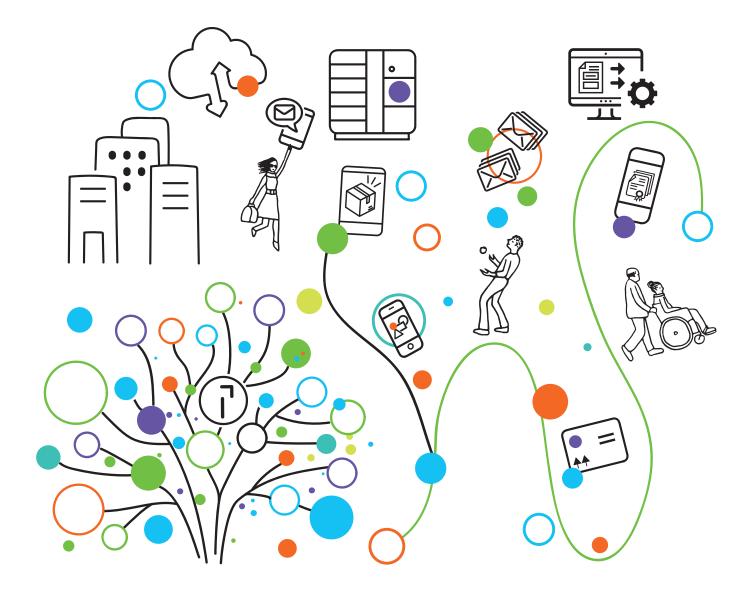
# quadient



NON-FINANCIAL PERFORMANCE STATEMENT



# NON-FINANCIAL PERFORMANCE STATEMENT

Message from the Chairman	2
Three questions for the Chief Executive Officer	3
	5
Profile & activities	4
"Back to Growth" strategy	6
Business model	8
Quadient, a responsible company	10
A largely independent Board of Directors	12
An international management team	13
Financial performance	14
Investor relations	15

### SOCIAL, SOCIETAL, AND ENVIRONMENTAL INFORMATION 16 Preamble 16

Preamble	16
CSR strategy and policy	16
Empowering Quadient's people to achieve the company strategy	25
Enabling a culture of excellence and integrity	34
Reducing Quadient's environmental footprint	40
Build the best customer experience possible by offering innovative, reliable and sustainable solutions	47
Engage and support local communities	53
Other non-financial information	58
notes regarding methodology and the CSR reporting scope	60
INDEPENDENT THIRD PARTY'S REPORT ON CONSOLIDATED NON-FINANCIAL STATEMENT PRESENTED IN THE MANAGEMENT REPORT	62

Table of concordance for the Global	
Reporting Initiative	66

# MESSAGE FROM THE CHAIRMAN



## DIDIER LAMOUCHE

CHAIRMAN OF THE BOARD

"THE FINANCIAL PERFORMANCE ACHIEVED IN 2021 SETS A POSITIVE START TO THE SECOND PHASE OF THE BACK TO GROWTH STRATEGIC PLAN."



A year ago, Quadient embarked on the second phase of its Back to Growth strategic plan. Drawing on the foundation of the deep transformation of the organization conducted during the first phase of the plan, the second phase aims at creating sustainable value for shareholders as well as for all stakeholders. As outlined in this document, the financial performance achieved in 2021 sets a positive start to this second phase and Quadient is well on track to reach the threeyear targets presented last year during its Capital Markets Day.

The reshaping of Quadient's portfolio is almost complete. Over the past three years, the acquisition of a US player in parcel lockers, and that of two North American FinTechs specialized in cloud-based automated management of accounts payables and accounts receivables, enabled Quadient to strengthen its leadership positions in parcel locker solutions and in intelligent communication automation. As Quadient remains a solid number two player globally in mail-related solutions, strong customer and cost synergies are increasingly being fostered between the three activities. In the meantime, the portfolio of non-core operations has been significantly reduced through divestments.

Together with its financial targets, Quadient has set several extra-financial objectives for the 2021-2023 period to reinforce the sustainability of the value delivered to its stakeholders. These objectives are drawn from the Company's comprehensive corporate social responsibility program and are articulated around five key pillars, from employee inclusion, education and engagement, to ethics, reduction of carbon footprint and remanufacturing, philanthropy and customer satisfaction. In addition, in March 2021, Quadient took a step further by becoming participant to the UN Global Compact, committing to specifically support 8 of the 17 United Nations Sustainable Development Goals. This year, I am pleased that our registration document now provides our CSR disclosures in line with the GRI Core framework.

The Board is fully committed to Quadient's CSR program and in keeping with the best practices, management's long term incentive plan criteria have been revised to reflect the Company's latest engagements.

Abiding by the best governance practices is also key for Quadient's Board. This year, two new independent members have joined the Board, adding new sets of skills to the Board composition. We have also met with a number of investors during a Governance roadshow, in line with our commitment to promote an open dialogue with all of our shareholders. Finally, the Board continues to oversee capital allocation in a very pragmatic manner. This year, the strong cash generation has enabled the Board to submit to the vote of shareholders at the next AGM a dividend that stands slightly above the minimum levels of our dividend policy and 10% higher than last uear's level : As it has done in the past, the Board will remain extremely attentive to changing market conditions and will continuously evaluate all possible ways to create value for our shareholders. Finally, whilst the Board fully supports the Back to Growth strategy developed by the Management team, it also remains focused on exercising its independent mission working in the best interest of all our shareholders.

### Didier LAMOUCHE

# THREE QUESTIONS TO THE CHIEF EXECUTIVE OFFICER



# Can you outline the key aspects of Quadient's 2021 results?

At a little over €1 billion, our revenue recorded a 4.3% organic growth across our three main businesses. We are successfully delivering our Back to Growth strategy with solid performance from our two growth engines and resilient sales from our mail activity. We made significant progress in the strategic repositioning of our Software business with SaaS customers now accounting for 76% of the total. We also exceeded the €200 million revenue mark for our Software business for the first time in 2021, at €201 million.

Our Parcel Locker Solutions team secured a number of important deals, expanding our footprint in Canada and France with leading carriers, while continuing to deliver on existing contracts in all our other customer segments. Lastly, our Mail-Related Solutions performed strongly, outpacing competition, posting a 1.8% increase in revenues driven by solid hardware sales and a record year for our mid-high mail production equipment sales.

We are very much encouraged by the strong fundamentals of the dynamic markets we serve with our growth engines. The accelerated digitalization of communication and financial processes are driven by new regulations in Europe, while the expansion of e-commerce generates higher parcel volumes, prompting search for more sustainable practices. Organic growth in current EBIT came in at 6%, implying a slightly higher margin despite increasing freight costs and challenging supply chain conditions.

This solid performance shows our commitment to continuously improve our organization and reduce our costs, while investing in sales, marketing and R&D to support future growth. Net income more than doubled to €88 million. At €104 million, free cash-flow generation further consolidated our healthy financial position with a low level of leverage at 0.4x excluding leasing.

### How do you expect Quadient to perform in 2022?

As we continue to roll-out our Back to Growth strategic plan, we expect the positive trends seen in our growth GEOFFREY **GODET** CHIEF EXECUTIVE OFFICER

"OUR TWO FAST-GROWING CLOUD SOFTWARE AND PARCEL LOCKER ACTIVITIES HAVE ALMOST DOUBLED IN 3 YEARS, AND NOW REPRESENT 28% OF TOTAL SALES."

engines to accelerate. We expect double-digit sales growth in Intelligent Communication Automation, to be supported by cross-selling and the deployment of AP/AR solutions outside North America. As the shift towards SaaS subscriptions continues, we will focus our work on improving the integration of our cloud platforms to further benefit from upselling and also strengthen adoption and usage. Parcel Locker Solutions sales are also expected to grow at a double-digit rate, supported by the roll-out of existing contracts, the positive momentum with carriers in Europe and Japan as well as new deals signed in the retail and residential segments, while the pipeline of projects is promising. Mail-Related Solutions revenues decline should remain contained in 2022 as we continue to deliver innovative solutions both in terms of new features and digital solutions with our S.M.A.R.T. software.

At Group level, 2022 organic sales growth is expected above 2% despite the current uncertainties of the geopolitical situation and ongoing supply chain disruptions. Current EBIT should record a low to midsingle digit organic growth driven by a continuous focus on costs optimization and further improved profitability of the installed base for both the SaaS activity and parcel lockers, whilst mail-related profit margin will be maintained.

### Beyond 2022, what is the main priority for the Group?

Since 2019, we have profoundly streamlined our organization to become a truly unified company, focused on three synergistic solutions including two fast-growing activities - Intelligent Communication Automation, cloud platforms, and Parcel Locker Solutions. As we continue to focus on delivering profitable growth from these two new businesses, we also remain committed to do so in a sustainable manner through both our comprehensive CSR program and our engagement towards the UN Global Compact. By becoming a participant to this program, Quadient asserted its commitment to respecting, supporting and promoting the 10 Principles of the Global Compact on human rights, labor, environment and anti-corruption within its sphere of influence. To conclude, our focus is on profitable growth in a sustainable way.

# PROFILE & ACTIVITIES

### Quadient helps companies simply and efficiently create meaningful, personalized interactions with their customers and other key stakeholders.

Behind every customer interaction, there is always something meaningful, whether the interaction involves mailing a contract, confirming a reservation via text message, receiving a parcel, paying a bill, or communicating through a mobile or web app.

Quadient aspires to be among the leaders in each of its key areas of business.

# 3 areas of business



### INTELLIGENT COMMUNICATION AUTOMATION

An intelligent set of integrated cloud platforms to automate critical business communications and processes, save time, reduce costs, drive better customer experience and high level of engagement from internal and external constituents









Beanworks

- A true end-to-end cloud-based global business communications platform to manage over a billion customer-facing communications and critical business interactions each and every day.
- Supporting businesses in Customer Communications Management (CCM) and Customer Experience Management (CXM), including customer journey analytics and orchestration, as well as Accounts Receivable (AR) and Accounts Payable (AP) automation.
- Quadient Inspire: a software solution that helps large businesses design, manage and send personalized, omnichannel communications in large volumes and on demand as well as customize the digital experience they offer their customers through bespoke mobile and web applications.
- Quadient Impress: multichannel outbound document management software platform that automates the customer communication workflow.
- YayPay: Accounts Receivable process automation software solution, from outgoing invoices lifecycle management to cash collection, credit risk assessment and order-to-cash process.
- Beanworks: Accounts Payable software solution digitalizing incoming invoice process between a company & its suppliers, thereby automating error-prone manual processes like data entry and approval follow-ups, reducing risks and cutting invoice processing costs.

Global market

Simplify

the connection between people & what matters

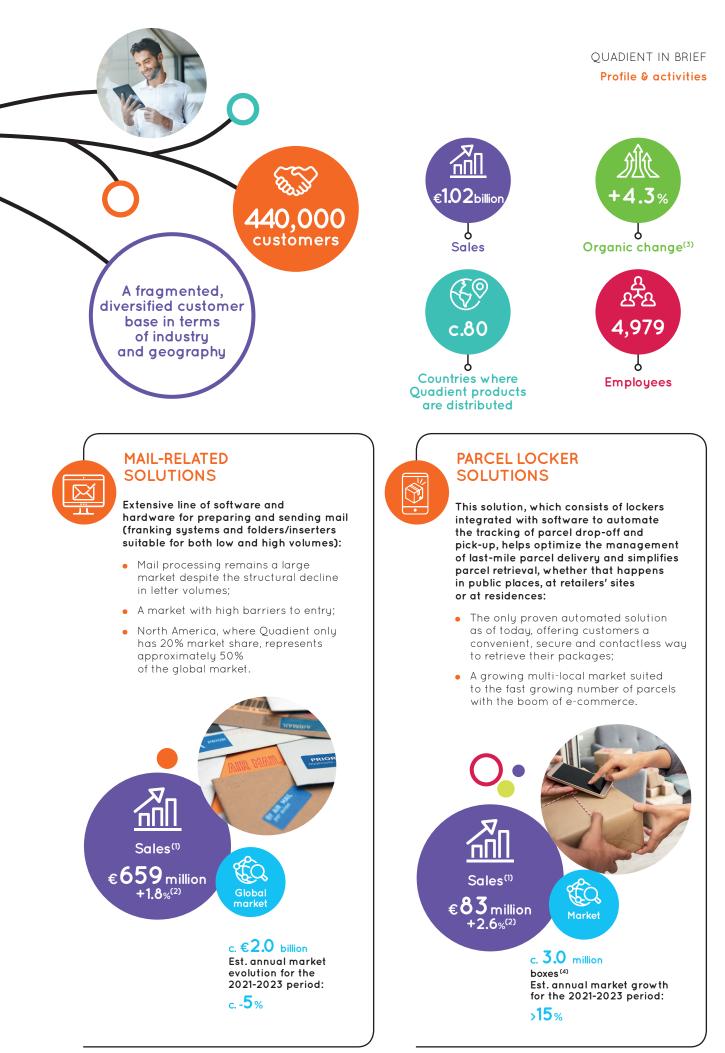
> c. €6.0 billion Est. annual market growth for the 2021-2023 period:

**>10** %

€201million

(1) 2021 sales within Major Operations.

(2) Organic change compared to 2020.



(3) Excluding currency and scope effects.

(4) Quadient's estimate of the installed base across its key markets in 2020 (including the United States, Japan, France and the United Kingdom).

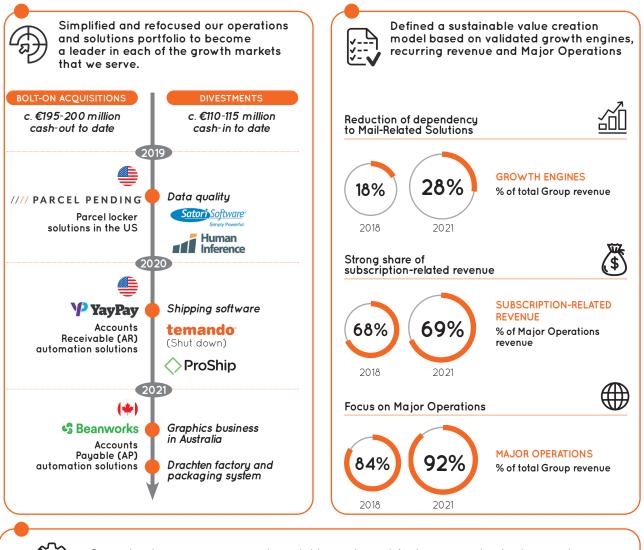
# **"BACK TO GROWTH"** STRATEGY

### "Transform" 2019-2020

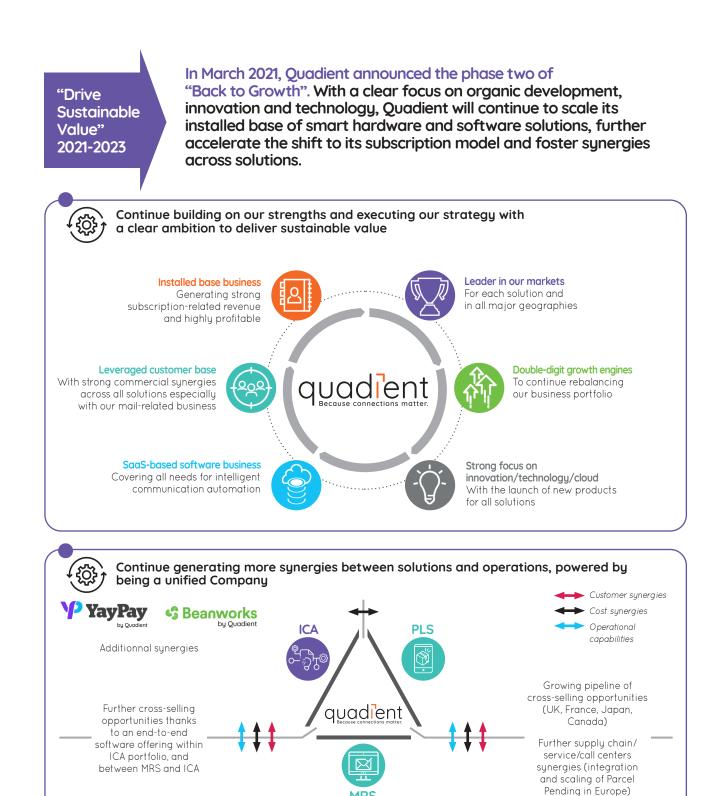
### Initiated early 2019, the "Back to Growth"

strategy aimed at transforming Quadient to become a unified Company, while refocusing its business portfolio on synergistic smart hardware and software solutions with high growth potential and market leading positions.

Quadient aimed at building leading market positions in highly growing businesses that are synergistic with its foundational mail-related activities. Digital business communication & financial automation and automated parcel locker solutions were selected to be the Company's growth engines while continuing to benefit from Quadient's strong position in the highly profitable and cash generative mail-related business. In the meantime, Quadient has profoundly changed its organization to simplify its operating model, gain efficiency and unite the entire company under a unified brand and a strong common culture. The executive team has been renewed with new talents hired to lead the transformation, leaner management layers were put in place with a strong regional focus, and centers of excellence were established to streamline internal tools and processes, and better leverage the teams' expertise.



Organized as one company to quickly scale and foster synergies by leveraging our expertise, infrastructure, commercial relationships and global footprint.



Define forward-looking objectives to measure the impact of Quadient's CSR activities, by being a signatory to the UN Global Compact.

MRS

Centralized G&A (IT, RH, finance, transformation...) and marketing functions

## INDUSTRY TRENDS

Digitalization, a major catalyst in the change of customer communications and financial automation

Despite its structural decline, the mail market remains large and resilient

Management of last-mile parcel delivery, a priority as e-commerce surges

# BUSINESS MODEL

A portfolio of solutions with a significant share of recurring revenue and commonalities between the business models

### STRENGTHS

### An integrated company

- Integrated organizational structure and a representative brand for all activities. Tagline: "Because connections matter."
- Focus of major solutions in three geographic regions: North America / Main European Countries / International
- Direct or indirect distribution network covering **90** countries

## High-performing industrial assets

- 2 production centers
- 4 logistics centers
- 100% of industrial sites are certified ISO 14001, OHSAS 18001/45001

### A culture of R&D and innovation

- 5.1% of sales dedicated to R&D
- More than 650 engineers
- 7 R&D centers
- A team dedicated to digital innovation

### Expert teams

- 4,979 employees
- Diverse backgrounds: expertise, origins, skills, cultures, outlooks
- 81% of employees completed a training session in 2020;
   18.15% on digital regarding the local training

### A strong financial structure

- Robust liquidity position:
   €487 million in cash and
   €400 million of undrawn credit lines as of 31 January 2022
- Debt backed by future cash flows from rental operations and leasing portfolio (€504 million net debt)
- Leverage excluding leasing: 0.4x EBITDA<sup>(1)</sup>

(1) Net debt excluding leasing/ EBITDA excluding leasing.

### SMART HARDWARE

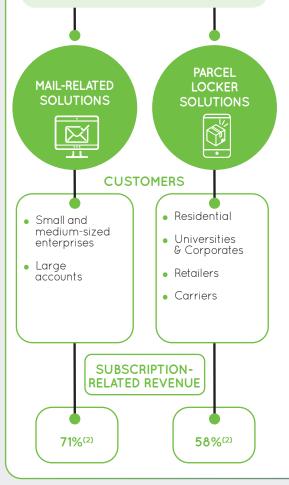
### BUSINESS MODEL (underlying factor)

### Subscription-related revenue

- Rental / leasing (installed base)
- Support / maintenance (installed base / charging for maintenance services)
- Supplies (Mail-Related Solutions: ink & spare parts due to machine usage & processed mail volumes)
- Subscription / use (Parcel Locker Solutions: based on usage rate in certain cases)

### Revenue not related to subscriptions

- Equipment sales (see suggestion for Software solutions)
- Installation services (Parcel Locker Solutions)



## SOFTWARE SOLUTIONS

### BUSINESS MODEL (underlying factor)

### Subscription-related revenue

- Subscription (SaaS) (installed base)
- Volume (customers usage of the platform)
- Maintenance (installed base / charging for maintenance services)

### Revenue not related to subscriptions

- License sales (Acquisition of new customer, or Upsell on installed base)
- **Professional services** (invoiced on a time spent basis)



## 2021 RESULTS

- sales: €1.02 billion
- SUBSCRIPTION-RELATED REVENUE: 69%<sup>(2)</sup>
- MAJOR OPERATIONS: 92% of sales, of which:
   NORTH AMERICA: 55%
  - MAIN EUROPEAN COUNTRIES: 39%
  - INTERNATIONAL: 6%
- CURRENT EBIT<sup>(2)</sup>: €147 million<sup>(3)</sup>

(2) Within Major Operations in 2021(3) Before acquisitions-related expenses

## VALUE CREATION

### CUSTOMERS

- Circular economy: 64.4% of hardware marketed are produced through a remanufacturing process
- 95% customer satisfaction rate

### PEOPLE

- €427 million paid in employee wages, bonuses, commissions and payroll charges
- 98.6% of permanent contracts to support local jobs
- 33.8% of women in the Company
- 27.6% of managers are women



### SUPPLIERS

- €113.7 million in production purchases
- 89.2% of suppliers assessed comply with Quadient's requirements



### LOCAL COMMUNITIES AND CHARITIES

- 50+ charities supported
- More than €93,000 of donations raised



### STATES AND REGIONS

- €22 million in taxes
- 16% reduction in CO<sub>2</sub> emissions compared to 2018 (scopes 1, 2 and 3)
- 85% of industrial waste recycled



• €17.2 million in dividends paid for fiscal year 2020

# QUADIENT, A RESPONSIBLE COMPANY

Quadient runs its business with the greatest integrity, offering its customers innovative and sustainable solutions while working to limit its impact on the environment. Quadient has defined a CSR program, aligned with its operations and strategy, around five pillars.

# Signatory of the United Nations Global Compact

By joining the UN Global Compact in 2021, Quadient asserted its commitment to respecting, supporting and promoting the 10 Principles of the Global Compact on human rights, labor, environment and anti-corruption within its sphere of influence.

### Quadient will also undertake actions to advance the following Sustainable Development Goals (SDGs):



# Our 2021-2023 objectives

- >80% of employees benefiting remote working 2 days or more per week
- >30% of women among managers and Senior Leaders
- Being recognized "Best Places to Work" with score greater than 70



- •
- - All employees endorsed the Code of Ethics and completed the training
  - All employees completed one or more compliance training programs
  - All our strategic business partners endorsed the Code of Conduct for business partners



### Reduce our carbon emissions by:

(i) 50.4% for CO<sub>2</sub> emissions related to energy consumption and company vehicles (scope 1 & 2) between 2018 and 2030

- (ii) 40%/€m revenue for targeted categories, for scope 3 between 2018 and 2030
- Remanufacturing to account for more than 50% of mail-related products placed on the market
- Achieve overall **customer satisfaction** above 95%
- Pursue investments in R&D above 4.5% of our consolidated revenue
- 5,000 annual hours + contributed by Quadient's employees supporting communities
- 25% of employees involved in volunteering & sponsorship projects

# A strategy recognized by non-financial rating agencies









4 consecutive years





Overall score of 53%

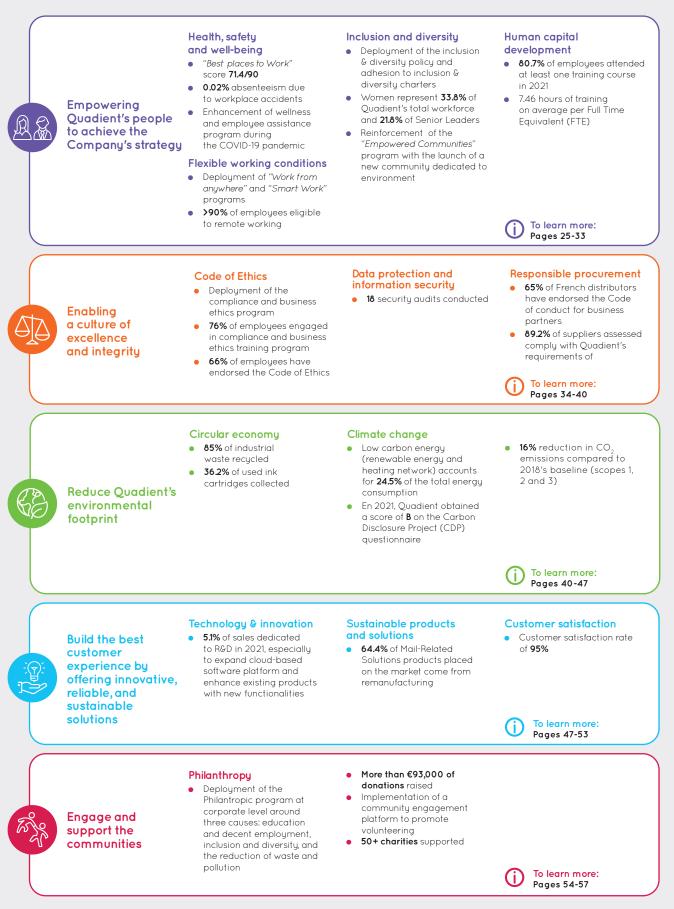
Ranked 2<sup>nd</sup> out of 230 (+4 places vs. 2020)

Platinum » level after 3 consecutive years at « Gold » level

« Prime » status maintained

« AA » score obtainea

# Main events



# A LARGELY INDEPENDENT



The Board has approval power over Quadient's strategic guidelines and decisions, and checks the proper execution of the strategy, including new project launches, investments, divestments and acquisitions.



DIDIER LAMOUCHE

Chairman of the Board

GEOFFREY GODET Chief Executive Officer



MARTHA BEJAR Since June 2019



CHRISTOPHE LIAUDON Employee representative director Since August 2019



Number

of meetings

SÉBASTIEN MAROTTE

Since July 2021





ÉRIC COURTEILLE Since July 2012



VINCENT MERCIER Since July 2009



80% Independence of Directors\*



PAULA FELSTEAD Since September 202



RICHARD TROKSA Since July 2016



**40** % Women\*



NATHALIE LABIA Employee representative director Since August 2020



NATHALIE WRIGHT Since June 2017

● Audit Committee 🔎 Strategy and Corporate Social Responsibility Committee 🔎 Remuneration and Appointments Committee 🗴 Chairman of a committee

MAPPING OF THE BOARD'S EXPERTISE

	8
General management, executive functions, management, and entrepreneurship	
	8
Technology & IT	
	8
Digital (e-business, e-commerce, machine learning, customer experience)	-
	5
Finance	5
Technology, cybersecurity	5
le chinology, cycele certry	5
Strategy, innovation & transformation	
	2
M&A private equitu	

	3
Operations, supply chain	2
Consulting	
Retail	3
	2
Banking & insurance (FinTech)	1
Logistics	
	6
Other industries (travel and entertainment, capital goo consumer goods)	ods,

M&A, private equity

(\*) In accordance with French law and the AFEP-MEDEF Code, employee representative directors are not counted when determining the percentage of Independent Directors or the proportion of women on the Board of Directors.

# AN INTERNATIONAL MANAGEMENT TEAM





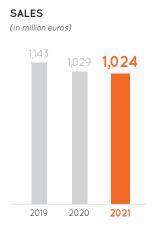
The management team is composed of the leaders from each support function, along with the business leaders within each of major solutions, R&D and operations by geographic region.

During the fiscal year 2021, Quadient continued to streamline the management team as part of a further integrated organization. The Company today takes advantages of new types of expertise as well as more international and more specialized background.



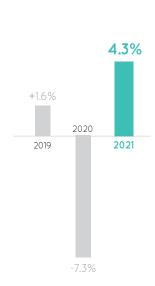
# FINANCIAL PERFORMANCE

### **INCOME STATEMENT**



Subscription related revenue accounted for 69% of major operations sales.

ORGANIC CHANGE<sup>(1)</sup> (annual growth rate)

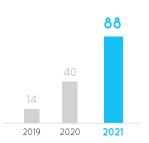


2021 marked a return to solid organic sales growth driven by positive contribution from all three solutions. CURRENT EBIT<sup>(2)</sup>





Current EBIT was up 6% on an organic basis. This mainly was due to the organic growth in revenues, improved growth margin and active cost management.



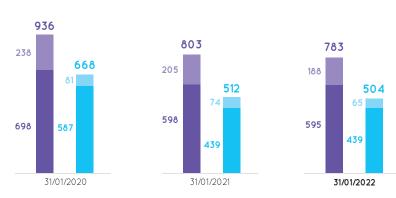
NET INCOME

(in million euros)

Net attributable income amounted to €88 million in 2021 compared to €40 million in 2020. Earnings per share stood at €2.32 in 2021.

 Excluding currency and scope effects

(2) Before acquisitions-related expenses



Net debt was down slightly, despite the acquisition of Beanworks, to €504 million as of 31 January 2022. The leverage ratio (net debt/EBITDA) remained stable year-over-year at 2.1x. The Group's net debt is backed by future cash flows generated from its rental and leasing activities and other financing services. Excluding leasing, the leverage ratio remained low at 0.4x as at 31 January 2022.





Net financial debt excluding IFRS 16 impact

(1) Net debt / EBITDA ratio



### FINANCIAL STRUCTURE

(in million euros)

# INVESTOR RELATIONS

# 2022 financial agenda

Q1 2022 sales: 7 June 2022\*

Annual General Meeting: <mark>16 June 2022</mark> Second quarter 2022 sales and first half-year 2022 results: <mark>26 September</mark> 2022\*

Q3 2022 sales: 5 December 2022\*

(\*) Publication after the close of trading on the Euronext Paris stock exchange.



Listing: Euronext Paris Market: Compartment B ISIN Code: FR0000120560 Ticker: QDT Indices: CAC® Mid & Small and EnterNext® Tech 40



## Investors met in 2021

Institutions met: 140 Investors met: 200 Invertor meetings: 150 e-roadshows & e-conferences: 22

### GEOGRAPHIC DISTRIBUTION OF THE CAPITAL OF THE COMPANY<sup>(1)</sup>



(1) Based on institutional ownership.

# Social, societal, and environmental information

### PREAMBLE

For more than a decade, Quadient has been actively building a culture that conducts its business with the utmost integrity, offers innovative and sustainable solutions, and with limiting the Company's impact on the environment, takes actions to combat climate change and support global transition to a low carbon economy. Quadient believes that these continuous efforts will ultimately result in a better future for the Company's customers, employees, and the communities it serves. Quadient also believes that conducting business in an ethical and responsible manner is essential to its sustainable growth and success as well as the wellbeing of all stakeholders involved. As the world faces rapidly evolving environmental, social and economic dynamics, global hotspots and crisis like the Covid-19 pandemic, Quadient is prepared to face and address these challenges as a responsible leader in its field. As a result of the Company's strategy announced in January 2019, Quadient

### CSR STRATEGY AND POLICY

Quadient has deployed a CSR strategy that is in line with the Company's business and meets the environmental, social and societal challenges the Company faces. To achieve these objectives, the CSR strategy is built around five pillars:

- empower Quadient's employees to achieve the company strategy;
- enable a culture of excellence and integrity;
- reduce Quadient's environmental footprint;
- build the best customer experience by offering innovative, reliable and sustainable solutions; and

has also adjusted its CSR (Corporate Social Responsibility) strategy and organization to meet the needs of its future. Quadient's CSR strategy is guided by an in-depth materiality analysis, and is summarized in this document. In terms of organization and governance, the CSR & Compliance team is part of the Transformation department, which is in charge of driving the strategic initiatives and transformation of the Company. The Strategy and Corporate Social Responsibility Committee of the Board of Directors, created in September 2018, now reviews the Company's progress on CSR matters regularly and offers its advice and support for future improvements

This chapter explains the non-financial risks, challenges and opportunities that have been incorporated into Quadient's CSR strategy, as well as the main results in  $2021^{(0)}$ .

• engage within local communities and support them.

Quadient believes that anticipating environmental and social issues, together with the management of risks and opportunities, are important drivers of operational performance.

The CSR strategy takes into account the specific challenges of Quadient's activities as identified through the materiality analysis following consultation with internal and external stakeholders. This approach allows those stakeholders to participate in building a sustainable future while ensuring the Company's performance and stability.

(1) In accordance with the order of 19 July 2017 and the decree of 9 August 2017. The value creation model can be found in the introduction book of this document.

### A CSR ambition defined with stakeholders

Quadient CSR ambition is based on a constructive dialogue with its stakeholders. Engaging through an ongoing dialogue with all of them enables to improve Quadient CSR strategy on a regular basis. Such momentum is based on a detailed knowledge of the Company stakeholders and their specific concerns and expectations. In order to identify the most important stakeholders to be involved, the company has set up an approach founded on the analysis of their level of influence based on their needs and expectations and on their interest in Quadient business. Through its CSR programs, Quadient is willing to address its stakeholders' expectations to create value for them and the company.

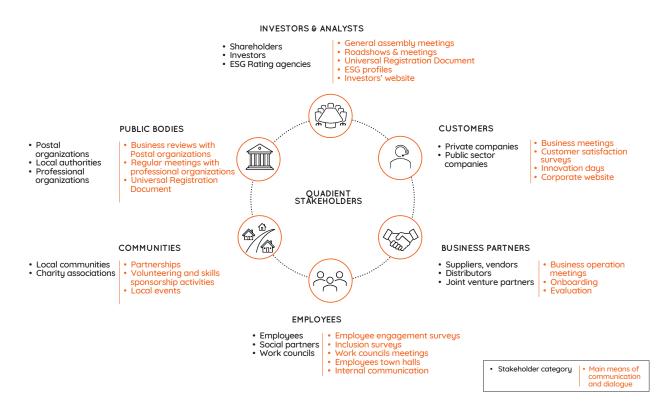
Quadient's dialogue with its key stakeholders is part of well-established processes taking place all along the year. In 2021, Quadient continued to dialogue with all its key internal and external stakeholders. Regarding the investors and shareholders, Quadient has explained its strategy, ambitions, programs and targets during the capital market day in March 2021 and through several road show meetings and announcement of the company's quarterly results.

Regarding the public bodies, Quadient has forged strong, long-standing relationships with postal organizations in the countries where it operates. The company also participates actively in the professional organizations of the French Information Technology Industry Union (AFNUM), Syntec, FEVAD among others as well as the working meetings of the National Authority in France allowing Quadient to follow these developments and to anticipate future ones. With its customers, Quadient has strengthened its dialogue though business meetings, Innovation days (refer to this document in "Leverage technology to consistently innovate and improve Quadient's portfolio of solutions" in section 5.1.6) and information provided through its corporate website and reply to customer's requests for information and through customer satisfaction surveys.

Regarding its business partners, Quadient has reinforced its dialogue approach by implementing long term partnerships and introducing a new onboarding process with a new code of conduct for business partners and due diligence process (refer to this document in "A new responsible procurement strategy" in section 5.1.4).

Internally, Quadient has continued to put the emphasis on its CSR programs and raise the awareness of its employees through different channels such as the internal platform called The Hub, engagement & wellness surveys, inclusion surveys, emailing campaigns and dedicated townhalls for instance for the empowered communities (refer to this document in section 5.1.3 Empowering Quadient's people to achieve the company strategy). Moreover, the company has implemented Quadient Cares, its new philanthropy program in which several corporate events enable the dialogue between employees and volunteers from various charity associations and foundations (refer to this document in section 5.1.7 Engage and support local communities) on top of the partnerships developed by the company in the framework of its program.

The stakeholders' mapping shown hereafter represents the ecosystem in which Quadient evolves as well as the main means/practices used by the company to dialogue and communicate with all of them.



### Materiality matrix

In 2019, Quadient reviewed its materiality analysis, taking into account the transformation initiated by its new strategy, the evolution of the Company's activities and organizational changes. This assessment, aimed at identifying emerging material challenges with a horizon of three to five years, also provides insight into the Company stakeholders' expectations and informs them about the importance of sustainability. In order to focus its efforts on the most material challenges, the Company conducted this assessment using the four-step process described below.

### IDENTIFICATION OF CSR CHALLENGES

To meet the Company's sustainability and CSR challenges, Quadient benchmarked sector best practices, international standards such as ISO 26000, the United Nations Sustainable Development Goals, the Global reporting Initiative (GRI), and the issues raised by the Environment Social and Governance (ESG) agencies rating Quadient's non-financial performance. In total, 52 topics have been considered and classified into five areas (People, solutions, Ethics & Compliance, Environment, and Philanthropy).

### CONSULTATION OF INTERNAL & EXTERNAL STAKEHOLDERS

This consultation was the opportunity to spark open discussions with Quadient's stakeholders to better understand their perception of the performance, risks and opportunities, and their expectations of the Company's CSR strategy. In addition, they were asked to rate each of the non-financial challenges according to three criteria: importance level for the stakeholders, importance level for the Company's business, and maturity level of the Company on these topics.

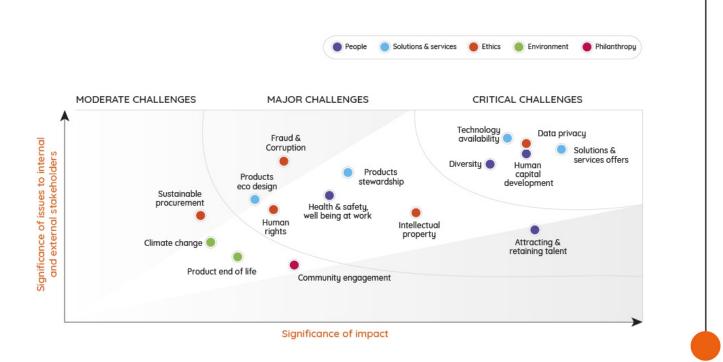
### CONSOLIDATION AND MATERIALITY MATRIX

To design the materiality matrix, internal and external scores were averaged using equal weighting between the different categories of stakeholders. The challenges retained were plotted on a materiality matrix. Stakeholder ratings were reported on the y-axis, with ratings based on importance to the business reported on the x-axis. The Company classified CSR challenges into three groups: critical, major, and moderate.

### ANALYSIS OF MATERIALITY RESULTS

Quadient retained 18 sustainability and CSR challenges from its materiality assessment. Of these challenges, six are considered critical, eight as major, and four as moderate. Critical challenges correspond to the main issues related to the transformation of the Company: new strategy, new digital business and organizational changes. Major challenges are historical in nature for Quadient; they were previously assessed and are still being carried out. Moderate challenges are still relevant, but only minimally affect the Company's performance and are well under control due to existing programs.

### NON-FINANCIAL PERFORMANCE STATEMENT Social, societal, and environmental information



### Non-financial risks

The non-financial risk mapping has been built in accordance with the Company's global risk mapping introduced in chapter 4, "Risk Factors and Internal Control", of the universal registration document (URD). Each risk has been assessed according to the same methodology and criteria. All Executive Leaders were

asked to list all risks relevant to them and rate them on their likelihood (from "Improbable" to "Probable/Very Likely") and their impact (from "Low" to "Very High") for the Company. Consolidated results were presented and validated by Quadient's risks committee.

### PRESENTATION OF THE MAIN NON-FINANCIAL RISKS

Main CSR risk/ opportunity	Risk description	Risk value
People		
Human capital development, talent attraction and retention	Anticipate problems with the transmission, transfer and acquisition of key or rare skills. Provide expert advice to employees and ensure they use it effectively to provide the highest quality of service. Prevent any risk related to recruiting and retaining key people and qualified staff.	•••
Diversity and inclusive workplace	Promote equal opportunities in terms of recruitment, pay and benefits, promotion, access to leadership programs, training and career management. Prevent any risk of discrimination in general (age, race, gender, ethnic or social origin, nationality, language, religion, health, disability, marital status, sexual orientation, political or philosophical opinion, veteran status or otherwise, trade union membership or other characteristics protected by applicable laws and regulations).	
Health & safety and well-being at work	Promote work/life balance (flexible work, parental leave, teleworking, etc.). Prevent the risk of deterioration of working conditions and the working atmosphere within the Company leading to an increase in accidents and harming physical and mental health (especially during COVID-19 pandemic).	
Ethics & Compliance		
Breach of ethical rules	Adopt transparent communication regarding the company's policies on fraud, corruption and anti-competitive practices. Act in accordance with the legal requirements of the host country on the implementation of anti-corruption and anti-fraud policies, including third party whistle-blower programs.	••
Data privacy & integrity	Protect data integrity against cyber-attacks, negligence or illegal access resulting in the corruption, theft, loss, leak of the Company's data or personal data or disruption of business.	••
Sustainable procurement & human rights	Prevent the risk of human rights violations and abuse in the supply chain and operations by applying reasonable due diligence to both direct and indirect subcontractors and suppliers. Prevent the risk of failure to reduce the environmental footprint of products by acting with suppliers.	•••
Environment		
Circular economy	Incorporate the principles of a circular economy (ecodesign, waste recycling, reuse, remanufacturing) when defining Quadient's solutions and services and in their business models.	••
Climate change	Reduce Quadient's carbon footprint and seize opportunities to reduce operational costs at a time when climate change regulations are becoming more restrictive and carbon taxes a reality.	•
Solutions		
Ecodesign and sustainable products and solutions	Offer the best customer experience through innovative, competitive and sustainable solutions and services launched on the market at the right time.	••
Intellectual property rights	Respect and enforce Quadient' intellectual property rights to avoid patent litigation, statutory fines and regulations associated with anti-competitive practices.	•••
Philanthropy		
Community engagement	Encourage employees to support local communities and embody Quadient's values.	•

### Quadient's CSR strategy

Quadient's CSR strategy is built around 5 pillars, which establishes a link between the Company's strategic vision and its main non-financials risks and challenges. In 2020, the Company has outlined its CSR Roadmap 2021-2023 and defined clear objectives and targets intended to be reached by the end of 2023. In addition, Quadient has set ambitious 2030 targets to reduce the carbon footprint of its activities and solutions. This roadmap is structured around 12 ambitions and 14 objectives, in line with the United Nations' Sustainable Development Goals (SDGs). For each of them, initiatives, programs and monitored annual targets have been developed. The table below illustrates the CSR pillars and ambitions, the main objectives and the results achieved in 2021.

CSR challenges/ Non-financial risks	Ambitions	2023 Objectives	2021 Results	SDG	Pages
People: Empowering (	Quadient's people to achieve the Com	ipany strategy			
Talent attraction and retention Health & safety and	<ul> <li>Provide great working conditions empowering all Quadient employees to perform at their</li> </ul>	>80% of employees eligible to remote working 2 days or more per week <sup>(a)</sup>	>90 <b>%</b>	5 EQUILITY	25-33
well-being Inclusion & Diversity Human capital	<ul> <li>very best.</li> <li>Create an inclusive and diverse culture indicative of Quadient's</li> </ul>	Being recognized "Best Places to Work" with score greater than 70 (on 90)	71.4	8 DECENT NORK AND ECONOMIC GROWTH	
development	equal opportunity employer philosophy. • Give all employees the	>30% of women among managers >30% of women among Senior	27.58 <b>%</b>		
	opportunity and the means for personal and career development and empower them to contribute to the Company's success.	Leaders	21.8 <b>%</b>		
Ethics & Compliance:	Enabling a culture of excellence and i	ntegrity			
Data privacy Breach of ethical rule:	<ul> <li>Promote a culture of integrity and s ethical conduct through</li> </ul>	>95% employees endorsed the code of ethics	66 <b>%</b>	9 INDUSTRY, INVOLUTION AND INFRASTRUCTURE	34-40
Responsible procurement Human Rights Corruption & bribery	Quadient's compliance program. • Protect privacy and integrity of data entrusted to Quadient against internal and external	>95% employees engaged in compliance and business ethics training program <sup>(b)</sup> >95% strategic business	76 <b>%</b>		
conoption a briberg	<ul> <li>threats.</li> <li>Engage with partners and suppliers who observe standards similar to those of the Company.</li> </ul>	partners have endorsed the code of conduct for business partners <sup>(c)</sup>	65 <b>%</b> <sup>(d)</sup>		

CSR challenges/ Non-financial risks	Ambitions	2023 Objectives	2021 Results	SDG	Pages
Environment: Reduce	Quadient's environmental footprint				
Circular economy Climate change	<ul> <li>Take actions to combat climate change and support global transition to a low carbon economy.</li> <li>Foster circular economy principles in Quadient's operations and solutions to lower the Company's environmental footprint.</li> </ul>	scope 3 between 2018 and	45.9% for Scope 1 and 2 2.3% /€m revenue for Scope 3 64.4%	13 ANY The second seco	40-47
Solutions: Build the bo	est customer experience by offering in	novative, reliable, and sustaina	ble solutions		
Customer satisfaction Innovation, technology availability Intellectual property Eco design and low carbon products and solutions Product stewardship	<ul> <li>Leverage technology to consistently innovate and improve Quadient's portfolio of solutions.</li> <li>Design cutting-edge sustainable solutions to help Quadient's customers fulfil their needs while contributing to sustainable development.</li> <li>Deliver high quality, reliable and secure solutions to Quadient's customers.</li> </ul>	Pursue investments in R&D	95 <b>%</b> 5.1 <b>%</b>		47-53
Philanthropy: Engage	and support local communities				
Community engagement		contributed by Quadient's employees supporting	356.5 hours	4 centry isotations 5 centre COLLET	54-57
Pollution.	>€100,000 of financial donations to Non-Profit Organizations	€93,654.25	8 BEEST RURE AND 8 ECONVOIC STATE		
		25% of employees engaged among the users of the platform and involved in volunteering & sponsorship projects (contribution rate)	20.71% <sup>(e)</sup>	10 HEUDID 10 HEUDID	

(a) In 2020 and 2021, the lockdown due to the COVID-19 pandemic in different countries accelerated the rollout of teleworking within the Company. This is the percentage of employees eligible to remote working.

(b) Training program in 2021 was tied to code of ethics, data privacy, information security, corruption and bribery, competition.

(c) The code of conduct initially intended for production suppliers has been extended to all strategic business partners (suppliers, vendors, *JV* partners, commercial dealers).

(d) This score is tied to the deployment of the new code of conduct for dealers in France. The deployment will continue across the other third parties and regions in 2022.

(e) Due to the COVID-19 pandemic, a significant level of charity actions and events have been postponed to 2021or replaced by online events that have not always been tracked. A new platform was implemented in April 2021 to better monitor the Company's efforts but doesn't reflect all the number of employees already involved in volunteering & sponsorship projects. The contribution rate on the platform was calculated with 333 contributions in one do good activity made by 185 employees engaged (among 893 users) on the platform at the 31st of January 2022. Source: CSR qualitative questionnaires and new platform implemented in April 2021 to monitor the Company's efforts.

### International Standards

### QUADIENT COMMITS TO THE SUSTAINABLE DEVELOPMENT GOALS (SDGS) AS A SIGNATORY OF THE UN GLOBAL COMPACT

By joining the UN Global Compact in 2021, Quadient asserts its commitment to respecting, supporting and promoting the 10 Principles of the Global Compact on human rights, labor, environment and anti-corruption within its sphere of influence. Quadient will also undertake actions to advance the broader development goals of the United Nations, and already intends to contribute to the achievement of the following eight Sustainable Development Goals (SDGs):

Goal 4: "Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all". Indeed, Quadient is involved in education matters, mainly through its philanthropic initiatives (in kind donation of devices to schools, financial donations) and also through partnerships with schools or universities in France, UK and Czech Republic for instance. The Company also regularly builds effective learning programs to enhance skills and capabilities of employees and recently invested in e-learning solutions such as LinkedIn Learning, English courses online, and Ignite program for Senior Leaders.

Main stakeholders: employees and communities;

• Goal 5: "Achieve gender equality and empower all women and girls." Quadient is committed to gender equality and, as far as possible, it wants to not only recruit more women but also allow them to access management positions through internal promotion. In this respect, a women's leadership program has been developed. Sponsored by Quadient's CEO and the Executive management team, the program delivers practical insights and skills focused on both the challenges and opportunities for women in leadership. Women leaders will build a powerful learning network and in turn empower other women and be part of their success story.

Main stakeholders: employees;

Goal 8: "Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all." In accordance with its code of ethics and supplier code of Conduct, Quadient is particularly vigilant as to the working conditions of all its suppliers and partners, and is committed to respecting the fundamental principles set out in the United Nations' Universal Declaration of Human Rights and the conventions of the International Labour Organization. Moreover, it helps boost employment in the different regions of the world in which it operates.

Main stakeholders: partners and employees;

 Goal 9: "Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation." As a committed and innovative player in the fields of digital communication (Customer Communication and Experience management solutions, paperless digitalization) and the value chain for parcels (automated packing systems, parcel lockers), Quadient's business naturally dovetails with this goal.

Main stakeholders: partners, customers and communities;

Goal 10: "Reduce inequality within and among countries". Quadient aims to create an inclusive and diverse culture indicative of the Company's equal opportunity employer philosophy. The Company give all employees the opportunity and means for personal and career development worldwide. Quadient also strives to provide the same good working conditions and advantages (mutual insurance, paid holidays, decent salary) to all its employees working in around 30 countries. Quadient hires local employees whenever possible. For example, the relocation of the Memphis logistics center to Byhalia created 75 local jobs, Finally, Quadient supports its local communities mainly in the fields of Education & Decent Employment, Inclusion & Diversity, and the reduction of waste and pollution.

Main stakeholders: employees, partners and communities;

Goal 11: "Make cities and human settlements inclusive, safe, resilient and sustainable". Quadient leverages technology to consistently innovate and improve its portfolio of high-quality, reliable and secure solutions for customers. The Company develops cutting-edge sustainable solutions to help its customers fulfill their needs while contributing to sustainable development. For example, in cities facing higher volumes of e-commerce deliveries as a result of consumers shopping online, traffic congestion from delivery trucks continues to grow, leading directly to increased CO<sub>2</sub> emissions. Parcel lockers solutions help to reduce missed deliveries and therefore reduce CO<sub>2</sub> emissions related to the re-delivery of parcels.

Main stakeholders: communities, partners and customers;

 Goal 12: "Ensure sustainable consumption and production patterns." Quadient is a player in the circular economy through its remanufacturing approach. Furthermore, the Company deploys collection processes for its end-of-life products and consumables. Main stakeholders: customers;

 Goal 13: "Take urgent action to combat climate change and its impacts." Quadient participates in initiatives to reduce energy consumption, optimize upstream and downstream freight transport, and reduce the carbon footprint of its products, detailed in the environmental section below.

Main stakeholders: communities, partners and customers.

## GLOBAL REPORTING INITIATIVE (GRI) STANDARDS FRAMEWORK

Quadient is committed to transparent reporting on its sustainability performance.

The Company use the Global Reporting Initiative (GRI) Standards as a basis for disclosure. GRI Standards help businesses and other organizations understand and communicate their impacts on ESG issues by providing them with the global common language. They are regularly reviewed to ensure they reflect international best practices for sustainability reporting and help the Company respond to the expectations of its stakeholders.

Our Universal registration document has been prepared in accordance with the GRI Standards: Core option.

A table cross-referencing the information in this document with GRI Standards is available page 66.

### ISO 9001, 14001, 27001, 27701, AND 45001 STANDARDS

Quadient has deployed an Integrated Management System (IMS) and is committed to global standards since many years.

ISO certifications drive Quadient to continually improve its processes and services, to deliver products and services on time and fit for purpose; to offer support and services that ensure the best use of its products and solutions; to conform to regulatory requirements and applicable international and industrial standards and to understand and meet the requirements of its customers, suppliers, employees and shareholders

Regarding quality management system, all the Company's R&D, manufacturing and logistic sites are ISO 9001 certified. This enables Quadient to continually monitor and manage quality across all operations and means that from design to after-sales service, operating procedures are deployed, and rigorous controls are applied to ensure a high level of product performance.

For environmental management system, Quadient introduced ISO 14 001 standard in 2005. In 2021, 40% of the Company's entities are ISO 14001 certified. In its industrial sites, all of which are certified ISO 14001, Quadient is committed to manufacturing and assembling its products to the highest industry standards, respecting responsible environmental practices. Regarding Occupational Heath and safety, the Company has had OHSAS 18001 certifications since 2006 and ISO 45001 certifications since 2018, mainly for its industrial sites. These certifications, issued by an independent third party, attest to Quadient's commitment to the health and safety of its employees. In 2021, 11 entities, including all the industrial sites, were certified OHSAS 18001/ISO 45001.

For Information security management standard, Quadient is committed to following the best practices in international security and since 2017 has been the proud holder of the ISO 27001 certification across multiple sites.

In the process of 2017, Quadient extended its Information Security Management System to cover cloud services. To achieve this, the Company introduced the ISO 27017 and ISO 27018 standards (specific to cloud based operations) within its Research and Development sites in the Czech Republic.

### OCDE/ILO

Quadient respects the standards of the International Labour Organization (ILO) as a signatory of the Global Compact since March 2021 and its main principles are mentioned in its Code of Ethics. The Company also respects labour standards, develops policies and devises programmes promoting decent work for all women and men at corporate but also at local level.

The Company strives to continuously improve its policies by following the principles and guidelines of the Organization for Economic Co-operation and Development (OECD) which establishes evidence-based international standards and finds solutions to a range of social, economic and environmental challenges.

# Evaluation of the Company's CSR performance by independent third parties

As part of its environmental strategy, Quadient responds to the Carbon Disclosure Project (CDP) since 2009. In 2021, Quadient obtained a score of "B" corresponding to "Management level", positioning Quadient above the average of companies in its industry (average score of "B-"). The CDP is an independent international organization that provides a global system for measuring and publishing environmental information. In particular, it assesses companies' management and performance in relation to climate change and ranks them from "D" (lowest) to "A" (highest).

In 2021, ISS ESG, one of the world's leading rating agencies for sustainable investments, granted a "C+" score to Quadient that was rated as a "Prime" Company. This status is given to companies with an ESG performance above the sector-specific prime threshold. MSCI ESG Rating is designed to measure a company's resilience to long-term, industry material environmental, social and governance (ESG) risks. MSCI ESG Ratings range from leader (AAA, AA), average (A, BBB, BB) to laggard (B, CCC). Quadient received a 'AA' score in 2021 for the 6th consecutive year in a row.

Sustainalytics' ESG Risk Ratings are designed to help investors identify and understand financially material ESG risks at the security and portfolio level. Risk Ratings are categorized across five risk levels: negligible, low, medium, high, and severe and are underpinned by more than 350 indicators (depending on the sub-industry) and 1,300 data points. Quadient was rated low risk level in 2021.

Vigeo Eiris is an international agency of extra-financial rating that evaluates the level of integration in organizations of social, environmental and governance factors in particular in their strategy, operations and management functions. Quadient score in 2021 is 53/100 positioning the company at the 3rd place out of 56 within the mechanical components and equipment sector. Quadient is included in the Ethibel EXCELLENCE and Ethibel PIONEER Investment Register.

Gaïa Research is the sustainability rating agency of EthiFinance and specializes in ESG analysis and rating of French and European companies. Since 2009, it has been establishing rankings by revenue category to recognize the best companies in a panel of 230 small and medium-sized enterprises listed on Euronext Paris. Quadient was ranked 2nd place in 2021 out of 230 companies (+3 places compared to 2020)

In January 2022, Quadient has been included for the first time within the Global 100 by Corporate Knights. Quadient has been included at the 62nd position of the 2022's Global 100. The Global 100 ranking is based on a rigorous assessment of 6,914 publicly listed companies with more than US\$1 billion of gross revenue. In Corporate Knights' assessment, 23 key performance indicators are reviewed ranging from sustainability and resource management, employee management and financial performance metrics are used to develop the ranking.

In February 2022, Quadient is awarded retained the "Platinum" certification awarded medal by EcoVadis, the highest distinction, by Ecovadis for its Corporate Social Responsibility commitment and performance. The EcoVadis rating agency certifies companies' commitment to sustainable business development, specializing in assessing suppliers for global supply chains. Quadient's initiative received an overall rating of 79/100, with an improvement of 10 points compared to 2020 and ranked among the top 1% of suppliers in its industry sector.

### EMPOWERING QUADIENT'S PEOPLE TO ACHIEVE THE COMPANY STRATEGY

Quadient firmly believes that its employees are the key to success. Their talents, ideas, engagements and actions shape the future of the Company's business on a daily basis. This is especially important as part of the Company's transformation and to adapt to new business trends. To sustain its operations around the world and get ready to innovate and to grasp the opportunities generated by its strategy, Quadient conducts a review each year of the conditions needed for a reciprocal, lasting and loyal commitment between the Company and its employees. Quadient is also committed to supporting its employees in changing its business by providing the means and opportunity to grow and help fulfil the Company's strategy in a sustainable manner. Quadient cares about the well-being of its employees and is committed to improving working conditions, ensuring health and safety at work for all, enhancing their professional skills and promoting diversity and an inclusive culture for all employees. The COVID-19 pandemic accelerated the evolution towards hybrid work in the Company and was an opportunity to offer more support and facilities to employees to find the right work-life balance in such a particular context.

### AMBITIONS & TARGETS 2021-2023

Ambitions	Key Performance Indicators (KPIs)	2021 Results	Target Achievement by end of 2023
Provide great working conditions where all employees perform at their best	% of employees eligible to remote working 2 days or more per week	>90 <b>%</b> <sup>(a)</sup>	>80%
	"Best Places to Work" score (on 90)	71.4	>70
Create a diverse and inclusive culture and be an equal opportunity employer	% of women among managers	27.58 <b>%</b>	>30%
	% of women among Senior Leaders	21.8 <b>%</b>	>30%

Ambitions	Key Performance Indicators (KPIs)	2021 Results	Target Achievement by end of 2023
Give all employees the opportunity and means for personal development and to contribute to the Company's	% of employees having received at least one training course over the year	80.67 <b>%</b>	>90%
success	Number of training hours per FTE	7.46h	N/A
	% of employees having received a regular performance and career development review during the year	88.57 <b>%</b>	>90%

(a) Employees eligible to telecommuting/teleworking and projected as "mobile"

### Provide great working conditions where all employees can perform at their very best

As a responsible employer, Quadient prioritizes the well-being of its employees, encourages professional and personal development, and fosters a culture of collaboration. These commitments are formalized in the Company's code of ethics, implemented across the organization. The Company focuses on issues such as work/life balance by increasingly allowing employees to work remotely with an average of at least 2 days per week, more hybrid work in all entities, the right to disconnect, more flexible working hours, the prevention of psycho-social risks notably through training, and regularly monitoring employee commitment through an engagement and wellness survey. Quadient provides its employees with safe, risk-free workplaces, and does not tolerate any form of harassment, intimidation, threat or violence. These commitments protect employees' quality of life based on the health and safety and also wellness of each individual. This philosophy is a fundamental duty, driven by all entities within the Company and was essential during the COVID-19 pandemic.

### ENGAGEMENT & WELLNESS SURVEY AND DIALOGUE

Quadient attaches importance to the opinions of its employees. To assess staff engagement and identify areas for improvement, the Company launched a new engagement survey in 2021, in partnership with Culture Amp. In August, more than half of Quadient's employees participated in the first survey, the overall engagement score was 76% and the overall well-being score was 69%.

Regarding employees dialogue, in 2021, 13 collective agreements were signed with workers' representative bodies. 91 collective agreements are currently effective and cover, for example, work arrangements, teleworking, work/life balance, quality of life at work and among them 10 on health and safety. At global level, 34% of employees are covered by a formal collective agreement in 2021 (in all the 5 entities in France, for Quadient Technologies UK Limited, Quadient Netherlands BV, Quadient Sverige AB, Quadient Finland Oy and Quadient Germany).

### HEALTH & SAFETY AT WORK

Health and safety at work are areas of concern addressed by the entire Company and handled by each entity. Each entity within the Company is responsible for developing a local health and safety policy according to its activities and coordinating its own health and safety management system. The Company has had OHSAS 18001 certifications since 2006 and ISO 45001 certifications since 2018. The system has been implemented based on recognized risk management especially for its industrial sites. These certifications, issued by an independent third party, attest to Quadient's commitment to the health and safety of its employees. Renewed every year, OHSAS 18001 and ISO 45 001 also reflects the Compan's continued improvements in the areas of health and safety at work. In 2021, 43% of the Company staff are covered by OHSAS 18001 or ISO 45001 certifications programs. The countries covered by those certifications are the following: France, UK, Ireland, Belgium, Netherlands, USA and Hong Kong.

Above and beyond compliance with regulations, each site has implemented prevention plans to improve safety. An annual report, in the form of a single document on occupational risk assessment for French entities, identifies the risks by population for the purposes of control and prevention. A number of Company's entities, though not certified, have established preventative measures, such as laying down procedures in the event of fires or other disasters; making employees aware of these procedures and giving them some basic training; and training special teams in charge of safety. The issue of stress at work is covered in Smart Work program with tips provided to all employees at global level and also addressed locally by entities such as Quadient Inc and Quadient Netherlands BV for instance. Training sessions on psycho-social and occupational safety and health risks are offered to staff every year.

The weekly working hours (Full Time) was of 38.15 hours and the annual working hours represented 8,230,903.5 hours and regarding days a total of 1,104,056.18. The Frequency rate for Quadient employees for 1 000 000 hwd represented 1.46 and for 200,000 hwd 0.29. In 2021, for Quadient employees, the severity rate was at 0.03.

The global absenteeism rate was at 3%. (2.90% for absenteeism due to sickness, 0.08% for absenteeism due to occupational diseases, 0.02% for absenteeism due to work accidents, 0.01% for absenteeism due to commuting accidents).

Regarding work accidents, the total number was 39 in 2021 with 0 accidents for external temporary employees (contractors / temps) and interns and 39 for Quadient employees (permanent contracts, fixed term contracts, apprenticeship contracts).

There were 12 work accidents with time-off (only for Quadient employees), 6 accidents while commuting (only for Quadient employees), 0 fatal accidents, 34 near misses (only for Quadient employees),

For lost working days, 211.1 were due to work accidents for Quadient employees (0 for contractors, temps and interns), 105.1 due to accidents while commuting for Quadient employees, 32,519.62 lost working days were due to sickness for Quadient employees and 111 for external temporary employees (contractors / temps) and interns and 843 lost working days due to occupational disease only for Quadient employees.

### ORGANIZATION AND FACILITIES SET UP TO SUPPORT EMPLOYEES SINCE THE COVID-19 PANDEMIC

During the COVID-19 pandemic, Quadient implemented measures to ensure the well-being of its employees and maintain social connections despite teleworking, which concerned up to 74% of staff worldwide. Among other measures, the Company provided masks and hydro alcoholic gel to all its employees and made them regularly aware of the safety precautions. Quadient also proposed daily reminders to employees of how to care for their well-being while telecommuting, such as taking active breaks and stretching, to stay fit and healthy and preserve their mental health during the health crisis. For employees working on industrial sites and those whose positions were not eligible for telework, part-time and short-time working arrangements or flexible working hours were put in place wherever possible. Virtual coffees breaks were also organized with the Executive Committee and senior management but also within different teams to maintain links between employees, and several Town Halls provided an opportunity to gather virtually the different teams worldwide.

Additional initiatives have also been taken to try to make life easier for employees during this difficult time. As a gesture of solidarity, the Company has ensured that health coverage, life insurance and pension contributions were maintained for all employees, including in countries where this is not a legal requirement. The "Gift of time" program allows Quadient's executives (Executive Committee and Senior Leaders) to donate their unused vacation days (days off) to other Quadient employees worldwide. This initiative is designed to help those who need more time to care for family members who are ill or who are struggling with the stress of balancing telecommuting and family responsibilities. The program aims to provide a practical solution by providing additional time off, without taking away pay, and has benefited colleagues directly affected by COVID-19.

In addition, Quadient has made a medical teleconsultation service available to its employees in France: MédecinDirect. It can be used in case of symptoms of coronavirus or other health issues. MédecinDirect is accessible 24/7 from France and abroad, and is entirely covered by the insurer; employees are not required to pay to use the service. During lockdowns in 2020 and 2021, which occurred at different times in different countries, and according to the local measures applied, international and domestic travel were not permitted for all employees until further notice.

Initiatives	2021 Results
Engagement and wellness survey	<ul> <li>The overall engagement score was 76% and the overall wellbeing score was 69%</li> </ul>
Flexible working	<ul> <li>Most of the sites offer their employees teleworking (excluding industrial sites).</li> <li>Over 90% of employees are eligible to teleworking</li> <li>Deployment of the right to disconnect in at least 5 entities since 2017</li> </ul>
Health and safety prevention	<ul> <li>OHSAS 18001/ISO 45001: 43% of the Company staff are covered by these certification programs.</li> <li>Training sessions on psycho-social and occupational health and safety are offered to employees every year.</li> <li>The absenteeism rate for work-related accidents with time off was: 0.02% for Quadient employees and 0 for contractors/temporary employees.</li> </ul>

Some benefits are provided to full-time or part-time employees of the organization (but are not provided to temporary employees): life insurance, health care, disability and invalidity coverage, parental leave, retirement provision, stock ownership. And some additional initiatives were taken locally to improve work-life balance. For example, Quadient DOPIX in Germany offered additional parental leave and flextime to its employees and Quadient Technologies UK Ltd gave additional parental, maternity and paternity leaves. Quadient Canada also recently adopted a flex-time policy which provides the opportunity for employees to elect a flexible work schedule to allow for a good balance between work and home responsibilities.

Through an internal platform, Quadient Inc. provides employees with wellness, fitness, and stress management challenges. Through these challenges, participating employees receive resources, education, and guides on how to take steps to make lifestyle changes to improve their health and wellness. Employees who participate in these challenges receive points that they can exchange for items through the company-wide Rewards program. They can earn additional incentives by participating daily in the challenges.

# FOCUS ON TELEWORKING AND WORK FROM ANYWHERE PROGRAM

For several years now, the Company has offered employees the option of working remotely (teleworking) and adopting flexible work hours, as long as this remains compatible with the nature and purpose of their duties and complies with local laws. This approach is part of a process to improve the quality of life at work. To do so, Quadient provides employees with the digital tools necessary to work remotely. Most employees are equipped with laptops and mobile phones. The migration to Office 365 and a connection through the Company's VPN (Virtual Private Network) enables access to all applications and collaboration tools employees need for remote work. Furthermore, the introduction of teleworking plays an important role in the business Continuity Plan implemented by the Company in the context of the COVID-19 pandemic. Some agreements regarding teleworking are under negotiation in some countries, with an average of 2 days of teleworking per week, and a new collective agreement was signed in France in November 2021 allowing 3 days per week of remote working or 60% of time during the month (except for positions that are not eligible or that require a greater presence on site).

In December 2020, a survey was launched in regard to the future organization of work within Quadient and intentionally directed to employees. Survey questions focused on topics such as telecommuting, the environment and work styles.

In this context, the program called "Work from Anywhere" and the dedicated policy have been built based on feedbacks collected in different countries and launched in 2021 to provide employees with more flexible and agile working conditions. The idea is to facilitate the development of teleworking and to provide flexible working conditions even at the office with the organization of working spaces or flexible working hours for instance. And the challenge is also to retain and attract top talents by providing hybrid work and taking into account new trends on labor market.

The Work from Anywhere policy is an initiative for improving the safety and well-being of employees from COVID-related exposure and to provide more flexible working conditions and hybrid work for interested employees. The main objectives of "Work from anywhere" are also to improve employees' efficiency, agility, and productivity, to ensure a fit-for-purpose office network-purpose and finally to support Quadient's employees in ways that help them do their best work together, wherever they are working from. Quadient has announced the next steps of Work from Anywhere on July 2021 and decided on being a predominantly "Remote" workplace meaning 80% of employees will spend a large majority of their time working from home.

In the USA for instance, virtual sessions were provided for employees on health, safety, and well-being topics, some of which included Virtual Yoga, Stress Management, Mental Health, Healthy Tips, One-On-One Nutrition Sessions, Developing Resilience, Emotional Wellness, and Understanding Addictive Behaviors. Monthly health and well-being challenges were offered to employees with incentives to participate in education or daily tasks to help improve employee overall wellness.

### BEST PLACES TO WORK

Being considered an 'employer of choice' allows the Company to recruit, hire and retain the best talents in an increasingly competitive job market. In 2021, the Company has decided to participate to Best Places to Work. This program is designed to recognize top employers and to provide organizations with actionable data that can be used to reward and improve Quadient organization. In 2021 the score obtained was 71.4/90 vs 64.9/75 in 2020. The score from 2021 has been calculated using a different methodology than 2020. The score from 2021 has been calculated using a different methodology than 2020. The score maximum for 2020 was 75 points while in 2021 the score maximum was 90 benchmark point. Moreover, a proprietary weighted formula of the Company results is used in order to determine each individual score. Those individual scores are then averaged to determine the final overall score.

Several surveys were sent to employees during the year such as the engagement, wellbeing and inclusion survey to continue to identify areas of improvement in terms of diversity, inclusion and engagement for example and to enhance the company's score. The main objectives of this survey is to: encourage new ideas, reduce turnover, track progress, improve company culture.

Thanks to the latest feedback last year, Quadient has taken steps to widen the Company culture. For instance, the launch of its philanthropy program Quadient Cares, the development of the Smart Work program, a new Empowered Community for the environment, the launch of 'Cheers to Peers' recognition platform and the employee referral program.

### FOCUS ON SMART WORK PROGRAM

Smart Work is a skills development program launched in October 2020, which defines Quadient's approach to flexible and agile work. It combines digital transformation with new ways of working and offers employees more choice in how they do their work. The main aim of this program is to lead change within Quadient's internal community. The Company provides employees with a toolkit containing self-study kits, exercises, and additional resources (on LinkedIn Learning, for example) that introduce the principles and ideas of flexible and agile work and help to improve employee overall well-being with the change to remote work from in the office. This toolkit also guides employees through a range of activities and help them to expand their knowledge in the following three areas: self-care, empathy and the way we work. All these tools are used to create team engagements that allow employees to work better together. The second part of this program was deployed in November 2021 to all managers and will run throughout 2022. This new part of Smart Work program is designed to equip managers with the tools and skills to lead remote and hybrid teams through a series of 3 highly interactive virtual workshops on the following topics: How to communicate strategies that motivate and inspire; How to lead cohesive and collaborative hybrid teams; How to create a culture of self-leadership and accountability. The workshops are designed to move the needle on the required management behaviors and following each of the 3 workshops the Company provides managers with a series of weekly action guides to extend the learning opportunity by working on practical strategies individually and with their teams.

### WELLNESS AND EMPLOYEE ASSISTANCE PROGRAM

In 2019, the Company implemented an Employee Assistance Program to help employees deal with challenges and prepare them to be more effective and perform better at work and in life in general. Through this Program, employees and their families can access practical information and advice on a broad range of topics, from financial advice to addiction. Information can be provided over the phone or *via* meetings arranged at the employee's convenience. The support is provided by Workplace Options, an independent company specializing in the provision of wellness offerings and employee assistance programs. In France, the program is managed by its French subsidiary Réhalto, and in the United States and Canada by Cigna. Employees can benefit from six free consulting sessions per subject and per year. For several years, the Quadient Wellness Program in the United States received the Platinum award from the Fairfield business Council in Connecticut as a Healthy Workplace. This program provides many resources and activities to help employees live healthier lives including wellness, health, and fitness seminars, webinars, and mental and physical challenges. In 2021, Quadient's U.S. operations have also once again received a Gold award from the American Heart Association as a Heart Healthy Workplace.

# Create an inclusive and diverse culture indicative of Quadient's equal opportunity employer philosophy

Quadient's growth is intrinsically linked to the diversity and complementarity of the skills of its workforce. The Company is proud of the multiculturalism of its teams, and relies on them to encourage innovation, creativity and collaboration. Quadient adheres strictly to a fair and equitable hiring process. By respecting all cultures and fostering an inclusive work environment, every employee is empowered to do inspired, passionate work and help the Company succeed. Quadient offers equal employment opportunities to all employees and applicants.

The Company does not tolerate discrimination on the basis of age, race, gender, ethnic or social origin, nationality, language, religion, health, disability, marital status, sexual orientation, political or philosophical opinion, veteran or other status, trade union membership or other characteristics protected by applicable laws and regulations. All employees, regardless of job title or level, must be treated fairly in matters relating to promotion, training, hiring, compensation and termination.

Quadient has set high ethical standards for everyone who acts on behalf of Quadient, and strictly prohibits any acts of violence, harassment and bullying, whether carried out by an employee or a non-employee.

In 2021, four incidents of discrimination, harassment or unfair treatment have been reported. All of them were taken very seriously and have been subject to strict investigations. A remedial plan was conducted on each of them with disciplinary actions and obligations to take specific training on harassment. All the incidents have been closed during the year.

Initiatives	2021 Results
Inclusion survey	• The Company inclusion index score was 73%.
Gender diversity	<ul> <li>At 33.76%, the number of women in Quadient up 1 percentage point compared with 2020.</li> <li>At the end of the 2021 full-year, female managers accounted for 27.6% of the total number of managers.</li> <li>Women represented 21.8% of Senior Leaders.</li> </ul>
Feminization of the governing bodies	<ul> <li>Board of Directors: 41.6% women at the end of 2021<sup>(a)</sup>.</li> <li>Executive committee: 7%.</li> </ul>
Adhesion to inclusion & diversity charters	<ul> <li>Since 2020, Quadient has signed charters in France, UK, Germany, Austria, Italy and Switzerland. In 2021 signed with the Valuable 500, CEO Action for Diversity &amp; Inclusion, Stonewall.</li> </ul>
Employment of people with disabilities	<ul> <li>Employment rate of people with disabilities at Company level: 2.20%.</li> <li>Employment rate of people with disabilities in France: 4.08%.</li> </ul>
Representation of employees per age category	<ul> <li>Under the age of 25 represent 2.6% of the workforce in 2021.</li> <li>Between the age of 25 and 35 represent 21.80%.</li> <li>Between the age of 36 and 45 represent 26.30%.</li> <li>Employees between the age of 46 and 55 represent 27.90%.</li> <li>Staff over 55 years of age account for 21.38% of the Company's total workforce.</li> </ul>

(a) In accordance with French law and the Afep-Medef code, employee-representative directors are not taken into account when determining the proportion of women on the Board of directors.

### EMPOWER WOMEN PROGRAM

Quadient believes that greater gender balance at the leadership level is a real lever for the Company's business performance. The Empower Women Program is a 12-month virtual learning program incorporating a series of 10 workshops, mentoring by a Quadient Senior Leader, an on-line Strengths Assessment, coaching and feedback, designed to help women navigate the complexity of attaining leadership roles. The program is designed to deliver practical insights and skills focused on the challenges and opportunities for women in leadership. Women leaders will build a powerful learning network and in turn, empower other women and be part of their success story. In 2021, the number of hours allocated to this program has an increase of 95% compared with 2020 due to the modifications of the design elements and increasing the number of participants in cohort 2 vs cohort 1. In total, 58 employees participated in this course in 2021 vs 20 employees in 2020. The 3rd cohort of the program will be launched in March 2022 with an additional of 50 participants. The Empower Women Program is sponsored by Geoffrey Godet, Chief Executive Officer, and Quadient's management team.

### INCLUSION & DIVERSITY PROGRAM

Creating a diverse and inclusive culture indicative of Quadient's equal opportunity philosophy is one of the objectives of Quadient's HR policy and CSR approach. In 2020, to consolidate existing programs across all entities of the Company, Quadient presented to its employees a new policy and pledge for Inclusion & Diversity and launched the "Empowered Communities" (Employee Network Groups). Quadient's employees continue to actively participate in inclusion and diversity initiatives. In 2021, Quadient counts with 5 empowered communities: Fearless Women, Love is Love, The Mosaic, DiverseABILITY and Act4Earth.

The project was designed to facilitate opportunities for development through education and knowledge sharing, raise awareness and celebrate uniqueness through events and partnerships, and regularly bring together small groups for support. These groups act as safe places for discussions and ideas around inclusion and diversity developments regarding women, origins and ethnicity, sexual orientation and gender identity, as well as disabilities, and the environment. The groups also assist in outreach programs with charitable and non-profit organizations involved in the company's philanthropic activities. Among the initiatives taken this includes: a global celebration of one key event per year for each of the Empowered Communities such as the Black History Month, International Women's Day, PRIDE, and the International Disability Day. Members from each Community run a global townhall with external speakers. Other events consist of book clubs, coffee sessions, learning & networking sessions. All providing a safe and inclusive space for employees to meet.

Alongside launching the Inclusion & Diversity program, Quadient has signed charters and committed to inclusion objectives of local support organizations in France, the United Kingdom, Germany, Austria, Italy, and Switzerland. For example, Quadient has signed the French Diversity Charter, joining more than 4,200 signatories to fight discrimination and promote diversity within the Company. In France, members of the Management team and employee representatives signed the LGBT+ Engagement Charter of L'Autre Cercle, an association that fosters the inclusion and visibility of LGBT+ people in the professional world.

In 2021, Quadient continued signed pledges forming coalitions with organizations committed to taking collective action on diversity, equity and inclusion. For example, with The Valuable 500, a global initiative for the inclusion of people with disabilities in business. This initiative aims at gathering 500 companies to be the tipping-point for change and help unlock the social and economic value of over 1 billion people living with disabilities across the world. The mission of The Valuable 500 aligns with Quadient's initiatives to further drive its culture of inclusion, fairness and respect.

As a signatory and through its coalition with CEO Action for Diversity, Quadient receives access to a variety of tools, resources, events and though leadership opportunities to support action and drive progress to advance diversity and inclusion in the workplace.

Furthermore, to advance its efforts to increase the representation of women in senior levels the Company joined Catalyst, a global non-profit supported by many of the world's most powerful CEOs and leading companies to help build workplaces that work for women. In 2021, Quadient make donation of 30,000 CAD to support this non-profit.

In December 2021 Quadient launched a new inclusion survey, using the Culture Amp platform and delivering for the first time a Company Inclusion Index Score. This score will be used to benchmark externally and also provides Quadient with a baseline measurement to monitor progress each year. The Company inclusion index score was 73%, the U.S. was 75% and Rest of World (non U.S.) 72%. The inclusion index score is derived from four inclusion questions and the survey also contained questions relating to 8 factors that each have a different impact on inclusion. Feedback from employees rate these 4 areas highly: Contribution to the broader purpose; How to report unethical behavior; Management; and Diversity. Areas with opportunities to improve relate to Equity, Career Growth, Employee Voice, and Decisions. Quadient is advancing its efforts with plans to address these factors.

## QUADIENT SUPPORTS DIVERSITY IN THE WORLD OF INFORMATION TECHNOLOGY

In the Czech Republic, Quadient continuous its partnership with Czechitas, a non-profit organization that helps women, girls and children to explore the world of information technologies. The organization teaches them to code in various programming languages, tests software, and analyzes complex data. As a regional Partner of Czechitas, Quadient will offer mentoring skills on requalification courses for women during a one-year period and offer expertise to support other local workshops throughout the year.

### QUADIENT SUPPORTS PEOPLE WITH DISABILITIES

Quadient continues to support people with disabilities, now having formed an "Empowered Community" for this impacted group where employees can discuss together and drive positive change on this topic. This Empowered Community is employee-led and sponsored by the Chief Transformation Officer. In 2021, focus topics of this group were "Awareness" and "Education" Under this thematic umbrella the community hosted among others all employee townhalls about "Digital Accessibility" and on occasion of the International Day of persons with disabilities.

Also, on regional level Quadient is promoting inclusion. For example, in Switzerland, it has outsourced certain tasks, such as consumable order fulfilment or certain warehousing tasks to the ESPAS Foundation. This foundation works to promote the social and economic integration of people whose health prevents them from playing a full role in the workplace. Its primary aim is the successful integration of women and men with a physical or mental disability. ESPAS offers commercial and industrial outsourcing opportunities for companies, institutions and other organizations.

In France, Quadient has partnerships with ESAT (assistance and service centers helping disabled people into work) organizations. The company outsources activities such as providing offices with supplies and manual packaging or administrative and mechanical tasks.

Quadient accounts 110 employees who have identified themselves with disabilities as part of the workforce. The Company seeks to facilitate their hiring and integration by offering adapted workstations where necessary.

# Give all employees the opportunity and the means for personal development and to contribute to the Company's success

Employees are essential to Quadient's success and are the main driver of its performance. To recruit and retain the best talent in its key business areas, the Company aims to provide employees with an attractive work environment that encourages them to take initiative and work together to fulfil its mission: achieving sustainable growth for Quadient's internal and external stakeholders. Developing talent and skills is central to Quadient's human resources policy. A particular challenge exists in terms of the transfer and acquisition of key or rare skills, specifically in the digital sector, which is highly competitive and constantly changing.

Initiatives	<ul> <li>2021 Results</li> <li>731 people joined the Company under permanent contract (304 female and 427 male) and 69 under fixed-term contracts during the 2021 financial year (34 female and 35 male).</li> </ul>		
Recruitment of new staff			
Retention of staff	<ul> <li>As of 31 January 2022, 98.6% of staff have a permanent contract.</li> <li>Employees on temporary contracts accounted for 3.78% of the Company total workforce.</li> </ul>		
Increase staff commitment	<ul> <li>The inclusion survey had an overall result of 76%.</li> <li>The staff turnover is 15.34%<sup>(α)</sup>.</li> <li>The absenteeism rate was 3% in 2021.</li> </ul>		
Pay and recognition	<ul> <li>Wages and payroll charges represent 426.9 million euros.</li> </ul>		
Local training plans	<ul> <li>80.67% of employees attended at least one training course in 2021. This included 67.56% non manager employees and 32.43% managers.</li> <li>4,033 employees trained and 7.46 hours of training on average per Full Time Equivalent (FTE). 6.55 average hours for female and 7.06 for male.</li> </ul>		
Training budget	<ul> <li>1.69 million euros allocated to staff training</li> </ul>		
Digital, e-learning training	<ul> <li>65,534 hours of training including local and corporate training program.</li> <li>4,711 employees took a course on e-learning platform.</li> <li>18.15% on digital regarding the local training (e.g. software coding).</li> <li>48.14% e-learning hours.</li> <li>9160 hours delivered on the LinkedIn Learning platform.</li> </ul>		
Annual appraisal interviews	<ul> <li>88.57% of the overall staff had an annual appraisal interview (among 2,958 male; 1,445 female and 25 no gender declared)</li> </ul>		
Internal mobility	266 employees benefited from internal promotion.		

(a) Arithmetic average of the number of employees who left and the number of new hires, divided by the initial number of employees at the start of the period.

## ATTRACTING TALENTS AND INCREASING EMPLOYEE'S COMMITMENT

The energy and motivation of Quadient's staff is a key link in its value creation chain. The Company measures the commitment of its employees and develops action plans as necessary to strengthen its employer identity and nurture loyalty within the business.

### **Recruiting future talents**

Quadient partners with local schools and universities. For example, Quadient s.r.o. regularly cooperates with universities and local high schools in the Czech Republic where Quadient staff have taught classes, organized IT events and BarCamps (participatory workshops related to new technologies where content is proposed by participants); this has occurred mainly at the University of Hradec Králové. Quadient works to attract young people to developer functions as part of its digital activities.

### Cheers to peers

Cheers to Peers is Quadient's new recognition platform that allows colleagues to collaborate in a more interactive way. It offers the opportunity to thank a peer or congratulate a colleague on a job well done, welcome a team member or celebrate a life event. Employees can give different types of recognition to their colleagues using a Cheers to Peers e-card. Once the e-card is selected, an email is sent to the recipient letting the employee know that they have received an e-card. Employees are invited to log into the Cheers to Peers platform to view the e-card. The recipient's manager will also be notified that their team member received an e-card. The e-card is also posted on Wall of Fame on the Cheers to Peers platform. Since the launch in November 2021 and year ending December 31st 2021. 42% of Company employees had activated their account with 1,407 recognitions being received from the 814 recognitions sent (recognition cards can be sent to individuals or teams). Activation levels continue to increase with 47% of Company employees activated their accounts as at the end of February 2022.

#### **Referral program**

In 2021, Quadient launched a Global Referral Program. The goal of this initiative is to enlist and reward an employee for being talent scouts levering their personal networks for Quadient employment opportunities. Employees can share and refer candidates through the Career Hub postings, the Company internal mobility portal, or by having external candidates identify them as their source on the Career website.

### Workday

In 2021, Quadient has continued to successfully deploy Workday, a global human capital management system across all legal entities launched in 2020. This user-friendly technology tool, which is an important part of Quadient's ways of working and digital transformation, provides a better employee experience, reliable and real-time data for decision making, and helps managers lead their teams more effectively. Workday allows employees to access Quadient's organizational charts and to see internal vacancies with links from the Workday home page; other useful Company portals such as LinkedIn Learning and Career hub, the Company internal mobility portal. Employees can also update their personal information directly through Workday and have more control over their data. In 2022, the Company will continues to deploy other modules on Workday such as talent management and training.

### BUILDING EFFECTIVE LEARNING PROGRAMS AND EMPOWERING EMPLOYEES TO GROW IN THEIR CAREER

Developing talent and skills is at the heart of Quadient's human resources policy. The Company aims to provide employees with tools and resources necessary to ensure they play an active role in developing their skills and careers through innovative training content, appropriate and varied formats (e-learning), and personalized training modules. In 2021, the Company invested in 36,728 hours of training at the local level, 49.34% of which was carried out in the classroom, 48.1% via e-learning, and 2.5% over the phone, in particular as part of foreign language courses.

### People development strategy

Quadient's training strategy is built around five pillars:

- Access to a global learning platform, providing self-directed learning opportunities for everyone at Quadient including internal Quadient training and an external learning library with content supporting all business areas.
- Focus on digital learning; providing a personalized learning experience driven by machine learning, surfacing resources in the flow of work, instantly accessible at the moment of need anywhere and anytime.
- Career and role skill paths; aligned to Quadient's job catalogue and skill frameworks supporting career growth, internal mobility and cross skilling.
- Leadership development; providing leadership programs and skill paths for all levels of leaders to develop an inclusive leadership culture, support hybrid working and embed continuous performance feedback in the organization.

• Language and culture; supporting an inclusive culture with opportunities for language training; access to learning content in Quadient's key languages; training for all employees to understand their role in helping Quadient act in an ethical, inclusive and responsible manner.

#### Focus on digital-based training and e-learning

In 2021, 6,668 hours were dedicated to digital training accounting for 18.2% of the total number of local training hours. This allows the Company's employees to acquire new skills and improve their expertise in the face of competition and rapidly evolving technologies. In 2019, Quadient introduced the LinkedIn Learning platform as part of the corporate program, providing thousands of training resources in multiple languages with recommendations personalized to employees' skills and interests. The platform is accessible at any time from any device for faster, smarter learning. LinkedIn Learning includes varied and personalized learning pathways to support employees' development, from business line knowledge to soft skills such as leadership, communication, and management. It also offers certifications recognizing the skills acquired. In 2021, 4,834 employees completed at least one course with duration of at least 15 min on the LinkedIn Learning platform.

### Learning Hub

In 2022 Quadient will deploy Workday Learning as its global learning platform providing all employees with access to learning opportunities, anywhere and anytime. Internal and External learning resources will be hosted on the platform supporting the strategy of learning in the flow of work, providing learning at the moment in need. Employees will be able to identify relevant learning associated with the skills they need to empower their career growth. In 2022, Quadient will deploy Workday Learning as its global learning platform providing all employees with access to learning opportunities, anywhere and anytime. Internal and External learning resources will be hosted on the platform supporting the strategy of learning in the flow of work, providing learning at the moment in need. Employees will be able to identify relevant learning associated with the skills they need to empower their career growth.

#### Ignite Leadership Program

In 2020, Quadient launched an innovative leadership development program that focuses on developing a critical mindset and skill set to be an effective leader. Ignite is designed to help employees perform at the caliber necessary to drive and deliver Quadient's Back to Growth strategy. Employees are encouraged to meet their managers to set their learning goals, share key insights and plan for action. This learning experience is a major investment in employees' growth and development as a leader. To deliver this innovative program, Quadient has partnered with Harvard Business Publishing. In 2021, 186 employees participated in this course. The participation of this course has increase of 133% compared with 2020.

### Promotion of internal mobility

The diversity of career paths brings a wealth of human and technical experiences. It enables the sharing of ideas, breaks down departmental silos, and nurtures cohesion and creativity by forming teams of professionals with varied profiles. Quadient encourages employees to grow their career and achieve their full potential. In 2019, the Company launched an internal mobility portal called Career Hub. This platform allows employees to view all internal vacancies across all departments around the globe and receive personalized job recommendations based on their preferences.

### Online English course

Quadient is committed to creating a culture of inclusion across the organization and offers an online English course to interested employees to facilitate their collaboration with colleagues and customers worldwide. This six-month program supports employees for whom English is not a first language, from beginner to advanced level. Lessons are based on real situations, using interactive exercises, role plays and videos, making it relevant and easy to apply. The course is entirely online and can be accessed at any time from any device so that each employee can learn at their own pace. Since the beginning of the program, 36,325 training hours were dedicated to this course.

### ENABLING A CULTURE OF EXCELLENCE AND INTEGRITY

The Quadient ethics and compliance program is an integral part of its daily business operations and practices. To ensure this commitment to compliance and enabling a strong culture of excellence and integrity the company has developed a program around its code of ethics, its compliance policies and practices, measures and mechanisms to conduct due diligence on third party companies, an ethics line to report any violation or misconduct and a worldwide compliance team responsible for their implementation. Quadient expects each of its

employees to act with honesty and integrity, and to comply with applicable laws, rules and regulations governing all aspects of the business including research, development, manufacturing, marketing, sales and distribution of products and associated services and solutions. Beyond the regulatory obligations, Quadient has defined the ethical standards it wishes to encourage among its employees and as part of its dialogue with external stakeholders.

### AMBITIONS & TARGETS 2021-2023

Ambitions	KPIs	2021 Results	Target Achievement by end of 2023
	% of employees that endorsed the code of ethics	66 <b>%</b>	>95 <b>%</b>
Promote a culture of integrity and ethical conduct through Quadient's code of ethics and compliance program	% of employees that completed the training on the code of ethics	67 <b>%</b>	>95%
	% of employees engaged in compliance and business ethics training program <sup>(a)</sup>	76 <b>%</b> <sup>(a)</sup>	>95 <b>%</b>
	% of employees having completed data privacy training program	51 <b>%</b> <sup>(b)</sup>	>95 <b>%</b>
Protect privacy and integrity of data entrusted to us against internal and external threats	% of employees having completed information security training program	50 <b>%</b> (b)	>95 <b>%</b>
	% of newly delivered digital services compliant to Quadient's Digital security Standards <sup>(c)</sup>	95.56 <b>%</b>	>95 <b>%</b>
Engage with partners and suppliers who observe ethical standards like those of the company	<b>%</b> of strategic business partners that endorsed the code of conduct for business partners <sup>(d)</sup>	65 <b>%</b>	>85 <b>%</b>
	% of evaluated suppliers compliant with Quadient's requirements <sup>(e)</sup>	89.2 <b>%</b>	>85 <b>%</b>

(a) Training program in 2021 was tied to code of ethics, data privacy, information security, corruption and bribery, competition

(b) New training programs launched in February 2021.

(c) 9 new major digital services have been launched in 2021. This KPI presents the level of compliance of these services with our internal digital standards developed in 2020.

(d) The code of conduct initially intended for production suppliers has been extended to all strategic business partners (suppliers, vendors, JV partners, commercial dealers) in 2021. This score is tied to the deployment of the new code of conduct for dealers in France. The deployment will continue across the other third parties and regions in 2022.

(e) This score is based on the last evaluation performed in 2019. In 2021, the Company has defined a new onboarding and due diligence processes to ensure the integrity of the third-party companies to engage with. The Company is currently implementing a new tool that will uphold this new vision. In 2021, only one partnership was established with a new strategic supplier which was screened using social and environmental criteria. In 2022, a new evaluation of all the strategic business partners will take place.

### Promote a culture of integrity and ethical conduct through Quadient's compliance program

As a signatory of the UN Global Compact, Quadient strives each day to conduct its business with the highest standards of professionalism and integrity. Quadient's senior management is committed to complying with all applicable laws, applying the ethical standards set forth in the Company's code of ethics and corporate policies, enabling a culture of Excellence and Integrity by raising the awareness of its employees, providing relevant training and communication, and enforce the ethics & compliance program across the organization.

### ORGANIZATION AND GOVERNANCE

The Compliance organization is led by the VP of CSR and Compliance who reports directly to the Chief Transformation Officer, who is a member of the Company's Executive Committee.

The Compliance team is organized around:

- a center of excellence which establishes the company-wide policies and standards and dedicated to the supervision of the various risks and controls as well as key cross-functional activities such as training;
- teams dedicated to each business line, regions and other support functions.

The Compliance team works daily to execute a unified ethics and compliance program across Quadient, which includes the following activities: monitoring regulatory changes; identifying compliance risks and areas of opportunity, monitoring and supporting the update of compliance-related policies, managing Quadient's Integrated Management Systems (IMS), implementing processes and controls to improve the Company's business, investigating any compliance issues, and supporting the implementation of any related remedial action plans and as needed, auditing Quadient teams' compliance.

In terms of governance, an Ethics & Compliance committee, chaired by the Vice-President of CSR and Compliance and composed of the Chief People Officer, the General Counsel and the Vice-President of Internal audit meets as necessary to manage any compliance issues and the whistleblowing reports received, the investigations and remedial plans. This committee advices the Executive Committee to set directions and priorities for compliance at Quadient. The Vice-President of CSR and Compliance reports on the progress of the compliance program through quarterly reports and updates to the Chief Transformation Officer, the Chief financial Officer and the CEO of the company. In 2021, these updates included improvement projects such as integrity checks on third parties, the launch of the new code of conduct for business partners, the revision of some corporate policies and the implementation of a GRC (Governance, Risk, and Compliance) platform.

### THE CODE OF ETHICS

Quadient believes that conducting its business in an ethical and responsible manner is essential to its sustainable growth and success. The company's Code of Ethics sets out principles of ethics and business conduct that help each of its employee to act with integrity and ethically as well as best practices and policies that will elevate the company's reputation. In short, this code of ethics stands as a testament for doing what the Company knows is right. It covers the following topics: Human Rights, employees, business Ethics, business relationships, Quadient assets and third parties, citizenship and responsible engagement. It also includes useful recommendations for how to anchor the code of ethics in Quadient's corporate culture and takes into account Quadient's new "EPIC" (Empowerment, Passion, Inspiration and Community) values.

Quadient asks every employee, regardless of their role, function or entity, to follow the code of ethics when working for or representing Quadient. In this respect, each employee is required to follow the dedicated training and endorse the code of ethics. In 2021, 67% of the employees received the code of ethics training and 66% have endorsed the code.

The code of ethics is available on the corporate intranet (WeShare) and corporate website in the following languages: French, English, Dutch, German, Italian, Spanish, Japanese and Czech.

Each legal entity makes the code available to its employees on their regional Intranet or by distributing a printed version. It is also available on the corporate website.

### QUADIENT'S COMPLIANCE POLICIES AND PRACTICES

In 2021 Quadient has implemented a GRC platform (Governance, Risk and Compliance) to help the organization to deploy its compliance framework and controls. This platform enables the management of the risk assessment, the compliance to the standards the company has subscribed to (e.g. ISO standards, CMMI, HITRUST, ...), the communication to all employees of Quadient's policies and procedures and the management of audits and corrective actions.

Based upon the assessment of Quadient compliance risks, policies, procedures and practices have been implemented to control these risks and thus avoid misconducts or compliance violations. The main ones are described below.

### HUMAN RIGHTS

By joining the UN Global Compact in March 2021, Quadient asserted its commitment to supporting and promoting respect of human rights within its sphere of influence. Quadient runs its business in accordance with the fundamental principles outlined in the United Nations Universal Declaration of Human Rights and conventions of the International Labour Organization. The Company strongly condemns the following: modern slavery and the trafficking of human beings; all forms of illegal, forced or compulsory labor, in particular child labor; discrimination in respect of employment and occupation; restriction of freedom of association and the right to collective bargaining. Quadient supports these principles in its code of ethics, its position on labor relations, hiring practices and its relationships with partners, suppliers and customers. The Company ensures that its operations comply with its code of ethics through its procedures and internal control systems including regular operating reviews, risk management, internal audits and supplier assessments. In 2021, Quadient has revised and supplemented its compliance clauses to incorporate within the agreements and contracts templates used in its business relationships. Among these clauses, the Company has implemented a clause requiring strict compliance with applicable laws, regulations, rules and orders including Unites Nations, World Trade Organization, and other international organizations resolutions with respect to business conditions, trade, competition, business ethics and human rights.

# PREVENTION OF AND FIGHT AGAINST FRAUD AND CORRUPTION

In accordance with its code of ethics, Quadient complies with the anti-corruption laws of the countries in which it operates and has a zero-tolerance policy for corrupt practices, including in particular giving or accepting bribes, either by an employee or a third party acting on behalf of the Company. Quadient rejects all forms of corruption and prohibits demanding, accepting, offering or giving bribes, gifts or other benefits, either directly or indirectly.

It also raises awareness and provides training to its employees on the prevention of fraud and corruption. In 2021, the staff of the sales export team and the legal and compliance teams have been trained on corruption risks scenarios identified at Quadient. Additional trainings will take place in 2022 for other functions and teams that may be exposed to these risks. Quadient's anti-corruption and anti-bribery policy (available on the Intranet) summarizes its commitment, principles and measures to preventing its employees from the key risk situations such as improper and facilitation payments, gifts and hospitality, conflict of interest, charitable contributions and engaging with third parties. As an example, a conflict-of-interest procedure requests all the managers to sign an annual disclosure form on the conflicts of interests.

In 2021, four incidents of corruption and influence peddling have been reported for suspected violations of the gift and entertainment rules and third-party management. All of them were taken very seriously and have been subject to strict investigations enabling the company to claim that the allegations on three incidents were not founded and only one incident has been confirmed. Remedial plans were conducted on each of them, anyway, giving the opportunity to raise again the awareness of its employees on the anti-corruption and bribery policy to the sales force. Regarding the confirmed incident, no employee has been dismissed but as part of the remedial plan, the contract with the business partner involved has been terminated. At this time, all the incidents are closed. In 2021, there was no fine nor public legal cases regarding corruption brought against the organization or its employees during the reporting period.

### ANTI-TRUST LAWS AND FAIR COMPETITION

Quadient does not tolerate anti-competitive practices, including price fixing, the rigging of tenders and responses to tenders, or sharing customers, markets or territories. Accordingly, Quadient forbids its employees from entering into any agreement with competitors intended to restrict the nature or quantity of products and services offered, as well as any agreement with suppliers or other partners to obstruct fair competition or the exchange of information with competitors regarding corporate strategy on products or pricing.

# SANCTIONS, ANTI-MONEY LAUNDERING AND COMBATING THE FINANCING OF TERRORISM

Quadient conducts business with zero tolerance for commercial, financial, or other dealings involving sanctioned countries, territories, and third parties. To prevent the company from any risks related to economic sanctions or money laundering (AML), the Company has implemented appropriate risk-based mechanisms for screening business partners, third parties, and transactions for potential economic sanctions and AML exposure.

### WHISTLE-BLOWING PROCEDURES

Any Quadient employee or any person or third party who know or suspect a violation of the code of ethics or Quadient rules and policies, is encouraged to speak up, in compliance with the law and the rules applicable in the country where he resides or exercises his activities.

Different escalation channels are available to raise concerns. Regarding mechanisms for advice and concerns about ethics, employees are encouraged to report through the management line first. However, if an employee considers that informing their direct line manager could cause difficulties (for example, if the direct line manager was involved in the alleged misconduct) or that the alert notified may not be properly followed-up, they may directly contact the Quadient Ethics line. Employees or any person or third party seeking for advice may use the dedicated email address (ethics\_compliance@quadient.com) or contact directly the Vice-President of CSR & Compliance who oversees the mechanisms for advice and concerns and Quadient Ethics Line. Launched in May 2020, Quadient Ethics line is a comprehensive and confidential reporting tool, hosted and operated by NAVEX, a third-party provider, which assists employees to report anonymously or not, any concerns related to Ethics & Compliance (e.g. fraud, abuse, and other misconduct in the workplace), via a form online (website) or a hotline, available 24 hours a day, 365 days a year in all the countries where the company operates. This dedicated website is available in the same languages as the Code of Ethics (8 languages): English, French, Czech, Spanish, Japanese, German, Dutch and Italian. Regarding the hotline, there is a dedicated phone number per country enabling anyone to speak up in its native language. The reporting categories are the following: Antitrust, fair competition and business compliance, Asset / information misuse and access, Corruption and influence peddling, Discrimination or harassment or unfair treatment. Financial issues, Fraud, Health, Safety & Environment, Human Riahts.

This ethics line accessible through the corporate intranet (WeShare) and Quadient's corporate website is available for Quadient's employees and to any third parties (e.g., customers, suppliers, partners). Beyond the reporting of ethical and compliance concerns, this platform enables anyone to ask confidentially any questions related to the code of ethics and other corporate policies and standards. After completing the report, the employee (or third party) will be assigned a unique code called a "report key." The reports and questions are confidential. The information provided to the NAVEX Global representative by phone or via their website is then sent to a designated representative within Quadient.

Quadient strictly forbids retaliation against employees for submitting an ethics concern to the Company. Complaints made in good faith will not expose the whistleblower to any sanctions, regardless of whether the underlying facts prove to be correct or result in any corrective action.

### INVESTIGATION AND REMEDIATION

Quadient takes seriously its responsibility to investigate potential violations or instances of misconduct. Quadient has developed an investigation policy and a disciplinary actions policy to ensure that these investigations are conducted in a consistent and professional manner, and that disciplinary actions are considered in full objectivity, fairly and independence.

All suspected violations are analyzed by the Ethics & Compliance committee composed of the Chief People Officer, General Counsel, Vice President of Internal Audit and Vice President of CSR & Compliance. This committee decides whether further investigation must be conducted and follow the progress of the investigation and the remedial plan until its completion.

# Protect privacy and integrity of data entrusted to Quadient against internal and external threats

In an increasingly connected world, with ever-increasing amounts of electronic mail and parcel volumes growing in line with the growth of e-commerce, Quadient has made a firm shift to digital. In addition to smart machines to process traditional mail, the Company's offering now includes solutions and software either dedicated to digital communications management or aimed at facilitating parcel processing. Quadient handles a lot of sensitive information every day and protecting such information has always been of very high concern for the Company, including the protection of postal transactions, customer's data, and the Company's data. Aware of the consequences of a security failure in its operations, the Company is committed to safeguarding the confidentiality, integrity and availability of all physical and electronic information assets to ensure that regulatory, operational and contractual requirements are fulfilled.

Initiatives	2021 Results
Establishment of a global quarterly Information Security Board	<ul> <li>Analysis of security incidents, security performance and the progress of security-related projects during quarterly security reviews.</li> </ul>
	<ul> <li>Deployment of Digital Standards supported by compliance and audit processes. More than 95% of newly delivered digital services are compliant to Quadient's Digital security Standards.</li> </ul>
Global Security Incident Management Process improving reporting, aligned to DPO requirements	<ul> <li>Extension of the process to solutions security</li> <li>Extension of the detection capability with deployment of a managed threats detection and response service</li> <li>Renewed cyber insurance contract</li> </ul>
ISO 27001 certification program	<ul> <li>11 entities are ISO 27001 certified (covering 20.6% of staff), Inspire cloud-based solution have ISO 27017 and ISO 27018 certification (cloud) and meet the OpenSAMM security standards.</li> <li>Quadient UK is now 27701 certified</li> </ul>

Initiatives	2021 Results
Program of internal and external audits in 2021 on the Company's systems and applications	<ul> <li>18 security audits carried out in 2021 covering MRS and ICA</li> </ul>
Personal data protection program complying with the data regulation	<ul> <li>Review of internal email compliance practices to implement an Email Compliance Policy applicable to the marketing department across the NORAM, DACH-IT, UK-IE, FR-BNL and international markets</li> <li>Responding and implementing new GDPR<sup>(a)</sup> requirements for international transfers of data outside the European Economic Area.</li> </ul>
Training on information security and data privacy policies	<ul> <li>More than 50% of employees have completed the online training on information security and data privacy</li> </ul>

(a) General Data Protection regulation.

### A WORLDWIDE INFORMATION SECURITY OPERATING MODEL

The Company has defined security policies that detail the requirements for correct and secure use of its own data and data entrusted to Quadient by its stakeholders such as staff, customers, suppliers, and other partners. These security policies have been rolled out in all countries in which Quadient operates. They are mandatory and apply to all legal entities, employees, service providers and consultants working on company sites or to anyone with access to company systems.

As part of its transformation, Quadient has implemented a global Information Security operating model. Core to this operating model is a specialist focus, ensuring that the Company has dedicated capabilities where security matters most: in protecting its customers, its employees and personal data that is entrusted to Quadient. The Company's holistic approach means it consistently focuses on areas of the biggest risk with the means to effectively recover from security events should they happen.

Quadient's policies are practicable and designed to drive the right behaviors in its people and partners, complemented by effective global operating standards. The Company certifies to ISO standards to underpin its practices.

The Director of Information Security chairs a Corporate Information Security Board to govern corporate information security activities. The Security Board meets quarterly and includes representation from Solutions Security teams, the Data Protection Organization, Corporate Compliance, Digital Organization and Corporate Information Security. This is the overarching Information Security technical governance authority within Quadient, reporting to the Quadient Executive Committee. Its role is notably to establish global information security objectives and priorities, perform global information security risk assessments, maintain Information Security policies, and create global awareness of Information Security Policies and safe working practices.

In 2021, worldwide training modules on information security and data privacy were launched on LinkedIn Learning for all employees, which included a video and a short quiz, explaining Quadient policies in these two domains

### ISO 27001 CERTIFICATION PROGRAM

Quadient is currently rolling out a certification program based on the ISO 27001 standard, primarily covering sites whose business is the development of software solutions, infrastructures and their support. In 2021, eleven entities were ISO 27001 certified, and the cloud-based Inspire solution is also ISO 27017 and ISO 27018 certified.

### COMPLIANCE WITH DATA PRIVACY REGULATIONS

Quadient is committed to processing personal information in accordance with applicable data privacy laws and regulations. Quadient's also remains focused on reinforcing its foundation in data privacy areas to ensure the proper security, handling and disposal of data and personal information. According to its data privacy policy, Quadient collects, uses, and retains personal data when it is necessary to ensure the effective operations of the Company. Moreover, Quadient protects confidential and personal information entrusted by its customers, suppliers, and other business partners as carefully as it protects its own information.

Additionally, a Data Council was established in 2020, led by the Company's Chief Transformation Officer and Chief Digital Officer and comprised of stakeholders across the organization to provide the proper governance, transparency and guidance related to these important issues.

In 2021, a cross-functional data protection team has worked to accomplish the data privacy objectives. Notable achievements include: implementation and maintaining of a single record of processing to inventory and manage all Quadient processing activities; update of critical policies related to information security and data privacy; generalization of the usage of tools that could detect phishing; and extending the implementation of a global data incident management process. In addition, the Company continues to secure its relationships with its subcontractors by requesting the signature of companies' data protection agreements, according to new EU model clauses. Full due diligence for Beanworks solutions was carried out to allow its compliance with GDPR requirements and allow its distribution in UK and EU. In 2021, there were no substantiated complaints concerning breaches of customer privacy and losses of customer data.

### Engage with partners and suppliers who observe standards similar to those of the Company

Quadient is committed to doing business in a responsible, ethical and sustainable manner. As a signatory of the UN Global Compact, Quadient is committed to promoting the 10 fundamental principles addressing human rights, labour standards, environmental protection and anti-corruption.

Quadient extends its CSR and ethical commitments to all its business partners, who must comply with applicable laws and regulations, International Labour Organization conventions and the Company's responsible procurement policy.

Quadient is also committed to choosing its suppliers carefully, fairly and with integrity. They are selected using the established procurement strategy or by invitation to tender based on their ability to meet the Company's requirements in terms of quality, price, service, reliability, technology, safety, the environment, and ethics. The Company also endeavors not to create a situation of mutual dependence in terms of revenue, technology, and know-how.

Most of the production procurement takes place with suppliers that are based in Europe (54% - especially in the Netherlands and France) and in Asia (35% in Malaysia, China, and Vietnam). The main supplier of the Group is Zhilai, leading locker manufacturer in China, that accounted for 15.7% of total Group purchases in 2021.

### UPDATED RESPONSIBLE PROCUREMENT STRATEGY

Since 2016, the industrial partnership and procurement department, in collaboration with CSR and Compliance management, has rolled out its supplier code of conduct and its responsible procurement policy across its entire range of manufacturing suppliers. The policy against modern slavery and human trafficking complements the measures taken by the Company to support human rights. Quadient has also disclosed its conflict minerals policy to its electronic suppliers and requested them to provide evidence that they do not use conflict minerals in the manufacturing of components they deliver to Quadient.

In 2021, Quadient has redefined its responsible procurement strategy and updated its code of conduct to

cover all its business partners. This Code covers Quadient commitments and expectations of its business partners regarding compliance with applicable law, respect for labour and human rights, environmental management, and anti-corruption.

Quadient encourages all third-party companies that desired doing business with the Company to become familiar with all the principles and respect the requirements set out within the code of conduct for business partners to help align their actions in ways that benefit all.

Quadient has started to roll out its code of conduct to its French distributors and will continue this deployment to all its business partners in 2022. 65% of French distributors have endorsed the code of conduct for Business Partners.

The Company has also defined a new onboarding and due diligence process to ensure the integrity of the third-party companies to engage with. The Company is currently implementing a new tool that will uphold this new vision.

This due diligence process includes a reputational screening based on sanctions and watch lists, politically exposed persons lists, checks for exposure to global adverse media and questionnaires related to information security, data privacy and corporate social responsibility. The process also incorporates an enhanced level of due diligence to be performed where a prospective third party resides in a designated high-risk jurisdiction, or where other red flags are identified. The due diligence is updated periodically on a risk basis and in case of significant changes in our relationship with a third party.

Quadient ensures that its suppliers comply with its requirements through dialog, visits, audits, and performance assessments carried out by its teams. Over and above contractual matters and supplier selection audits, since 2017 the industrial partnership and procurement department has launched CSR assessment campaign for its suppliers. Those who do not fulfil the Company's assessment are asked to provide an action plan.

Initiatives	Main achievements
New responsible procurement strategy	<ul> <li>Definition of new onboarding and due diligence processes that will be implemented in 2022.</li> <li>Update and start of deployment of the Code of conduct to cover all business partners. In 2021, 65% of French distributors have endorsed the Code.</li> </ul>
Assessment of suppliers' CSR performance	<ul> <li>221 production suppliers assessed since 2017, representing more than 98% of the total manufacturing purchases.</li> <li>In 2021, one new strategic supplier was screened using social and environmental criteria. No suppliers' CSR audit has been carried out in 2021.</li> <li>89.2% of suppliers assessed obtained a score in keeping with the Company's requirements.</li> </ul>
Involvement of suppliers and responses to non-financial rating agencies	<ul> <li>Listed according to the criteria defined by the Company.</li> <li>The Company was awarded "Platinum" status (79/100) for the first time at the latest assessment conducted by EcoVadis in 2021. Quadient shares its profile with its customers (selection criterion in certain cases) and suppliers and invites its suppliers to complete the EcoVadis questionnaire.</li> </ul>

## **REDUCING QUADIENT'S ENVIRONMENTAL FOOTPRINT**

For several years, Quadient has been committed to protecting and preserving the environment. Given its activities, the Company's main environmental challenges relate to its carbon footprint and the impact of its products and solutions throughout their life cycle.

Quadient's environmental policy, formalized in the Company's code of ethics, focuses on innovation and the ecodesign of products, their remanufacturing and the recycling of waste generated by the industrial sites and products at the end of their life, thus encompassing circular economy principles. Quadient has also defined a low-carbon strategy in line with the 2015 Paris Agreement, thus factoring its stakeholder expectations.

This low carbon strategy defines a framework for all Quadient's entities committed to reducing their energy consumption and carbon footprint.

### AMBITIONS & TARGETS 2021-2023

Ambitions	KPIs	2021 Results	Target Achievement by end of 2030
	% of reduction of CO <sub>2</sub> emissions related to scope 1 & 2 compared to 2018 (Energy consumption and company vehicles)	45.9 <b>%</b>	50.4 <b>%</b> by 2030 <sup>(a)</sup>
Take action to combat climate change and support global transition to a low carbon economy	% of low carbon energy (renewable energy and heating network)	24.5 <b>%</b>	25 <b>%</b>
	% of reduction of CO <sub>2</sub> emissions related to scope 3 for targeted categories compared to 2018	2.3 <b>%/€</b> m revenue	40 <b>%</b> by <b>€</b> m revenue by 2030 <sup>(b)</sup>
	KPIs	2021 Results	Target Achievement by end of 2023
Foster circular economy principles in Quadient's operations and solutions to	% of industrial waste recycled	85 <b>%</b>	>90%
lower the Company's environmental footprint	% of hardware units remanufactured	64.4 <b>%</b>	>40%

(a) Reduction target of 50.4% between 2018 (baseline year) and 2030 for scope 1 & 2 based on scenario of 1% growth to 3% growth per year.

(b) Reduction target of 40% per €m revenue for scope 3 on targeted categories between 2018 and 2030: use of sold product, purchase of goods and services, business trips and employee commuting.

### Take actions to combat climate change and support global transition to a low carbon economy

Aware of the consequences of climate change, Quadient is committed to making a positive contribution to the global move to a low carbon economy. As part of its low carbon strategy, the Company has set goals for 2030 in line with the Paris Agreement and committed publicly to reaching them. The risks and challenges related to climate change are followed up at the highest level.

### GOVERNANCE

As part of CSR program, the environmental governance, which includes the management of climate-related issues, is managed by the Vice President (VP) CSR & Compliance. The main responsibilities of the VP CSR & Compliance related to climate change are the following: implementing the annual risk and opportunity assessment of the impact of business on the environment across Scope 1, 2 and 3 emissions, managing the Company's action plans related to climate change and reduction of greenhouse gases, monitoring and managing relevant KPIs. He reports to the Chief Transformation Officer and is working with the Executive Committee of C-Suite executives, to manage the design and execution of this strategy.

Reporting to the VP CSR & Compliance, the Integrated Management System & Compliance teams are in charge of deploying environmental actions worldwide. To coordinate activities between CSR and compliance teams a quarterly meeting takes place, where information and best practices are shared, and actions are decided in accordance with the low carbon strategy and targets.

The Company's Strategy and Corporate Responsibility Committee was created within the Board in September 2018 to assist the Board of Directors. The committee's task includes reviewing and making recommendations on the guidelines, resources and achievements related to the social and environmental responsibility policy of the Company (including climate related issues). This Committee meets quarterly and regularly reviews climate-related topics.

In 2022, a GHG-related target was set within the LTI plan tied to Quadient's public climate objectives. This target is described in the Chapter 2 of the universal registration document.

### RISKS RELATED TO CLIMATE CHANGE

Quadient has analyzed the potential effects of climate change on its activities. Three risks that could have a medium- or long-term impact have been identified. These risks and the mitigation actions associated are described below. None of the estimated financial impacts of these risks has been considered as severe. The mitigation actions also provide opportunities for alternative ways of working, better operating efficiency and allow cost savings.

Risk	Description	Mitigation actions
Acute physical: extreme weather events such as cyclones and floods	On account of their geographic location, some Quadient sites and some industrial partners and suppliers are exposed to natural disasters or events such as earthquakes, or to climatic phenomena such as hurricanes, cyclones, typhoons, floods and tidal waves, which will occur increasingly often. The logistics center in the USA (Byhalia) and Quadient offices in Hong Kong appear to be the most exposed. These events are likely to affect the availability of parts and components necessary for the manufacturing of products, and to damage production facilities, slow the supply chain, temporarily interrupt production and distribution, and potentially threaten the safety of employees;	All the industrial sites are certified ISO 14001 and have implemented an emergency preparedness response plan. In case our facility in Byhalia cannot operate, Quadient would activate its business continuity plan consisting in: Employees telecommuting/home office and transfer of logistic and customization activities to our French facility executing the same activities for the European market. Supply chain is also evaluated. Natural risks prevention plans/Business continuity plan and backup plan are set up. Quadient has put in place process to ensure that in case of natural disaster, the production lines can be quickly transferred between industrial partners (equipment duplicate, etc.)

Risk	Description	Mitigation actions
Emerging regulations	Quadient is mindful of the development of such rules, existing or future, the increased severity of which could have a negative impact on its future sales and activities, thus increasing its operational costs and reducing profitability. As a producer of hardware and software solutions, the Company needs to be vigilant with environmental regulations, standards, and voluntary agreements aimed at reducing energy consumption, WEEE, and the carbon footprint of products.	The Company has implemented various actions to anticipate and comply with environmental regulations and standards. Quadient has defined a responsible design and sustainable manufacturing approach in which energy efficiency requirements are implemented. All of the products respect the ErP Directive and the iX-9 Series high-volume mailing system are qualified according to the new Energy Star Imaging Equipment V3.1. The Company has carried out life cycle assessments of its main hardware and software products and identified action plans to reduce the energy consumption and carbon footprint related to the use of the products. Quadient also participates in the work of the AFNUM and follows closely any change on the WEEE and climate change-related regulation that could impact its activity to organize its processes pro-actively. For instance, ink cartridges were included in the WEEE directive with transposition in national law in EU. Quadient, as a producer of cartridges, put in place a take-back program in every EU country where it operates.
Market: Changing customer behavior	Regulatory changes and the common aim of customers, investors and shareholders to reduce CO <sub>2</sub> emissions are becoming increasingly important for companies whose product offerings and activities have minimal impact on the environment. Most public or private calls for tender include criteria on environmental performance and particularly on the carbon footprint of the products or services delivered.	Quadient has implemented a responsible design and sustainable manufacturing approach, conducted life cycle analysis on its main hardware and software solutions and implemented actions to lower the carbon footprint of its solutions. The Company is also conducting a series of customer satisfaction surveys to assess its strengths and weaknesses and their importance for the customer to determine priority areas for improvement. Since 2020, new survey questions regarding CSR topics have been introduced to understand if Quadient is perceived as a Company that seeks to limit its impact on the environment. Quadient also respond to its customers solicitations and ESG rating agencies questionnaires and share the results with them when requested.

# SETTING CO2 EMISSION REDUCTION TARGETS ALIGNED WITH A 1.5 $^\circ C$ SCENARIO

In 2020, Quadient set its targets (baseline 2018) to reduce its GHG emissions at a pace that meets the "well below 2°C" trajectory requirements. Using the ACA (Absolute Contraction Approach) methodology, the Company has committed to two relevant and ambitious long-term targets in accordance with the SBTi methodology. Following the Company's reduction of C02 emissions from 2019-2021, the Company decided in early 2022 to increase its ambition from the "well below 2°C" trajectory to 1.5°C. In 2020, the Company committed to reduce its absolute CO<sub>2</sub> emissions related to scope 1 and 2 by 28% by 2030, i.e. an absolute reduction of 5,020 teq CO<sub>2</sub> compared to 2018, which implies a reduction at constant scope of 6% each year. 2021 showed a significant reduction in the Scope 1 and 2 emissions compared to the baseline (45.9%). To keep the benefit of the improvements made and ensure the CO<sub>2</sub> reduction target tied to scope 1 and 2 is still challenging, the Company increased its ambition with more aggressive targets in line with a 1.5°C trajectory instead of 2°C. Thus, by following this new scenario, the Company committed to reduce its scope 1 and 2 emissions by 50.4% by 2030 vs. 2018's baseline instead of 28%.

 Quadient also committed to reduce its intensity CO2 emissions per €m revenue by 40% by 2030 compared to 2018 for targeted scope 3 categories: use of sold products, purchase of goods and services, business trips and employee commuting. This implies an intensity reduction at constant scope of 4% per €m of its CO<sub>2</sub> emissions each year.

Setting these targets enables Quadient to better monitor and prevent  $CO_2$  emissions by focusing on areas where the Company can make the most impact : energy efficiency, renewable energy supply, vehicle fleet optimization, sustainable mobility, ecodesign of the solutions.

### REDUCING QUADIENT'S CARBON FOOTPRINT

Every year Quadient measures its carbon footprint according to the Greenhouse Gas (GHG) Protocol methodology. Until now, all emissions linked to energy consumption on company sites (scope 1 and 2), business trips of employees, downstream and upstream goods that are transported and use of hardware products (scope 3) were taken into account. In 2020, to further develop its approach, Quadient conducted a life cycle analysis for the main category of its hardware and software solutions and achieved a complete inventory of its scope 3 emissions. The Company has excluded several categories that are not relevant for the calculation of scope 3 emissions such as downstream leased assets, investments and franchises. The scope 3 results must be considered as orders of magnitude, the level of uncertainty remaining high.

In 2018 (baseline year), the Company's total emissions (scope 1, 2 and 3) were estimated at approximately 121,013 teq  $CO_2$ : 11,105 teq  $CO_2$  for scope 1 emissions (9.2%), 6,516 teq  $CO_2$  for scope 2 (5.4%) and 103,391 teq  $CO_2$  for scope 3 emissions (85.4%). In 2018, the Company's main scope 3 emissions came from the following categories: purchases of goods and services (around 44%), use of sold products (around 21%) business trips and employee commuting (around 8% and 9% respectively).

In 2021, Quadient's total emissions amounted to 101,987 teq  $CO_2$ : 6,251 teq  $CO_2$  for scope 1 emissions, 3,276 teq  $CO_2$  for scope 2 market based and 92,461 teq  $CO_2$  for scope 3 emissions.

The significant reduction in the Scope 1 and 2 emissions between 2018 and 2021 (45.9%) are mostly due to a reduced activity for Quadient in 2020 – 2021, the Covid-19 pandemic and the divestment of the industrial site in the Netherlands, but also stems from initiatives regarding the reduction of real estate footprint and improvements of the Company, notably the switch to renewable energy in various sites.

#### Reducing CO<sub>2</sub> emissions related to scope 1 and 2

Quadient strives to reduce its GHG emissions tied to scope 1 and 2. Several initiatives have been taken to reduce the total energy consumption and improve energy efficiency such as replacement of equipment by more efficient equipment, replacement of bulb lights by LED lights, renovation of buildings, and virtualization of servers. Wherever possible, air-conditioning systems are replaced with refrigerant gas having a lower global warming potential.

In addition, the Company has implemented several initiatives to reduce its real office footprint, optimize its car fleet and switch to renewable energy, described hereafter.

### Reduction of real estate footprint

In 2021, Quadient has accelerated the rollout of teleworking within the Company and decided on being a predominantly "Remote" workplace, meaning 80% of employees will spend a large majority of their time working from home. Consequently, this also forced the Company to rethink the purpose of its physical offices as they are no more the unique place where collaboration and teamwork is happening. To optimize its real estate footprint and transformation needs, a list of criteria has been defined to determine locations to be maintained including environmental criteria.

In 2021, several offices have been closed worldwide (France, Poland, USA, UK), which resulted in a reduction of 9% in the surface area occupied by the Company compared to 2020 (16% with the divestment of Quadient Technologies Netherlands).

#### Optimization of the car fleet

Several legal entities have taken measures to optimize their vehicle fleet and implemented a car policy. This includes notably the transition from diesel vehicles to petrol and hybrid models, the selection of vehicles with lower CO2 emissions per km and the development of online support and remote service activities. Quadient UK is implementing a dynamic call scheduling software for field service engineers to allow less driving time on the road through efficiency planning, optimized travel time and less fuel consumption.

Between 2020 and 2021, the total fuel consumption dropped by 7% for a number of vehicles that dropped by 12%, while the number of hybrid and electric vehicles doubled over the same period.

#### Switch to low carbon energy

Quadient's objective is to achieve 25% renewable energy consumption by 2023 and 100% by 2030 in order to reach its CO2 emissions reduction in line with the 1.5°C trajectory. To this end, the Company is continuously looking at switching its energy supply contracts or purchasing renewable energy certificates (REC).

Quadient Canada has a multi-year agreement with Bullfrog Power, the leading green energy supplier in Canada. This partnership reduces Quadient's carbon footprint by supporting renewable energy projects. The principle involves supplying the Canadian electricity grid with a quantity of renewable energy equivalent to that consumed by all Quadient sites in the country. The initiative helps to reduce energy generation by facilities that use fossil or nuclear fuels. Every kWh of power consumed is matched by the supply of one kWh of energy from a renewable source. The green electricity generated by wind or hudraulic power is considered to be non-polluting sources that emit no CO2. Biogas comes from methane recovered from landfill waste sites and is also considered as not emitting CO2. In addition to the organization's emissions, Quadient Canada is also considering emissions related to the use of its products by its customers. Each postage meter and mailing system model was tested to determine the total annual power consumption. Based on this calculation, Quadient Canada is committed to injecting the same amount of green electricity to the power grid on an annual basis, for the duration of the initial lease or rental aareement.

Several other Quadient entities have made the choice to use renewable energy such as Quadient Sverige in Sweden, Quadient Switzerland, Quadient UK, Quadient France and Quadient DOPiX Germany. In France, geothermal energy is used to heat part of the Company's headquarters. In Poland, two photovoltaic installations have been installed in the parking lot of the office building. The installation is also a roof for parking spaces. Installations are working in the on-grid system and should cover 10-20% of the building's electricity demand. In 2021, five new sites switched to renewable energy in France, UK and Ireland. In 2021, low carbon energy (renewable energy and heating network) accounts for 24.5% of the total energy consumption.

### Reducing CO<sub>2</sub> emissions related to Scope 3

Scope 3 emissions mainly relate to purchases of goods and services and the use of sold products, which account for more than 75% of Quadient's total scope 3 emissions in 2021. Business travels and employee commuting represent nearly 8% of scope 3 in 2021, and are subject to regular monitoring and reduction targets.

### Streamline business trips and employee commuting

In addition to the restriction in travel and commuting as a result of COVID-19, Quadient is continuing its action plans aimed at promoting teleworking and fostering low carbon transportation and visio-conferences practices.

In 2021, business trips account for 783.8 teq CO $_{\!\!2}\!,$  down by 63% compared with 2020.

### Reduce the impact of the solutions

The Company aims to extend its efforts in terms of eco design to all its hardware and digital solutions and expand and favour the offer of remanufactured products, encouraging a circular economy. The actions relating to the eco design and remanufacturing of the products are described in the section hereafter.

Quadient works closely with its logistics partners and vendors to minimize and consolidate shipments, use environmentally friendly modes of transportation, and encourage efficient operations.

Initiatives	Main achievements
Reduce consumption and improve energy efficiency	<ul> <li>Use of high-energy-efficiency or BREEAM certified premises: Bagneux, Rueil-Malmaison (France), Stratford (UK), Milford (United States); reduction of 16% in the surface area occupied by the Company compared to 2020.</li> </ul>
Reduction of the energy consumption	<ul> <li>Replacement of obsolete equipment, investment in higher performance and approved equipment (boilers, heat pumps, heat recovery compressors), renovation of buildings (external insulation), installation of presence sensors, LED lighting.</li> <li>Virtualized operation of IT servers.</li> </ul>
Switch to low carbon energy	<ul> <li>In 2021, low carbon energy (renewable energy and heating network) accounts for 24.5% of the total energy consumption (vs 15% in 2020)</li> </ul>
Reduce the impact of employee commuting	<ul> <li>Optimization of the car fleet, training in eco-driving in order to reduce fuel consumption.</li> <li>Maintenance of equipment installed at customers' premises: development of diagnostic and troubleshooting tools</li> <li>Continued development of remote maintenance operations</li> <li>Rollout of teleworking within the Company and use of visio-conference tools</li> </ul>

# NON-FINANCIAL PERFORMANCE STATEMENT - Social, societal, and environmental information

Initiatives	Main achievements
Employee awareness	<ul> <li>Increased awareness of eco-friendly ways of working amongst employees.</li> <li>Launch of a new environment empowered community Act4earth</li> </ul>
Reduce the impacts of freight transport	<ul> <li>Ecodesign of products: reduced product weight and optimized packaging volume in relation to product size.</li> </ul>
	<ul> <li>Operation to bring some Asian production activities back to Europe (Le Lude and Loughton), at the same time reducing the effects of international deliveries.</li> </ul>
	<ul> <li>Optimized planning and procurement systems: checking the fill rate of containers, monitoring transport methods between sea and air freight.</li> </ul>
	<ul> <li>Selection of carriers with eco-friendly logistics (optimized delivery runs, fuel economy).</li> </ul>

### RAISING EMPLOYEE AWARENESS

Quadient also encourages sustainable practices among its employees to reduce the global carbon footprint and protect the environment. Launched in 2021, a network of green ambassadors, Act4Earth promotes changes in daily habits, providing employees with information and education on natural resources and environmental protection.

Quadient employees participate in various environmental awareness activities worldwide, such as World Cleanup Day, by cleaning up the waste on rivers and streets in its communities.

### MEASURING THE PROGRESS

Since 2009, Quadient has completed the CDP Climate change questionnaire, which allows the Company to measure its progress and compare to its peers. CDP is an organization that manages a global information publication system allowing businesses to assess and compare their environmental policies. It evaluates companies' management and performance in terms of climate change and ranks them from D (lowest) to A (highest). In 2021, Quadient obtained a score of 'B' for the fourth consecutive year, corresponding to Management level and thus positioning Quadient above the average of companies in its industry.

# Foster circular economy principles in Quadient's operations and solutions to lower the Company's environmental footprint

Circular economy refers to a set of practices enabling the protection, better use and less waste of natural resources. It is a global initiative that aims to change the paradigm concerning the so-called linear economy. At Quadient, it translates into the following actions:

Quadient is a committed player in the circular economy. The Company has taken into account regulatory constraints by preparing for them ahead of time and transforming them into a competitive advantage. From the product design phase to end-of-life dismantling, Quadient takes all environmental aspects into account.

The Company has defined a Sustainable Design and Responsible Manufacturing policy that aims at improving energy efficiency, the use of hazardous substances, longevity, recyclability, modularity, and the upgradability of products to minimize their impact on the environment throughout their life cycle.

### ECONOMICS OF FUNCTIONALITY

The economics of functionality are the offering or sale of the use of goods or a service rather than the goods itself. The aim is to develop integrated solutions for goods and services with a view to sustainable development. This way, trade is no longer based on the transfer of ownership of goods, which remain the property of the manufacturer throughout its life cycle, but on the consent of users to pay a use-value.

Quadient's business model is in keeping with this rationale. It is based on the provision of mail handling services (rental or leasing) such as envelope inserting and franking rather than the sale of equipment. Services usually include maintenance management and the supply of print cartridges. In this way, the products used to provide these services to customers still belong to Quadient and are recovered at the end of the contract or at the end of their life. There is the opportunity to place these products back on the market once they have been remanufactured.

### ECODESIGN OF PRODUCTS

Quadient's ecodesign policy aims, in particular, to improve energy efficiency, use of hazardous substances, longevity, recyclability, modularity and the upgradability of its products to minimize their impact on the environment throughout their life cycle.

The high level of sustainability and reliability of the parts and components employed enables the Company to adhere to the principles of the circular economy. This virtuous loop promotes the repair, re-use and eventual recycling of materials rather than disposal. To that end, Quadient has incorporated strict ecodesign rules into its design and development processes. These allow the Company to identify the product life cycle phases, technologies and components that have the greatest impact on the environment. Furthermore, the efforts made have yielded very encouraging results concerning the environmental gains of new generations of products, demonstrating at the same time significant economic benefits.

Today, all franking machines and folders/inserters ranges benefit from this ecodesign approach.

### RESPONSIBLE MANUFACTURING

Quadient is committed to manufacturing and assembling its products to the highest industry standards, respecting responsible environmental practices and regulations. Quadient has not been affected by any incidents of non-compliance with environmental laws and regulations.

All the industrial sites are ISO 14001 certified. This means that each site has deployed an environmental management system to identify their most significant environmental impacts. Actions are taken accordingly to eliminate, reduce or limit their effects on the environment. The main efforts cover water and electricity consumption management as well as the reduction and the collection of waste.

The waste generated by the Company comes mainly from manufacturing and logistics operations as well as the products it places on the market. This includes packaging waste, used consumables, spare parts and end-of-life products. As a responsible producer of hardware products, Quadient strives to reduce waste at the source, throughout its manufacturing operations, and ultimately avoid its products ending up in landfill. In 2021, 85% of industrial waste has been recycled, contributing to this responsible consumption and production.

### PRODUCTS REMANUFACTURING

Remanufacturing is another substantial element in Quadient's environmental strategy, as part of a more global approach to the circular economy. This is an industrial process in which a product is recovered from the field (e.g. product at the end of a contract, demonstration, exchange) and then inspected, dismantled, cleaned, and upgraded in terms of functionalities (hardware and software). Worn parts are replaced with new parts or parts that have been remanufactured. Once reassembled, the product is tested and packaged. These remanufactured products are therefore equivalent to new products offering the same technical characteristics and reliability. They are then placed back on the market with the same warranty as new product.

In 2020, Quadient carried out life cycle assessments on a range of postage meters and folder inserters. This study, conducted by independent experts, showed that a remanufactured machine results in an environmental gain of up to 50% in terms of greenhouse gases (GHG) generated throughout its life cycle when compared with a new machine.

Over and above environmental impacts and raw material savings, product remanufacturing is part of a virtuous approach that allows Quadient to keep workers in jobs at the Company's production plants and gives the Company greater control over the quality of machine products installed in customers' premises.

Today, all franking machines and folders/inserters ranges benefit from this eco-design approach. In 2021 the Company's approach was extended to additional hardware models and remanufactured products are now offered to the customers in US and Canada, not used until now to buying products containing recycled parts and components. Furthermore, Quadient has started to implement a refurbishing process for its parcel locker solutions in France and Japan.

In 2021, 64.4% of MRS products placed on the market are remanufactured products (vs. 40% in 2020).

### TAKE BACK PROGRAMS

Quadient has implemented free-of-charge take-back programs for its customers, to collect the products at the end of leased contracts and enable its operations of remanufacturing. In addition, in some countries, Quadient has joined local compliance programs to manage all products that are not eligible to remanufacturing. The process consists of free pick-up either from field engineers or a logistic partner for heavy products.

Quadient has also implemented take-back programs for the collection of supplies (ink cartridges) delivered to its customers. This program is also free of charge for its customers and consists in providing a pre-paid envelop to return the empty cartridges to logistic centers.

Initiatives	Main achievements
Ecodesign of products	<ul> <li>Ecodesign policy rolled-out within project and R&amp;D teams for franking and inserting machine product lines.</li> </ul>
Environment management system	<ul> <li>40% of the Company's entities are ISO 14001 certified, including 100% of its industrial sites.</li> </ul>
Remanufacturing of products	<ul> <li>Introduction of global reverse logistics to collect end-of-lease/ rental, end-of-life products.</li> <li>36,138 products remanufactured in 2021.</li> </ul>
Reuse and recycling waste	<ul> <li>515 tons of non-hazardous industrial waste in 2021 (vs. 972.84 in 2020)</li> </ul>
Collection of supplies	• 4.42 tonnes of hazardous industrial waste in 2021.
	<ul> <li>92% of industrial waste valorized (vs. 97.7% in 2020) of which 85% recovered for material in 2021 (in 2020 material recovery represented 86.4%).</li> </ul>
	<ul> <li>537 tons of WEEE (Electrical and electronic equipment waste) in 2021 (vs. 717 in 2020).</li> </ul>
	<ul> <li>Implementation of a franking machine consumables collection process in the United States, Canada, France, United Kingdom, Ireland, Benelux and Germany.</li> <li>36.2% of franking machines supplies collected from customers.</li> </ul>

# BUILD THE BEST CUSTOMER EXPERIENCE POSSIBLE BY OFFERING INNOVATIVE, RELIABLE AND SUSTAINABLE SOLUTIONS

Quadient is part of a sector that is facing many challenges such as a decline of the mail market, digitalization, and management of the last-mile parcel delivery as e-commerce surges. In light of these trends, the Company is committed to building the best customer experience by offering reliable and secure solutions and creating value for customers with sustainable and innovative solutions. Quadient's main efforts in terms of its customers and partners include customer satisfaction and innovation, as well as reliability, availability, solutions, services and safety of those solutions and services. These challenges are addressed from the design of solutions and services offers and are reflected in ambitious objectives, which are monitored regularly.

### AMBITIONS & TARGETS 2021-2023

Ambitions	KPIs	2021 Results	Target Achievement by end of 2023
Deliver high quality, reliable and secure solutions	Overall customer satisfaction	95 <b>%</b>	>95 <b>%</b>
Leverage technology to consistently innovate and improve Quadient's portfolio of solutions	<b>%</b> of revenue invested in R&D	5.1 <b>%</b>	>4.5 <b>%</b> of annual revenue

### Leverage technology to consistently innovate and improve Quadient's portfolio of solutions

In 2021, the Company devoted 5.1% of its revenue to research and development. Among the leading trends expected to have the largest impact in the coming years are artificial intelligence, virtual and augmented reality, and machine learning technology.

Regular user conferences and workshops enable Quadient to present new technologies and updates to its customers and partners and discuss their needs and expectations. The Company is the owner of its trademarks and has 260 families of patents published. Quadient registered six patents in 2021.

Initiatives	Main achievements	
Innovation with and for partners	<ul> <li>Organization of several innovation workshops with partners each year.</li> </ul>	
Innovation culture disseminated among employees	<ul> <li>Organization of internal workshops and hosting information on the Internet raises employees' awareness of innovation.</li> </ul>	
Investments in innovation and R&D	• Quadient invested 51.8 million euros in R&D in 2021.	
Intellectual property management policy and organization	<ul> <li>Dedicated in-house intellectual property team.</li> <li>Patent committee.</li> <li>Policy rolled-out across all R&amp;D sites.</li> </ul>	
Patent filling	<ul> <li>Portfolio of 260 patent families and 6 patent applications filed in 2021.</li> </ul>	

### DIGITAL SOLUTIONS

### Intelligent Communication Automation

Continuing the execution of its Back to Growth strategy, Quadient experiences an acceleration in the shift of its software model from license to SaaS, In line with this strategy, in 2022 Quadient announced the Acquisition of Beanworks, a Leading FinTech in SaaS Accounts Payable Automation Solutions in March 2021. This acquisition follows the Company' acquisition in 2020 of leading Accounts Receivables solution provider, YayPay.

Beanworks was founded in 2012 and is headquartered in Vancouver, Canada. A highly performing FinTech with an attractive SaaS recurring revenue model and a track record of high double-digit annual revenue growth. The global market for accounts payable (AP) automation is growing rapidly, accelerated by the global pandemic and the increasing number of teams working from home, driving businesses of all sizes to reflect on the benefits of digitalizing their financial processes and shifting to electronic payments. Adroit Market Research anticipates the AP automation market will reach \$4 billion by 2025.

Quadient's Intelligent Communication Automation solutions, a core pillar of the company's Back to Growth strategy, provide small and medium businesses (SMBs) access to digital capabilities and automation tools previously available only to large enterprises.

Already in 2020, Quadient took a leap forward in executing its strategic plan with the launch of Quadient Impress, a cloud-based multichannel document automation platform for SMBs. Quadient Impress brings together many independent product capabilities and the results of years of investment in omnichannel communication technologies. This innovation delivers customers a comprehensive solution to help automate their business processes, gain operational efficiencies, and provide a better customer experience. The Quadient Impress platform takes SMBs to the next level, accelerating companies in their transition to more digitalized and automated processes. This launch was followed by the release of Quadient Impress Distribute, a document delivery solution that enables automation and distribution of mail from virtually anywhere, without ever touching a piece of paper, freeing up employees to focus on core business and higher-value tasks.

In October 2021, Quadient announced a significant upgrade to Quadient Impress a software-as-a-service (SaaS) multi-channel document delivery and automation solution for small and medium businesses (SMBs). The solution now offers delivery channel preference management capabilities.

The Customer Communications Management (CCM) platform Quadient Inspire helps organizations create and deliver personalized, compliant customer communications across digital and traditional channels, from one centralized hub. Quadient Inspire 14 has over 1,100 enhancements and new features built around four fundamental issues: simplifying the user experience; enhancing the personalization of communications; improving interoperability for more robust integration of data and content; and scaling capabilities in-cloud and on premise to enable communications to get to market faster with greater flexibility and highly scalable performance. In May 2021 Quadient announced the global launch of Inspire Evolve, a high-performance, software-as-a-service (SaaS) customer communications management (CCM) solution. The solution supports rapid enterprise transformation by empowering all employees, regardless of technical expertise, with the ability to control customer communications with little reliance on IT. With Inspire Evolve, customer communications can be maintained and delivered in the cloud by individual lines of business at the moment they are needed.

Inspire Evolve addresses the growing demand for a powerful cloud-based customer communications solution that easily integrates with and streamlines existing technology, requiring minimal implementation lead times and helping teams rapidly design and deliver secure, personalized human-centric communications.

In August 2021, Quadient announced it has partnered with leading enterprise automation software company UiPath. Quadient's partnership and integration with UiPath helps enterprises digitally transform customer experiences while maintaining regulatory compliance on customer communications, boosting productivity, reducing cost and improving employee satisfaction.

The partnership brings together Quadient's market-leading Inspire software suite, which enables enterprises to create and deliver personalized customer communications across all digital and traditional channels, and the benefits of using the UiPath Platform for end-to-end automation.

In December 2021, Quadient announced the general availability of Inspire Flex Release 15 (R15), Quadient's flagship enterprise omnichannel Customer Communications Management (CCM) software solution. The new release advances Inspire's evolution from CCM technology to an expanded solution designed to foster greater Customer Experience Management (CXM). Inspire Flex R15 integrates more than 300 robust enhancements that empower users to elevate and accelerate their ability to meet customers wherever they are through their preferred communication channels and on the devices they use.

Based on customer feedback and market data, Inspire Flex R15 is designed to help companies respond to the increased mobility of both employees and consumers. The new release is part of Quadient's continuous drive for innovation in its cloud-based suite of advanced software solutions that is bringing together CCM, customer journey mapping and orchestration, document automation, accounts payable (AP) and accounts receivable (AR)

#### Focus on digital solution security

Quadient solutions' security is an absolute priority for the company and its customers. Beyond the ISO 27001, 27017 and 27018 organizational standards, Quadient digital solutions are also certified to the highest information security and data protection standards.

For instance, the company has achieved SOC 2 Type II reports for all its digital solutions. These are the most comprehensive certification within the Systems and Organization Controls (SOC) protocol. A company that has achieved SOC 2 Type II certification has proven its system is designed to keep its clients' sensitive data secure.

Its digital solutions are certified HITRUST (Health Information Trust Alliance Common Security Framework -HITRUST CSF) which is a prescriptive set of controls that meet the requirements of multiple regulations and standards (e.g. ISO27001, HIPAA, PCI, NIST) and aim to create a comprehensive set of baseline security and privacy controls.

The HIPAA Privacy Rule establishes national standards to protect individuals' medical records and other individually identifiable health information (collectively defined as "protected health information") and applies to health plans, health care clearing-houses, and those health care providers that conduct certain health care transactions electronically.

The Payment Card Industry Data Security Standard (PCI DSS) is a widely accepted set of policies and procedures intended to optimize the security of credit, debit and cash card transactions and protect cardholders against misuse of their personal information.

Moreover, the company follows the Software Assurance Maturity Model (SAMM) which is an open framework to help organizations formulate and implement a strategy for software security that is tailored to the specific risks the organization is facing. Quadient also decided to adhere to the CSA Security, Trust & Assurance Registry (STAR), the most popular cloud security provider certification program. It is a three-tiered provider assurance program of self-assessment, 3rd-party audit, and continuous monitoring.

### SMART HARDWARE SOLUTIONS

### **Mail-Related solutions**

Quadient successfully introduced the iX-Series and S.M.A.R.T. (Shipping, Mailing, Accounting, Reporting and Tracking) software to the U.S. market in 2020, where more than 15,000 units have been shipped despite the global pandemic.

In June 2021 Quadient announced it is bringing its most technologically advanced mailing solutions—the iX-Series mailing systems and S.M.A.R.T mail management software—to Europe. The intelligent iX-Series is since then available in Germany, with an upcoming rollout in other European markets to include S.M.A.R.T.

In August 2021, the Company published the general availability in the capitalize company or change to Quadient U.S. of the latest addition to its successful iX-Series: the iX-9 Series high-volume mailing system, available both standalone and integrated with the company's S.M.A.R.T.<sup>®</sup> cloud-based mail center software.

The iX-9 expands Quadient's intelligent iX-Series mailing and shipping systems first introduced in the U.S. in 2020. The iX-Series includes Quadient's most advanced shipping, mailing, accounting and reporting software suite, available in the iX-3, iX-5, iX-7 and now iX-9 models, to meet the needs of businesses of all sizes. Ideally fit for high volumes, the iX-9 Series automatically seals, weighs, measures, meters and stacks large mail runs in minutes. Additionally, the iX-9 also meets the latest USPS Intelligent Mail Indicia (IMI) and Dimensional Weighing (DIM) requirements.

### **Parcel Locker Solutions**

Parcel Locker Solutions provide an automated workflow to facilitate the package delivery and return process from home delivery and click & collect for retailers, to pick-up and drop-off (PUDO) automation for carriers. Quadient delivered many innovative projects related to Parcel Lockers, focusing on smart lockers, user experience, mobile apps, security and simplicity. Combining the expertise of US-based Parcel Pending, acquired in 2019, with its long-standing global leadership in Parcel Locker Solutions for carriers, retailers, commercial buildings or universities, Quadient has adopted the "Parcel Pending by Quadient" brand across its entire parcel locker portfolio in North America and Europe since June 2020.

In June 2020, Quadient announced the simultaneous launch in France, Japan, the UK and the US of Parcel Locker Lite™, a new series of compact and modular parcel lockers, designed to facilitate the roll-out and accelerate the adoption of Parcel Locker Solutions at an affordable cost by customers with smaller floor areas and lower volumes of parcels.

In 2021, Quadient additionally announced the launch of Parcel Pending by Quadient for multi-tenant residential buildings across France, following the launch in the UK residential market in 2020. Quadient therewith successfully adapted the solution to expand its reach to the European market. The customizable parcel locker systems provide seamless management of incoming packages through an automated parcel process, securing delivery, storage, and pick-up, enhancing resident satisfaction, and improving operational efficiency.

In December 2021 Quadient announced that more than 2,200 of its Parcel Pending by Quadient smart parcel locker systems were installed during the first nine months of 2021, bringing its parcel locker footprint to over 15,100 units globally.

In Japan, more than 6,200 parcel locker units are now in operation. In North America, more than 5,600 Parcel Pending by Quadient smart locker systems have been deployed in the multifamily property management industry in the U.S. Quadient has also seen growing momentum for its multifamily parcel locker solutions in new markets, such as the UK and France.

### FOCUS ON DIGITAL AND HARDWARE ACCESSIBILITY

Quadient aims to create products usable by the widest possible audience, regardless of their ability. The concept of accessible design in Quadient software seeks to ensure both unassisted access and access by assistive technologies.

Quadient uses the benchmarks set by accessibility standards, like for example ADA compliance, Section 508 or EN 301 549. They consist of best practices and principles for making information technologies more accessible for people with disabilities.

While developing its Inspire solution, the Company has implemented fundamental accessibility features. Quadient aims to have its components presentable to users with disabilities, so they can understand and operate them. Accessibility features are present in Inspire Interactive and Inspire Designer.

Both components support navigating around the user interface using a keyboard and allow the use of a screen reader. The Inspire solution enables the creation of accessible outputs through Inspire Designer. The solution ensures accessible outputs for people with disabilities who use assistive technologies to navigate and read electronic content.

Also in the Parcel Locker Solution Quadient is meeting with its smart locker products for parcel delivery the requirements of ADA (Americans with Disabilities Act.) Features to this regard are screen height & box layout setting, comfort zone and text to speech integrated in the latest generation of smart lockers installations of the Multifamily and Carrier Retail Customers segments. The comfort zone (lower level) for example allows to divide the parcel locker compartments into different areas and to assign well accessible compartments in the lower levels for mobility limited users. Users in wheelchairs or vision impaired users can also use the keypad (including braille) for input instead of the screen.

Text to speech features include notifications – an option which can be selected by registered users to convert text messages into spoken voice for phone calls to notify when a package has been delivered. Also, respective lockers can talk out loud when a signature is required.

# Design cutting-edge sustainable solutions to help our customers fulfil their needs while contributing to sustainable development

### PRODUCT ECODESIGN

In 2006, Quadient introduced an ecodesign policy to reduce the impact of its products throughout their life cycle. This policy is now an integral part of the corporate strategy. The Company gives careful consideration to energy efficiency, use of hazardous substances, longevity, recyclability, modularity and the upgradability of its products. The high level of sustainability and reliability of parts and components enable the Company to adhere to the principles of a circular economy. This virtuous loop promotes the repair, re-use and eventual recycling of materials rather than their disposal.

Today, all new office franking machines and folder/inserter ranges benefit from this ecodesign approach.

### INNOVATIVE AND SUSTAINABLE SOLUTIONS

Quadient continually strives to propose innovative solutions that respect the environment. The boom in e-commerce and its impact on the use of cardboard and packaging materials have led the Company to design and create innovative solutions for market players.

# ANSWERING TO THE ISSUES OF THE LAST MILE DELIVERY AND RE-DELIVERY

E-commerce expansion led to a swift uptick in delivery volumes as e-commerce sales steadily rose during 2020. This increase had already placed enormous strain on cities, which struggled with increased pollution and road congestion from delivery trucks. Post-COVID-19, this upward trend will continue, meaning that many urban centers will need to put in place scalable, smart infrastructure to help combat the negative implications of soaring parcel volumes. Parcel lockers answer several infrastructural difficulties modern cities are facing due to higher volumes of e-commerce deliveries, by reducing missed deliveries and reducing the CO<sub>2</sub> emissions related to the re-delivery of parcels.

Parcel lockers are installed around the city at places with high levels of foot traffic, such as train stations, metros, or popular shopping areas. Parcel lockers create a centralized pick-up point where multiple deliveries are made to it by the carrier for collection by recipients. This effectively eliminates delivery drivers from having to make multiple stops, as well as the potential for failed first delivery attempts. In addition, parcel lockers can also act as a drop-off point, where consumers can make returns or send other personal parcels.

### EU TAXONOMY

The Taxonomy Regulation (EU Taxonomy Regulation 2020/852) represents a key component of the European Commission's action plan to redirect capital flows towards a more sustainable economy by establishing a classification system common to the European Union. The objective is to identify the economic activities considered as sustainable, with reference to six environmental objectives: climate change mitigation, climate change

adaptation, the sustainable use and protection of water and marine resources, the transition to a circular economy, pollution prevention and control and the protection and restoration of biodiversity and ecosystems.

At the date of publication of this Universal Registration Document 2021, only the technical screening criteria relating to the first two environmental objectives (climate change mitigation and climate change adaptation) have entered into force.

This initial assessment of the eligibility of Quadient's activities to the two first climate objectives was carried out on the basis of the delegated act (2021/2139 of June 4, 2021, the "Climate Delegated Act"), and in accordance with EU Taxonomy Regulation 2020/ 852 and the EU Delegated Act 2021/2178 (the "Disclosures Delegated Act"), with the technical screening criteria for determining the conditions under which an economic activity may be considered to contribute significantly to climate change mitigation or adaptation.

Due to the nature of its activities, Quadient business activities are not covered by the Climate Delegated Act and consequently, are currently Taxonomy non-eligible with regard to these two environmental objectives. Therefore, the Company has not identified any eligible revenue.

However, the Company believes than some of its activities can contribute to achieving the European Union's sustainability objectives:

- by delivering remanufacturing products offering the same technical characteristics and reliability than new products with an environmental gain of up to 50% in terms of greenhouse gases (GHG) generated throughout their life cycle;
- by helping its customers to reduce their emissions. The Parcel Lockers Solutions answer to the issues of the last mile delivery, by reducing missed deliveries and reducing the CO2 emissions related to the re-delivery of parcels.
- by reducing its own environmental footprint;

Quadient has reviewed both the definition of the KPI related to the capital expenditure and operating expenditure disclosed in annex 1 of the Disclosures Delegated Act which specifies the eligible capital and operating expenditures.

The Company has considered as eligible the investments and expenditure related to the renovation of buildings, energy efficiency of buildings and company cars acquired or taken as a lease during the financial year. However, in 2021 the Company did not perform any major investments nor major operating expenditure related to building renovation and energy efficiency measures, and any other direct expenditures relating to the maintenance of building and equipment. Therefore, based on the fact that its activities are not currently eligible, and that the level of investment expenditures and operational expenditures is not significant, the Company will not publish these KPIs this year.

### Deliver high quality, reliable and secure solutions to customers

### RELIABILITY OF PRODUCTS

Quadient ensures the quality, reliability and availability of its products and solutions delivered to customers. All the Company's R&D, manufacturing and logistic sites are ISO 9001 certified. This means that from design to after-sales service, operating procedures are deployed, and rigorous controls are applied to ensure a high level of product performance.

### PRODUCT SAFETY FOR USERS

Quadient is taking a precautionary approach in selecting materials that are use in the products and processes, endeavoring to prevent any potential negative impact on the environment and select materials that are safe for their intended use.

Quadient takes great care in assessing the safety of the products it places on the market and complies with all and international regulations. These European requirements are taken into account during product development. Approval and qualification tests are first carried out internally before being confirmed by independent external laboratories. Externally conducted tests make it possible to ensure product safety. Tests mainly cover compliance with UL ("Underwriters Laboratories") requirements, Russian GOST-R regulatory requirements and EC requirements regarding electromagnetic compatibility (directive 2004/108/EC), limiting the voltage used in electrical equipment (directive 2006/95/EC "Low voltage") and the restriction of the use of certain hazardous substances (directive 2011/65/EC "RoHS")

Other external tests make it possible to check compliance with electromagnetic compatibility (EMC) requirements, with US Federal Communications Commission (FCC) requirements and with the Australian c-tick label guaranteeing low exposure to electromagnetic fields. Tests are also conducted on product sound emissions, on drop tests and on compliance with "Energy Star" requirements. "Energy Star" is a label created by the US Environmental Protection Agency (EPA) and recognized by the European Union. It sets out energy consumption criteria to improve the energy efficiency of office equipment. This efficiency depends on electricity consumption of products in use and in sleep mode.

The regulatory guidance regarding electrical and electronic equipment regularly evolves at both European and international levels. Quadient's active participation in the professional organizations of the French Information Technology Industry Union (AFNUM) and the working meetings of the National Authority in France allows the Company to follow these developments and anticipate future changes. Among the regulatory texts with which the Company must comply, particular attention is paid to the RoHS and WEEE EU directives, the French decree on the use of nanomaterials (now applicable) and the REACH regulation. Quadient monitors the publication of delegated acts for the other four environmental objectives and will revise its methodology and eligibility analysis as the Taxonomy is implemented, according to the activities listed and the technical screening criteria.

### MEASURING CUSTOMER SATISFACTION

Customer satisfaction is critical at Quadient. That's why the Company built a reliable, actionable Voice of the Customer program that spans all product lines to track customer experiences and adapt its solutions and processes to their expectations.

These surveys are conducted in the Company's main countries via an independent market research agency. The objective is to evaluate the experience of its customers throughout their journey by evaluating into depth, each point of contact (solution, support, sales, onboarding...). In total, more than 40 criteria are evaluated on a satisfaction scale, and the impact of each criterion is calculated according to its contribution to overall satisfaction, thus allowing Quadient to identify the most important aspects on which customers express expectations.

The overall satisfaction rate of MRS customers is 97% in 2021 and a diagnosis by customer segment (Low, Mid & High) is established in order to design an action plan with regard to the very specific expectations of these customer profiles.

CXM customers are also very satisfied with a score of 93%: segmenting results between Service Providers and Enterprises has allowed the Company to adapt its solutions to the expectations of these two very distinct targets.

97% of NeoTouch France customers, ever more numerous with the acceleration of the digital transformation of companies, remain at a very high level of satisfaction.

Besides, this voice of the Customer program has been extended to the recent acquisitions made by Quadient: 84% of the customers of the AR solution (YayPay) are satisfied and 87% of the customers of our AP solutions (Beanworks).

Also, it is to be noted that more than  $\frac{3}{4}$  of our Parcel Pending customers are satisfied with their smart locker in multifamily residences across the United States.

Thus, in 2021, by considering the importance of each business line in the company revenue, the overall customer satisfaction rate is at 95%.

To complement these yearly surveys, hot surveys are conducted immediately all along the year after a customer interaction (e.g., a maintenance intervention, a call center request...) to measure customer satisfaction in real time, dive deep into key transactional processes, and respond quickly to any customer dissatisfaction.

Initiatives	Main achievements
Reliability of hardware solutions	<ul> <li>For MRS, in 2021</li> <li>the Quality performance was 91%. 21 out of 23 of the product lines of MRS business have reached the OBF<sup>(a)</sup> targets set for the year</li> <li>Concerning the product reliability, performance was 100%. All the product lines of MRS business have reach the BPY<sup>(b)</sup> targets set for the year.</li> </ul>
	<ul> <li>For PLS, in 2021</li> <li>the Quality performance was 0.45% OBF<sup>(c)</sup> on installed adders (columns)</li> <li>Concerning the product reliability, the performance is 1.15 BBPY<sup>(d)</sup></li> </ul>
Availability of digital solutions	<ul> <li>Availability rate of Quadient cloud solutions is 99.96%.</li> <li>Bug resolution time - Hotfix Service Level Agreement (SLA): 92.73%</li> </ul>
Customer satisfaction	<ul> <li>95% of customers were satisfied in 2021.</li> <li>93% for Customer Experience management (CXM).</li> <li>97% for Mail Related Solution (MRS).</li> <li>93% for Business Process Automation (BPA).</li> </ul>

(a) The Out Box Failure (OBF) KPI measures the quality performance at the installation. It considers the number of installations which are not good at the first time, whatever the reason (missing item in the box, connection issue, quality issue, etc...) in comparison of all the products installed during the reporting period. Each year the Company set targets depending on the maturity and complexity of the products, the OBF targets range from 0% to 2.2% failed installations at the first attempt.

(b) The Breakdown Per Year (BPY) KPI measures the product reliability over time. This is the average number of breakdowns that occurred during the reporting period (12 rolling months). As for the OBF, the company sets annual performance BPY targets also depending on the maturity and complexity of the products. They range from 0.09 to 2,3 breakdowns in 2021.
 (c) For PLS business, the OBF considers all the "adders" (columns of the parcel lockers) which failed during their installation in

(c) For PLS business, the OBF considers all the "adders" (columns of the parcel lockers) which failed during their installation comparison with all the adders installed during the year.

(d) Concerning the reliability of the parcel lockers, the quality and customer support team monitor the Breakdown per Box per Year (BBPY). This represents the average number of breakdowns per lockers that cannot be used by a carrier nor a consumer.

## ENGAGE AND SUPPORT LOCAL COMMUNITIES

In 2021, Quadient launched its first global philanthropy program, Quadient Cares, as it established philanthropy as a key pillar of its CSR strategy. The first year of this program has been focused on establishing fundamental components of the program, but in substance was still positive with a total of EUR 93,654.25 collected for projects of general interest in sectors such as education, health and social assistance, environment and inclusion & diversity. Moreover, 1189 online challenges were completed, 260 goods collected and 333 contributions completed, 185 employees engaged in one do good activity online and a total of 893 employees (18% of all the employees) and involved on the new philanthropy platform. These reflect the many sponsorship and volunteering actions identified in qualitative questionnaires sent to Quadient's different subsidiaries. Indeed, as part of this program's new policy, since mid-2021, all employees are now entitled to spend one working day per year to dedicate their time to the program, except for UK and Ireland who benefited from 2 days per year.

### AMBITIONS & TARGETS 2021 - 2023

Ambitions	KPIs	2021 Results	Target Achievement by end of 2023
	Hours spent by employees supporting communities	356.5 hours <sup>(a)</sup>	>5,000 hours
Embody the company's values by supporting our communities in the fields of Education and Decent Employment, Inclusion and Diversity and the Environment with the reduction of waste and pollution	Contribution rate of employees engaged and involved in volunteering & sponsorship projects on the platform	20.71 <b>%</b> <sup>(o)</sup>	>25% of employees engaged on the platform
. –	Total amount of financial donations to Non-Profit organizations	€93,654.25	>€100,000

(a) Due to the COVID-19 pandemic, a significant level of charity actions and events have been postponed to 2022 or replaced by online events that have not always been tracked, especially regarding volunteering hours. The platform implemented in April 2021 doesn't reflect all the number of employees already involved in volunteering & sponsorship projects. 333 contributions in one do good activity on the platform made by 185 employees engaged (among 893 users) on the platform at the 31st of January 2022. Source: CSR qualitative questionnaires and new platform implemented in 2021 to monitor the Company's efforts.

# Embody the Company's values by supporting communities in the fields of Education & Decent Employment, Inclusion & Diversity and the reduction of waste and pollution

# LAUNCH AND DEPLOYMENT OF A PHILANTHROPIC PROGRAM AT CORPORATE LEVEL

In April 2021, Quadient also began to deploy and translate in different languages its philanthropy policy aligned with its values and to identify an international community network (regional leaders and community advocates) to deploy the program and to train employees on the new platform. Quadient Cares program was officially launched in April 2021. The main objective was to deploy a philanthropic program with charity events at local or corporate level but also skills-based sponsorship, in-kind donations, financial donation, fundraising and volunteering missions. It was also an opportunity to develop a close dialogue with communities and to start measuring the social impact of the Company.

A due diligence and onboarding process on the platform were established for charities and more than 50 non-profit organizations are currently integrated into "Quadient Cares".

Regarding corporate partnerships, Quadient continued to support charities in line with the 3 main causes mentioned above and with reference to the Sustainable Development Goals n° 4, 5, 8, 10 and 12: SOS Children Villages in France with 20,075 euros donated thanks to different initiatives, SOS Children Villages USA with 9,086 euros, Dress for Success Greater London received a total of 6,671.45 euros and Dress for Success Worldwide 1975 euros.

For the environmental cause, a new partnership agreement was officially signed with Surfrider Foundation Europe in December 2021 for three years with a first donation of 20,000 euros, in order to support Erosion campus project, and to raise awareness of the impact of climate on the coast.

In addition, a new Empowered Community "Act4Earth" was launched in July 2021 to promote participation in activities

and projects, increase environmental awareness, share ecological knowledge and learn sustainable behaviors and values. This Community contributed to the organization of the World Clean Up Day in September 2021. The kick-off took place in November 2021 and monthly meetings were organized and aim at bringing awareness and educating on environmental topics.

During the last Senior Leaders event in July 2021, each Senior Leader was invited to vote between three charities and to make a donation of around 60 euros with Quadient support: 1,975 euros were donated to Dress for Success Worldwide, 1,653 euros to Surfrider Foundation US and 9,086 euros for SOS Children Villages USA.

A greetings card supporting those three main partners was also created to communicate on their actions during the Giving Week. On this occasion Quadient made a donation of 5,000 euros to each charity.

# ORGANIZING CORPORATE AND FUNDRAISING EVENTS IN HONOR OF INTERNATIONAL WOMEN'S DAY IN 2021

Quadient held celebrations and fundraising events, mainly online because of the sanitary crisis, in honor of International Women's Day 2021 helping to raise money and collect goods for local women's charities, in line with its values and the cause of Diversity & Inclusion. Quadient also pursued its philanthropic initiatives in 2021, as part of its new "Empowered Community".

The 'Empower Women' community organized a virtual meeting on the occasion of the International Women's Rights Day with testimonials and experiences from employees to think about how Quadient and each employee must commit to implementing the necessary changes for equity in the workplace. 400 employees attended to this townhall.

At local level, Quadient supported Czechitas, a Czech IT Community for Women, bringing mentoring skills on requalification courses for women during a new year-long Digital Academy and also support by offering expertise throughout the year across other local workshops in Olomouc and Ostrava, close to the specialized R&D team.

Moreover, Quadient raised 5,000 euros and received numerous donations of clothing and shoes for local associations that support women. The Company supplemented this fundraising effort with a new donation to Dress for Success at corporate level. Dress for Success is a global-non-profit organization that empowers women to achieve economic independence as economies reopen and organizes solidarity initiatives to support employees during the crisis. The structure provides a network of professional support and development tools to help women thrive in work and in life.

The Empowered Community DiverseABILITY also made a donation of 1,000 euros to Dress for Success Greater London and 150 employees attended to the virtual townhall organized in July 2021 with external speakers.

### ORGANIZING WORLD CLEANUP DAY IN SEPTEMBER 2021

World Cleanup Day is an international event across 180 countries that encourages organizations and volunteers to take time to clean up their communities. Individuals, Governments, Corporations and Organizations are all encouraged to take part in clean-ups and to find solutions to tackle mismanaged waste.

The World Cleanup Day was organized at Quadient with activities offered to employees between September, 13 and 17 in different regions with field volunteering, goods collection, challenges and quizzes. It was an opportunity to bring employees together to take part on physical and digital environmental activities and challenges. By offering learning activities and challenges during September using the philanthropy platform and on the field, the main goals were to educate Quadient employees to environment (and a specific environmental town hall was organized on this topic) and to organize locally a physical and digital cleanup day.

2 Clean-ups were organized in Bagneux and Stratford by the Quadient Cares team, involving around 50 employees and on this occasion more than 200 kg of waste were collected. In France the 16thof September in the headquarter, 35 participants were involved in Bagneux during two hours and collected 100kgs of waste including 3500 cigarette butts, then recycled by Cy-clope, a French start-up recycling cigarette butts.

Masterclasses with Surfrider Foundation Europe on plastic pollution and climate change and oceans were organized online in French and English for all volunteer employees.

### ORGANIZING GIVING WEEK IN DECEMBER 2021

The goals of the Giving Week were to:

- Increase in-person and remote volonteering hours via the platform, particularly across Inclusion and Education pillars,
- to raise internal awareness of the overall program, its priority areas and the work started by Philanthropy Teams in each region and
- to promote the program externally to heighten awareness.

Dedicated breakfast or coffee sessions were organized locally to promote the program and volunteering activities were proposed to all employees (collections of goods...). The first report outlined 90 contributions completed, 27.5 hours volunteered, 17,720.5 euros collected, almost 110 goods donated and 23 challenges completed on the platform.

Many activities were also organized online in different regions. For instance, an online Charity Christmas Bingo was organized in the region DACHIT/ UKI in December with 46 volunteers to support charities like Badu Sport, Pieta House (Ireland), Bowel Cancer (UK), Alzheimer Society (UK).

In France and Benelux, after a breakfast dedicated to Quadient Cares program, digital presentations were organized with the charities Chaussettes Solidaires and Apprentis d'Auteuil. Regarding goods collections, toys were collected for the non-profit organization Rejoué and 42 kg of socks were collected until end of January in Rueil-Malmaison, Bagneux, Le Lude and Aix-en-Provence for Chaussettes Solidaires.

For international operations, 3 regional town halls were organized to promote the philanthropy program with advocates testimonials and an in person event with Habitat for Humanity took place in January 2022. In NORAM, one regional town hall was organized with 185 participants with a total of \$1,726 of online donations, a total of 284 goods donated and a regional partnership to provide donations to Toys for Tot in recognition of the holidays was established. Charitable activities were organized across regions with for instance Toys for Tots (region-wide), Beth-El Center (Milford) to help support the homeless and hungry in the local community, Hope's Door (Dallas) to empower survivors of domestic abuse, Baby go round (Vancouver) to help them reach their goal of distributing 1000 baby blankets to families in need., Noah's Clubhouse (Toronto) to provide funding for children living with cerebral palsy, Feeding Tampa Bay (Florida) to help make sure families have meals on the table for the holidays, American Red Cross (Northeast District) for a blood donation campaign and Families Forward Irvine (California) to help make sure two families have a happy holiday season.

# DEPLOYING SPECIFIC SPONSORSHIP AND VOLUNTEERING INITIATIVES DURING THE COVID-19 PANDEMIC

In 2020 and 2021, Quadient also contributed to initiatives related to emergencies such as the COVID-19 pandemic.

Quadient donated various equipment, supplies, and services, together with 12,500 euros in financial support, to multiple organizations in the US, France and the UK that are fighting social isolation faced by the elderly and enabling senior residents to maintain a correspondence with their loved one with the help of volunteers.

These initiatives are just several of many efforts undertaken by Quadient's employees during this difficult time. In the Czech Republic, Quadient's team of software professionals dedicated their time and skills to develop software on a pro bono basis for University Hospital Hradec Králové. The team built a resource planning and optimization application for COVID zone at the hospital, in response to an urgent request from the hospital given rapidly changing staff availability. Quadient's local team delivered the application in just 96 hours.

In the United Kingdom, Quadient provided 3D printing of thousands of protective masks and raised funds for National Health Service charities via run/walk event. Also, when schools initially closed in March 2020, BBC helped members of the public to donate thousands of old devices to schoolchildren across the country via the "Give a laptop" initiative. This initiative was renewed: in February 2021, Quadient UK has refurbished laptops for the BBC campaign "give a laptop" to help children at two local schools: Jo Richardson Community School (Dagenham Essex) and St Luke's Primary School (Isle of Dogs) in London. Companies throughout England, including Quadient, supported this campaign by donating old devices, which has made a massive difference for the pupils concerned. In France, Quadient Shipping and Quadient Industrie France provided masks to different organizations and structures.

# PURSUING SPONSORSHIP AND VOLUNTEERING INITIATIVES WORLDWIDE

For many years, Quadient in the USA has offered its employees the opportunity to participate in the fight against cancer through the Community committee, with charity walks such as the "Breast Cancer Walk" or "Making Strides against Breast Cancer", the largest network of breast cancer events in the United States. These initiatives bring communities together in the fight against this deadly disease and raise funds for the American Cancer Society, which conducts breast cancer research and provides patient services such as free travel to chemotherapy sessions, free places to stay near treatment centers and a 24/7 helpline. Unfortunately, the majority of these events were cancelled in 2020 and 2021 due to the COVID-19 pandemic. However, Quadient supported various fundraising initiatives in other ways.

In the USA, Quadient raised money for New Reach, a social agency that helps thousands of vulnerable people and households achieve stability and self-reliance. The agency provides a wide range of housing and services that meet the varying and complex needs of homeless families, young people and individuals. Quadient Inc. also organized a virtual event called "Thank a front-line worker".

Activities were also organized with Boys and Girls Club Milford, to enable all young people, especially those who need help, to reach their full potential as productive, caring, responsible citizens.

In Canada, thanks to Beanworks team, a full truck load of clothes were donated to two local charities:

My Sister's Closet - a clothing store that helps fund the violence prevention and intervention services and programs operated by Battered Women's Support Services and The Gathering Place - provides services to vulnerable populations, including people on lower income, people with disabilities, seniors, people of diverse ethnic backgrounds, the LGBTQ community, youth, and people who are homeless.

Quadient Canada has been part of Canadian Blood Services' Partners for Life program since 2014. This is a national, independent, not-for-profit organization that manages Canada's blood supply system. Other charitable initiatives are undertaken by Quadient Canada employees, such as the Red Door Shelter, a fundraising event to help families in need, and the Helping Hands Food Shelter, a food drive.

Quadient Canada also made a donation of 20,813 Euros and also signed a partnership with Catalyst, a global non-profit supported by many of the world's most powerful CEOs and leading companies to help build workplaces that work for women.

In Singapore, some employees spent a weekend with Habitat for Humanity Singapore to support ProjectHomeWorks as part of the Quadient Cares program.

Since 2007, Quadient France has supported the SOS Children's Villages association through a product-sharing operation with Neotouch. In 2021, Quadient France renewed its support to the association by donating 15,000 euros to help finance renovation work in various reception areas. Moreover, a donation of €3000 was made to the Secours Populaire Français to help students in need during Covid-19 sanitary crisis.

In Rueil-Malmaison and Bagneux, collects of plastic caps were organized to support the association Coeurs2Bouchons that helps people with disabilities, by collecting plastic caps from its partners. In France, as in 2020 some employees had also the possibility to support the French Red Cross by donating some of their Edenred "Tickets-restaurants" to help people in social isolation during lockdown or curfew.

In Germany, in July 2021 donations for emergency flood relief were done to "Aktion Deutschland Hilft" (Action Germany helps) thanks to the platform. Aktion Deutschland Hilft, is an alliance of German aid organizations, that were on the ground helping people: they were assisting with evacuations affected families, organizing emergency shelters and caring for traumatized people.

Since a few years, Quadient Ireland is also committed to the fight against cancer by supporting the Irish Cancer Society. The Trust's mission is to find and connect people with spinal cord injuries around the world to accelerate the development of a cure for paralysis. Quadient Ireland also supported the Capuchin Day Centre for Homeless People and all Quadient Ireland employees made a donation of clothes, food, toys, toiletries to the center. Quadient Finance Ireland's team spent a day volunteering on-site for Barretstown, getting the camp ready to welcome children back. The team also participated in planting a "Quadient" tree in Barrestown Castle site. Barretstown is a residential camp for children and families based in Co Kildare, Ireland, offering a range of activities, supported behind the scenes by a medical team.

Quadient Norway donated 500 euros to children's cancer found.

In England, Quadient Technologies Limited supports the "Make a Wish" initiative. This charity grants wishes for children with critical illnesses. Several fund-raising activities were organized raising a total of 5,114 pounds sterling. Quadient Technologies UK Limited also continued to support Charity Little Sparks, fundraising for children and young people with complex medical conditions, or who are deemed as having a short life expectancy. The main aim is to provide access to a range of activities and offer a safe place for children and young people to talk, feel included and express themselves through play and craft activities. They also provide support via bereavement work with children and young people at home and in school, as well running a bereavement group during school holidays. All 160 staff were encouraged to participate in fundraising events. Due to the COVID-19 situation, Quadient Technologies UK Limited extended this charity work to 2021 and more than 4,000 euros were raised to help Charity Little Sparks.

# **OTHER NON-FINANCIAL INFORMATION**

The 2021 reporting scope does not include the data from Automated Packaging Solutions (APS) business and production facility based in Drachten, the Netherlands, as they were divested in 2021.

GRI Standard	Social data	2021	2020	2019
405-1	Headcount by gender <sup>(0)</sup>			
405-1	Women	1,687	1,711	1,687
405-1	Men	3,312	3,426	3,731
	TOTAL NUMBER OF EMPLOYEES (TEMPORARY/CASUAL EMPLOYEES ARE EXCLUDED) <sup>(6)</sup>	4,999	5,137	5,418
	Permanent contracts	4,930	5,077	5,325
405-1	Women in permanent contracts	1,653		
	Fixed-term contracts	69	60	93
405-1	Women in fixed-term contracts	34		
	Temporary/casual employees	189	87	111
401-1	Recruitments (external) <sup>(c)</sup>	711	454	668
401-1	Departures <sup>(c)</sup>	817	646	710
404-1	Number of employees involved in one or more training courses in the year	4,033	4,128	4,640
	Total number of training hours (local training)	36,728	63,831	114,350
405-1	Women managers	243	293	271
405-1	Men managers	638	715	756
405-1	Disabled employees	110	94	92
	Absenteeism <sup>(d)</sup>			
403-9	Related to workplace accidents with time off work	0.02%	0.05	0.12%
403-9	Related to workplace accidents while commuting	0.01%	0.03	0.04%
403-10	Related to occupational illnesses	0.08%	0.07	0.01%
403-10	Related to illness (excluding maternity and paternity leave)	2.90 <b>%</b>	5.23 <b>%</b>	4.63%
403-9	AVERAGE GROUP ABSENTEEISM RATE	3.00%	5.38%	4.8%
	Number of workplace accidents	39	78	91
	Workplace accidents resulting in time off work	12	21	30
	Number of days lost through accidents resulting in time off work	211	403	1,175
403-9	Frequency rate of workplace accidents	1.46	3.1	4.2
403-9	Severity rate of workplace accidents	0.03	0.06	0.16

(a) Workforce present as of 31<sup>st</sup> January with an employment contract with an entity of the Company (excluding temporary employees and interns at the exception of contractors in Ukraine who were included in the scope of the CSR reporting).
 (b) Total headcount as of 31 January, 2022 without the headcount of the legal entities not included in the scope of the CSR reporting, as described in the methodological note in the section 5.1.9. For CSR purposes, contractors supporting and developing the YayPay solution in Ukraine were included into the CSR Reporting Scope.

(c) Hires and departures within the internal mobility are not taken into account.

(d) Absenteeism rate has been calculated in working days. The scope is not exactly the same in 2020 and 2021 as the Automated Packaging Solutions (APS) business and production facility based in Drachten, the Netherlands, were divested in 2021.

GRI Standard	Environmental data	2021	2020 <sup>(a)</sup>	2019 <sup>(a)</sup>
303-5	Water (in m³)	27,313	33,025	41,789
302-1	Energy (in MWh)			
	Electricity consumption	9,437	10,803	16,055
	Gas consumption	6,281	6,757	8,897
	Heating network consumption	2,091	2,267	2,352
	Fuel oil consumption	65	59	140
	TOTAL ENERGY CONSUMPTION (IN MWH)	17,874	19,887	27,444
302-3	Energy intensity			
	Energy consumption by revenue (in MWh/€m revenue)	17.5	19.3	24.0
	Energy consumption by employee (in <i>MW h/ employee</i> )	3.6	3.9	5.1
	Scope 1 and Scope 2 emissions (in Teq $CO_2$ )			
	Emissions related to company vehicles	4,738	5,047	7,713
	Emissions related to natural gas combustion	967	1,039	1,504
	Emissions related to refrigerant gas	530	594	1,087
	Emissions related to fuel oil combustion	15	14	33
305-1	TOTAL SCOPE 1 (IN TEQ CO <sub>2</sub> )	6,251	6,694	10,337
	Emissions related to electricity purchased	2,712	3,469	5,897
	Emissions related to urban heating purchases	564	615	644
305-2	TOTAL SCOPE 2 (IN TEQ CO <sub>2</sub> )	3,276	4,972	6,496
305-4	$CO_2$ emissions intensity (Scope 1 and Scope 2)			
	$CO_2$ emissions by revenue (in Teq $CO_2$ / $\epsilon$ m revenue)	9.3	10.5	14.8
	$CO_2$ emissions by employee (in Teq $CO_2$ / employee)	1.9	2.1	3.1
305-3	Scope 3 emissions (in Teq CO₂)			
	Emissions related to upstream and downstream freight transportation <sup>(6)</sup>	3,332	2,675	2,834
	Emissions related to business travels	783	2,104	9,574
	Emissions related to employees commuting <sup>(c)</sup>	6,549	6,115	8,555
	Emissions related to the purchase of goods and services $^{(d)}$	43,747	47,132	42,973
	Emissions related to the use of sold $products^{(e)}$	27,287	20,979	18,482
06-3	Non-hazardous industrial waste (in tons)	515.0	972.4	1,230.0
306-4	Non-hazardous waste recovered	473.9	956.7	1,115.9
306-5	Non-hazardous waste disposed	41.1	15.7	12.8
06-3	Hazardous industrial waste (in tons)	4.4	18.5	10.3
306-4	Hazardous waste recovered	3.8	12.0	10.1
306-5	Hazardous waste recovered	0.6	6.5	0.2
	TOTAL INDUSTRIAL WASTE (IN TONS)	519.4	990.9	1,240.3

~ "

Standard Environmental data	2021	2020 <sup>(a)</sup>	2019 <sup>(a)</sup>
306-4 % of industrial waste recovered <sup>(f)</sup>	92 <b>%</b>	97.7 <b>%</b>	95.6 <b>%</b>
306-3 Electrical and electronic equipment waste (WEEE) (in tons)	537	717	766
306-4 % of WEEE recovered <sup>(g)</sup>	81 <b>%</b>	75 <b>%</b>	75 <b>%</b>

(a) The 2019 and 2020 data were revised downwards due to the adjustment of certain values.

(b) The data concern upstream and downstream transport managed by the Company. Transportation managed by Quadient entities locally was not taken into account.

- (f) The data relate to all companies involved in industrial activities: QIF, QTL, Quadient Inc (Byhalia).
- (g) Material recovery and energy recovery.

### NOTES REGARDING METHODOLOGY AND THE CSR REPORTING SCOPE

### CSR reporting scope

The reporting period runs from 1 February to 31 January of the fiscal year. The environmental indicators cover the 1 January to 31 December period.

The information presented below concerns the consolidated entities of Quadient as at 31 January 2022 included in the CSR reporting scope. The reporting scope was established pursuant to articles L.233-1 and L.233-3 of the French commercial code and covers all the company's activities in accordance with the rules defined below. The reporting scope includes all entities under the company's operational control at 31 January of the reporting year and meeting one of the following two conditions:

- all entities with activities related to the supply chain (manufacturing, assembly, customization, purchases and logistics);
- all entities exercising R&D, retail or finance activities, and having more than 25 employees (except for the consolidated reporting scopes for Quadient s.r.o, Quadient Norge, Quadient Germany and Quadient Inc.).

The following are therefore excluded from the scope of reporting: Quadient India, Quadient Finance Ireland Ltd, Quadient Finance France, Quadient Mailing Logistic Systems, Quadient Global Services Ltd, and Packcity Japan. The 2021 reporting scope does not include Quadient Technologies Netherlands data, as Automated Packaging solutions (APS) and the Drachten production site were divested in 2021.

Thus, 58 people are excluded, representing 1.16% of the total employees of the company. The scope of CSR reporting therefore represents 98.84% of the global workforce.

In addition, for CSR purposes, contractors supporting and developing the YayPay solution in Ukraine were included into the CSR Reporting Scope. This represents 78 employees.

When one of the Company's entities is not able to provide data for one specific indicator, and no estimation can be made, the entity is excluded from the indicator in question and an explanatory note specifies the scope or calculation method used for each indicator.

Changes in the scope of reporting or calculation methodologies do not always make it possible to draw a relevant comparison of data for the 2021 and 2020 financial years. These changes are mentioned and specified for the indicators whenever they have occurred in order to facilitate the correct interpretation of the indicators.

Furthermore, some indicators have not been mentioned in this report since they were deemed not relevant to the activity exercised by Quadient. This information concerns the environment with the indicator relating to land use and biodiversity, food waste and sustainable food.

When one of the Company's entities is not able to provide data for one specific indicator, and no estimation can be made, the entity is excluded from the indicator in question and an explanatory note specifies the scope or calculation method used for each indicator.

Changes in the scope of reporting or calculation methodologies do not always make it possible to draw a relevant comparison of data for the 2021 and 2020 financial years. These changes are mentioned and specified for the indicators whenever they have occurred in order to facilitate the correct interpretation of the indicators.

Furthermore, some indicators have not been mentioned in this report since they were deemed not relevant to the activity exercised by Quadient. This information concerns the environment with the indicator relating to land use and biodiversity, food waste and sustainable food.

<sup>(</sup>c) In 2019, a survey was conducted at Company level to evaluate the greenhouse gas emissions generated from employee daily journeys between home and work. The results of this survey were scaled to estimate global commuting emissions for Quadient. In 2021, the emissions were estimated based on the extrapolation of the results of the 2019 survey with 2021 FTE figures by country, the percentage of employees working from home and the percentage of days of remote working. The data covers 98.3% of the CSR reporting scope and should be treated with caution.

<sup>(</sup>d) The data related to hardware solutions were extrapolated from the Life Cycle Analysis conducted in 2020. The emissions relative to corporate functioning were calculated by multiplying the spend data for each category of services by the corresponding conversion emission factors as outlined in the Base Carbone®

<sup>(</sup>e) The data were extrapolated from the LCA conducted in 2020 on the main hardware and software solutions. The calculation is based on the annual consumption of hardware solutions during its use, multiplied by the number of machines placed on the market during the year in a given country. For the software solutions, the calculation is based on the emissions generated by sending email and mail, multiplied by the number of mail and email sent during the year.

### **Reporting process**

The reporting process for 2021 was set forth in detail in a CSR reporting protocol for the collection of the necessary quantitative and qualitative information. This protocol was deployed in English in all Quadient entities and is also available on the secured CSR reporting tool. It was used to clarify the definitions and calculation methods for each indicator and to detail the steps of the reporting process, as indicated below:

- planning, collection, consolidation of qualitative and quantitative data and consistency check;
- data verification: in accordance with regulations, Quadient submitted the information contained in this CSR report for audit.

In January 2022, as it has been the case every year since 2015, specific "web meetings" were also proposed to entities that wanted to develop certain aspects of the reporting further. Quantitative data was collected from the entities using dashboards and the qualitative data was collected through online questionnaires accessible on the secured website dedicated to CSR benchmarks in the various countries.

CROSS-REFERENCE TABLE WITH THE INFORMATION REQUIRED IN THE NON-FINANCIAL PERFORMANCE STATEMENT

Theme	Pages	Cross-reference with the 2020 universal registration document
Overview of the business model	8 to 9	Introductory booklet
Description of the main non-financial risks related to the Group's activity	16 to 22	CSR strategy and policy
Description of policies designed to prevent, identify and mitigate the occurrence of non-financial risks and the outcomes of these policies, including key indicators	25 to 53	<ul> <li>With reference to the mapping of CSR risks, cross-referencing with the eleven priority risks:</li> <li>Human capital development, talent attraction and retention;</li> <li>Diversity and inclusive workplace;</li> <li>Community Engagement;</li> <li>Health &amp; safety and well-being;</li> <li>Ecodesign and sustainable products and solutions;</li> <li>Intellectual property rights;</li> <li>Data privacy and integrity;</li> <li>Breach of ethical rules;</li> <li>Curcular economy;</li> <li>Climate change.</li> </ul>
Respect for Human Rights	36	Human Rights
Anti-corruption	36	Prevention and fight against fraud and corruption
Climate change (contribution and adaptation)	40 to 47	Reducing Quadient's carbon footprint
Circular economy	45 to 47	Foster circular economy principles in Quadient's operations and solutions to lower the Company's environmental footprint
Food waste, fight against food insecurity, respect for animal welfare, responsible, fair and sustainable food	60	Given the nature of its activities, the Company considers that these topics do not constitute a significant CSR risk and do not justify a development in this document
Collective agreements and impacts	26 to 29	Provide great working conditions where all employees perform at their very best
Fight against discrimination and promotion of diversity	29 to 31	Create a diverse and inclusive culture and be an equal opportunity employer
Societal commitments	53 to 57	Engage and support local communities
Fight against fraud	95-96 in URD	Tax evasion matter is presented in chapter 4 related to Risk Factors and Internal Control

# Independent third party's report on consolidated non-financial statement presented in the management report

### Year ended the 31st January, 2022

This is a free translation into English of the original report issued in the French language and it is provided solely for the convenience of English-speaking users. This report should be read in conjunction with, and construed in accordance with, French law and professional standards applicable in France.

To the General Assembly,

In our quality as an independent third party, accredited by the COFRAC under the number n° 3-1681 (scope of accreditation available on the website www.cofrac.fr), and as a member of the network of one of the statutory auditors of your entity (hereinafter "entity"), we conducted our work in order to provide a conclusion expressing a limited level of assurance on the compliance of the consolidated non-financial statement for the year ended 31st January, 2022 (hereinafter the "Statement") with the provisions of Article R. 225-105 of the French Commercial Code (*Code de commerce*) and on the fairness of the historical information (whether observed or extrapolated) provided pursuant to 3° of I and II of Article R. 225-105 of the French Commercial Code (hereinafter the "Information") prepared in accordance with the entity's procedures (hereinafter the "Guidelines"), included in the 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*).

### CONCLUSION

Based on the procedures performed, as described in "Nature and scope of the work", and on the elements we have collected, we did not identify any material misstatements that would call into question the fact that the consolidated 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.

### PREPARATION OF THE NON-FINANCIAL PERFORMANCE STATEMENT

The absence of a generally accepted and commonly used framework or established practices on which to base the assessment and measurement of information allows for the use of different, but acceptable, measurement techniques that may affect comparability between entities and over time.

Therefore, the Information should be read and understood with reference to the Guidelines, the significant elements of which are presented in the Statement

## LIMITATIONS INHERENT IN THE PREPARATION OF THE INFORMATION

The information may be subject to uncertainty inherent in the state of scientific or economic knowledge and the quality of external data used. Certain information is sensitive to the methodological choices, assumptions and/or estimates made in preparing it and presented in the Statement.

# THE ENTITY'S RESPONSIBILITY

It is the responsibility of the Board of Directors to:

- select or establish appropriate criteria for the preparation of the Information;
- prepare a Statement in accordance with legal and regulatory requirements, including a presentation of the business model, a description of the main non-financial risks, a presentation of the policies applied with regard to these risks as well as the results of these policies, including key performance indicators;
- and to implement the internal control procedures it deems necessary to ensure that the Information is free from material misstatement, whether due to fraud or error.

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

Independent third party's report on consolidated non-financial statement presented in the management report

## **RESPONSIBILITY OF THE 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.

As it is our responsibility to form an independent conclusion on the Information as prepared by management, we are not permitted to be involved in the preparation of the Information, as this could compromise our independence.

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;
- the compliance of products and services with the applicable regulations.

## **REGULATORY PROVISIONS AND APPLICABLE PROFESSIONAL STANDARDS**

The work described below was performed in accordance with the provisions of articles A. 225-1 et seq. of the French Commercial Code, as well as with the professional guidance of the French Institute of Statutory Auditors ("CNCC") applicable to such engagements and with ISAE 3000<sup>(1)</sup>.

# 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.

## MEANS AND RESOURCES

Our verification work mobilized the skills of five people and took place between December 2021 and April 2022 on a total duration of intervention of about twelve weeks.

We have called upon our specialists in sustainable development and social responsibility to assist us in the performance of our work. We conducted six interviews with the persons responsible for the preparation of the Declaration, representing in particular the General Management, Administration and Finance, Risk Management, Compliance, Human Resources, Health and Safety, Environment, Data Protection and Purchasing departments.

## NATURE AND SCOPE OF THE WORK

We planned and performed our work taking into account the risks of material misstatement of the Information.

In our opinion, the procedures we have performed in the exercise of our professional judgment enable us to provide a limited level of assurance:

- 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 of the French Commercial Code;

- 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;
- 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, and
  - corroborate the qualitative information (measures and outcomes) that we considered to be the most important presented in Appendix 1; concerning certain risks (eco-design, innovative and sustainable solutions, personal data protection, human capital development, talent attraction and retention, diversity and inclusive work environment, health, safety and well-being in the workplace, business ethics, responsible purchasing, circular economy, fight against climate change and commitment to communities), our work was carried out on the consolidating entity, for the others risks, our work was carried out on the consolidating entity and on a selection of entities: Quadient Inc. Byhalia, Quadient Inc. Districts;
- 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;
- 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 1, 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 and covers between 23% and 31% of the consolidated data relating to the key performance indicators and outcomes selected for these tests (23% of electricity consumption, 29% of Waste Electrical and Electronic Equipment generated, 31% of employees);
- 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 judgement, 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.

Paris-La Défense, the 27<sup>th</sup> of April 2022

French original signed by:

Independent third party

Alexis Gazzo

Partner, Sustainable Development

EY & Associés

Independent third party's report on consolidated non-financial statement presented in the management report

# APPENDIX 1: THE MOST IMPORTANT INFORMATION

### Social Information

Quantitative Information (including key performance indicators) Qualitative Information (actions or results)

Qualitative mornation (including key performance indicators)	Qualitative mornation (actions of resolts)
Staff turnover rate. Share of employees on permanent contracts Share of women in the Group's workforce. Share of women managers and senior leaders. Percentage of employees eligible to remote working at least two days or more per week. Number of training hours completed during the year. Number of employees having completed at least one training course during the year. Rate of absenteeism due to work-related accidents.	Employment (attractiveness, retention). Increase employee engagement. Development of human capital. Work organization (organization, absenteeism). Health and safety (prevention actions). Social relations (social dialogue, collective agreements), training. Equal treatment (equality between men and women, fight against discrimination, integration of disabled people). Quality of life and well-being at work. Security of employees' personal data
Environmental Information	
Quantitative Information (including key performance indicators)	Qualitative Information (actions or results)
Quantity of hazardous and non-hazardous industrial waste produced. Percentage of industrial waste recycled and recovered. Quantity of waste electrical and electronic equipment (WEEE) generated. Energy consumption Water consumption. CO <sub>2</sub> emissions (scope 1, 2 and 3)	The results of the environmental / energy policy (certifications, means). Circular economy (raw materials, energy, waste management). Eco design and product refurbishment. Climate change (significant emissions due to the activity, reduction targets, adaptation measures).
Societal Information	

#### Societal Information

Quantitative Information (including key performance indicators) Qualitative Information (actions or results) Customer satisfaction rate for CXM, MRS and BPA activities. Local impact (employment, development, residents, Share of revenue invested in R&D. dialogue...). Percentage of employees who have approved the Code of Ethics Engagement with local communities. and completed the training. Subcontracting and suppliers (environmental and social Share of strategic business partners who have approved the issues). Code of Conduct. Measures taken in favor of consumer health and safety. Percentage of assessed suppliers meeting the requirements of Innovation and design of sustainable products. Product reliability, safety and availability. the Code of Conduct. Number of ISO 27001 certified entities. Customer satisfaction. Actions taken to prevent corruption and tax evasion. Hours spent by employees supporting communities. Respect for intellectual property rights.

# TABLE OF CONCORDANCE FOR THE GLOBAL REPORTING INITIATIVE

GRI Standard	Reference	Omission
General Disclosures		
Organizational profile		
102-1 Name of the organization	Introductory booklet -Profile and activities, p 4	
102-2 Activities, brands, products, and services	Introductory booklet - Profile and activities, p 4 to 5 In URD, 1.1 Activities, p 18 to 20	
102-3 Location of headquarters	In URD, 1.3.1 Head office, p 24	
102-4 Location of operations	In URD, 1.3 Organizational structure, p 24	
102-5 Ownership and legal form	In URD, 3.2 Ownership structure, p 82 to 84 In URD, 8.1.2 Legal form and jurisdiction, p 264	
102-6 Markets served	Introductory booklet- Profile and activities, p 4 to 5 In URD, 1.1 Activities, p 18 to 20	
102-7 Scale of the organization	Introductory booklet- Business model, p 8 to 9 Financial performance, p 14	
102-8 Information on employees and other workers	Other non-financial information, p 58 to 60 In URD, 6.1.6. Note 9 - Headcount and employee benefits, p 191 to 195 Engage with partners and suppliers	
102-9 Supply chain	who observe standards similar to those of the Company, p 60 to 61	
102-10 Significant changes to the organization and its supply chain	Notes regarding methodology and the CSR reporting scope, p 60 to 61	
102-11 Precautionary Principle or approach	Product safety for users, p 52	
102-12 External initiatives	CSR Strategy and policy - International standards, p 16 to 24	
102-13 Membership of associations	CSR Strategy and policy - CSR ambition defined with stakeholders, p 17 to 19	
Strategy		
102-14 Statement from senior decision-maker	Introductory booklet- Message from the Chairman, p 2	
Ethics and integrity		
102-16 Values, principles, standards, and norms of behaviour	Enabling a culture of excellence and integrity, p 34 to 40	
Governance		
102-18 Governance structure	Introductory booklet and in URD, Chapter 2- Corporate governance report for Committees, p 28	

NON-FINANCIAL PERFORMANCE STATEMENT .

### Independent third party's report on consolidated non-financial statement presented in the management report

GRI Standard	Reference	Omission
Stakeholder engagement		
102-40 List of stakeholder groups	CSR Strategy and policy - CSR ambition defined with stakeholders p 17 à 18	
102-41 Collective bargaining agreements	Provide great working conditions where all employees can perform at their very best, p 26	
102-42 Identifying and selecting stakeholders	CSR Strategy and policy - CSR ambition defined with stakeholders p 17 to 18	
102-43 Approach to stakeholder engagement	CSR Strategy and policy - CSR ambition defined with stakeholders p 17 to 18	
102-44 Key topics and concerns raised	CSR Strategy and policy - CSR ambition defined with stakeholders p 17 to 18	
Reporting practice		
102-45 Entities included in the consolidated financial statements	In URD, 6.1.3 - Note 3 Consolidated financial statement, p 163 to 169	
102-46 Defining report content and topic Boundaries	Notes regarding methodology and the CSR reporting scope, p 60 to 61	
102-47 List of material topics	CSR Strategy and policy - Materiality matrix, p 18 to 19	
102-48 Restatements of information	Notes regarding methodology and the CSR reporting scope, p 60 to 61	
102-49 Changes in reporting	Notes regarding methodology and the CSR reporting scope, p 60 to 61	
102-50 Reporting period	Notes regarding methodology and the CSR reporting scope, p 60 to 61	
102-51 Date of most recent report	Notes regarding methodology and the CSR reporting scope, p 60 to 61	
102-52 Reporting cycle	Notes regarding methodology and the CSR reporting scope, p 60 to 61	
102-53 Contact point for questions regarding the report	In URD, 8.3.1 Officer responsible for the universal registration document, p 266	
102-54 Claims of reporting in accordance with the GRI Standards	CSR Strategy and policy - International standards, p 16 to 24	
102-55 GRI content index	In URD, 8.7.4 Table of concordance for the Global Reporting Initiative, p 273 to 281	
102-56 External assurance	Independent third party's report on consolidated non-financial statement presented in the management report, p 62	
Material topics		
GRI 205: Anti-corruption 2016		
103-1 Explanation of the material topic and its Boundary	CSR Strategy and policy - Materiality matrix, p 18 to 19	
103-2 The management approach and its components	Enabling a culture of excellence and integrity. p 36 to 38	
103-2 Fine management approach and its components	Enabling a culture of excellence and integrity, p 36 to 38	
	Integrity, p so to so Enabling a culture of excellence and	
205-2 Communication and training about anti-corruption policies and procedures	integrity, p 36 to 38	

GRI Standard	Reference	Omission
GRI 301: Materials 2016		
103-1 Explanation of the material topic and its Boundary	CSR Strategy and policy - Materiality matrix, p 18 to 19	
103-2 The management approach and its components	Foster circular economy principles in Quadient's operations and solutions to lower the Company's environmental footprint, p 45 to 47	
103-3 Evaluation of the management approach	Foster circular economy principles in Quadient's operations and solutions to lower the Company's environmental footprint, p 45 to 47	
301-3 Reclaimed products and their packaging materials	Products remanufacturing, p 46 to 47	
GRI 302: Energy 2016		
103-1 Explanation of the material topic and its Boundary	CSR Strategy and policy - Materiality matrix, p 18 to 19	
103-2 The management approach and its components	Take actions to combat climate change and support global transition to a low carbon economy, p 41 to 45	
103-3 Evaluation of the management approach	Take actions to combat climate change and support global transition to a low carbon economy, p 41 to 45	
302-1 Energy consumption within the organization	Other non-financial information, p 59	
302-3 Energy intensity	Other non-financial information, p 59	
GRI Standard	Reference	Omission
GRI 305: Emissions 2016		
103-1 Explanation of the material topic and its Boundary	CSR Strategy and policy - Materiality matrix, p 18 to 19	
103-2 The management approach and its components	Take actions to combat climate change and support global transition to a low carbon economy, p 41 to 45	
103-3 Evaluation of the management approach	Take actions to combat climate change and support global transition to a low carbon economy, p 41 to 45	
305-1 Direct (Scope 1) GHG emissions	Reducing Quadient's carbon footprint, p 43 Other non-financial information, p 59	
	Reducing Quadient's carbon footprint, p 43	
305-2 Energy indirect (Scope 2) GHG emissions	Other non-financial information, p 59	
	Reducing Quadient's carbon footprint, p 43	
305-2 Energy indirect (Scope 2) GHG emissions 305-3 Other indirect (Scope 3) GHG emissions 305-4 GHG emissions intensity	Reducing Quadient's carbon footprint,	

### NON-FINANCIAL PERFORMANCE STATEMENT .

### Independent third party's report on consolidated non-financial statement presented in the management report

GRI Standard	Reference	Omission
GRI 306: Waste 2020		
103-1 Explanation of the material topic and its Boundary	CSR Strategy and policy - Materiality matrix, p 18 to 19	
103-2 The management approach and its components	Foster circular economy principles in Quadient's operations and solutions to lower the Company's environmental footprint, p 45 to 47	
103-3 Evaluation of the management approach	Foster circular economy principles in Quadient's operations and solutions to lower the Company's environmental footprint, p 45 to 47	
306-3 Waste generated	Other non-financial information, p 59 to 60	
306-4 Waste diverted from disposal	Other non-financial information, p 59 to 60	
306-5 Waste directed to disposal	Other non-financial information, p 59 to 60	
GRI 307: Environmental Compliance 2016		
103-1 Explanation of the material topic and its Boundary	CSR Strategy and policy - Materiality matrix, p 18 to 19	
GRI Standard	Reference	Omission
103-2 The management approach and its components	Foster circular economy principles in Quadient's operations and solutions to lower the Company's environmental footprint, p 45 to 47	
103-3 Evaluation of the management approach	Foster circular economy principles in Quadient's operations and solutions to lower the Company's environmental footprint, p 45 to 47	
307-1 Non-compliance with environmental laws and regulatio	Foster circular economy principles in Quadient's operations and solutions to lower the Company's environmental nsfootprint, p 46	
GRI 308: Supplier Environmental Assessment 2016		
103-1 Explanation of the material topic and its Boundary	CSR Strategy and policy - Materiality matrix, p 18 to 19	
103-2 The management approach and its components	Engage with partners and suppliers who observe standards similar to those of the Company, p 39 to 40	
103-3 Evaluation of the management approach	Engage with partners and suppliers who observe standards similar to those of the Company, p 39 to 40	
308-1 New suppliers that were screened using environmental criteria	Engage with partners and suppliers who observe standards similar to those of the Company, p 40	

GRI Standard	Reference	Omission
GRI 401: Employment 2016		
103-1 Explanation of the material topic and its Boundary	CSR Strategy and policy - Materiality matrix, p 18 to 19	
103-2 The management approach and its components		
103-3 Evaluation of the management approach	Give all employees the opportunity and the means for personal development and to contribute to the Company's success, p 26 to 29 Give all employees the opportunity and the means for personal development and to contribute to the Company's success, p 112 to 115	
	Give all employees the opportunity and the means for personal development and to contribute to the Company's success, p 31 - 32 and Other non-financial information, p 58	
401-1 New employee hires and employee turnover		
401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Provide great working conditions where all employees can perform at their very best, p 26 to 29	
GRI 403: Occupational Health and Safety 2018		
103-1 Explanation of the material topic and its Boundary	CSR Strategy and policy - Materiality matrix, p 18 to 19	
103-2 The management approach and its components	Give all employees the opportunity and the means for personal development and to contribute to the Company's success, p 26 to 29	
103-3 Evaluation of the management approach	Give all employees the opportunity and the means for personal development and to contribute to the Company's success, p 26 to 29	
403-1 Occupational health and safety management system	Give all employees the opportunity and the means for personal development and to contribute to the Company's success, p 26 to 29	
	Give all employees the opportunity and the means for personal development and to contribute to the Company's success p. 26 to 29 and Other	

### NON-FINANCIAL PERFORMANCE STATEMENT .

### Independent third party's report on consolidated non-financial statement presented in the management report

GRI Standard	Reference	Omission
GRI 404: Training and Education 2016		
103-1 Explanation of the material topic and its Boundary	CSR Strategy and policy - Materiality matrix, p 18 to 19	
103-2 The management approach and its components5		
103-3 Evaluation of the management approach	Give all employees the opportunity and the means for personal development and to contribute to the Company's success, p 31 to 33	
404-1 Average hours of training per year per employee	Give all employees the opportunity and the means for personal development and to contribute to the Company's success, p 31 to 33	
	Give all employees the opportunity and the means for personal development and to contribute to the Company's success, p 31	
404-3 Percentage of employees receiving regular performance and career development reviews	Give all employees the opportunity and the means for personal development eand to contribute to the Company's success, p 31	
GRI Standard	Reference	Omission
GRI 405: Diversity and Equal Opportunity 2016		
103-1 Explanation of the material topic and its Boundary	CSR Strategy and policy - Materiality matrix, p 18 to 19	
103-2 The management approach and its components	Create an inclusive and diverse culture indicative of Quadient's equal opportunity employer philosophy, p 29 to 31	
	Create an inclusive and diverse culture indicative of Quadient's equal opportunity employer philosophy, p 29 to 31	
103-3 Evaluation of the management approach	Create an inclusive and diverse culture	
	indicative of Quadient's equal opportunity employer philosophy p 29 to 31; in URD, 2.1.1 Governance report p 29 to 30; Other non-financial	
405-1 Diversity of governance bodies and employees	indicative of Quadient's equal opportunity employer philosophy p 29 to 31; in URD, 2.1.1 Governance report	
405-1 Diversity of governance bodies and employees GRI 406: Non-discrimination 2016	indicative of Quadient's equal opportunity employer philosophy p 29 to 31; in URD, 2.1.1 Governance report p 29 to 30; Other non-financial information, p 59	
GRI 406: Non-discrimination 2016	indicative of Quadient's equal opportunity employer philosophy p 29 to 31; in URD, 2.1.1 Governance report p 29 to 30; Other non-financial	
	indicative of Quadient's equal opportunity employer philosophy p 29 to 31; in URD, 2.1.1 Governance report p 29 to 30; Other non-financial information, p 59 CSR Strategy and policy - Materiality	
<b>GRI 406: Non-discrimination 2016</b> 103-1 Explanation of the material topic and its Boundary	indicative of Quadient's equal opportunity employer philosophy p 29 to 31; in URD, 2.1.1 Governance report p 29 to 30; Other non-financial information, p 59 CSR Strategy and policy - Materiality matrix, p 18 to 19 Enabling a culture of excellence and	

GRI Standard	Reference	Omission
GRI 412: Human Rights Assessment 2016		
103-1 Explanation of the material topic and its Boundary	CSR Strategy and policy - Materiality matrix, p 18 to 19	
103-2 The management approach and its components	Enabling a culture of excellence and integrity, p 36	
103-3 Evaluation of the management approach	Enabling a culture of excellence and integrity. p 36	
412-3 Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	Enabling a culture of excellence an integrity, p 36	Since February 2022, all new agreements and contracts are using a new template with compliance clauses. Therefore, in 2021 the Company is not able to report the number of significant agreements and contracts including a human rights clauses. The company means by significant agreements and contracts, those requiring the approval by at least an executive committee member or those with an amount going over 300,000 euros per year.
GRI Standard	Reference	Omissior
GRI 414: Supplier Social Assessment 2016		
103-1 Explanation of the material topic and its Boundary	CSR Strategy and policy - Materiality matrix, p 18 to 19	
103-2 The management approach and its components	Engage with partners and suppliers who observe standards similar to those of the Company, p 39 to 40	2

Engage with partners and suppliers who observe standards similar to those

Engage with partners and suppliers who observe standards similar to those

CSR Strategy and policy - Materiality

Protect privacy and integrity of data entrusted to Quadient against internal

Protect privacy and integrity of data entrusted to Quadient against internal

Protect privacy and integrity of data entrusted to Quadient against internal

of the Company,

matrix, p 18 to 19

p 37 to 38

p 37 to 38

and external threats,

and external threats,

and external threats, p 39

of the Company, p 40

p 39 to 40

103-3 Evaluation of the management approach

414-1 New suppliers that were screened using social criteria GRI 418: Customer Privacy 2016

103-1 Explanation of the material topic and its Boundary

103-2 The management approach and its components

103-3 Evaluation of the management approach

418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data

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