



MARCK & BALSAN

PROTÉGER ET RAYONNER



CSR REPORT 2021



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GOVERNANCE

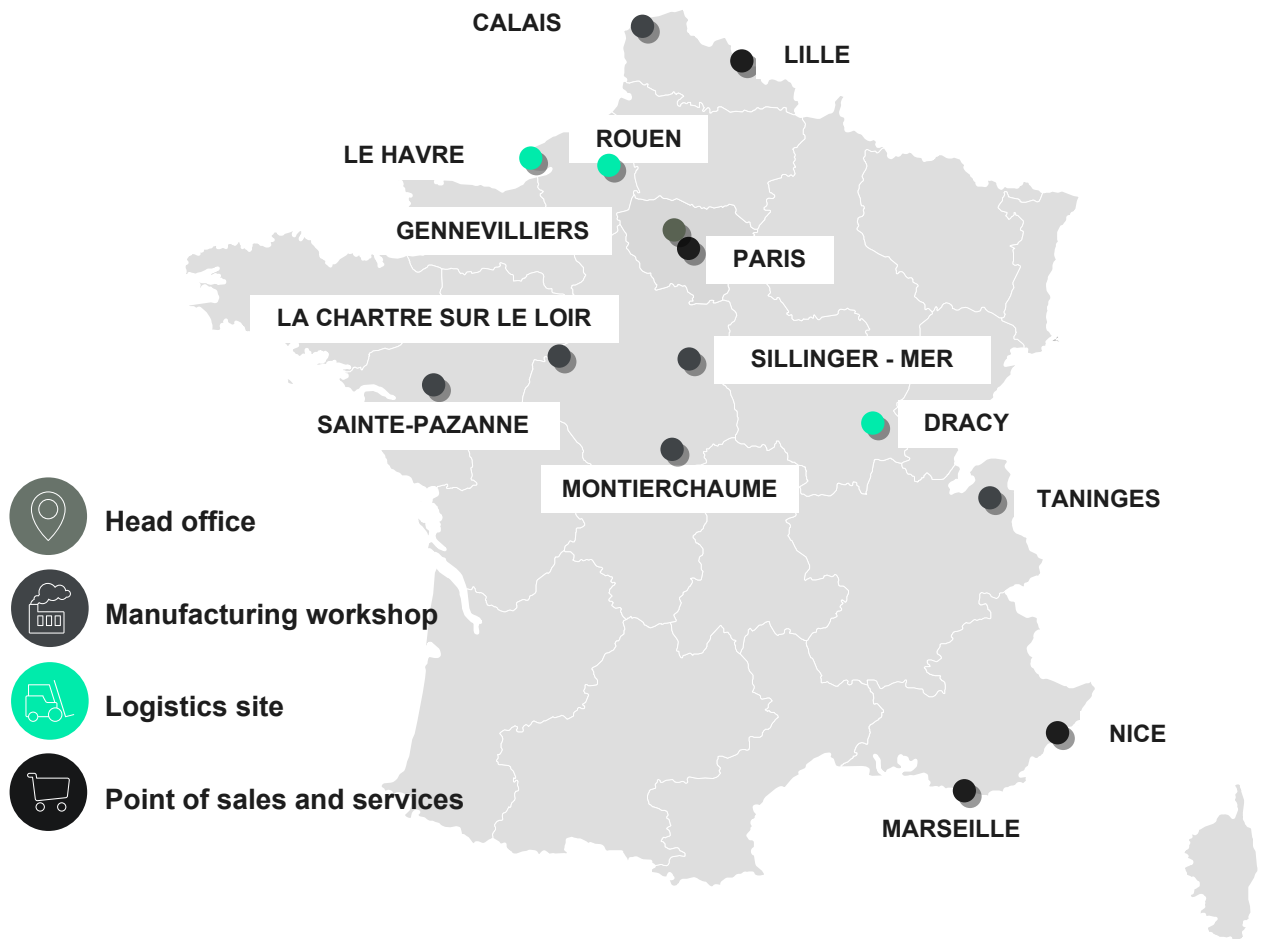
MARCK & BALSAN

Marck & Balsan, a **French industrial company** specialising in clothing and equipment for public authorities and private companies, in France and internationally.

Marck & Balsan offers a **global service** combining **protective equipment, uniforms, equipment** and associated services for professionals.

Since its origins, Marck & Balsan has **protected and promoted** not only its **factories in France**, but also the **local workforce** and **know-how** across its historical areas.

Marck & Balsan Group has **6 production sites in France**, each specialised in a particular field: Calais, Taninges, Montierchaume, Sainte-Pazanne, La Chartre-sur-le-Loir and Mer.





444 employees in France as at 31 December 2020

3 logistics sites in France

5 points of sale and services in France: Paris, Gennevilliers, Lille, Marseille, Nice

Head office 74 rue Villebois Mareuil, 92230 Gennevilliers, France

Reporting period: Calendar year 2020 (January to December)

Reporting cycle: annual

A high-quality product and service offering in terms of:

- **Protection:** workwear and personal protective equipment (PPE).
- **Uniforms:** identity clothing (corporate clothing and prestigious uniforms) in accordance with its customer's requirements, made-to-measure or industrial customisation.
- **Equipment:** Marck & Balsan meets the materials and equipment needs for public authorities and international defence and security forces.

- Over **20,000 items** shipped every day

Over **7,500,000** items delivered annually

Storage capacity for **8 million** items

More than 170 years of history and know-how

Contact

Coralie Monnet QHSE Director

coralie.monnet@marcketbalsan.fr

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COMMUNICATION
SUR LE PROGRÈS



Ceci est notre **Communication sur le Progrès** sur la mise en oeuvre des Dix principes du **Global Compact des Nations Unies** et soutenant les objectifs des Nations Unies.

Nous apprécierions vos commentaires sur son contenu.

CSR COMMITMENT - POLICY

For several years, we have been engaged in a social responsibility approach, that we have applied to all our activities, and to each of our occupations, including that of purchasing.

We therefore invite you to discover our [CSR report 2021](#) which assesses the practical measures taken by us in 2020, and our ambition to continue our commitment to the Global Compact, which we joined in 2016.

Governed by an environmental management system, our objectives are simple, clear and definitive: reducing the impact of industrial and infrastructure-based activities, building partnerships in line with our environmental, ethical and social values, developing human capital and diversity while contributing to the health and safety of employees, customers and partners.

Corporate social responsibility (CSR) is one of Marck & Balsan's key daily and strategic concerns. Based on the structural components of the ISO 26000 standard, Marck & Balsan is committed to a strong, proactive approach, ranging from involvement in sustainable development initiatives to practical action plans related to the operational management of the business.

Philippe BELIN

Chairman

Laurent MARCK

CEO



GLOBAL COMPACT AND SDG

The Sustainable Development Goals (SDGs) have been adopted by the United Nations.

They constitute Agenda 2030, which links each goal to targets to be achieved by 2030, aimed at “eradicating poverty, protecting the planet, and ensuring prosperity for all”.

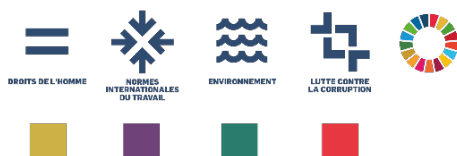
Marck & Balsan joined the United Nations Global Compact in 2016 and on a daily basis shares the 10 universal principles organised into 4 key areas:

- Human rights
- International labour standards
- Environment
- Anti-corruption

Currently, Marck & Balsan undertakes actions on 6 of the 10 principles (1, 3, 6, 8, 9 and 10) and these actions are linked to 12 Sustainable Development Goals (3, 4, 5, 7, 8, 9, 10, 11, 12, 15, 16 and 17)



Des **10 PRINCIPES** du Global Compact
aux **17 OBJECTIFS** de Développement
Durable des Nations Unies



LES DIX PRINCIPES DU GLOBAL COMPACT DES NATIONS UNIES

DROITS DE L'HOMME 1 à 8, 10, 11, 16, 17

- 1 Promouvoir et respecter la protection du droit international relatif aux Droits de l'Homme
- 2 Veiller à ne pas se rendre complices de violations des Droits de l'Homme



NORMES INTERNATIONALES DU TRAVAIL 1, 3, 5, 8, 9, 10, 16, 17

- 3 Respecter la liberté d'association et reconnaître le droit de négociation collective
- 4 Contribuer à l'élimination de toutes les formes de travail forcé ou obligatoire
- 5 Contribuer à l'abolition effective du travail des enfants
- 6 Contribuer à l'élimination de toute discrimination en matière d'emploi



ENVIRONNEMENT 2, 3, 4, 6, 7, 9, 11 à 15, 17

- 7 Appliquer l'approche de précaution face aux problèmes touchant à l'environnement
- 8 Prendre des initiatives tendant à promouvoir une plus grande responsabilité en matière d'environnement
- 9 Favoriser la mise au point et la diffusion de technologies respectueuses de l'environnement



LUTTE CONTRE LA CORRUPTION 3, 10, 16, 17

- 10 Agir contre la corruption sous toutes ses formes, y compris l'extorsion de fonds et les pots-de-vin

Les Dix Principes du Global Compact des Nations Unies sont dérivés de : la Déclaration Universelle des Droits de l'Homme, la Déclaration de l'Organisation Internationale du Travail relative aux principes et droits fondamentaux au travail, la Déclaration de Rio sur l'environnement et le développement, et la Convention des Nations Unies contre la corruption.



ECOVADIS

The EcoVadis assessment takes into account the policies, actions and results of the CSR management system.

Marck & Balsan is among the top 2% of companies assessed by EcoVadis in its sector.

Since 2018, Marck & Balsan has retained its EcoVadis gold medal with a score of 69/100 in 2020.



63/100 in 2018
69/100 in 2019
69/100 in 2020



In order to improve its score in the “Responsible Purchases”, category Marck & Balsan decided to revise its purchasing process and integrating the notion of corporate responsibility, obtaining the Responsible Supplier Relations and Purchases label.



**RETENTION OF THE ECOVADIS GOLD MEDAL
IMPROVEMENT OF OUR RESPONSIBLE PURCHASES
SCORE**



THE ENVIRONMENT: OUR OFFERING OF RESPONSIBLE SOLUTIONS

ENVIRONMENTAL PERFORMANCE

Marck & Balsan implements a number of actions to reduce its energy consumption and limit its environmental footprint in relation to energy.

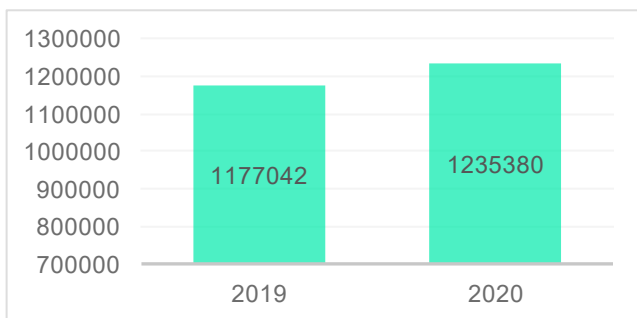


Energy consumption

Marck & Balsan has established reporting of its electricity and water consumption in its organisation (all sites combined)

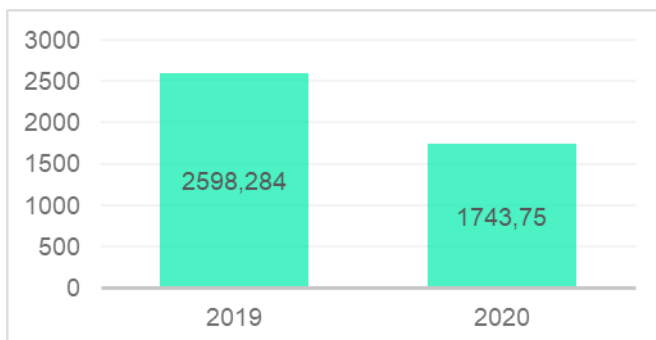
Its goal: to control and reduce its energy consumption and to analyse discrepancies to optimise its consumption.

- **Electricity consumption in kWh**



- We note a 5% increase in electricity consumption, which is explained in particular by:
The installation of 4.0 cutting machines with other positive effects, in particular the reduction of fabric and paper waste.
A strong recovery with increased hours after the lockdown.
The change to 2 shifts for certain activities in the last quarter of 2020.

- **Water consumption in m³**



IN 2020
-33%
M³ OF WATER

The various measures taken in 2019 (toilet flushes, taps and dishwashers) have resulted in a reduction of around 33% in water consumption, emphasised by the teleworking effect related to the health crisis.



Green electricity

Moreover, the company relies on framework agreements with its main energy partners to reduce its consumption and promote the use of renewable energy sources (green electricity offers). An analysis of Marck & Balsan's energy budget (electricity and natural gas) reveals an energy performance approach that is already well under way:

Green power accounts for 25% of the sites' overall electricity consumption via a Renewable Energy Option.

The electricity agreements signed by the company's sites are optimised in terms of contract power versus requirements. Electricity, which, on average, emits 2.5 times less GHGs than natural gas, accounts for approximately 35% of the energy requirements (electricity and gas) of the sites.

Renewal of the vehicle fleet

Marck & Balsan is renewing its vehicle fleet using more fuel-efficient vehicles: less powerful, automatic transmission, and start and go system on all models.

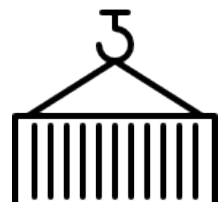
A charging station for electric vehicles is available in the parking area at the head office.

In early 2021, the first hybrid vehicle was delivered.



Freight transport optimisation

- ⇒ Marck & Balsan has chosen to develop partnerships with logistics providers which share its commitments and which also have an approach aimed at reducing their environmental footprint
- ⇒ vehicles meeting the latest EURO V/VI and 100% AdBlue standards,
- ⇒ delivery drivers who have received eco-driving training.

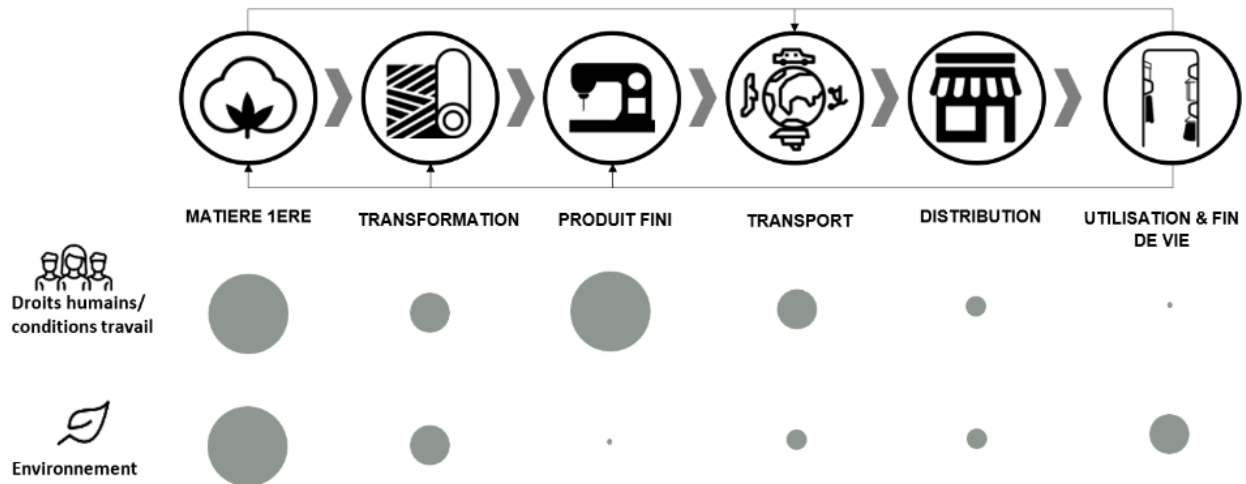




Environmental impact of the products

Marck & Balsan encourages local supply channels. Products are manufactured as a priority in our factories in France and on our site in Tunisia, with carriage by truck and sea (rather than **air**), thus limiting CO₂ emissions and the environmental impact of the products in relation to transport.

The company has estimated GHG (greenhouse gas) emissions of the product supply chain using the EcoTransIT tool, indicating the quantity of CO₂ equivalent tonnes (WTW). This estimate confirms the interest of having components sourced close to the place of manufacture and the place of delivery to the customer.



It is generally noted in the textile sector that carriage does not have the greatest impact, as illustrated in this diagram (on the basis of a LCA of “classic” products). Thus Marck & Balsan wants to focus its actions on raw materials and the use and end-of-life phases.



IMPLEMENTATION OF MONITORING OF TRACEABILITY OF OUR PRODUCTS THROUGHOUT THE SUPPLY CHAIN AND LIFE CYCLE ASSESSMENT CALCULATION FOR ICONIC PRODUCTS.



MORE RESPONSIBLE PRODUCTS



Material and Marking Guides



Drafting of 2 guides that will be working tools for several activities within the company but also guides in co-building a collection with the customer.



- Materials Guide: Catalogue of fibres used in the company with advantages, drawbacks and existing solutions (labels, etc.)



- Markings Guide: List of the various types of existing markings according to their sustainability (mobile, with possibility of alterations, fixed)

Deployment of these guides in 2021 to the various departments concerned.

Sustainable use guide: properly wearing and maintaining one's allocation

This user guide provides a few tips for Marck & Balsan customers on proper use of the allocation to improve its durability. Here are some topics covered:

- Ideal allocation: to avoid overconsumption
- Responsible measures: services of alteration, maintenance in operational condition and recycling of used clothing are offered by Marck & Balsan
- Wearing one's uniform properly: awareness-raising of the measures to be taken to reduce the risk of wear
- Wearing PPE properly or keeping PPE in good condition



A new service of Taking measurements through the product: La Gradée

The concept?

A jacket in 3 sizes with graduations which allow the correct chest size and the right sleeve length to be defined. It allows the customer to take these 2 measurements itself as soon as the order is placed. A concept that avoids:

- The master tailor or measurement taker having to travel
- The development of an individual skeleton to size
- Alterations or even restarting production

This provides time saving and a more environmentally-friendly approach.

The process?

15 minutes to carry out this measurement in total autonomy using a kit comprising:

- the 3 La Gradée jackets
- the tutorial
- the measurements sheet (paper and digital).
- a mirror





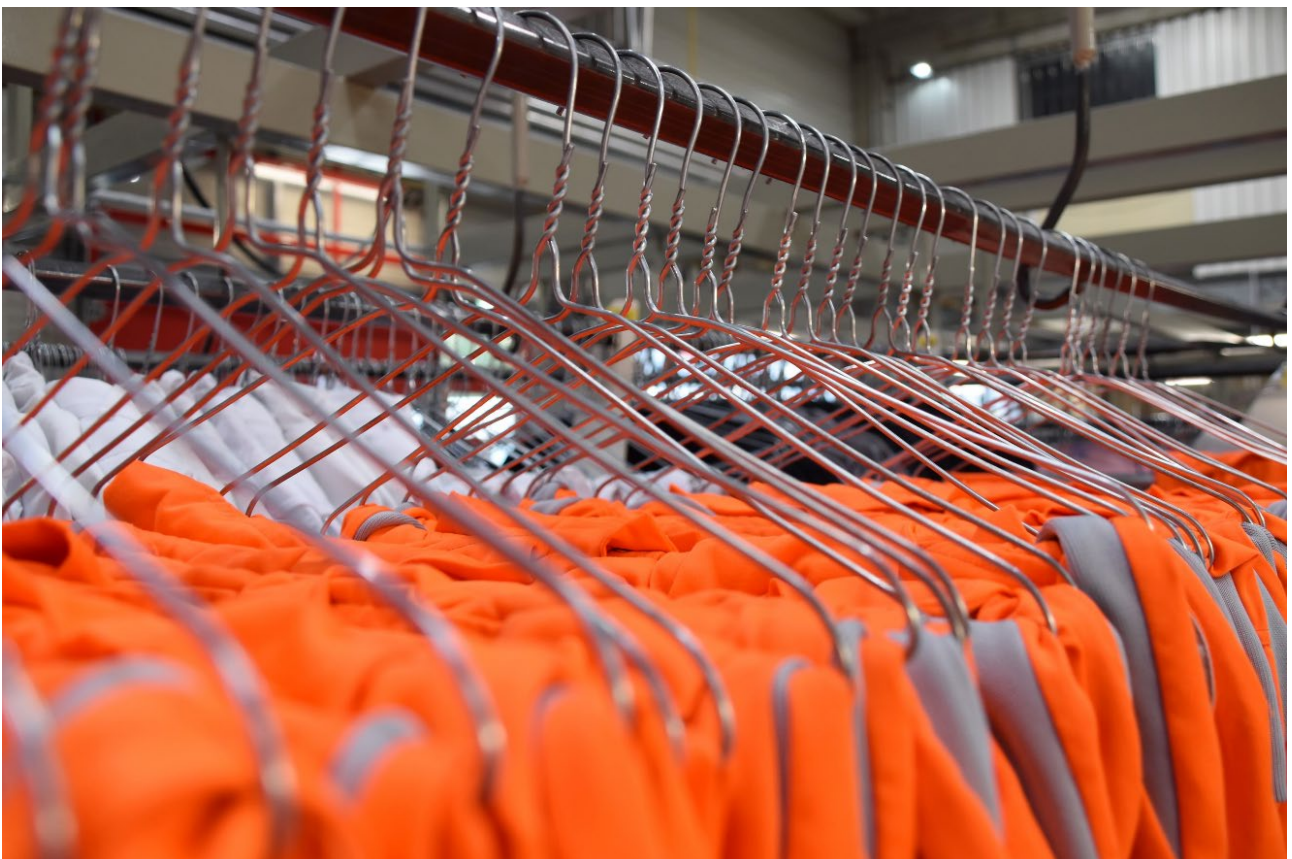
A test campaign was carried out in 2020 on a sample of about ten people with different body shapes. In 2021, Marck & Balsan will offer this new measurement service to its customers.

A capsule collection of more responsible products

Marck & Balsan has begun to develop a more environmentally-friendly collection of products on a selection of essential products in the company's catalogue offering. Woven fabric products (skirt, trousers, shirt, jacket) as well as a selection of Knitwear products (sweater and polo). The sourcing of raw materials, components and natural markings being studied to then launch the initial prototypes.



- **DEPLOYMENT OF GUIDES AND THE USER GUIDE**
- **LAUNCH OF THE CAPSULE COLLECTION OF MORE RESPONSIBLE PRODUCTS**
- **ESTABLISHMENT OF THE “LA GRADEE” MEASURING SERVICE**
- **A STUDY ON INCLUDING LINEN IN MARCK & BALSAN PRODUCTS**





REDUCTION OF THE ENVIRONMENTAL IMPACT OF OUR ACTIVITIES

Modernisation of the Marck & Balsan production tool

After a test period in 2018, Marck & Balsan acquired a 1st 4.0 cutting machine in order to adopt an **on-demand production mode** to be able to offer customised products.

This machine is more environmentally-friendly, with, in particular:

- Optimised fabric consumption
- Reduced consumable resource requirements
- Long-life blades
- Discontinuation of the use of paper or plastic

The company is continuing to install this type of tool on its manufacturing sites.




Paperless invoices

In 2018, Marck & Balsan set up a new supplier invoicing platform that provides computerised management of the invoice validation circuit.

This solution allows us to be more efficient, dispense with systematically printing supplier invoices and to enhance the employees' work.

The dematerialisation of supplier invoices has been gradual and fully in place in 2020:

	2018	2019	2020
 % of supplier paperless invoices	47%	92%	100%

In 2021, the tool is being optimised to continue to improve its operation and to be more efficient for payment terms.



RECYCLING

Waste management

The company has implemented monitoring of the total weight of waste per type and method of treatment on all Marck & Balsan sites:

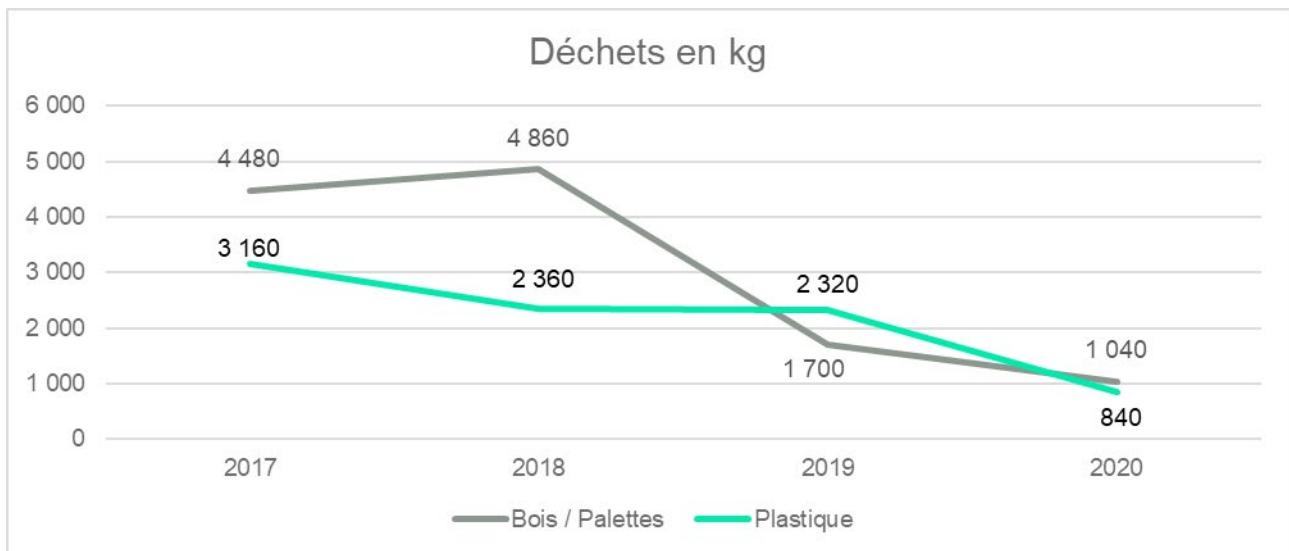
Waste in kg	2017	2018	2019	2020
Wood/Pallets	4480	4860	1700	1040
Paper/Cartons	52854	36814	44599	45838
Plastic	3160	2360	2320	840
OIW	83080	80040	75446	79314
Total	143574	124074	124065	127032

From 2017 to 2020, the amount of some of the waste generated by Marck & Balsan decreased for certain items:

Wood and pallet waste were divided by 4, and are 100% recycled.

Paper and cardboard waste is 100% recycled.

Plastic waste decreased year by year and was divided by 4 between 2017 and 2020. Sorted waste is 100% recycled but not yet 100% sorted: this is an improvement point we will work on in 2021.





Déchets textiles de 2017 à 2020



- Valorisation thermique
- Destruction
- Dons
- Soldeurs

As regards textile waste, the company also monitors the annual weight. However, apart from its garment business and its stocks, this is hard to control, since it depends mainly on the collection made with its customers, and in this sense, the more it has the better! Attention must be paid to the fate of this waste. Marck & Balsan now gives 42% of this waste a second life (donations and discounters) with an increasing amount of waste recycled.

42%

of these textile wastes
given a second life
(donations and discounters)



- **STANDARDISE WASTE MANAGEMENT BETWEEN SITES AND DECREASE OIW QUANTITY.**
- **ESTABLISH RECOVERY AND SORTING OF PRODUCTION OFFCUTS FOR RECYCLING.**





Recycled materials

Extending the life cycles of the resources used with materials made of recycled materials:

- ⇒ Recycled cardboard products used for packaging, as well as recycled cartons with lids.
- ⇒ Purchase of used or recycled pallets on logistics sites.
- ⇒ Proposal of biosourced and biodegradable plastic for packaging products. Marck & Balsan also offers its customers packing of several products together to limit the use of plastic (e.g. masks).

Recycled materials in the products:

- ⇒ Development of products with recycled materials.
- ⇒ Support to customers to increase the share of products from reused or recycled materials.

The company does not control the percentage of materials consumed sourced from recycled materials because this choice is often linked to the customers' specifications, in terms of cost or product quality.



- **REPLACE THE MAIN MATERIALS OF THE ICONIC PRODUCTS WITH RECYCLED MATERIALS WHILE PRESERVING THE SAME TECHNICAL CHARACTERISTICS.**
 - **OFFER RECYCLED PRODUCTS**
-



BUSINESS RELATIONS: OUR ETHICAL AND FAIR BEHAVIOUR

SUPPLIER RELATIONS AND RESPONSIBLE PURCHASES



Marck & Balsan has been a signatory of the Responsible Supplier Relations Charter since 2018.

In 2020, the company wanted to extend this commitment by obtaining recognition with the Supplier Relations and Responsible Purchases label



Marck & Balsan has drawn up a clear and coherent Purchasing Policy, characterised by a responsible purchasing approach in line with the company's general orientations.

<https://www.marcketbalsan.fr/wp-content/uploads/2021/02/annexe-8-politique-achats-marck-et-balsan.pdf>

An internal mediator has been identified and can be contacted directly via the following address: mediateur.fournisseurs@marcketbalsan.fr



Some measures implemented:

- Analysis of risks and opportunities
- Mapping of risks per product
- Active listening of suppliers' questionnaire



- **FORMALISE OUR SUPPLIER LISTING PROCESS**
- **CONTINUE TO PROFESSIONALISE THE PURCHASING ROLE AND PROCESS**



CSR PERFORMANCE AND SUPPLY CHAIN

Supplier assessment

Marck & Balsan's goal is to advance the panel of suppliers with regard to CSR by assessing them on:

- their environmental approach
- points of labour law based on the International Labour Organisation
- the fight against corruption

ALREADY LISTED
ASSESSMENT OF
SUPPLIERS FOR
**66% OF
PURCHASES**

Safety

**OEKO-TEX
SUPPLIERS
64%**

Marck & Balsan encourages its suppliers to obtain the Oeko-Tex certificate to ensure that the materials are neither allergens nor carcinogens.

In 2019, the proportion of Oeko-Tex certified suppliers more than doubled.

At the end of 2019, suppliers with an Oeko-Tex certificate represent a 64% proportion of purchases in terms of turnover and this proportion was maintained in 2020.

Supplier assessment

Marck & Balsan supports its sub-contractors in putting improvement actions in place following social audits carried out by independent bodies.

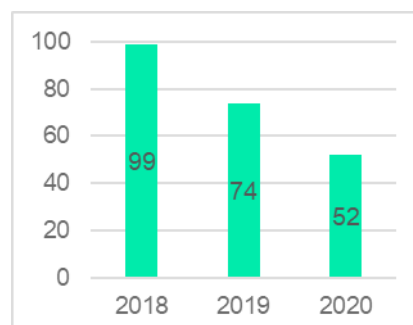
The reference framework used, based on the SA8000, includes:

- human rights
- the working environment
- environmental management
- the integrity of the company
- the Management System

The level of compliance is high and often much higher than local or national laws.

For each of the audited sites, the number of Non-Conformities decreased. For those sites with the most non-conformities, the monitoring is as follows:

**2019 and
2020
- 30%
THE NUMBER OF
NON-
CONFORMITIES
DURING AUDITS**





CORRUPTION PREVENTION

During 2020, the deployment of the programme was continued with a specific action for the **SILLINGER** subsidiary, with which a **Code of Ethics** was drawn up and implemented.

More generally, at the company level, a new Guide was drafted and validated regarding the practice of **gifts, invitations and patronage and sponsorship operations**, explaining the process to be followed to organise such events.

IN 2020

0

Abnormal
situations

No reporting of any a priori abnormal situation was received and therefore no investigations were launched during the year.

As regards awareness-raising actions, due to the health situation, they could not take place, but they will normally resume in face-to-face and remote formats from March 2021 with an action for some 30 new employees, allowing a very high rate of training to be maintained, beyond the 95% of the set target.

>95%

Employees made
aware of the fight
against corruption

100%

MEMBERS OF THE
GOVERNANCE BODIES
TRAINED

With regard to the governance bodies, all persons on the Executive Committee and the Strategic Management Committee are aware of anti-corruption policies and procedures.



For 2021, the main objective is to launch and carry out a new risk mapping which meets the requirements of the French Anti-Corruption Agency (AFA). This new mapping will be operational on 1 January 2022.



SUSTAINABLE EMPLOYMENT: OUR KNOW-HOW AND PARTNERSHIPS

DEVELOPMENT OF HUMAN CAPITAL

Marck & Balsan promotes sustainable employment with:

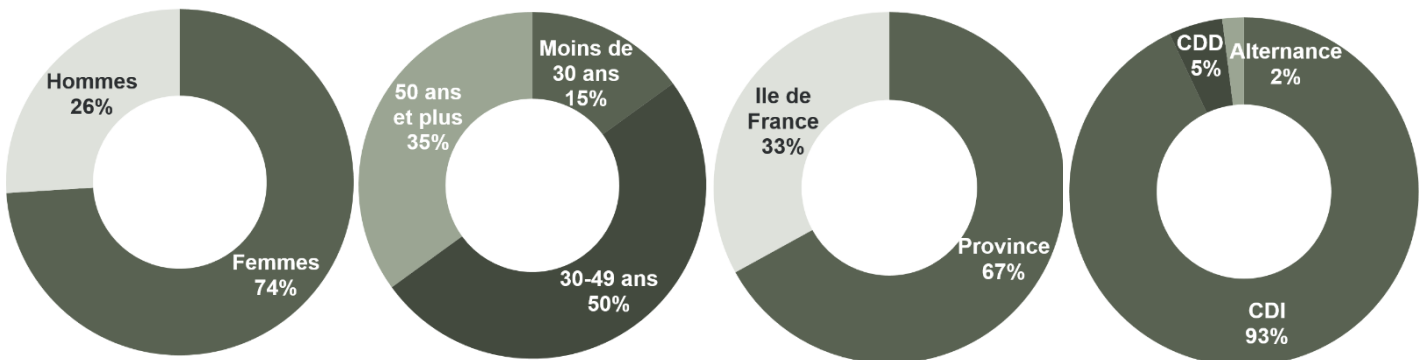
- 93% of its employees on permanent contracts, rooted in the national territory
- 67% of its staff spread over 6 sites in France
- 40% of production employees with tailoring and trimming craftsmanship unique in France.

Marck & Balsan combines:

- **historical know-how** that has been passed down for more than 150 years
- **innovation** with 10% of employees involved in researching ever more efficient equipment for the protection of its customers exposed to many risks (fire, cold, chemical, war,

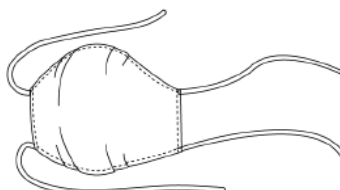


Total staff **444** employees on 31/12/2020



2020 was marked by the Covid-19 health crisis during which Marck & Balsan maintained employment and even continued hiring.

As early as the end of March 2020, the workshops started up again very quickly to produce masks.





SKILLS DEVELOPMENT

Needs for skills development are reported either by the managers or by the employees themselves during the annual appraisal interviews. These needs are formalised in a dedicated document called the training needs record. Following the compilation of these needs, the training programme is established to provide increased or new skills for the employees.

IT training courses

In 2020, a major training programme on ERP was delivered following of the merger of the various companies.

203 people, **i.e. 46%** of the employees, were trained in **116** training sessions. 26 training manuals were put on-line on the intranet to specifically assist each occupation.

Raising employee awareness of CSR

In 2019 and 2020, CSR training in partnership with the firm Bluequest and Fédération de la Maille was offered to the employees.

The staff trained included those connected to the CSR priority areas in 2020 (Responsible Purchases, Eco-Design, Recycling), namely:

- buyers and product managers
- the Design Office and R&D
- the production site managers
- the on-site recycling advisers
- the members of the CSR steering committee

IN 2019

27%

TRAINED ACCORDING
TO OUR PRIORITY
AREAS

IN 2020

100%

TRAINED ACCORDING
TO OUR PRIORITY
AREAS

In relation to the employees' rich range of skills and occupations within Marck & Balsan, an internal content creation training programme will be launched in 2021:



CREATION OF THE MARCK & BALSAN ACADEMY



MAINTAINING LOCAL KNOW-HOW AND PARTNERSHIPS

EPV

In 2020 renewal of the EPV or living heritage business label of the La Chartre sur Loir site for French know-how of excellence in the field of trimming and tailoring accessories for uniforms.



SFE

In 2020, Marck & Balsan joined the association [Savoir Faire Ensemble](#) (SFE or know-how together) and its network of textile companies to manufacture sustainable clothing locally.

Partnerships / Patronage

In 2020, the establishment of the Patronage committee made up of members of the internal departments who collectively choose partnerships according to 2 clearly defined focuses:

1. Increasing reputation (culture, occupations, French know-how, etc.)

Partnership for the publication of an educational booklet entitled "My first military ceremony" published by the Solidarity Defence association for the benefit of children and their families.



Marck & Balsan hosted workshops open to the general public during a "Weekend of know-how" organised at the Army Museum, in connection with the "the height of elegance" exhibition.

2. Protecting (partnerships relating to health, disability, natural hazards, etc.)

Donations of Covid 19 masks made at Marck & Balsan plants for the families of Marck & Balsan employees (in addition to a professional allocation).

Donations of masks/fabric for making masks for various associations including APEAI (which operates 7 establishments and supports approximately 150 persons with disabilities)

Support for the French Disaster Relief Group through donations of protective materials and equipment, a partnership that has been in operation for several years.





DIVERSITY, FAIRNESS AND EQUAL OPPORTUNITIES

Marck & Balsan governance

Marck & Balsan has put in place new, simple and clear governance to include all the main Departments by ensuring they are informed about important decisions for the company.

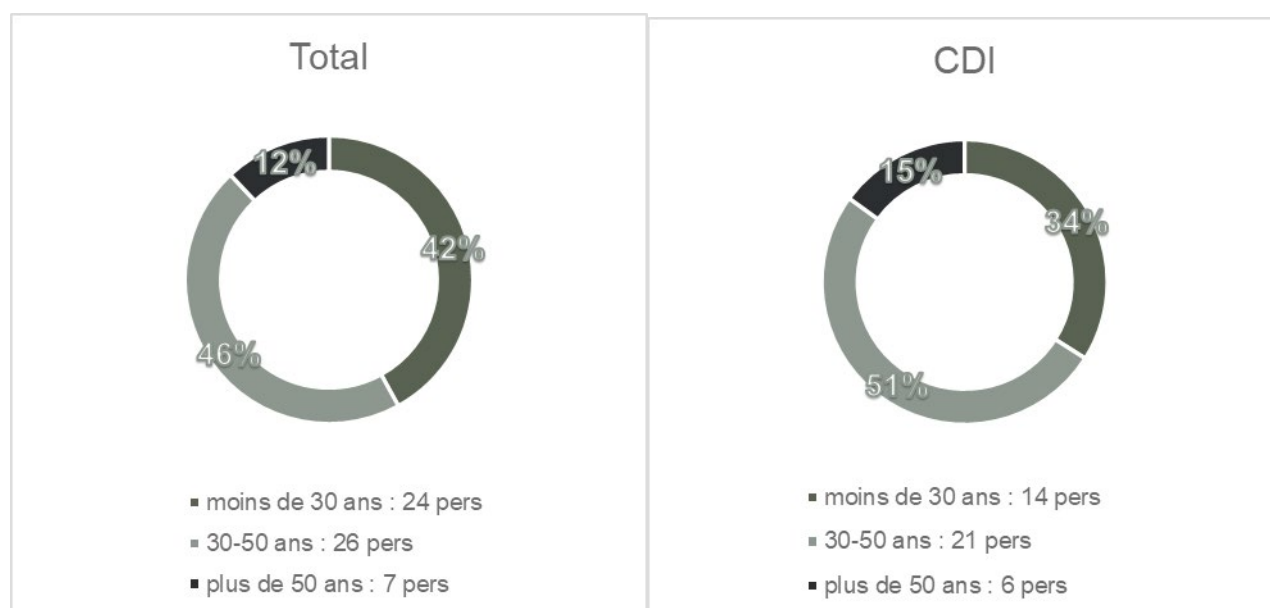
These bodies implement H/F parity for Marck & Balsan governance:

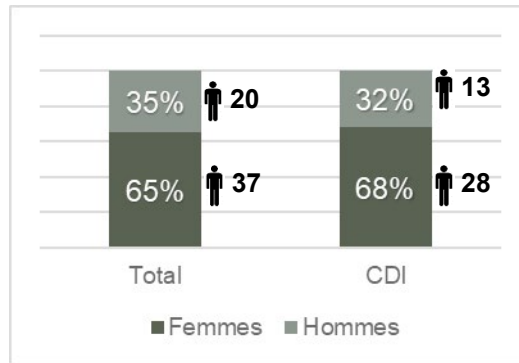
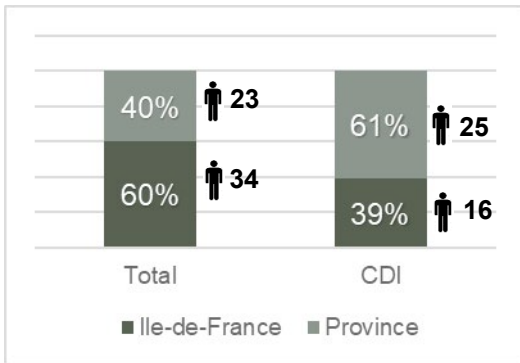
Body	% Women	% Men	30-50 years	Over 50 years
Operational Management Committee	50%	50%	50%	50%
Strategic Steering Committee	46%	54%	46%	54%
Operational & Business Committee	35%	65%	47%	53%
Prospective Committee	43%	57%	43%	57%
Transformation Committee	60%	40%	60%	40%

Hires

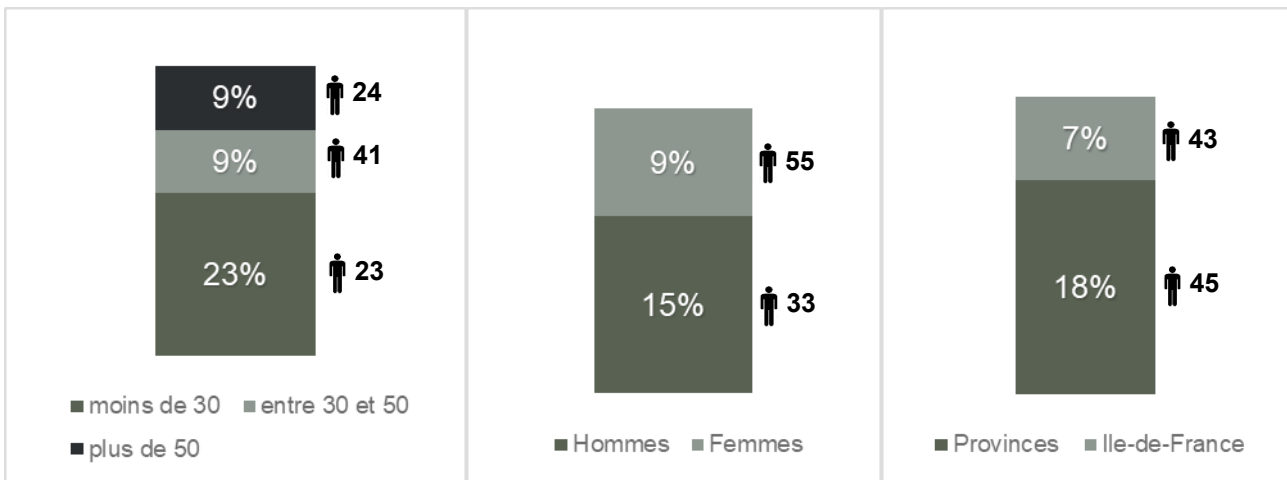
In 2020, despite the health crisis, Marck & Balsan continued hiring.

New hires (% and number):





Staff turnover (in number with the associated %) is as follows:



There is a turnover rate of 9% for the over 30 years and women, and it is 7% in the Ile de France.



SIGN THE DIVERSITY CHARTER



THE HUMAN: OUR COMMITMENTS FOR FULFILMENT

QUALITY OF LIFE AT WORK

Merger & Consultation of the employees

Marck & Balsan takes a strong position in the merger process of its subsidiaries and transforming its company with a consultation of the employees:

- Gathering of the employees' view by an outside consultancy: **60 individual interviews** on a voluntary basis on all the sites
- ⇒ Assessment of the current situation regarding the strengths and areas needing to be improved measured quantitatively.
- Online questionnaire to reach all employees with assisted accessibility for the production workstations => 80% response rate.
- Results given to employees during the days called "24h Marck & Balsan" (collective or digital sessions and discussion workshops) with a coverage rate of 95%.
- Followed-up communication through displays and on the intranet: videos, newsletters, etc.





Teleworking

In March 2020, the company, in response to the health crisis, organised itself urgently to enable some of its employees to telework who previously had not benefited from this arrangement under the Teleworking Charter in force.

The feedback from both employees and team leaders clearly led to the conclusion that the company could progress its Charter towards a genuine collective agreement on teleworking. The terms of this agreement have been standardised, expanded and simplified. The entry into force of this agreement is 1 January 2021 and will be implemented as soon as the health crisis ends.

Note: the new Marck & Balsan agreements were concluded with the head office staff representatives and then widely communicated, first to the other staff representatives and then to the supervisors to be distributed at department meetings. and finally made available to all employees on the intranet.

Consideration of Psycho-social risks

1. Psychological support measures related to the COVID health crisis

Implementation of 2 open access confidential psychological support measures:

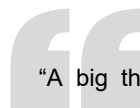
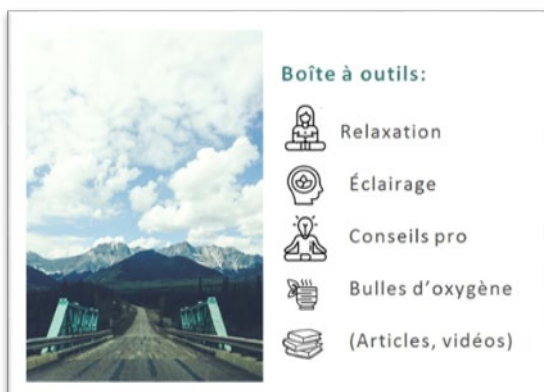
- **For all:** Provision of psychological support (by telephone and anonymously) accessible to all, from Monday, 27 April 2020, until the end of the first lockdown, and at any time, with the employee taking the initiative of calling a psychologist who will listen and provide advice.
- **For supervisors:** Operational support provided by two consultants.
Without a therapeutic vocation, this is intended to provide help, for example, with adapting the tasks of those teleworking employees, the process management, the preparation of annual interviews remotely, etc.

2. Training in relaxation techniques

Concrete support proposals for managing stress and providing psychological support were implemented, including training in relaxation techniques (alternating breathing exercises and stress management theory) open to everyone on all sites, on a voluntary basis, carried out during working time.

**PROGRAMME OF
4 SESSIONS
88 MEETINGS
6 SITES
160 PARTICIPANTS I.E.
36% OF STAFF**

Céline's testimony:



"A big thank you to the Human Resources Department for organising and offering these ongoing sessions!

The trainer puts in place aids that are quick and easy to replicate such as breathing exercises, body movements on key areas of tension and a look at/analysis of our own internal perceptions and feelings. It's a great initiative for feeling better at work for yourself and your colleagues!"



WORKER SAFETY

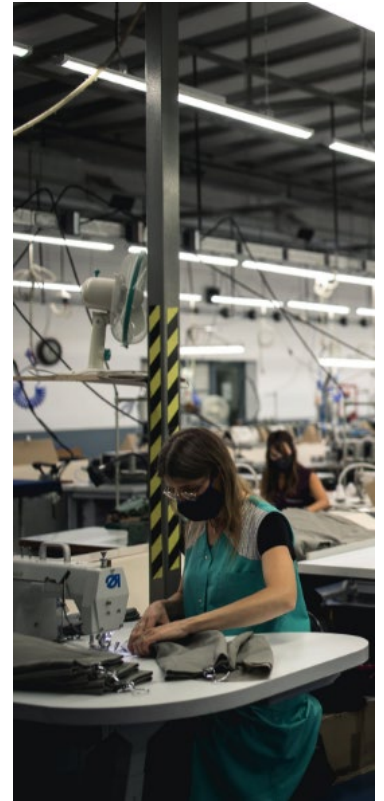
Action taken against MSD (musculoskeletal disorders)

The clothing professions are carried out in workshop environments exposed to certain noise levels, which varies according to the type of machine used. The activity requires employees to adopt seated or standing positions depending on the manufacturing stage. This environment means that the company and its subsidiaries continually seek to optimally organise the work areas using material or equipment which promotes the employees' well-being, with support from external organisations.

As an illustration, Marck & Balsan has invested in ergonomic chairs, LED lamps on sewing machines, lamps with magnifiers to facilitate stitching by hand, anti-static and anti-fatigue floor mats for cutting personnel, lightweight, cordless irons for ironing press work, or ergonomic transport trolleys for heavy loads such as fabric.

On each site, the Marck & Balsan's subsidiaries have also reorganised the production chains to limit movement.

In order to combat MSD, Marck & Balsan promotes versatility, so as to limit repetitive movements, by working at different workstations.



Safety audits and supplier assessment

Marck & Balsan improves the Safety of workers at each site through its internal audit programme and the actions implemented following the safety audits led by the Quality Health Safety and Environment Department.

With regard to suppliers, Marck & Balsan assesses them through a questionnaire in which it integrates sustainability criteria and commitments to meet the social, environmental and compliance obligations that the company considers essential for building sustainable collaboration, including, in particular:

- respect for **human and workers' rights according to the recommendations of the ILO**
- the deployment of measures aimed at preventing and detecting potential **health and safety risks for all employees**

Marck & Balsan support its partners in moving towards production that is increasingly responsible and safe.



LABOUR RELATIONS

Social dialogue

To illustrate the management of social dialogue in Marck & Balsan, two examples:

1. Regarding the management of the Covid health crisis with the staff representatives:

The decisions taken regarding the health and safety conditions relating to the Covid crisis have been regularly shared with the staff representatives who have been associated with the various measures put in place – particularly at the beginning of the period.

The health crisis was the subject of discussions and feedback with the staff representative bodies, the supervisors and the employees throughout 2020, but it did not stop social dialogue in the company, which continued, in particular through its corporate-merger project, called “H2O,” which ended at the end of the year.

2. Regarding the management of the corporate mergers with the staff representatives:

The principles of clear explanations and accessibility that are at the heart of social dialogue facilitated the establishment of standardised mechanisms to form the basis of the Marck & Balsan corporate agreements as of 1st January 2021:

- Teleworking
- Duration and re-arrangement of working time
- Business travel time
- Stand-by working
- Disconnection
- Set annual number of days

Health crisis management

A questionnaire regarding management of the health crisis was proposed to measure employee satisfaction. It was used to gather the employees’ opinions on those areas best managed during the crisis (health and safety conditions put in place from the beginning of the crisis, donations of masks to employees and their families, communication and interactions with employees, etc.). It also identified and prioritised improvement avenues.

Questionnaire return rate of: **50%**

Representativeness of the sites: **40%** of respondents are based at the head office/
60% on the other sites

92%
OF EMPLOYEES
SATISFIED
WITH THE HANDLING OF
THE CRISIS
(44% VERY SATISFIED)



MARCK & BALSAN SETS AMBITIOUS OBJECTIVES TO SERVE PEOPLE, THE ENVIRONMENT AND ITS PARTNERS



Contact

Direction QHSE Department

qse@marcketbalsan.fr