuel consumption in 2020 is estimated at 108,605 litres compared with 158,904 in 2019. This reduction in consumption is linked to the partial or total closures of stores in 2020 and travel restrictions linked to the Covid-19 pandemic.

Despite the health situation, the Group is continuing its efforts to reduce vehicle-related pollution. Accordingly, the Group decided to systematically replace its diesel vehicles with petrol engines, whatever the anticipated duration/distance pair.

To reduce its environmental footprint, the Group's goal is to optimise this fleet and to reduce its average level of CO₂ emissions, whilst improving its accessibility through the incorporation of sustainable transport tools. Three electric car-sharing vehicles were incorporated into the fleet in 2017 for

employees working at administrative premises in Nantes and car-sharing parking spaces have been made available for head office employees, with the aim of limiting the use of private cars. The addition of a new electric car-sharing vehicle is planned for 2021.

Also, in order to promote soft modes of transport telecommuting, a mobility plan was also signed in 2015 with Nantes Métropole. Events to encourage carpooling, cycling or public transport are organised twice a year.

In addition to its company vehicles, the Group also uses short-term lease cars for Maisons du Monde and Distrimag employee travel. In 2020, this type of travel accounted for the consumption of an estimated 25,270 litres of fuel. Greenhouse Gas emissions associated with this fuel consumption are recognised under "Scope 3" GHG emissions relating to employee business travel.

Logistics

The logistics business of Distri-Traction significantly contributes to the Group's fuel consumption. In 2020, this consumption amounted to 547,250 litres. The reduction of 13% in consumption compared to 2019 is mainly related to the impact of the Covid-19 pandemic on Distrimag's business and does not allow to quantify the impact of the efforts made. Greenhouse gas emissions associated with the transportation of products from warehouses to stores or to the Group's customers are recognised under "Scope 3" emissions.

To reduce the fuel consumption and environmental impact of the Distri-Traction fleet, 100% of drivers have completed mandatory continuing safety training (training and eco-driving module) and 100% of the truck fleet had been fitted with driver monitoring systems with a view to optimising and streamlining driving practices.

The fleet of traction vehicles has been entirely renewed to generalise the Euro 6 standard and reduce emissions of polluting gases still further. Almost all of the fleet of light vehicles (company vehicles and inter-site vehicles), which accounts for around 5% of logistics business fuel consumption, was replaced by hybrid and electric vehicles in 2019.

Production

Factory vehicles are the main source of fuel consumption in Mekong Furniture factory production activities (fuel consumption by factory forklifts is recognised as energy consumption for production business).

Fuel consumption for the vehicles belonging to Mekong Furniture stood at 10,675 litres for 2020. The increase in this consumption compared to 2019 is attributable to the fact that, in the context of the Covid-19 pandemic and cost reduction, the Company has reduced external transport services (taxi and car rental) and used company cars to transport employees between sites.

Refrigerants

Network

In addition to energy consumption, refrigerant emissions, particularly those associated with leaking air from conditioning units, are a major challenge for Technical and Maintenance teams. The work of all maintenance service providers is monitored to quantify the amounts of gas injected into the installations, the amounts recovered for recycling and thus the emissions into the air.


REFRIGERANT EMISSIONS – NETWORK AND LOGISTICS

Scope: MdM and Distrimag

kg of refrigerant emitted	2020	2019	2018	2017
Network – R407C	5	58	81	101
Network – R410A	41.4	201.4	301	170
Logistics – R410A	-	26	52	13
Logistics – R32	-	1.3	-	-

Leaks were mainly associated with network equipment and were measured during maintenance operations. The reduction in leaks measured in 2020 is linked to the decrease in maintenance operations due to the partial or total closure of stores.

3.4.3 GREENHOUSE GAS EMISSIONS

Risk/Opportunity	2020 Objectives	2020 Performance
Environmental impact of the activity, the transport of products and the fight against climate change	30% reduction in our carbon intensity on our direct activities (kgCO ₂ /m ²)	90% reduction in the carbon intensity of stores and warehouses 

As well as reducing energy consumption, the Maisons du Monde Group is committed to reducing its carbon footprint throughout the life-cycle of products, from the selection of raw materials to the treatment of furniture and decoration items at the end of their lives.

Our climate commitment

Between 2017 and 2020, the Group rolled out a first "climate" road map out to 2020, incorporating an assessment of the Group's Scopes 1, 2 and 3 CO₂ emissions, a map of key risks and opportunities arising from climate change and a first target for 2020 of reducing the carbon intensity (in kgCO₂.eq./m²) of buildings and distribution and logistics business (Maisons du Monde and Distrimag) by 30%, compared with 2016.

Maisons du Monde's strategy to fight climate change is therefore based on an evaluation of the associated risks. A review of 31 CSR risks was jointly conducted by the CSR Department and the

Internal Control Department. As discussed in the "Internal control and risk management" section of this report, the following climate change-related risks have been identified.

Risk identified	Type
Extreme climate event impacting buildings belonging to the Group or suppliers (flooding, storms, etc.)	Physical risk
Scarcity of raw materials: climate change in supply area, regulatory changes (CITES), etc.	Physical risk
Rises in energy prices	Economic risk
Strengthening the energy performance obligations of buildings and reducing GHG emissions	Regulatory risk
Environmental product labelling requirement	Regulatory risk
Increase in customer demand for more responsible products	Economic risk

To deepen the commitment of the Group and include all emissions items in the strategy to fight climate change, the reduction of the Group's greenhouse gas emissions is a priority in the strategic plan for 2024. To include indirect emissions, referred to as Scope 3 emissions, a target reduction of 20% in downstream product transport emissions by 2024 has been set.

As indicated on page 11 of this Universal Registration Document, the Group has announced the update of its strategic plan in light of the Covid-19 pandemic and its impacts. The Maisons du Monde Group's overall carbon footprint reduction targets will be announced in this update in the autumn of 2021.

2020-2024 Plan	2020 Performance
Reduce CO ₂ emissions per parcel transported by 20% by 2024	38,940 tCO ₂ eq linked to product transportation in 2020

Scopes 1 & 2 related to energy consumption

In terms of activities directly operated by the Maisons du Monde Group (scopes 1 and 2 associated with energy consumption) the main sources of greenhouse gas emissions (GHG) are linked to the electricity consumption of buildings, particularly across the store network.

SCOPES 1 & 2 GHG EMISSIONS – GROUP

Scope: Group excluding Rhinov

Emissions (tCO ₂ eq.)	2020	2019	2018	2017	2016
Scope 1 emissions	2,041	2,897	3,729	4,142	4,622
Scope 2 emissions (market-based)	4,168	3,873	4,468	9,997	12,043
Scope 2 emissions (location-based)	13,595	13,595			
TOTAL SCOPES 1 & 2 EMISSIONS (MARKET BASED)	6,209	6,770	8,197	14,139	16,665

Scope 1 emissions are mainly associated with vehicle fuel consumption, particularly the Distri-Traction truck fleet. It should be noted that Scope 1 emissions also include emissions from Company or service vehicles, long-term lease, considered as under the management of the Maisons du Monde Group. The continuous drop in these emissions over the last few years is mainly related to the disposal of the activities of Distri-Meubles in 2018 and to the impact from Covid-19 in 2020 on the business travel of the Group's teams.

Scope 2 emissions, generated by electricity consumption, are mainly associated with lighting and HVAC equipment (heating, ventilation and air conditioning) in buildings. The reduction in these

emissions is therefore directly related to actions to reduce the energy consumption of our sites, and notably:

- a plan to replace in-store lighting with LEDs via the systematic installation of LED lighting when new stores are opened and a plan to replace lighting in existing stores;
- actions to raise the awareness of employees concerning eco-friendly and energy-saving practices, relayed in particular by the network of CSR contacts in the stores;
- the purchase of electricity from renewable sources, which currently concerns 97% of Maisons du Monde stores and all Distrimag and administrative sites.

Non-financial performance statement

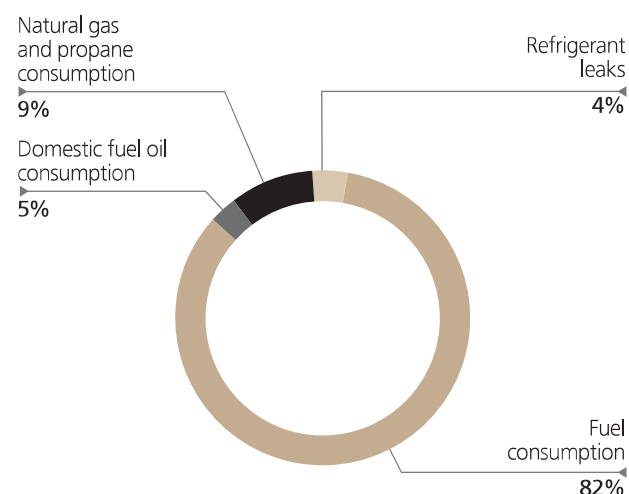
Trade like citizens

The presentation of location-based emissions does not include the effect from the purchase of renewable electricity on greenhouse gas emissions associated with energy consumption. The reduction of these location-based emissions thus makes it possible to measure the contribution of actions to reduce energy consumption in reducing the Group's carbon footprint.

At the same time, the recognition of market-based Scope 2 emissions includes the purchase of renewable electricity and records this consumption with a zero emission factor.

Since 2016, developments to the Group's business, efforts in energy-saving and the purchase of electricity from renewable sources has therefore significantly reduced direct emissions (Scopes 1 and 2) of the Group's GHG. These dropped by 63% as an absolute value since 2016 and 90% as a relative value, beyond the objective fixed out to 2020.

BREAKDOWN OF SCOPE 1 GHG EMISSIONS BY SOURCE



CARBON INTENSITY OF BUILDINGS – SCOPES 1 & 2

Scope: Group excluding Rhinov

Carbon intensity (kgCO ₂ eq./m ²)	2020	2019	2018	2017	2016
Network (stores and administrative premises)	2,01	4.22	7	21	29.3
Logistics (buildings)	0.4	0.6	0.6	0.6	2.3
GROUP (NON-PRODUCTION)	1.3	2.6	4.3	10	14

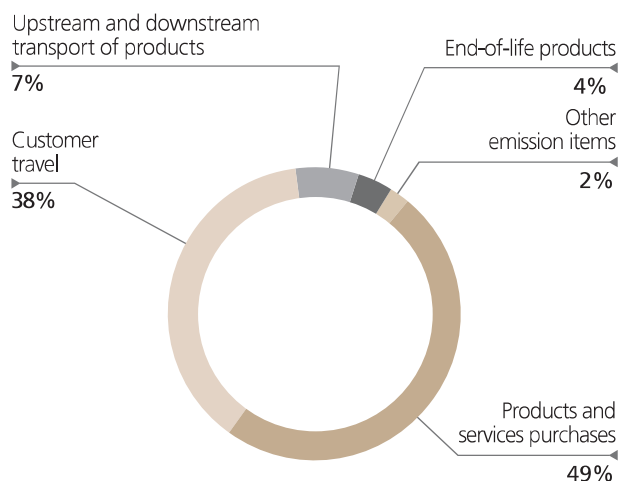
Main Scope 3 emissions

MAIN INDIRECT EMISSION ITEMS – SCOPE 3

Scope: Group excluding Rhinov, Modani and Mdm US

Emissions (tCO ₂ eq.)	2020	2019
Products and services purchases	260,000	280,000
Upstream energy	500	600
Waste processing	3,200	2,300
Upstream transport of products (sea or air)	26,000	28,000
Downstream transport of products (by road or rail)	13,000	13,700
Employee travel (home/work)	5,500	9,900
Employee travel (flights and short-term lease vehicles)	632	2,000
Customer travel	210,000	260,000
End-of-life products	20,000	19,500
TOTAL MAIN SCOPE 3 ITEMS	> 538,000	> 600,000

BREAKDOWN OF THE SCOPE 3 EMISSIONS



Products and services purchases

The manufacturing stages of the products distributed by the Group, from the extraction of raw materials to manufacture in suppliers' plants, are the main source of the Group's greenhouse gas emissions. This item is assessed annually on the basis of products' sales figures and information on their composition. For Maisons du Monde, reducing these emissions involves an ambitious ecodesign programme in order to redesign products, choose raw materials that constantly reduce impact and notably to include recycled materials. The carbon footprint of products is therefore at the core of the Group's GHG emission reduction strategy out to 2024, then 2030. While the volumes of products sold in 2020 remained stable compared to 2019 (-1%), the drop in emissions of 6% was mainly due to the change in product composition.

Customer travel

Customer travel to the Group's stores represent the second item in Scope 3 emissions. Maisons du Monde has included these emissions in the calculation of the Group's carbon footprint since 2018. This assessment highlighted the significance of this item in the Group's Scope 3 "indirect emissions". These emissions are calculated from numerous visits to stores, the distances travelled by customers to reach their Maisons du Monde store and mobility scenarios by type of store (city centre, shopping centre or business zone). The Group has decided to build these emissions into the calculation of Scope 3 in order to obtain visibility concerning the potential impact of the choice of store locations on the actions to reduce greenhouse gas emissions. The decrease in emissions compared to 2019 is directly related to store closures due to the health crisis and therefore to the reduction in the number of visits.

Transportation of products

At the core of the Maisons du Monde distribution model, the supply of the brand's stores and customers also represents an important source of greenhouse gas emissions. All products, furniture and decoration items transit via the warehouses of the Distrimag subsidiary, in Fos-sur-Mer and Saint-Martin-de-Crau (Bouches-du-Rhône). The upstream transportation of products from the production sites is almost 100% by boat and this stage accounts for a substantial proportion of the Group's indirect GHG emissions. In 2020 this upstream transportation accounted for 25,892 tonnes of CO₂ equivalent compared with 28,449 tonnes of CO₂ equivalent in 2019.

The products are then delivered to the stores or end-customers by Maisons du Monde's carrier service-providers. In 2020, emissions from the transportation by road of products to the Group's stores or customers accounted for 13,049 tonnes of CO₂ equivalent, compared with 13,741 tonnes of CO₂ equivalent in 2019.

The reduction in emissions related to product transport is therefore essential to achieve the ambitions of the Group's "climate" strategy. For this, Maisons du Monde works with its service providers to find transport solutions that generate fewer emissions. In particular, the Group is working on:

- the optimisation of logistical flows, to reduce the distances travelled by transported packages;
- the systematic monitoring of greenhouse gas emissions by carriers, through the integration of regular performance reviews of service providers and by encouraging carriers to use more efficient vehicles and to train drivers in eco-driving;
- the choice of transport solutions alternative to roads: rail transport, electric vehicles, etc. Over 90% (by weight transported) of deliveries to the Paris region are carried out by rail.

Employee business travel

Employee air travel accounts for a significant share of the Group's indirect greenhouse gas emissions. In 2020, this type of travel was dramatically reduced due to travel restrictions linked to the Covid-19 pandemic. Emissions from this travel therefore decreased by 70% compared to 2019 and represented in 2020 only 632 tonnes of CO₂eq.

In addition to temporary travel restrictions, the Group is working to limit travel between the administrative sites in Nantes, Paris and Saint-Martin-de-Crau. To this end, the Group rolled out the Microsoft Teams collaborative solution in 2020.

3.4.4 GENERAL PURCHASING

Risk/Opportunity	2020 Objectives	2020 Performance
Environmental impact of operations and waste management	Optimise our packaging, from suppliers to customers	100% of publications are covered by an environmental certification 87% of packaging used at check-outs and 100% of packaging used at logistics sites are recyclable

The Group's non-marketable purchases, notably purchases of packaging or related catalogue distribution also represent a significant portion of Maisons du Monde's environmental footprint.

The integration of environmental criteria in the choice of products (choice of materials, recyclability, eco-labels, etc.) and societal

criteria in service provision is an integral part of the purchasing process, from the sourcing stage to final product and solution selection.

While efforts to optimise packaging have been carried out since 2016, the Group has set the following targets for 2024:

2020-2024 Plan	2020 Performance
100% recyclable packaging	87% of packaging used at check-outs and 100% of packaging used at logistics sites are recyclable
"Zero print" customer experience	Digitisation programme underway

Packaging and paper consumed

Packaging used at check-outs

PURCHASES OF PACKAGING USED AT CHECK-OUTS

Scope: MdM

tonnes of packaging	2020	2019	2018	2017
Till roll	17	32	42	47
Packaging used at check-outs	1,090	1,398	1,539	1,555
of which check-out bags	555	735		
TOTAL TILL ROLLS AND PACKAGING USED AT CHECK-OUTS	1,108	1,430	1,581	1,602
Percentage of recyclable packaging	87%			

1,108 tonnes of packaging used at check-outs (check-out bags, receipts, protective paper) were distributed in 2020. While the quantity of packaging has decreased compared to 2019 due to the closure of stores in connection with the Covid-19 pandemic, efforts have continued to reduce the environmental impact of these non-marketable products:

- the gift wrapping paper made available to customers has been modified to switch to recycled kraft paper (*versus* pure pulp) while keeping resistance properties unchanged. A new graphic design was also rolled out to reduce ink consumption;
- the kraft bags distributed to customers were also redesigned to use as little ink as possible and the handles are now plain and no longer use ink in their manufacture.

Lastly, to reduce the quantities of packaging distributed, a study was conducted on a panel of the brand's stores regarding the discontinuation of the distribution of check-out bags free of charge and their sale. This measure would make it possible to involve

customers in the approach to reducing packaging. The sale of check-out bags will be rolled out throughout the network in 2021 to significantly reduce the quantities of bags distributed.

Catalogues, commercial publications and paper

PURCHASES OF PAPER, CATALOGUES AND COMMERCIAL PUBLICATIONS

Scope: MdM and Distrimag

tonnes of paper	2020	2019	2018
Catalogues	3,596	7,174	7,066
Other commercial publications (flyers, brochures, leaflets)	44	94	291
Office paper	54	92	87
TOTAL PURCHASES	3,695	7,361	7,444
Percentage of publications covered by environmental labelling	100%	100%	100%

The three Maisons du Monde catalogues ("Indoor", "Outdoor" and "Junior") account for the majority of the Group's paper consumption. Efforts are being made to reduce the quantities distributed, in particular by further optimising the quantities of prints to be as close as possible to our customers' demand.

In 2020, the Covid-19 health crisis and the closure of our stores led to a sharp decline in our ability to distribute catalogues to customers. Thus, the 2nd printing of our "Indoor" catalogue initially planned for September was not carried out and the "Junior" catalogue for 2020 was not printed.

In line with the catalogue target for 2024, efforts to reduce the number of pages and optimise formats will continue for the next 2021 editions.

Packaging purchases – logistics business

CARDBOARD AND PLASTIC PACKAGING PURCHASES – LOGISTICS

Scope: *Distrimag*

<i>tonnes of paper and cardboard</i>	2020	2019	2018	2017
Cardboard packaging for delivery	1,142	1,015	706	694
Kraft filling paper	8	0	221	167
Plastic packaging for delivery	185	152	38	-
Other cardboard	706	579	294	700
TOTAL CARDBOARD AND PLASTIC PACKAGING – DISTRIMAG	2,042	1,746	1,259	1,561
Percentage of recyclable packaging	90%			

Reducing waste produced by the Group and optimising its reuse involves work on the quantities and materials used for such packaging. With this in mind, the logistics subsidiary has opted for fully recycled fibre in its cardboard. This packaging is FSC certified for the e-commerce portion. To facilitate the proper recycling of boxes once they are in the hands of customers, Distrimag has affixed specific sorting instructions.

These efforts have enabled the increase in the amount of cardboard used in logistics, induced by the strong development in the Group's e-commerce business, to be managed. This contributes significantly to the tonnage of cardboard used for individual deliveries. Thus, in 2020, packaging volumes increased compared to 2019 (+17%) despite store closures due to the boom in e-commerce business.

Purchases from the protected sector

Use of the adapted and/or protected sector is another critical enabler in the social action of the Group. Since 2020, the disability team, within the HR Department, centralises the entire purchasing policy with the sheltered sector and works on the development of these services.

The Group works with the protected sector for purchases of services for the maintenance of green spaces, print production and, since 2019, for waste management from certain stores.

In 2020, more than €170,000 in purchases were made through the sheltered sector, representing in particular 78% purchases of maintenance services for green areas.

AMOUNT OF PURCHASES FROM THE PROTECTED SECTOR

Scope: *MdM*

	2020	2019
Total amount of purchases from the sheltered sector	€170,557	€151,949
<i>Percentage of green area maintenance service purchases</i>	78%	38%
<i>Percentage of printing service purchases</i>	3%	-
<i>Percentage of waste collection service purchases</i>	7%	4%

Implementation of a tool for non-marketable purchases

Our commitment to responsible purchasing also includes respecting our suppliers' payment terms. In order to improve the Group's practices regarding compliance with such terms, an "expenditure initiation" process was rolled out in 2019. The implementation of this new purchasing management tool should help improve invoice processing time and meet the payment terms of our suppliers.

3.4.5 PRESERVATION OF BIODIVERSITY

Aware of the risks that its activities may have for biodiversity, the Group seeks to cover the entire impact of its value chain. So, at each stage of the life-cycle of products, the Group adopts a commitment in proportion to the impact:

- the use of raw materials of natural origin in product design, such as wood, leather or textile fibres, is one of the major issues for Maisons du Monde. Control of supply chains is therefore essential to make sure that resources are managed in a sustainable manner and that their exploitation does not lead to natural habitat destruction. The Group's responsible purchasing policy (described in Section 3.2.1) directly contributes to the traceability of supply chains and the responsible management of resources. Concerning wood, the geographies most exposed to deforestation are excluded from the Group's supplies and the offering of products certified FSC® and PEFC™ is increasing each year in the brand's

catalogues. Simultaneously, work has begun to develop GOTS certification of cotton products and to reduce the environmental impact of cotton growing, and to identify risks related to supplies of leather and ensure complete traceability of the supply chain. The details of the policy and undertakings of the Group are provided in Section 3.2.1;

- the manufacture of products also causes risks of pollution, which may have an impact on local biodiversity. The identification of these risks and their control by a policy on checking and supporting suppliers is included in Maisons du Monde's commitment to supplement its social audit policy by including environmental issues. The production networks identified as being at high risk are subject to environmental audits intended to guarantee the application of best environmental practices. The details of these commitments are presented in Section 3.2.2 of this chapter;

Non-financial performance statement

Trade like citizens

- the control of the Group's greenhouse gas emissions also contributes to Maisons du Monde's commitment to preserve biodiversity. This is because climate change strongly affects worldwide biodiversity. Maisons du Monde's actions to reduce CO₂ emissions are presented in Section 3.4.3;
- the direct activities of Maisons du Monde, through the construction of stores and warehouses, also have an impact on biodiversity, notably through the creation of the artificial ground surfaces necessary to build the sites. The Group therefore seeks to avoid and reduce these impacts when constructing its main sites. The implementation of Distrimag's logistics platforms in Saint-Martin-de-Crau was subject to a preliminary impact assessment for sites likely to be affected. This study demonstrated the compatibility of the project with Natura 2000 standards, including the commune of La Crau, which supports species that are rare in France and Europe. For stores, the Maisons du Monde Technical Department is working on the formalisation of "green specifications" which will describe all the measures to reduce the impact of the establishment of a store on local biodiversity before it opens. In the event that the measures cannot be applied, the Group has also undertaken to systematise a "biodiversity contribution" to finance actions to preserve local biodiversity;
- waste management is one of the keys to reducing the impact of Maisons du Monde on biodiversity. The teams are committed to reducing, at source, the volumes of packaging distributed, guaranteeing their recyclability and sorting waste in stores. The actions to reduce waste produced by the Group's business are included from the ecodesign of products to the information provided to customers on the networks for waste management at the end of product life. Most of the actions put in place by the teams at Maisons du Monde are given in Section 3.4.1 of the report.

Lastly, as well as reducing the impact on biodiversity caused by the Group's business, Maisons du Monde supports positive actions to preserve biodiversity. Each year, the Maisons du Monde Foundation supports projects to preserve forests and to encourage the public to protect biodiversity. 25 projects on the ground are supported by the Maisons du Monde Foundation and co-financed by customers of the brand via ROUNDING-UP at check-outs. The actions of the Foundation are described in Section 3.6. Furthermore, to encourage broad action by the Group's teams, various events are organised during the year to raise awareness of employees on the challenges of protecting biodiversity and improving the working environment. Two kitchen gardens are cultivated at the two Vertou sites and welcome employees once a week. Bees have also been introduced at the Portereau site and, since 2018, this same site has kept sheep for eco-grazing.

In 2020, Maisons du Monde updated its commitments as part of the Act4Nature international initiative and formalised SMART objectives for 2024.

3.4.6 OTHER ENVIRONMENTAL ISSUES

Water consumption

The water consumption of stores and administrative premises is confined to domestic consumption from piped water systems. As such, other than control of the risk of leaks during maintenance operations, domestic water consumption is not considered a significant environmental challenge. Water consumption is therefore not monitored on this scope.

However, water consumption is monitored on the logistics sites and represented 8,590.45m³ in 2020.

Classified facilities (ICPE)

All warehouses of the Group's logistics subsidiary are facilities classified for environmental protection and must accordingly obtain a permit. Distrimag's General Services team ensures compliance with this regulation.

Beyond compliance with regulatory requirements in relation to facilities classified for environmental protection, no specific framework for the prevention of environmental risks and pollution, including emissions as well as noise pollution, into the air, water and soil, has been laid down due to the non-material nature of these risks. The activity conducted in stores means that wastewater discharged from these sites is not responsible for major pollution.

Moreover, the Group has not to date recognised any provisions or guarantees for environmental risks.

3.4.7 ACCESSIBILITY OF STORES

The accessibility of points of sale and the reception of disabled people in our stores is a major challenge to which the Group is committed through two main initiatives: team training and the adaptation of buildings.

Training action

Since 2016, Maisons du Monde has undertaken two major training programmes to raise the awareness of all employees about the reception of people with disabilities and regulations regarding establishments open to the public.

In the first instance, managers of Merchandising, Installation, Maintenance, Safety/Security and Technical Design teams initially received a day's training devoted to the prevailing regulations on accessibility. At the same time, an e-learning course dedicated to accessibility has been devised by the Maisons du Monde Group's training service. This e-learning course, intended for all Store Managers and their employees, has been provided since 2017.

Accessibility work on stores

In 2015, Maisons du Monde undertook to achieve the full compliance of the French fleet of directly-owned stores by the end of 2021, by officially adopting a Government-sponsored action plan known as *Agenda d'accessibilité programmée* (Ad'Ap). While all store openings and renovation programmes have ensured the compliance of stores since 1 January 2007, an inventory conducted between 2009 and 2012 has helped draw up a list of sites in need of upgrades.

All of the work is set out in the Ad'Ap plan, staggered between 2016 and 2021 and updated each year. At the end of 2020, 93% of French stores were compliant.

3.4.8 BUSINESS ETHICS AND THE FIGHT AGAINST CORRUPTION

To respond to the challenges of corruption, influence-peddling and the requirements of the Sapin 2 law, since 2017, Maisons du Monde has had a series of procedures and practices to identify and control the risks specific to the Group's business. These procedures and the Group's actions are based on:

- an anticorruption risk map, compiled as a result of twenty or so interviews with the Group's key functions, conducted by an external firm of consultants. This map identifies and orders the Company's risks of exposure to corruption and enables proportionate internal procedures. This risk map was reviewed in 2020 to make sure that there were no changes to the risks in line with the development of the Group's business;
- the Maisons du Monde professional Code of Conduct aims to formalise the ethical and legal frame of reference within which Maisons du Monde and its employees perform their day-to-day professional activities;
- a whistle-blower's charter and an ethics hotline enable any situation that contravenes the Code of Conduct to be reported confidentially by telephone or email.

To ensure compliance with these procedures, the Group introduced training for employees most exposed to the risks of corruption and for all service managers. This classroom-based training focused on:

- a general introduction to issues of corruption, its forms and the sanctions incurred;
- behaviours to adopt, as well as the roles and responsibilities of individuals when faced with a situation which might involve acts of corruption;

- presentation of the anticorruption mechanism in place within the Group.

This system is renewed periodically to train new hires and employees who work in more at-risk positions.

In addition, the awareness of those less exposed to the risks of corruption was raised by filtering information down through the ranks of line management.

Tax evasion policy

Maisons du Monde groups tax evasion into two categories covered by procedures deployed and audited at Group level:

- in-store, the Group complies with the cash payment thresholds in force in the various countries where it operates to counter money laundering;
- at Group level, the Finance Department is responsible for the fiscal policy which applies to all Group entities. This policy incorporates transfer pricing procedures and compliance with the Base Erosion and Profit Shifting (BEPS) regulation. Maisons du Monde is also subject to the Country by Country Reporting (CbCR) regulation and makes a declaration to the authorities listing sales generated in each country in which it operates, taxes due and settled as well as the Group's workforce in each of these countries.

3.5 Commit like enthusiasts – so many commitments under a single roof

3.5.1 MAISONS DU MONDE'S HR POLICY

Maisons du Monde has been supporting its customers at every step of their lives for 25 years: sprinkling some magic in a child's room, changing a table into a dream, creating stunning universes... or just enhancing their homes.

Every employee draws on what he or she is to give the best; and deliver a unique customer experience. What unites the Group's employees is to be driven by the same values and to act responsibly for a better world.

Being an employee of Maisons du Monde means being part of a company where everyone matters, feeling necessary for each other, building together a company that reflects its teams and brings them together, it means having the freedom to be oneself and the genuine feeling in to be in the right place, means being true to oneself, giving a little of oneself every day and receiving a lot from others, it means being proud to be a global employee.

To bring this exceptional spirit to life, Maisons du Monde's HR policy combines an HR offering adapted to each key stage in the employee's career path and strong social commitments. The






Group's managers are central to this policy, they are the ones who bring it to life, locally and with passion for all employees.

The brand was further expanded in 2020 and plans to continue to grow in the coming years. Thus, recruiting, onboarding, training and developing teams will be central to the HR priorities. Maisons du Monde aims to create a training school and become a learning company for all those who share the values of the brand and who are passionate, motivated and committed to making Maisons du Monde the decoration partner of our customers.

The Group will continue to support changes in business lines to enable the employability of all.




Lastly, Maisons du Monde wishes to be a preferred employer thanks to its strong responsible commitments. An ambition for 2024 was formalised in terms of well-being, inclusion of people with disabilities and young people, gender equality and social dialogue.

It is from these people-oriented challenges that the Group has built its CSR ambitions out to 2024.

Risk/Opportunity	2020 Objectives	2020 Performance	
Promote diversity and inclusion	4% of employees with disabilities in France	1.54% in 2020	
	Multiply the number of work-study students by two (as of 31/12)	165 work-study students in France	
	A gender equality index of at least 83/100	83/100	
Recruit, integrate, train, promote	65% of our Store Managers come from internal promotions	55% in 2020	
	Multiply by four the number of applications for positions on permanent contracts at the head office	14 CVs per job	
	100% of managers trained in management	66% of managers trained	
	90% of employees of the network benefiting from a training program (permanent contracts)	64.8%	

In 2020, as part of this roadmap, Maisons du Monde signed an ambitious disability agreement with its representative unions and signed the diversity charter in January 2021. Before the signing of this agreement, a diagnostic was carried out with Management, managers and employees. The approval of this agreement is in progress with the Management and, if approved, will make it possible to roll-out an action plan to implement this ambition.

In addition, the Human Resources Department changed its organisation by creating two new departments to address these challenges: a Talent Management Department and a Retail Training Department. These two new departments are aimed at achieving this ambition.

Risk/Opportunity	2020 Ambitions	2020 Performance
Well-being at work, training and the health and safety of employees	100% of our managers trained in local management	66% of managers trained in local management 
	100% of new managers participate in a personalised training programme	
	100% of our managers aware of, and sign, the Maisons du Monde Management Charter	The Management Charter was shared with 100% of managers 
	65% of Store Managers and logistics managers in post as a result of internal promotion	61% of Store Managers and logistics managers in post as a result of internal promotion 

Workforce management and job creation

Employees

At 31 December 2020, the Group had 8,577 employees (7,514 full-time equivalents), down 0.6% compared to 2019.

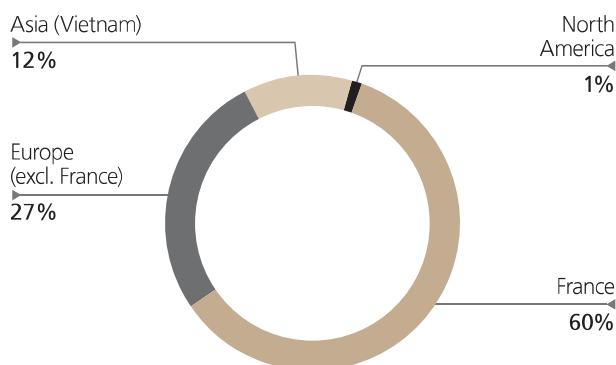
GROUP WORKFORCE BY GEOGRAPHICAL AREA

Scope: Group

	31/12/2020	31/12/2019	31/12/2018
France	5,115	5,020	4,496
Europe	2,318	2,413	2,138
Asia	1,031	1,026	896
North America	113	169	118
TOTAL	8,577	8,628	7,648

Most employees work in France. Overall, the number of employees decreased very slightly (-0.6%) due to the health situation and the closure of Maisons du Monde stores in the United Kingdom and the United States. The Mekong production factory in Vietnam accounts for 12% of the Group's employees.

BREAKDOWN OF WORKFORCE BY GEOGRAPHICAL AREA (31/12/2020)



BREAKDOWN OF WORKFORCE BY CONTRACT TYPE

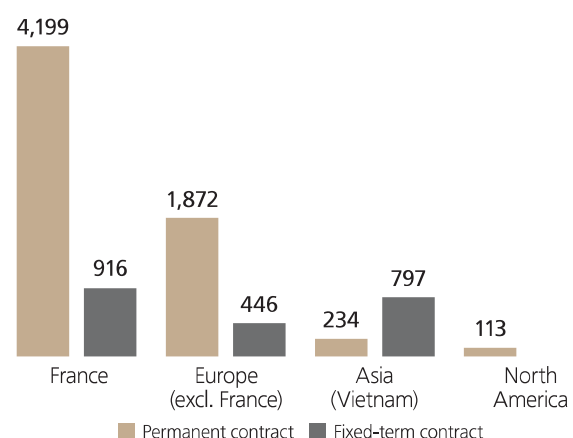
Scope: Group

	31/12/2020	31/12/2019	31/12/2018
Permanent contract	6,418	6,456	5,942
Fixed-term contract	2,159	2,172	1,706
TOTAL	8,577	8,628	7,648

Over 75% of employees have permanent contracts. The average length of service of employees on permanent contracts is 4.51 years.

- permanent contracts are prioritised in the network and the logistics business. Fixed-term contracts are primarily used to cover absence and spikes in business associated with the Christmas holidays and the sales;
- as regards production in Vietnam, the number of fixed-term contracts is due to the fact that workers are primarily hired under fixed-term contracts, as is the local custom, but then their contracts are made permanent after three years.

BREAKDOWN OF WORKFORCE BY CONTRACT TYPE AND BY GEOGRAPHICAL AREA (31/12/2020)



Non-financial performance statement

Commit like enthusiasts – so many commitments under a single roof

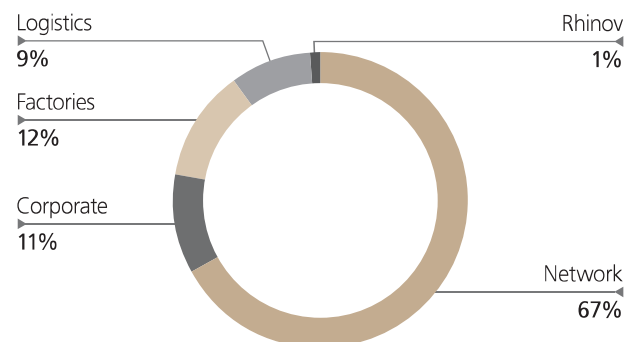
GROUP WORKFORCE BY BUSINESS

Scope: Group

	31/12/2020	31/12/2019	31/12/2018
Network	5,735	5,823	5,175
Logistics	780	722	667
Production	1,031	1,026	896
Corporate	934	993	910
Rhinov	97	64	
TOTAL	8,577	8,628	7,648

Two-thirds of employees work in stores that are part of the Maisons du Monde or Modani network (sales teams, cashiers, display teams and supervisors).

BREAKDOWN OF WORKFORCE BY BUSINESS



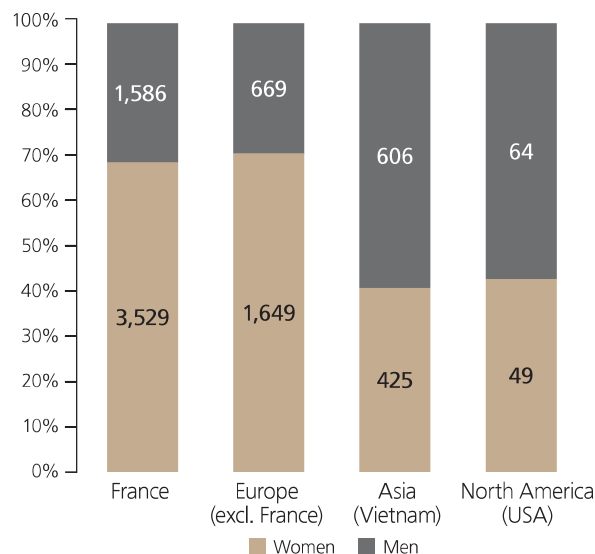
WORKFORCE BY GENDER

Scope: Group

	31/12/2020	31/12/2019	31/12/2018
Women	5,652	5,663	4,984
Men	2,925	2,965	2,664
TOTAL	8,577	8,628	7,648

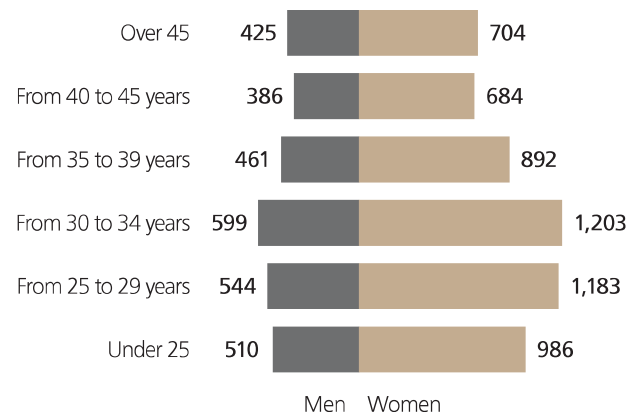
As of 31 December 2020, women represented 66% of the total workforce, as in 2019.

BREAKDOWN OF EMPLOYEES BY GENDER



BREAKDOWN OF WORKFORCE BY AGE (31/12/2020)

The average age of employees was 34 (33 years in 2019).



Hiring, departures and local economic impact

Growth in the Group's business is reflected in the creation of jobs in stores. For example, the new stores that opened in Europe in 2020 had 103 employees on permanent contracts at 31 December.

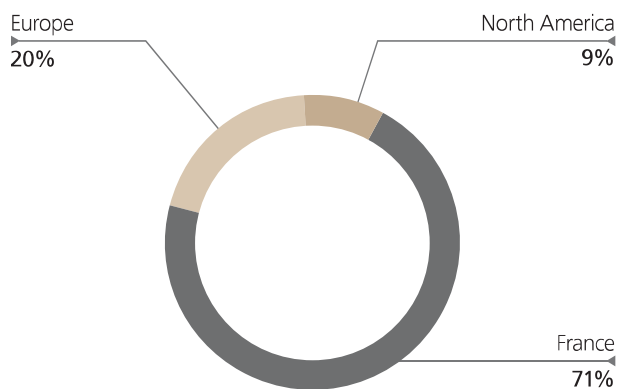
Maisons du Monde's aim is still to recruit on the basis of life skills, prioritising 'individuals' wealth of experience. To improve the experience of candidates and better inform them, the dedicated recruitment website is regularly enhanced with new multimedia content conveying the Group's values and presenting jobs, HR commitments and HR news. In addition, Maisons du Monde has chosen to communicate on its recruitment actions through the social networks, particularly LinkedIn, on a bi-weekly basis.

To improve attractiveness, particularly for young talent, the multimedia content of our institutional HR and corporate websites was updated in 2019 with video content being added. Lastly, the programme for onboarding employees in the head office was developed and the appointment arrangements were organised and regulated for jobs there.

BREAKDOWN OF HIRES UNDER PERMANENT CONTRACTS BY GEOGRAPHICAL AREA

Scope: Group

	2020	2019	2018
France	557	1,085	992
Europe	154	270	268
Asia	-	-	-
North America	75	145	66
TOTAL	786	1,500	1,326



In 2020, 786 employees were hired under permanent contracts (1,500 in 2019). For each store opening, Maisons du Monde favours hiring on permanent contracts and internal mobility. It should be noted that for Mekong Furniture, all employees are previously hired on fixed-term contracts and their contracts become permanent after three years.

BREAKDOWN OF DEPARTURES OF STAFF EMPLOYED UNDER PERMANENT CONTRACTS BY GEOGRAPHICAL AREA

Scope: Group

	2020	2019	2018
France	865	1,272	1,148
Europe	179	245	286
Asia	52	79	30
North America	127	92	48
TOTAL	1,223	1,688	1,512

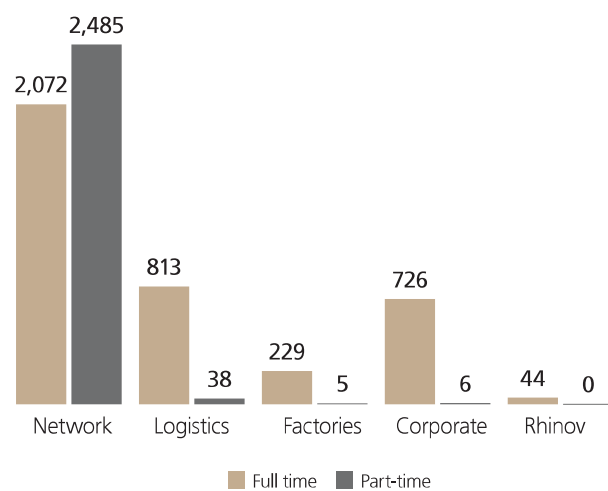
There were 291 terminations in 2020 (323 in 2019). The average length of service of departing employees on permanent contracts is 3.08 years.

Working hours

Contractual working hours (permanent employees)

More than 97% of logistics, production factory and head office employees are full-time. Nearly four-fifths of employees in the store network have a contractual work schedule representing at least 70% of statutory working hours under local law.

BREAKDOWN OF EMPLOYEES UNDER FULL-TIME/PART-TIME PERMANENT CONTRACTS (31/12/2020)



Temporary

As a result of its activities, the Group may use temporary staff to meet more specific demands identified, such as reinforcements when setting up new stores. As for logistics, the number of employees on temporary contracts may be higher, due to the specific nature of the activity.

Compensation policy

Maisons du Monde is scrupulous about setting fair and equitable compensation for all employees. For most employees, compensation is above the agreed minimum (France and Europe). The development in personnel expenses follows the increase in the Group's workforce and growth, going from €234.9 million in 2019 to €228.7 million in 2020.

Maisons du Monde seeks to promote collective performance. 100% of employees (not including Mekong production workers) are eligible for variable compensation based on the collective achievement of qualitative and quantitative objectives, recognising the commitment and achievement of all employees in the performance of their duties. Compensation is consistent for all employees of the store network, logistics and the Mekong production factory.

Non-financial performance statement

Commit like enthusiasts – so many commitments under a single roof

The Group has introduced a two-part incentive plan to complement its compensation policy and enable employees to benefit collectively from a share in the profits made:

- annual plan: a system of incentives was introduced for all Group employees (non-production) linked to hitting annual targets. Thus, employees receive an additional bonus, either in the form of an incentive payment (France – excl. Rhinov, Italy and Belgium), or in the form of a salary bonus (other European countries);

- medium/long-term plan: a free-share award plan was introduced for some employees. Acquisition will be dependent on performance, which will be measured every two or three fiscal years depending on the criteria, and on working for the Group for a period of three years. The free shares should be granted at regular intervals, based on decisions by the Board of Directors.

3.5.2 WELL-BEING AT WORK

In 2020, the year was marked by the health crisis caused by Covid-19, which obliged the Group to fundamentally rethink working methods, in particular because of the massive use of partial work and teleworking. Well-being at work and above all, work-life balance, have become even greater focus areas for Maisons du Monde.

Support in the implementation of wide-spread teleworking

In mid-March 2020, all of Maisons du Monde's eligible support functions were asked to work from home. In order to best support this rapid and sudden transition, all the teams were equipped with all the IT equipment necessary for teleworking and within 48 hours, remote access tools were deployed on all IT workstations. This fast response made it possible to offer employees an effective working tool.

Extensive and regular communication with employees

In order to provide maximum visibility to employees who are either working from home or under a partial employment scheme, the Group sought to regularly distribute an FAQ including HR topics to provide employees with answers to as many foreseeable questions as possible before these arose.

In addition, weekly newsletters were sent to all European employees to provide them with latest Maisons du Monde news updates but also give them advice on well-being at home.

For some, this very special lockdown period and imposed teleworking was a difficult experience. Maisons du Monde thus opened a hotline at the European level with the PSYA organization. Anonymous support from psychologists was offered to employees who felt the need. The Group chose to keep this hotline open after the first lockdown period.

Managerial training support to get familiar with remote management

In order to provide employees with quality management support, a series of measures were taken quickly. Its deployment was monitored and supported by the team of HR generalists.

A managerial support guide was also distributed to provide a non-exhaustive list of best practices in remote management. This enabled to ensure managerial continuity with remote working teams but also to guarantee a fair balance between personal and work life.

In addition, in order to maintain a strong relationship with employees placed under a partial employment scheme, "Teams coffee breaks" were organized on a weekly basis. Managers invited their employees, on a voluntary basis, to connect for a virtual coffee break via Teams, our collaborative tool. The aim was to ensure the well-being of employees and to freely discuss how they felt about this unprecedented situation.

Lastly, weekly meetings were held between HR teams and managers to ensure the implementation of these new rituals and identify employees who may have required enhanced support from Human Resources.

Strengthening local management in support of well-being at work

Fostering employee well-being is key to Maisons du Monde's HR commitment. As a result, the Group decided to incorporate HR targets, on strengthening local management and improving working conditions for teams, into its CSR roadmap. This action plan was supplemented by employee feedback collected during the employee survey carried out in September 2019 and repeated every two years.

Local management is key to providing more career-based support for Group employees and to conveying Maisons du Monde's HR policy and values to all the teams. To this end, manager training is essential in disseminating the HR policy and commitments of the Group. Every year, a training plan, specially designed for administrative and network managers, is rolled out through training modules designed by the Training Academy on the basis of consultation with the Group's teams and Executive Committee. In particular, this training highlights the importance of managerial or sales routines in terms of disseminating information and mobilising the teams. In 2021, the "Let's manage" programme will be enhanced and will be based on two gradual levels to anchor rituals, managerial requirements and responsible management over time.

Improving working conditions and the employee survey

The continuous improvement of working conditions is the second part of the Maisons du Monde well-being at work policy. Related action plans are updated on a regular basis, according to context and the results of the employee satisfaction survey.

To ensure that measures to improve working conditions are really in line with employee expectations, an employee survey is conducted once every two years. This survey is intended to:

- give employees a voice and assess their level of satisfaction;
- analyse feedback and draw up action plans;
- listen to employees and measure the effectiveness of actions implemented.

In 2019, over 78% of employees responded to the survey. The survey confirmed the strong feeling of pride amongst employees and their desire to see the Company flourish. The level of well-being of employees is 7.63/10, higher than the benchmark.

Absenteeism

Maisons du Monde is attentive to absenteeism, monitoring trends and taking appropriate measures to reduce the number of staff off work. Annual appraisals are an opportunity to share specific situations. Systematic oversight of these appraisals and the implementation of action plans are means of reducing absenteeism. As an example, the Operational Human Resources Managers in the logistical centres interview all employees having expressed a need for this during their annual interview, to better understand the needs explained and to provide targeted solutions.

Distrimag's Human Resources service also keeps in contact with absent employees to encourage their return to work and conducts a return-to-work interview after all absences of more than 15 days.

To promote the well-being of teams, opportunities for discussion are promoted; each manager is encouraged to develop connections and proximity with the teams. In this regard, procedures for communication and discussion are written into the managerial and HR standards.

With a concern for proximity, the teams are of a "human" size; this organisation increases the number of local managers to ensure better knowledge of teams and improvement of the quality of working relationships.

RATES OF ABSENTEEISM DUE TO ILLNESS

Scope: Group excluding Modani and Mdm US

	2020 ⁽³⁾	2019 ⁽²⁾	2018 ⁽¹⁾
France	4.69%	4.51%	4.10%
Europe	6.56%	6.78%	5.05%
TOTAL (EXCLUDING ASIA)	5.35%	5.23%	4.32%
Asia	1.12%		
TOTAL	4.60%		

(1) The data for the "Europe" scope do not include employee absences at German, Spanish and UK stores.

(2) The data for the "Europe" scope do not include the absences of employees in the Swiss, Portuguese and UK stores or of Rhinov employees.

(3) The data for the "Europe" scope do not include the absences of employees in the Portuguese and UK stores.

3.5.3 SOCIAL DIALOGUE

Maisons du Monde strives to ensure a peaceful labour relations climate fostering exchange and dialogue with staff representatives and employees.

NUMBER OF MEETINGS WITH STAFF REPRESENTATIVES

Scope: Mdm, Distrimag and Rhinov

	2020	2019	2018
MDM France	27	19	19
Logistics	44	34	39
MDM Belgium	31	23	23
MDM Luxembourg	6	2	-
Rhinov	11		
TOTAL	119	78	81

Non-financial performance statement

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Network & Administrative premises

In France, the employees of Maisons du Monde are represented by two trade unions and within the Economic and Social Committee (ESC). 2020 saw the arrival of a third trade union which started to operate within the Company in January. The ESC has all prerogatives in economic matters as well as in health, safety and working conditions. For this reason, this body was convened several times between March and May 2020 corresponding to the first lockdown in a period of economic uncertainty for the Company. In addition, other commissions are in place or were set up to address specific topics more accurately. This was particularly true for the health, safety and working conditions commission, the disability commission or the social fund commission set up in 2020 to provide exceptional financial aid to employees in need.

In Spain, there are 11 permanent or substitute staff representatives in seven stores. They do not hold monthly meetings.

In Italy, staff representatives are present in nine stores. There are nine RSAs (union representatives) and seven RLS (safety union representatives).

In Belgium, employees are represented on two bodies, the Works Council and the Committee for prevention and protection in the workplace. It should be noted that the closure of the stores due to the Covid-19 crisis resulted in the postponement of the social elections initially planned for May 2020 until 15 January 2021.

In Luxembourg, employees are represented by three staff representatives who meet twice a month.

Discussions with staff representatives were reflected in the following agreements in 2020:

- profit-sharing agreement (Maisons du Monde France and Maisons du Monde Italy);
- mandatory annual negotiations on compensation, working time and professional equality (Maisons du Monde France);
- agreement on remote working to deal with exceptional situations such as the crisis linked to the spread of Covid-19 (Maisons du Monde France);
- agreement to promote the professional inclusion and job retention of workers with disabilities (Maisons du Monde France);
- agreement on non-current benefits related to results (Maisons du Monde Belgium);
- agreement on social elections (Maisons du Monde Belgium);
- agreement on the postponement of social elections (Maisons du Monde Belgium);
- agreement on the donation of leave days (Maisons du Monde Italy);
- agreement on the introduction of temporary lay-off (Maisons du Monde Italy).

Finally, it should be noted that Maisons du Monde France introduced a teleworking charter.

Logistics

2020 saw much dialogue and negotiation at the logistical level, as firstly, several agreements were signed:

- an agreement on the introduction of an exceptional purchasing power bonus to reward operational teams for their adaptability during Covid-19;
- an agreement on the mandatory annual negotiations;
- a new amendment to the profit-sharing agreement.

In the specific context of this year, many meetings were organized with employee representatives, systematically involving them in our decision-making. As such, all the opinions received were favourable during this unprecedented period, demonstrating the quality of the relationships.

Other than in the staff representative bodies, social dialogue was improved with three logistical centres being set up, with a constant concern for proximity and management autonomy.

Created two years ago, logistics divisions proved efficient during this period, which was particularly rich in decision-making in terms of health and safety and intensive communication with the teams.

Daily meetings are now organised between division manager, logistics manager and the Human Resources Department in order to make rapid decisions and improve communication.

These daily meetings are also organised between the division managers and their operational committee made up of Operational HR, Operations Managers and Site Quality and Safety Managers.

This communication and decision-making scheme was one of the keys drivers for success this year.

In addition to these topics, HR basics were further rolled-out by Operational HR as close as possible to the field; these topics aim to ensure close relationships and quality feedback.

Concerning events, all actions encouraging dialogue were continued in 2020:

- daily briefs from operational managers;
- quarterly meetings organised by the operational managers;
- quarterly Directors' Reports to Employees;
- quarterly meeting on variable compensation, annual grade reviews for employees receiving promotion;
- annual interview.

Lastly, dialogue and information feedback were encouraged through the introduction of new projects. In 2020, 150 new employees took part in improvement projects, these projects being the perfect occasion for discussions between the operational teams and managers.

Mekong factory

In Vietnam, social dialogue is organised in close collaboration with union representatives. The Mekong Furniture trade union team is currently composed of 11 members, divided between the three sites of the factory.

The union representatives are consulted on all issues liable to contribute to improving employees' working conditions and environment. The union representatives are free to exercise their duties pursuant to rules laid down and set by local law. They meet regularly to discuss questions of health at work, changes to compensation and the salary policy, stability of the workforce and training.

In 2016, Mekong Furniture signed an agreement on the benefits granted by the Company to employees. This agreement with the staff representatives includes bonuses, allowances and additional benefits not determined by Vietnamese law. Following the last meeting with employee representatives in April 2020, the

negotiated benefits were maintained. Only the annual outing was cancelled due to Covid-19.

In addition to dialogue with the trade union, the HR Department and the Management team also communicate weekly on all topics liable to help employees better understand their rights and duties, in accordance with the labour law and the Company's internal regulations.

Rhinov

The Social and Economic Committee was set up in January 2020. During this first year in office, the objective was to develop the skills of the elected members (the four members had never held office before). All members were trained on health, safety and working conditions in July 2020. Dialogue is fully transparent and the ESC is involved in all decisions that have an impact on employees and the Company.

3.5.4 OCCUPATIONAL HEALTH AND SAFETY

Maisons du Monde is aware that its CSR challenges, particularly in terms of well-being at work, mean that professional risk management must play a role at all decision-making levels and on all sites. No agreement has been signed with the trade unions on occupational health and safety, but all departments are committed to gradually implementing an appropriate and realistic preventive approach in each of its activities. In the network and logistics scope, there was a reduction in workplace accidents with stoppages.

NUMBER OF WORKPLACE ACCIDENTS WITH STOPPAGES ⁽¹⁾

Scope: Group excluding Modani and MdM US

	2020	2019	2018
Network	167	218	232
Corporate	6	6	11
Logistics	44	54	71
Production	40	39	
TOTAL	257	317	314

(1) Workplace accidents with stoppages excluding the United States and the United Kingdom.

FREQUENCY RATE OF WORKPLACE ACCIDENTS ⁽¹⁾

Scope: Group excluding Modani and MdM US

	2020	2019	2018
Network	26.2	39.3	42.7
Corporate	3.8	4.5	8.2
Logistics	37.8	45.3	59.6
TOTAL EXCLUDING PRODUCTION	23.5	34.4	39.4
Production	19.3		
TOTAL	22.7		

(1) Number of workplace accidents with stoppages/hours worked x 1,000,000.

	2020	2019	2018
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SEVERITY RATE OF WORKPLACE ACCIDENTS ⁽¹⁾

Scope: Group excluding Modani and MdM US

	2020	2019	2018
Network	0.80	1.73	1.44
Corporate	0.15	0.03	0.12
Logistics	2.84	3.39	3.03
TOTAL EXCLUDING PRODUCTION	0.94	1.69	1.45
Production	0.28		
TOTAL	0.81		

(1) Number of days lost due to temporary incapacity/hours worked x 1,000.

Lastly, 6 people were off work in 2020 due to occupational illnesses recognised by Social Security services (France).

In 2020, in addition to the preventive measures put in place, the decrease in the number of workplace accidents stoppages of network employees is due to the partial closure of stores.

Network and administrative premises

Maisons du Monde is committed to continuing its effort to ensure the health and safety of its employees, in line with its previous years' commitments. The process of collaboration and dialogue between the store network and the accident-prevention service has provided better understanding of the professional risks present and the expectations of employees in the matter. This process is now organised according to three areas which have enabled the following actions to be implemented over 2020:

Participatory area:

- the gradual roll-out of the Relais Prévention in France and internationally. The aim remains to provide sufficient knowledge to organise and support the preventive approach

Non-financial performance statement

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at a local scale. This project, originally based on an adaptation of the Physical Activity Risk Prevention approach (promotion of the fight against musculoskeletal disorders) to cover all of the professional risks present in the Company, is now a means of organising participatory events in health and safety within the store network.

Technical area:

- the finalisation of the “shelf-stocking tower” project with the creation of a new model bringing together all the feedback from the various parties involved in the tests. A first order of 1,000 units was placed and will be shipped to stores at the start of 2021;
- monitoring and implementing protocols against the spread of Covid-19 in order to prevent the Company from experiencing the emergence of internal clusters and to limit the internal spread;
- the deployment on a case-by-case basis of mechanical handling equipment to help stores experiencing specific situations.

Area of presentation/instruction:

- in-house training for 14 employees as Lifeguard-Rescuers at Work and on recycling for seven employees;
- the deployment throughout the network of a “In case of” quick response procedure including the action/communication instructions to be followed in the event of a given situation.

Faced with the Covid-19 health crisis, Maisons du Monde has put in place preparatory, support and monitoring actions to ensure the health and safety of its customers and employees:

- study and analysis of the regulations relating to the obligations associated with health and safety measures to combat the epidemic at European level (stores and head offices);
- provision of protective equipment and material (masks, face shields, alcohol-based sanitizer gel, gloves, cleaning and disinfection products, signage, floor marking);
- preparation of a business recovery guide for employees in stores and head offices, including all instructions and information to ensure the safety of employees and customers during authorised opening periods;
- head office employees: implementation of a graduated response policy for teleworking adapted to the evolution of the epidemic and the obligations set by health authorities;
- development of an e-learning course and quiz for head office employees informing them of on-site working conditions when authorised;
- distribution of regular prevention flashes to employees to remind them of the instructions to be followed and to inform them of changes in regulations;
- support in the organisation and preparation of internal or external events;
- creation of a dedicated unit and a main address Covid-19@maisonsdumonde.com for all employees to provide a single point of contact for all questions relating to the epidemic;

- systematic reporting of employees who test positive to ensure a systematic record by the Prevention Department: analysis of the situation, definition of the actions to be taken, information for employees;
- implementation of a hotline for psychological assistance with the PSYA firm to support employees (available every day 24/7).

Logistics

Protecting our employees' health is also a priority for Distrimag. In 2020, the Management continued investments related to safety and continued actions in favour of safety: analysis of accidents and establishment of preventive and corrective actions, training of new managers on the basics of safety, presentations of HR tools, training new employees on safety, etc.

In this unprecedented context, the position of Quality and Safety Manager was of utmost importance. It enabled us to remain active as closely as possible with the field and manage strict health measures.

Production

Since 2020, Mekong Furniture has a second HSE manager in charge of health, hygiene, safety and environment issues. The constant developments in subjects relative to the environment, the adaptation of working areas and health and safety within the production sites require particular attention and Mekong's factories endeavour to ensure total transparency and compliance with local and international prerequisites and requirements.

The objective of ISO 14001:2015 certification with the implementation of an environmental management system will be set up in 2021. Training for HSE teams on this topic began in 2020.

During 2020, Mekong Furniture continued to improve the organisation of production lines and actions for accident-prevention:

- educating employees concerning health, safety and hygiene at work using a team of approved trainers;
- display of workplace accident information by factory (number, severity, workstation and photos), action plans and procedures to be followed in case of an emergency;
- monitoring of “5S” in all production sections and weekly team assessments to maintain and guarantee a clean and orderly environment for employees;
- Lastly, the Company also invested in the installation of a sprinkler system on all the MK1 and MK2 factories for fire prevention.

In 2020, measures were put in place for three months to manage social distancing in the Company to prevent Covid-19-related risks, in accordance with the request of local authorities. Mekong Furniture had no cases of Covid-19.

Rhinov

Occupational risk management is based on a prevention approach involving ESC members and managers from each department.

3.5.5 TRAINING AND EMPLOYABILITY

The commitment made on access to training shows that Maisons du Monde continues to commit to developing the skills of its employees.

2020 was marked by the health context, which did not allow Maisons du Monde to implement all the training actions that were planned.

Despite this context, the brand decided to maintain a majority of its employee safety training courses. Thus, 6,245 employees were trained in 2020.

The Growth Curriculum was maintained and adapted in remote format to meet health constraints.

Against this backdrop and during the period of partial activity, Maisons du Monde made available to its French employees a catalogue of State-funded training courses to help them develop their professional skills. Accordingly, 252 employees were able to benefit from this scheme in 2020, including 127 from the network and 125 from the head office.

Careers and employability

The recruitment philosophy of Maisons du Monde favours interpersonal skills and the extent of individuals' experience. A dedicated recruitment site promotes the professions, values and HR commitments and presents job offers.

Maisons du Monde strongly wishes to promote internal transfers. In addition to the internal digital area, exclusive offers are made to employees, providing them with real opportunities. Each request for an internal transfer results in discussions with the recruitment service, which enables employees to take advantage of HR support and assess their skills and know-how.

To help employees of the network to progress beyond their current posts, in 2018, the Training Academy also highlighted opportunities to move between network careers and jobs using a "Careers Booklet". Employees can therefore proactively study, from their current jobs, gateways which exist towards other jobs within the Group, either in their own business line or in the other business lines of the Company. In this way, Maisons du Monde offers professional opportunities that enable each employee to take the initiative and contribute to their personal development and the performance of the Company. This procedure was distributed to 100% of employees and updated in 2019.

In 2020, 244 people were promoted internally. The internal digital area dedicated to geographical and functional transfers continues to be regularly promoted in internal communications, to provide each employee with regular information on requests for transfers.

In 2020, 580 mobility applications were received *via* this space, and 53% were approved.

NUMBER OF INTERNAL PROMOTIONS

Scope: Group excluding Modani and MdM US

	2020	2019	2018
Network	215	250	247
Logistics	36	94	72
Factories	92	102	102
Corporate	69	101	100
Rhinov	21	10	-
TOTAL	433	557	521

The mobility programme makes a direct contribution to the 2020 target of having 65% of Store Managers and logistics managers in post as a result of internal promotion. By the end of 2020, this percentage was 61%. This type of mobility is facilitated by a policy that encourages internal skills development as well as geographical mobility.

PERCENTAGE OF STORE MANAGERS AND LOGISTICS MANAGERS IN POST AS A RESULT OF INTERNAL PROMOTION

Scope: MdM and Distrimag

	2020	2019	2018
Store Managers	55%	192	348
Logistics managers	95%	59	62
TOTAL	61%	251	410

The Human Resources Department routinely contacts each employee who requests mobility so that they can receive support with their application and, more generally, with their career plans.

Employee training

As it is highly committed to the development of its employees, every year, Maisons du Monde reaffirms its aim of enabling all employees to take full control of their own career paths and skills development. The Training and Skills Department intends to continue to consolidate the training actions put in place, capitalise on its human potential, facilitate access to training and skills development and, lastly, support the brand development strategy.

Non-financial performance statement

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PERCENTAGE OF PERMANENT EMPLOYEES TRAINED BY ACTIVITY ⁽¹⁾

Scope: Group excluding Modani and MdM US

	Trained	Not trained	Training rate
Network	2,888	1,568	64.8%
Logistics	351	381	48.0%
Production	220	14	94.0%
Administrative premises	745	94	88.8%
Rhinov	5	39	11.4%
TOTAL	4,209	2,096	67%

(1) Permanent workforce in post at 31/12/2020.

In 2020, Maisons du Monde allocated a budget of 1.80% of its payroll to training its employees based in Europe (2.32% in 2019).

TRAINING PROGRAMME

Scope: Group excluding Modani and MdM US

	2020	2019	2018
France	0.94%	2.2%	2.42%
Europe	0.72%	2.8%	2.54%
Asia	0.22%	0.17%	0.11%
TOTAL	0.86%	2.32%	2.40%

NUMBER OF HOURS OF TRAINING

Scope: Group excluding Modani and MdM US

	2020	2019	2018
France	24,702	42,429	53,989
Europe	7,590	14,412	27,545
Asia	8,825	19,473	10,308
TOTAL	41,117	76,377	91,791

In 2020, 41,117 hours of employee training were delivered, 6,495 of which were safety training. 4,209 permanent employees had followed at least one training course during the year at 31 December 2020. The health context did not allow for the training of the same number of employees than in previous years.

Permanent workforce in post at 31/12	2020	2019	2018
Percentage of women trained	69%	69%	67%
Average no. of hours of training per employee	6h04	16h36	15h30

Maisons du Monde wishes to give employees the means to develop their skills. For this reason, the Training Academy is continuing its ambition to increase the range of training courses to enable all individuals to progress in their jobs.

To strengthen the skills of the network's employees and develop a customer relationship that meets Maisons du Monde's ambitions

and core business, two strategic training programs have been rolled out since 2019, i.e. 2,975 employees trained (1,238 in 2019 and 1,737 in 2020):

- "Customer Priority" for all teams in the stores to provide a differentiating customer experience;
- "Manage the Customer Priority", intended to teach Store Managers and Deputies how to focus their teams on an objective, that of customer relationship.

In 2020, the health crisis brought of the deployment of these training courses to a halt, but they will be continued in 2021 by adapting the methods to new health constraints.

Network and administrative premises

To reach its ambitions and the objectives set in the CSR road map, the programmes put in place were continued and enhanced.

PERCENTAGE OF MANAGERS TRAINED IN LOCAL MANAGEMENT

Scope: MdM

% of managers working on 31/12	31/12/2020	31/12/2019	31/12/2018
Local management training	66%	64%	58%

Local management training includes the "Let's manage" and "Chef d'orchestre" schemes, as well as training on "Conducting individual interviews" and "Managing and organising your point of sale". Given the health context, most of the management training courses planned for 2020 were postponed to 2021. The target of training 100% managers was therefore not achieved.

Identifying and supporting talented individuals

Maisons du Monde is continuing with its aim of improving the identification, management and monitoring of talent in the network and head office. Talent is identified during the annual interview, during which the employee and manager assess the elapsed year and fix future objectives. To support line managers in doing so, 100% of new managers receive training dedicated to the conduct of this interview in France. At the end of the campaign, all data are consolidated and analysed by HR to serve as the basis for discussions at talent reviews organised with the manager of each service. Meaningful actions to develop skills can then be developed and applied in a shared action plan.

Support to employees involves the implementation of various skills development curricula. The Training Academy endeavours to prepare its internal talent pools. In 2020, Maisons du Monde launched three new Growth Curriculum classes. This development programme has been specifically tailored to the brand and the reality of life in stores, to offer deputies ways of working towards becoming managers, via the *Manager d'unité marchande* certification, recognised by the Government and by the world of retail. Out of the talent pool formed since 2018, 29% are already managers.

Logistics

Distrimag's ambition in 2020 was to continue to provide managerial support through training focused on posture and problem-solving to enable employees trained to gain autonomy. For operational teams, the aim was to continue to roll out the procedure for Recognition of Prior Learning and to set up training courses in French as a foreign language.

Faced with the health crisis, mandatory and non-mandatory safety training courses stopped as of March.

Mandatory safety training resumed on 11 May.

The 2020 ambitions were added to the 2021 plan.

Production

Faced with the specifics of the local jobs market and the lack of qualified personnel, Mekong Furniture is investing in training to enable employees and workers, during their careers, to acquire new technical or managerial skills that match their responsibilities.

In-house peer training is the main way in which the Company tailors employees' skills to their work. It is also a vital tool for conveying know-how to support the Company's business growth. Internal training courses are given for new entrants so that they can quickly and efficiently adapt to the use of the machines and equipment installed on the production lines.

Training was provided for older workers who had been promoted to a new post requiring a specific technical skill. In 2020 the Company has also trained new employees in high-tech digital machinery of the CNC type thanks to new investments made on the three sites (training provided by the suppliers of the machines).

To cope with the changes in Vietnamese regulations in 2020, the managers of the various departments were trained on the various subjects with the local authorities (Vietnamese labour regulations/electronic invoicing declarations for accounting/training on REX declarations for our product exports and tax benefits).

In 2020, the Company also employed external trainers for some of our key employees (on environmental issues with the ISO 14001 training for the HSE team/communication for managers and supervisors/English courses/inventory management training). These training courses provide employees with updated knowledge to better understand and manage their day-to-day tasks.

Rhinov

The major challenges for Rhinov, with a fast-growing team that has an average length of service of 2.3 years, are to support new employees and retain teams that have been in post for more than two years.

To ensure the implementation of the Company's development strategy, an onboarding and training programme was formalised to secure the arrival of new employees.

In 2020, this involved 3,000 hours of training related to taking up a position.

To support new employees, enablers (trainers) have been identified. These enablers, who master their position, set an example and convey the Company's values.

3.5.6 COMMITMENT IN FAVOUR OF DIVERSITY AND THE DISABLED

Respecting diversity, Maisons du Monde puts the skills of its employees first. The Human Resources Department guarantees non-discrimination in hiring, employment and access to training.

Because Maisons du Monde is convinced that talent is to be found in each of us and that diversity is a strength, the Group is committed to the principle of non-discrimination in all its forms and practices an inclusive recruitment policy. This applies not only to equal pay and equal opportunities for men and women but also to a desire to hire across the generations so that knowledge can be passed on.

Because disablement should not be an obstacle to professional development, in 2020, Maisons du Monde signed a disability agreement with the French trade unions.

Equal opportunities

Maisons du Monde managers endeavour to convey the values of the Group and the HR policy to their teams. The Maisons du Monde Group make every effort to ensure that diversity and gender equality is respected at every level of the Company.

BREAKDOWN BY GENDER, MEMBERS OF THE EXECUTIVE COMMITTEE AND N-1

Scope: MdM and Distrimag

	2020	2019	2018
Women	29	31	42
Men	26	34	34
TOTAL	55	65	76
Proportion of female employees	53%	48%	55%

Non-financial performance statement

Commit like enthusiasts – so many commitments under a single roof

BREAKDOWN OF STORE MANAGERS BY GENDER

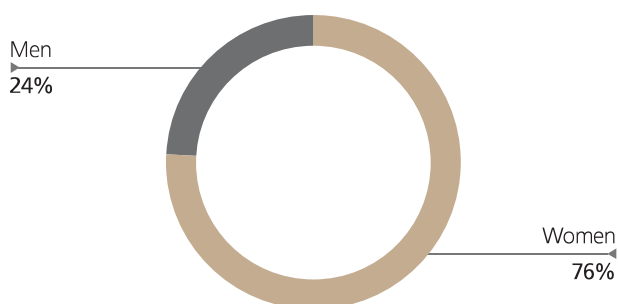
Scope: MdM

	2020	2019	2018
Women	264	264	248
Men	84	87	78
TOTAL	348	351	326
Proportion of female employees	76%	75%	76%

It should be noted that the data for 2019 have been restated to exclude the regional directors who had been included in the indicator in 2019.

It should be noted that the data relating to the number of Store Managers have been restated (adjustments related to the workforce taken into account).

PROPORTION OF FEMALE STORE MANAGERS



People with disabilities

Since 2010, Maisons du Monde has paid particular attention to employees recognised as workers with disabilities. Since 2013, a disablement commission has been defining and monitoring the actions to be carried out for these workers. The Group supports employees with disabilities on an individual basis via adapted workstations, training, help with approaching external organisations (AGEFIPH and SAMETH) and even funding for medical equipment. Maisons du Monde also takes part in local events (recruitment fairs, network memberships, etc.).

Maisons du Monde continued its actions in 2020. So, the third disablement and diversity week was organised for personnel in the head office and the network. In view of the health context, awareness-raising campaigns were carried out among employees in digital format.

Also, Maisons du Monde joined the network of disablement contacts for the Pays de la Loire and Île-de-France. Lastly, since June 2018, the CSR contacts in the stores have been including disability issues in their duties and distributing news about the Company's disability policy to their teams.

Our activities to raise awareness and support disabled persons also involve partnerships. Thus, Distrimag is working with the vocational rehabilitation centre Les Abeilles on the repair of furniture from customer returns. Also, over the last two years, the Group has taken part in the Duo Day event, in partnership with vocational rehabilitation centres. In principle, a disabled person spends a day shadowing a volunteer employee. The programme includes participation in the employee's usual tasks and/or observation of their work. Lastly, for the publication of our internal newspaper, we work with the Company HandiPrint.

Combined work-study programmes

In 2020, 165 (140 at MDM, 13 in logistics and 12 at Rhinov) young people benefited from a work-study contract in France (apprenticeship contract or professional training contract). Maisons du Monde contributes to the employability of such people by enabling them to obtain a recognised diploma and a rewarding experience.

Combined work-study programmes give everyone a chance and integrate different skills that are not derived from traditional training courses.

Personalised support for young people on work-study programmes (guidance, regular interviews and HR contact) helps ensure that they have every chance of success in their studies. The tutor, meanwhile, is assisted in passing on his or her skills and developing relational and teaching skills. 28% of work-study students ending their contracts in 2020 were hired by Maisons du Monde Group either on work-study contracts, on a fixed-term contracts or permanent contracts (compared with 30% in 2019).

3.6 Maisons du Monde's philanthropic ambitions

3.6.1 THE MAISONS DU MONDE FOUNDATION

Risk/Opportunity	2020 Objectives	2020 Performance	
Foundation & Philanthropy	10 million customer donations through the ROUNDING UP at check-outs to help charities supported by the Maisons du Monde Foundation	13,234,502 donations since 2016	

Active since 2016, the Maisons du Monde Foundation is placed under the aegis of the Fondation Nicolas Hulot pour la Nature et l'Homme (FNH). FNH guarantees that funds are used wisely whilst the Maisons du Monde Foundation is responsible for operations, in accordance with the environmental and social values and commitments shared by the two organisations.

The aim of the Maisons du Monde Foundation is to help promote the preservation of forests and timber resources by, and for, humankind. As a result, the Foundation only funds projects led by general-interest non-profits located in the European Union or South-East Asia (including India) with the purpose of:

- preserving forests and their biodiversity primarily in countries in the southern hemisphere;
- reusing timber in European Union countries (recycling, ecodesign, upcycling, etc.) to promote the circular economy, reuse and socio-professional integration;
- mobilising all its stakeholders (employees, customers, partners and citizens) for the environment. This last pillar covers programmes and partnerships raising the awareness of the brand's employees (via the "Solidaritrips" programme), customers (via the system of "ROUNDING-UP" at check-outs) and citizens in general (via "1% for the Planet" and the "I Act for Nature" programme coordinated by the FNH and lastly, via the *Aux Arbres!* programme).

In 2020, the Foundation supported 25 associations in 12 countries. Two-thirds are financed from its own funds thanks to the donation of a percentage of the Company's annual revenue to the Foundation. The remaining third is financed through the ROUNDING-UP at check-outs collection initiative.

Governance of the Foundation

The Maisons du Monde Foundation is a distinct structure from the company Maisons du Monde and is legally dependent on the Fondation Nicolas Hulot. It is run by a committee which has five members:

- Julie Walbaum, Chief Executive Officer of Maisons du Monde since July 2018, and Chair of the Maisons du Monde Foundation, replacing Gilles Petit since June 2020;
- Catherine Filoche, Maisons du Monde's Secretary;
- Cécile Ostria, Chief Executive Officer of the Fondation Nicolas Hulot pour la Nature et l'Homme;
- Stéphane Rivain, Associate Director of Oréade-Brèche, an environmental and development consultancy;
- Charles-Édouard Vincent, founder of Emmaüs Défi and Lulu dans ma rue.

Two committees meet at least each year, bringing together the members of the committee and partner guests according to the subjects addressed. These committees are for the selection of projects and renewal of partnerships and/or committees for strategic studies.

Breakdown of the Foundation's budget

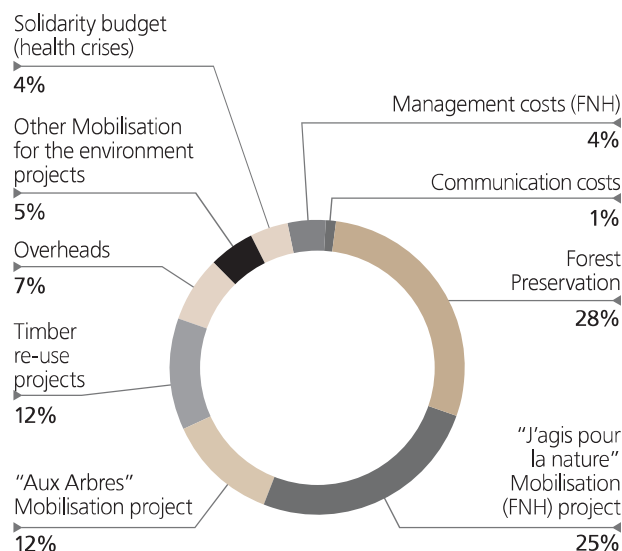
The Maisons du Monde Foundation's operating budget represents 0.08% of the Group's pre-tax customer sales, as reported in the consolidated financial statements for the previous year. In 2020, the Maisons du Monde Foundation's operating budget should have been €980,320.

Due to the health and economic crisis, the Board of Directors of the MDM Foundation decided, on a proposal from the structure's Senior Management, not to use the entire amount so that Maisons du Monde could allocate funds for donations to hospitals. The Foundation's endowment was thus remeasured at €780,320, plus the balance for 2019, i.e. a total amount of €785,164.

Non-financial performance statement

Maisons du Monde's philanthropic ambitions

BREAKDOWN OF THE FOUNDATION'S BUDGET IN 2020



In 2020, the Maisons du Monde Foundation transferred allocations for 26 forestry preservation projects in the southern hemisphere (two-thirds of the projects) or to wood reuse projects in France and Europe (one-third of projects). The Maisons du Monde Foundation has made the fundamental choice of financing, through multi-annual partnerships of up to three years, projects run by non-profit general-interest associations in order to have significant societal impact: funding ranges between €20,000 and €65,000 annually and is awarded *via* two complementary funding mechanisms – own funds and "ROUNDING-UP" at check-outs.

In 2020, the Foundation diversified its partnership arrangements by launching tailor-made partnerships with non-profit organisations, outside of any call for projects, in order to increase its impact while meeting the challenges of its new strategy for sponsorship. This year, the Foundation extended its support to projects for the preservation and maintenance of trees outside forests in all regions (rural, urban, peri-urban), in France and internationally. Accordingly, a partnership was launched with the association and head of network Afac-Agroforesteries, as part of a multi-stakeholder partnership also bringing together the Yves Rocher and Nature & Découvertes Foundations among others. A "Trees & Forests for Biodiversity" call for projects was also launched at the end of the year in order to identify projects that meet these challenges, for partnerships starting in 2021.

Therefore, in light of the new sponsorship strategy refocused on trees, it was decided to no longer launch new partnerships associated with timber recycling and socio-professional reintegration. In the same vein, the Maisons du Monde Foundation did not renew its support for the Trophées Emmaüs du Réemploi awards, launched in 2018 with Emmaüs France.

Lastly, the "Mobilising for the environment" aspect brings together multi-stakeholder awareness programmes or programmes operated by the Maisons du Monde Foundation and represented 17% of the budget in 2020. Due to the health and economic crisis, the 2020 editions of the "Aux Arbres" awareness-raising event and the Solidaritrips programme were cancelled. Likewise, "Aux Arbres les Enfants" was not renewed. As part of the partnership with the Fondation Nicolas Hulot, 20% of the Maisons du Monde Foundation's annual budget was allocated to the "I Act for Nature" public awareness programme. This year and due to the complex economic context, the management of the MDM Foundation decided not to use its entire annual grant. However, it was decided to maintain the allocation initially planned for the "I Act for Nature" programme to support the FNH during this period of crisis, resulting in an allocation representing 25% of the Foundation's annual budget.

In this context, which undermines the non-profit sector, the Foundation also released funding for its partners in order to maintain the development of ongoing projects in the field, where possible. These amounts represented 3% of the annual budget.

In five years, the Foundation supported 37 projects in 14 countries and donated more than €4 million to associations. The target of 10 million donations made *via* the ROUNDING-UP at cash-outs was exceeded at the end of December 2019. With the aim of reinforcing its sponsorship strategy refocused on trees (in and outside forests), which is more internationally-oriented, and more inclusive and collaborative, the Maisons du Monde Foundation will be dissolved as of 31 December 2020. It will be replaced by an endowment fund called the "Maisons du Monde Foundation".

The Foundation's website presents its goals as well as the charitable projects it has supported: Fondation.maisonsdumonde.com. An annual business report is also published each year and can be accessed in electronic format on the Foundation's website.

"Rounding-up" at check-outs

Since 2016, Maisons du Monde has given the possibility to its customers, at each check-out in a French store, to round up their purchase amount to the nearest euro. This microdonation will be paid to a non-profit organization pre-selected by the Maisons du Monde Foundation. The associations supported by their own funds, as is the case through the ROUNDING-UP at check-outs, are associations for the preservation of tropical forests or the preservation of forests in France or Europe.

Since 2016, this scheme has raised nearly €1.5 million through more than 13 million donations. In 2020, €333,898.05 were raised thanks to 3,173,345 customer donations. In 2020, six associations were able to benefit from it:

- Handicap Travail Solidarité: with a collection from November 2019 to 5 January 2020;
- The Jane Goodall Institute Spain: from 6 January to 6 February 2020;
- Planète Urgence: from 7 February to 7 June 2020;
- Le Gret: from 8 June to 23 August 2020;

- Le Fonds pour l'Arbre: from 24 August to 27 November 2020;
- The Jane Goodall Institute France: from 28 November 2020 to 22 February 2021.

It should be noted that employees were invited to vote for their favourite project, which would automatically be subject to the ROUNDING-UP at check-outs initiative. Out of the 1,243 votes, the project of the Le Gret association received the most votes.

The other projects under the ROUNDING-UP at check-outs are selected by the Maisons du Monde Foundation jury.

The average participation was 41.07% in 2020.

Other philanthropic projects supported

In addition to Maisons du Monde Foundation programmes, the brand supports philanthropic commitments centred around the Group's business. This financial support or these product donations for non-profits are aimed at helping two main causes:

- help for disadvantaged children and parents. For several years now, the brand has supported this cause in association with the Maisons du Monde Junior activities, in particular by donating products. This commitment has involved a partnership with the French Red Cross. It resulted in new furniture from the Group's warehouses being donated each year to five Enfance-Famille network centres as part of refurbishment programmes. This partnership meets a very real need on the part of these establishments and helps to create a warm and welcoming atmosphere for their beneficiaries;

- donations of furnishings and decorations. To reduce the number of substandard products being thrown away and to support reuse networks and the social and solidarity economy, Maisons du Monde has entered various partnerships so that products which are out of the sales circuit can be donated. These products are collected from the warehouse or from stores by the brand's partner to stock their charity shops or for their reuse activities. These donations enable these partner charities' beneficiaries to obtain Maisons du Monde products at a social price. As part of this programme, the Group partners with different structures, such as Emmaüs network, Croix Rouge Insertion association or the Secours Populaire Français (see paragraph 3.3.2).

In 2020, during this time of health crisis, Maisons du Monde also wanted to help disadvantaged people. As a result, the Group was able to donate furniture and decoration products to several French hospitals and nursing homes. In total, 34 institutions received donations of new Maisons du Monde products to furnish and decorate their social premises.

The Fondation des Femmes also received new Maisons du Monde products to furnish their visitor centre in Paris, which opened in March 2020.

3.6.2 FOSTER EMPLOYEE COMMITMENT

Risk/Opportunity	2020 Objectives	2020 Performance
Employee commitment	1,000 employees took part in a solidarity action	481



The Maisons du Monde "Solidariteam" solidarity programme

Since 2011, Maisons du Monde has been developing and enriching a *Solidarity Programme* which allows every employee to take part in a solidarity action in line with the Company's commitment. This programme was called "Solidariteam" and includes various schemes: Solidaritrips (formerly "Solidarity Leave") and Solidaridays.

These programmes enable employees to learn more about an association that is a partner of the Foundation or the Company, its activity and the general interest cause it defends. Employees are currently invited to take part in solidarity activities on their own time.

Solidaritrips

The Solidaritrips allow eight volunteer employees, representative of the Group's workforce (head office, France network, international network and DISTRIMAG), to be chosen at random and come and discover an association for the preservation of tropical forests. Each year, two associations are selected to host a group of eight employees.

In 2020, the associations Ishpingo in Ecuador and Geres in Cambodia were chosen to welcome employees. These associations benefited from the ROUNDING-UP at check-outs in 2018 and 2019.

The health context did not allow these Solidaritrips to be held in 2020. Accordingly they are currently postponed until September 2021.

Solidaridays

In order to open up access to solidarity to a greater number of employees, the Solidaridays system was introduced. The aim is still to offer employees who wish to participate in solidarity actions with associations and on their own time, but this time more locally and over a shorter period (one day, in France or in Europe).

This is why in 2020, for the second year running, Maisons du Monde is joining forces with World Clean Up Day by inviting all employees across Europe who so wish to take part in clean-up actions, for nature or their city, on the same day. In 2020, 32 employees from the head office and Maisons du Monde stores took part in a cleaning operation near their homes. This scheme enabled employees in France, Italy and Belgium to take part in a Company solidarity scheme.

Non-financial performance statement

Maisons du Monde's philanthropic ambitions

In addition to these Solidaridays organised on their own time, Maisons du Monde also wishes to enable employees to take part in solidarity actions during their working time. The organisation of "solidarity teambuilding" has therefore been launched since 2019.

In 2020, two solidarity teambuildings were supposed to be organised for a total of 100 employees with the Office National des Forêts (ONF) and the Loire-Océane Centre Permanent d'Initiatives pour l'Environnement (CPIE). These two days, scheduled for March and April 2020 had to be cancelled due to the national lockdown.

NUMBER OF EMPLOYEES THAT PARTICIPATED IN THE SOLIDARITY PROGRAMME

Scope: MdM and DISTRIMAG

Participants in Solidariteam (cumulative)	2020	2019	2018
Solidaridays	282	250*	141
Solidarity leave®	23	23	16
Solidaritrips	176	176	160
TOTAL NUMBER OF EMPLOYEES THAT PARTICIPATED IN THE SOLIDARITY PROGRAMME	481	449*	317

* Updated data to include a solidarity teambuilding organised with the ONF.

3.7 Non-financial reporting methodology

This Chapter 3 on “Corporate responsibility” can be taken as a non-financial performance statement in accordance with Article L. 225-102-1 of the French Commercial Code.

The following information, mentioned in Article L. 225-102-1 of the French Commercial Code, is not shown in this chapter because it is not considered to apply to Maisons du Monde Group's business:

- fight food waste. The Group's business does not generate food waste beyond employee meals;
- fight against food insecurity. The Group's activities do not impact on consumers' access to food;
- respect for responsible, fairly traded and sustainable food.

The information mentioned in Article L. 225-102-4 relating to the vigilance plan is shown in Section 3.1.1 of the chapter.

In light of the materiality matrix presented in 3.1.1, it can be seen that the “social impact in production countries” issue is not the subject of a dedicated paragraph. Indeed, the actions put in place

by the Group are limited to the financial partnerships and supplier social support (presented in Section 3.2.2) and the programmes of the Maisons du Monde Foundation in the Group's production.

Scope and reporting period

The CSR indicators are reported for the entire Group, i.e. the Maisons du Monde stores (network), administrative premises, Distrimag sites (logistics) and the Mekong Furniture sites (production plant in Vietnam). The Group's reporting Scope does not include franchise operations. As for Modani, consolidated on 1 July 2018, only workforce indicators (recruitment and departures) and consumption of energy are shown in this document. For other indicators, from which Modani is excluded, the reporting Scope covers 99% of the Group headcount. Any other eventual exclusion from the scope of consolidation is specified in the body of the text and is set out below.

The data is reported for the period 1 January to 31 December.

3.7.1 ENVIRONMENTAL INDICATORS

Reporting tool

The information contained in the report was collected from various contributors from different parts of the Group's activities using data collection files specifically adapted for each contributor. The files were consolidated at Group level by the CSR Department.

Key methodological specificities

As regards the store network's reporting of waste, it should be noted that data have been extrapolated for stores for which data from service providers are not available for at least six months, or for which waste is not managed by Maisons du Monde (some out-of-town or shopping centre stores). This data was extrapolated on the basis of a ratio of tonnes of waste per euro of revenue made, calculated by country. The extrapolation represents 45% of the stores in the network (in % of revenue). Moreover, the tonnage of waste generated at administrative premises is limited to amounts monitored by service providers.

Packaging monitoring includes packaging distributed at check-out and product packaging purchased by Distrimag for order preparation. Packaging purchased by Maisons du Monde suppliers is not included in the report.

For reasons of data availability, the quantities of timber reported for Mekong Furniture plant production activities are estimates based on the number of trucks emptied.

Energy consumption (electricity, gas, fuel oil and thermal network for heating) are monitored on the basis of billing for the period from 1 January to 31 December 2020 and do not necessarily reflect exact consumption for the reporting period due to discrepancies in invoicing. In terms of electricity consumption, when invoicing is not available, consumption is estimated on the basis of average intensity in kWh/m² per country. These estimations represent approximately 6% of consumption in 2020.

The fuel consumption of vehicles under long-term lease at Maisons du Monde is estimated on the basis of average consumption in litres per 100 kilometres (maker's data) for each of the vehicle types used and quarterly monitoring of kilometres travelled reported by users. Short-term lease vehicle consumption is estimated on the basis of km travelled with an average consumption of 6L/100km.

The scope 1 & 2 CO₂ emissions related to energy and fuel consumption are calculated on the basis of the emission factors provided by the French environmental agency ADEME, but only for the “combustion” part.

Non-financial performance statement

Non-financial reporting methodology

When it comes to recognising CO₂ emissions, long-term lease vehicles (leasing) are recognised as direct “scope 1” emissions, short-term lease vehicles are recognised as indirect “scope 3” emissions relating to employee travel.

The data communicated for the item “Products and services purchases” is calculated from information on the composition and weight of products and emission factors from the ADEME (impact basis). The breakdown of the product weighting between the different materials is calculated on the basis of a ratio between the materials used to make the product.

GHG emissions from the transportation of suppliers’ products to the brand’s stores or customers (scope 3) are calculated based on

the quantities transported in tonnes/km and ADEME’s emissions factors.

Lastly, the greenhouse gas emissions generated by customer travel are calculated on the basis of the type of store and its location (urban, intermediary or peri-urban), assumptions of distances covered and means of transport (car, public transport or soft transport) and the total number of store visits recorded. A customer is considered to visit on average two stores during his/her trip, and so half of the total emissions for customer trips are allocated to Maisons du Monde.

3.7.2 HR INDICATORS

Perimeter

The social reporting scope includes all consolidated legal entities in accordance with the requirements of financial consolidation. Modani’s indicators are limited to headcount data as of 31 December 2019 and movements (hires and departures).

Note that for reasons of information availability, the indicators collected do not always cover the Group’s entire scope. In a process of continuous improvement, the Group is working to expand the collection scope of HR data so as to disclose the most comprehensive information possible. Scope specificities are provided throughout the report.

Reporting tools

The indicators are derived from the payroll tool (Business Object), external payroll companies responsible for managing payroll in some countries as well as the ERP of Mekong Furniture in Vietnam.

Social indicators were collected through a network of contributors identified at Maisons du Monde, Distrimag, Modani and Mekong on the basis of their business line expertise. The HR reporting managers run this network of contributors from France. The aim is to improve the quality of data and establish common definitions.

Key methodological specificities

Social data correspond exclusively to people with an employment contract with a Group entity. People on temporary contracts, external providers and franchises, as well as trainees and people on probation (Vietnam) are excluded from these data. However, people on combined work-study contracts (apprenticeship or professional qualification contracts) are included in the scope.

The monitoring of hirings and dismissals presented in the report is limited, as of now, to permanent staff.

The monitoring of illness absenteeism and health and safety indicators does not include information on Group employees in the United States, Portugal or the United Kingdom (around 2% of the Group’s headcount).

The illness absenteeism rate is calculated on the basis of theoretical working hours. When sick leave is monitored in days, it is converted into hours on the basis of the legal weekly working time.

Concerning training indicators, the training of employees undergoing induction into the store network is included in the calculation of training hours and costs. The proportion of employees trained is calculated on the basis of the number of employees present at 31 December. For e-learning training, the number of hours completed is calculated on the basis of the theoretical duration of training. Lastly, the Group’s headcount in the United States is excluded from the training indicators (1% of the Group’s workforce).

Lastly, information on work-study contracts is only monitored for employees in France.

3.8 Report by the Statutory Auditor, appointed as independent third party, on the consolidated non-financial statement

This is a free English translation of the Statutory Auditor's report issued in French and is provided solely for the convenience of English-speaking readers. This report should be read in conjunction with, and construed in accordance with, French law and professional standards applicable in France.

For the year ended 31 December 2020

To the Annual General Meeting,

In our capacity as Statutory Auditor of your company (hereinafter the "entity") appointed as independent third party, and accredited by the French Accreditation Committee (*Comité Français d'Accréditation* or COFRAC) under number 3-1049⁽¹⁾, we hereby report to you on the consolidated non-financial statement for the year ended 31 December 2020 (hereinafter the "Statement"), included in the entity's Management Report pursuant to the requirements of articles L. 225-102-1, R. 225-105 and R. 225-105-1 of the French Commercial Code (*Code de commerce*).

Responsibility of the entity

The Management Board's is responsible for preparing the Statement, including a presentation of the business model, a description of the principal non-financial risks, a presentation of the policies implemented considering those risks and the outcomes of said policies, including key performance indicators.

The Statement has been prepared in accordance with the entity's procedures (hereinafter the "Guidelines"), the main elements of which are presented in the Statement and available upon request at the entity's head office.

Independence and quality control

Our independence is defined by the requirements of article L.822-11-3 of the French Commercial Code and the French Code of Ethics (*Code de déontologie*) of our profession. In addition, we have implemented a system of quality control including documented policies and procedures regarding compliance with applicable legal and regulatory requirements, the ethical requirements and French professional guidance.

Responsibility of the statutory auditors appointed as independent third party,

On the basis of our work, our responsibility is to provide a report expressing a limited assurance conclusion on:

- the compliance of the Statement with the requirements of article R. 225-105 of the French Commercial Code;
- the fairness of the information provided in accordance with article R.225-105 I, 3° and II of the French Commercial Code, i.e., the outcomes, including key performance indicators, and the measures implemented considering the principal risks (hereinafter the "Information").

However, it is not our responsibility to comment on the entity's compliance with other applicable legal and regulatory requirements, in particular the French duty of care law and anti-corruption and tax avoidance legislation nor on the compliance of products and services with the applicable regulations.

Nature and scope of our work

The work described below was performed in accordance with the provisions of Article A.225-1 *et seq.* of the French Commercial Code, as well as with the professional guidance of the French Institute of statutory auditors (*Compagnie nationale des commissaires aux comptes* or CNCC) applicable to such engagements and with ISAE 3000⁽²⁾:

- we obtained an understanding of all the consolidated entities' activities, and the description of the principal risks associated;
- we assessed the suitability of the criteria of the Guidelines with respect to their relevance, completeness, reliability, neutrality and understandability, with due consideration of industry best practices, where appropriate;
- we verified that the Statement includes each category of social and environmental information set out in article L.225-102-1 III as well as information regarding compliance with human rights and anti-corruption and tax avoidance legislation set out in article L. 22-10-36, paragraph 2;
- we verified that the Statement provides the information required under article R. 225-105 II of the French Commercial Code, where relevant with respect to the principal risks, and includes, where applicable, an explanation for the absence of the information required under article L. 225-102-1 III, paragraph 2 of the French Commercial Code;

(1) Accreditation Cofrac Inspection, number 3-1049, scope available at www.cofrac.fr

(2) ISAE 3000: international standard on assurance engagements other than audits or reviews of historical financial information

Non-financial performance statement

Rapport de l'un des commissaires aux comptes

- we verified that the Statement presents the business model and a description of principal risks associated with all the consolidated entities' activities, including where relevant and proportionate, the risks associated with their business relationships, their products or services, as well as their policies, measures and the outcomes thereof, including key performance indicators associated to the principal risks;
- we referred to documentary sources and conducted interviews to:
 - assess the process used to identify and confirm the principal risks as well as the consistency of the outcomes, including the key performance indicators used, with respect to the principal risks and the policies presented,
 - corroborate the qualitative information (measures and outcomes) that we considered to be the most important presented in Appendix. Concerning certain risk⁽¹⁾, our work was carried out on the consolidating entity, for the other risks, our work was carried out on the consolidating entity and on a selection of entities⁽²⁾;
- we verified that the Statement covers the scope of consolidation, i.e. all the consolidated entities in accordance with article L. 233-16 of the French Commercial Code within the limitations set out in the Statement;
- we obtained an understanding of internal control and risk management procedures the entity has put in place and assessed the data collection process to ensure the completeness and fairness of the Information;
- for the key performance indicators and other quantitative outcomes that we considered to be the most important presented in Appendix, we implemented:
 - analytical procedures to verify the proper consolidation of the data collected and the consistency of any changes in those data,
 - tests of details, using sampling techniques, in order to verify the proper application of the definitions and procedures and reconcile the data with the supporting documents. This work was carried out on a selection of contributing entities⁽²⁾ and covers between 24% and 100% of the consolidated data selected for these tests;
- we assessed the overall consistency of the Statement based on our knowledge of all the consolidated entities.

We believe that the work carried out, based on our professional judgment, is sufficient to provide a basis for our limited assurance conclusion; a higher level of assurance would have required us to carry out more extensive procedures.

Means and resources

Our work was carried out by a team of four people between December 2020 and April 2021 and took a total of three weeks.

We were assisted in our work by our specialists in sustainable development and corporate social responsibility. We conducted around ten interviews with the people responsible for preparing the Statement.

Conclusion

Based on the procedures performed, nothing has come to our attention that causes us to believe that the non-financial statement is not presented in accordance with the applicable regulatory requirements and that the Information, taken as a whole, is not presented fairly in accordance with the Guidelines, in all material respects.

Paris-La Défense, on April 21, 2021

KPMG S.A.

Anne Garans
Partner
Sustainability Services

Gwenaël Chedaleux
Partner

(1) Employee engagement; Social Dialogue; Climate change and GHG emissions; Social impact of production; Environmental impact of production; Chemicals; Traceability of raw materials; Social impact in production countries; Governance, ethics & corruption; Foundation & Philanthropy; Water consumption; Second lease of life for products and circular economy; Ecodesign; Responsible offer promotion; Store accessibility; Local economic impact of stores.

(2) Maisons du Monde Headquarters, DISTRIMAG, Modani, Mekong.

Appendix

Qualitative information (actions and results) considered most important

Communication and training plans for employees on health and safety and well-being at work

Action plans and results in favor of internal mobility

Employee engagement programs and results

Mechanisms and results of social dialogue with employees

Deployment of a roadmap in favour of diversity

Policies and associated results to limit the environmental impact of the Group's activities

Measures implemented to improve waste management

Action plans and associated results to improve resource management

Participation to programs to promote the second life of products

Policies and action plans in favour of responsible purchasing

Measures taken to measure and monitor risks related to corruption

Support for associations by the Maisons du Monde Foundation

Actions and results to promote accessibility to Maisons du Monde sales outlets

Policies and related results to promote a responsible product offering

Key performance indicators and other quantitative results considered most important

Workforce and breakdown by gender and by contract type

Total number of permanent hires

Total number of departures under permanent - of which dismissals under permanent contracts

Frequency rate of workplace accidents

Severity rate of workplace accidents

Absenteeism rate

Average number of hours of training per employee

Number of employees that participated in the solidarity programme

Energy consumption of buildings and Energy consumption per square meter (energy intensity)

Vehicle fuel consumption

Scope 1 GHG Emissions

Scope 2 GHG Emissions

Scope 3 GHG Emissions (Products and services purchases)

Volume of waste produced

Share of waste sorted for recycling

Purchases of paper and packaging

Percentage of strategic suppliers audited in the last two years

Percentage of textiles articles and furniture coverings made of responsible textile

Percentage of our suppliers that are signatories of the "Substances" specifications

Rating of ICS audits at Maisons du Monde suppliers in 2020