



**SEQENS**

OUR SCIENCE FOR YOUR FUTURE

# 2024 CSR Report

*On 2024 informations*

NON-FINANCIAL  
PERFORMANCE  
DECLARATION

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**A**s a major integrated player in pharmaceutical solutions and specialty ingredients, with 16 industrial sites, 9 R&D centers worldwide and 3 219 employees, SEQENS launched a concrete and ambitious sustainable development program in 2008, on every continent where we operate.

SEQENS operates upstream of strategic value chains such as healthcare, cosmetics and energy. We support our customers in the development of their molecules and, while our products are absolutely essential, their manufacture can generate impacts, particularly environmental impacts, which it is our responsibility to minimize.

SEQENS has put in place a structured and pragmatic CSR strategy, with shared objectives and a clear roadmap that commit the entire Group. This CSR approach, which is an integral part of the Group's strategy, is designed to ensure the long-term future of both our business and the customers we work with:

- **Ensure the safety and integrity** of all employees, partners and assets;
- **Guarantee good working conditions** to attract and retain employees;
- **Minimize the environmental and climatic impact** of processes and products;
- **Ensure product safety, conformity and quality**;
- **Innovate in sustainable technologies** to improve productivity, environmental performance, process and product quality and safety, and create added value for society;

○ **To be a recognized player in terms of CSR excellence** within its activities and supply chain;

○ **Ensure that SEQENS sets an example** in terms of business ethics.

In parallel with this CSR strategy, we made public commitments very early on, since SEQENS has been a signatory of the "Responsible Care" charter and the "Global Compact" since 2008, and has also published its objectives in terms of CO<sub>2</sub>e emissions reduction as part of the "French Business Climate Pledge". In December 2024, SEQENS' long-term decarbonization objectives were validated by the SBTi, confirming their alignment with the global objective of limiting global warming to below 1.5°C.

Over the last 15 years of SEQENS' life, we have always been supported by our shareholders, yesterday Ardian or Eurazeo and today SK Capital and Bpifrance, who understand the importance of these issues to continue to maintain and develop our high value-added activities.

This report details our CSR actions and results for 2023, as well as the progress we have made in relation to our objectives. It demonstrates our efforts, which are gradually bearing fruit, as well as the mobilization of our teams around the world in this essential area.

The Group has voluntarily chosen to produce a CSR report in the form of a "Non-Financial Performance Declaration" (NFPD) in order to align itself with the best European standards and to present the progress of its approach and contribution to sustainable growth.

## Period

The information published in this Non-Financial Performance Statement covers the period from January 1 to December 31, 2024.

## Perimeter

The scope of consolidation of the information presented in this report :

- Excludes sites acquired during 2024. There were no acquisitions in 2024. These sites will be included in the next CSR report.
- Excludes sites sold or discontinued during 2024. There were no acquisitions in 2024.
- Excludes commercial offices that are not significant in terms of CSR impact: Wayne and Robbinsville in the United States, and the Shanghai office.
- Excludes certain R&D sites that are not significant in terms of CSR impact: Alganelle in France.
- Data from entities over 50%-owned are included at 100% in this CSR report.

## Environmental perimeter

The scope of consolidation for the environmental data presented in this report excludes head offices (Ecully, HQ Wavelength), an administrative center (Massy), sales offices (Wayne, Robbinsville, Shanghai), certain R&D sites (Pune, Alganelle) and a storage site (Grand Serre). These sites do not have a significant impact on the Group's environmental data.

The environmental perimeter includes all industrial sites, listed below by country:

- **France:** Aramon, Bourgoin, Couterne, Les Ulis, Limay, Limoges, Nîmes, Porcheville, Pont-de-Claix, Roussillon (Novapex company), Roussillon (Novacyl company), Saint-Gons, Villeneuve-la-Garenne
- **United Kingdom:** Middlesbrough, Billingham
- **Germany:** Lahr
- **Finland:** Turku
- **United States:** Devens
- **Thailand:** Bangpoo
- **China:** Taixing, Wuxi
- **India:** Hyderabad
- **Israel:** Neot Hovav.

## Social perimeter

The scope of consolidation for the social data presented in this report includes all SEQENS Group sites, i.e. all manufacturing, warehousing, logistics and administrative units that are geographically individualized but legally attached to SEQENS. Unlike the environmental perimeter, the social perimeter includes the Ecully head office, the Massy administrative center, all R&D sites (including Pune), but excludes Alganelle and the sales offices (Wayne, Robbinsville, Shanghai).

## Other perimeters

The scope of consolidation for the ethical, purchasing and quality information presented in this report includes all SEQENS Group sites.



# PRESENTATION OF THE GROUP & KEY FIGURES

SEQENS is a world leader in the development and production of active ingredients, pharmaceutical intermediates and specialty ingredients, with 16 industrial sites, 9 R&D centers and 3,219 employees in 10 countries. As an integrated player in the value chain, from raw materials to active ingredients, from R&D to industrialization, SEQENS offers a broad portfolio of products. Driven by a culture of excellence and a strong entrepreneurial spirit, but also by strong values such as unity, agility and responsiveness, the Group's employees are committed to providing over 1,300 customers worldwide with the highest level of service and quality, while acting ethically in line with our CSR strategy.



## THE 3 ACTIVITIES OF SEQENS

### Pharmaceutical solutions:

SEQENS develops and manufactures active pharmaceutical ingredients (APIs). These active substances are responsible for the curative or preventive properties of a medicine. SEQENS' expertise ranges from the manufacture of generic molecules (off-patent) such as aspirin or paracetamol, to the manufacture of new molecules developed and manufactured specifically to a customer's specifications, under exclusive contract. SEQENS' manufacturing capabilities and technologies for active pharmaceutical ingredients enable projects to be carried out from the initial development phase through to scale-up and commercial manufacture, with a vertically integrated supply chain. This integrated supply chain includes the production of raw materials or intermediates, the production of active ingredients, the production of solvents for the pharmaceutical industry, and essential excipients such as lipids and polymers used in the composition of drugs.

In 2023, SEQENS also acquired the CellForCure site for the development and production of cell and gene therapies, and continues to invest in the expansion of its solutions for the pharmaceutical industry.

The pharmaceutical market is one of the most regulated markets (particularly in Europe, North America and certain Asian markets), with high standards in terms of product quality and regulatory constraints. SEQENS offers project management support, analysis and quality control capabilities to accelerate customer projects and regulatory filings.

### Specialty ingredients:

SEQENS develops and manufactures high value-added specialty chemicals for the most demanding industries (healthcare, fine chemicals, cosmetics and perfumery, additives for technical lubricants, polymers, energy).

The Group operates multipurpose, flexible and dedicated facilities worldwide, with a unique range of technologies, reactions and distillation capacities.

SEQENS offers customized development and manufacturing services, as well as a wide range of high-value catalog ingredients. The Group is renowned for its high levels of reliability, flexibility and responsiveness. Finally, the Group has developed a range of safe, sustainable products for the cosmetics industry, notably with non-traditional and biosourced preservatives free of parabens, etc.

### R&D:

SEQENS offers comprehensive, fully integrated R&D services to support customer projects from initial development through to product commercialization, in compliance with the most stringent quality, safety and environmental standards. This includes R&D support for customers during:

- The molecule development phase (molecule analysis, quality control, verification of process safety and impurities, drug repositioning).
- Process development with the identification of the best synthesis route for any molecule at any stage. SEQENS has a wide range of technologies for finding the best route to synthesis and purification.
- From the transition to industrialization, from a few kilos to several tons, with the supply of clinical batches through our pilot plants.
- Production and commercialization, for example, by optimizing processes, securing supplies and providing regulatory support.

The key to successful value creation is our commitment to providing first-class services.

# BUSINESS MODEL

## Resources

### Financial capital

OPEX invested in R&D:  
30.7 million euros

### Relationship capital

More than 1,300 customers  
Nearly 6,000 suppliers

### Industrial capital

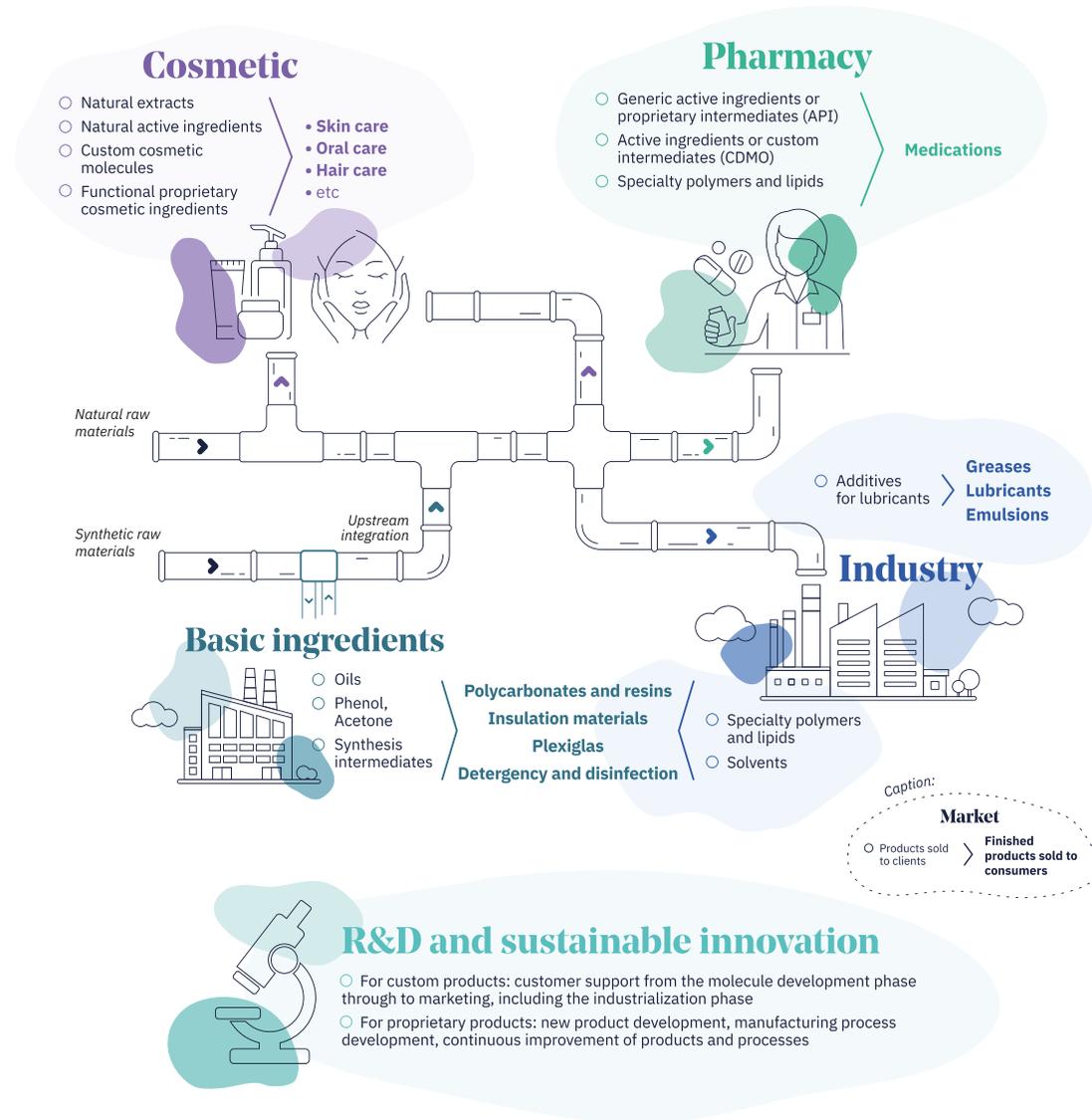
16 production sites  
9 R&D centers

### Human capital

3,219 employees  
30% women  
and 70% men

### Environmental capital

1,134,878 MWh of energy consumed  
15,508,270 m3 of water withdrawn



## Values created and sustainable results

### Finance

Sales: €941 MILLION

### Relational

186 justified customer complaints  
55% of purchases covered by a CSR assessment (via Ecovadis)

### Industrial

85% of sites with a Platinum or Gold medal (Ecovadis)  
10 patent applications filed

### Human

Accident frequency rate of 1.3  
31 collective agreements signed in 2024  
Gender equality index of 88.5/100  
97% of employees trained within the year

### Environment

65% of total waste recycled  
45% renewable and recovered energy  
-11% reduction in energy consumption (vs. 2021)  
+2% CO emissions<sub>2</sub> on scopes 1+2 (vs 2021)  
-18% reduction in water consumption (vs. 2021)

# VALUE PROPOSITION

## Mission

To provide customers the development and production of active pharmaceutical ingredients, intermediates and specialty ingredients, as well as services at every stage in the life cycle of a pharmaceutical or specialty ingredient - from the earliest stages of development through to marketing - in compliance with the most stringent quality, safety, environmental and compliance requirements, with a constant focus on corporate social responsibility.

## Ambition

To be the integrated global leader in pharmaceutical solutions and specialty ingredients, offering the most comprehensive range of technologies.

## Values

Entrepreneurship  
 Agility  
 Responsiveness  
 Tenacity  
 Customer orientation  
 Solidarity

## Strategy

- Strengthen the positioning of SEQENS' offer and continue to expand its commercial offering.
- Leverage our R&D capabilities, technologies and integrated industrial network to expand our offering.
- Benefit from recent industrial investments in pharmaceutical solutions and specialty ingredients.
- Continue production programs for critical pharmaceuticals and specialty ingredients as well as the development of sustainable products, particularly low-carbon products.
- Pursue growth by implementing innovative projects based on the skills of our teams.
- Continue to develop and invest in R&D centers, industrial sites and resilient pharmaceutical and cosmetics markets.
- Be on the lookout for external growth opportunities to consolidate and expand the PCAS offering.

## Major external trends

- Growth in the pharmaceuticals and cosmetics markets
- Growing demand for products with a low environmental footprint
- Relocating critical production

## MAIN CSR RISKS

The Group's international presence and the diversity of its activities expose SEQENS to social, societal, governance and environmental risks. These CSR risks, also known as non-financial risks, are identified by the Group with a view to improving their management. This exercise is repeated annually.

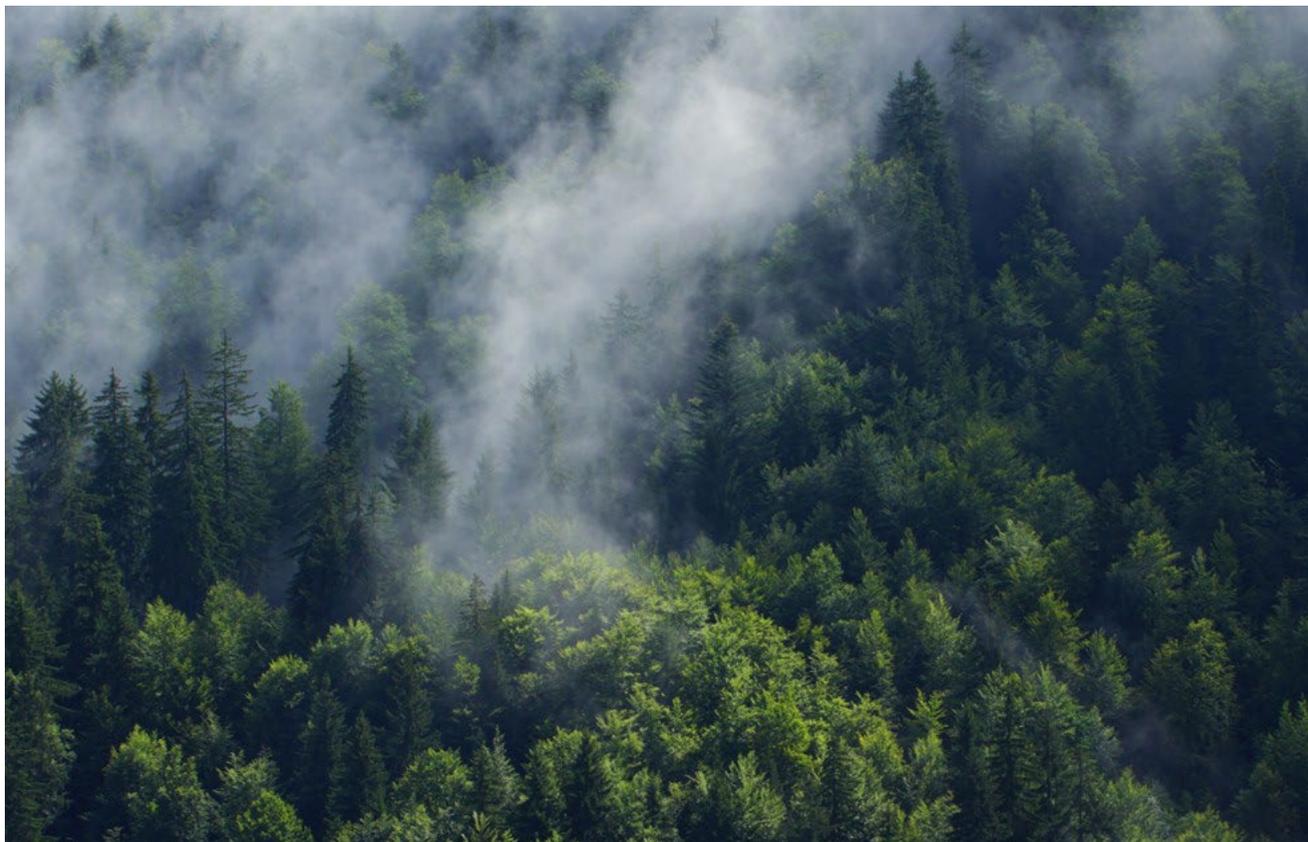
In order to select the most significant non-financial risks for the Group, each risk was assessed according to two parameters:

- Probability of occurrence (i.e. the probability that the risk will occur and result in an impact)
- The potential severity of damage (should the risk materialize). All the consequences likely to affect the Group have been analyzed: financial, reputational, social and environmental.

The assessment of severity and probability enabled us to conclude on the level of importance of each risk, also known as criticality, and to rank the risks in relation to each other.

The due diligence policies and procedures implemented to prevent and mitigate the occurrence of these risks are presented throughout this report, together with the results of these policies, including key performance indicators<sup>1</sup> (KPIs).

Certain themes, such as animal welfare, the promotion of physical activity and sports, precariousness and food waste, which should be dealt with in the NFPD, do not seem relevant to the nature of the SEQENS Group's activities. They are therefore not developed in this report.



<sup>1</sup> Key Performance Indicators (KPIs) are referred in this CSR report.

Risk name	Description of potential business impacts	Criticality of risk
Major industrial accident leading to lethal and irreversible effects beyond property limits	<ul style="list-style-type: none"> <li>Human risk (injury, death)</li> <li>Business interruption</li> <li>Site closures</li> <li>Civil and criminal liability</li> <li>Impact on reputation</li> <li>Financial impact</li> <li>Loss of customers</li> <li>Environmental pollution</li> </ul>	High
Failure to protect the health and/or safety of employees	<ul style="list-style-type: none"> <li>Human risk (injury, death)</li> <li>Reduced productivity</li> <li>Civil and criminal liability</li> <li>Impact on reputation</li> <li>Financial loss</li> </ul>	Moderate
Energy supply disruption	<ul style="list-style-type: none"> <li>Total/partial business interruption</li> <li>Loss of margin due to higher energy costs</li> </ul>	Moderate
Non-quality products and/or failure to comply with regulatory changes	<ul style="list-style-type: none"> <li>Batch recall</li> <li>Impact on reputation</li> <li>Loss of customers</li> <li>Loss of qualification / suspension of authorizations</li> <li>End product instability</li> <li>Financial loss (contractual penalties, etc.)</li> </ul>	Moderate
Not being able to manage a major cybersecurity incident	<ul style="list-style-type: none"> <li>Financial loss</li> <li>Impact on reputation</li> <li>Civil and criminal liability</li> <li>Loss of information</li> <li>Loss of customers</li> </ul>	Moderate

Risk name	Description of potential business impacts	Criticality of risk
Suppliers questioned for non-compliance with human rights, labor laws and/or environmental pollution	<ul style="list-style-type: none"> <li>Reputational impact</li> <li>Civil and criminal liability</li> <li>Loss of customers</li> <li>Financial loss</li> </ul>	Moderate
Unsustainable use and scarcity of resources	<ul style="list-style-type: none"> <li>Loss of margin due to higher water or waste treatment costs</li> <li>Total/partial business interruption</li> <li>Reputational impact</li> </ul>	Moderate
Be in breach of criminal and/or civil laws and regulations applicable to business ethics	<ul style="list-style-type: none"> <li>Reputational impact</li> <li>Legal liability</li> <li>Financial loss</li> <li>Loss of customers</li> </ul>	Low
Operations not aligned with CSR strategy and market expectations	<ul style="list-style-type: none"> <li>Financial loss</li> <li>Loss of customers</li> <li>Reputational impact</li> </ul>	Low
Failure to combat and adapt to climate change	<ul style="list-style-type: none"> <li>Business interruption or slowdown</li> <li>Loss of operating efficiency</li> <li>Repair costs</li> <li>Loss of margin</li> <li>Financial loss</li> </ul>	Low

Risk name	Description of potential business impacts	Criticality of risk
Difficulty in attracting and retaining human capital	<ul style="list-style-type: none"> <li>Loss of key skills</li> <li>Disruption of business continuity</li> <li>Inability to meet customer needs</li> </ul>	Low
Failure to maintain and develop employee skills	<ul style="list-style-type: none"> <li>Loss of skills</li> <li>Reduced employee employability</li> <li>Reduced employer competitiveness and efficiency</li> <li>Civil and criminal liability</li> </ul>	Low
Inequality of opportunity and treatment	<ul style="list-style-type: none"> <li>Loss of employee motivation</li> <li>Loss of skills</li> <li>Impact on reputation</li> <li>Civil and criminal liability</li> <li>Financial loss</li> </ul>	Low
Missing opportunities to improve profitability, environmental performance, quality and safety of processes and products	<ul style="list-style-type: none"> <li>Lost opportunities</li> <li>Financial loss</li> <li>Loss of customers</li> <li>Impact on reputation</li> <li>Environmental pollution</li> </ul>	Low
Lack of community involvement	<ul style="list-style-type: none"> <li>Impact on reputation</li> <li>Decline in staff attractiveness, involvement and motivation</li> </ul>	Low

# CSR POLICY

At the end of 2022, to take account of changes in its scope and based on updated CSR risks, sustainable development objectives and stakeholder expectations, the SEQENS Group updated its CSR policy. It is structured around 4 pillars and 13 commitments.

SEQENS' CSR strategy is based on :

- A CSR policy defined at Group level and deployed in each of its business units;
- Clear governance that engages the entire organization, including shareholders;
- Defining and monitoring key CSR performance indicators with clear objectives;
- Implementation of action plans and specific projects, with follow-up to ensure objectives are met;
- An annual report demonstrating our CSR performance.

## Climate change and environment

- Pursuing the decarbonization of our activities
- Preserving natural resources, especially water
- Reduce our environmental impact, in particular waste, effluents and atmospheric emissions

## Safety, quality and sustainable innovation

- Preventing major accidents and ensuring the safety of our processes
- Guaranteeing the quality and safety of our products
- Promoting eco-design and sustainable value creation through innovation

## Employees and communities

- Ensuring the health and safety of employees
- Implement best practices to attract and retain employees
- Committed to diversity and professional equity
- Maintain and promote our long-standing commitments to associations

## Operational integrity

- Conducting business ethically
- Ensuring CSR excellence within the Group
- Strengthen responsible purchasing of raw materials and services

# CSR PROGRESS

## Climate change and environment

<p><b>-45% CO<sub>2</sub>e emissions on scopes 1&amp;2 per ton of product manufactured</b> 2011-2025</p> <hr/> <p>Result: <b>- 5%</b> 2011 - 2024</p>	<p><b>- 10% energy consumption per ton of product manufactured</b> 2021 - 2025</p> <hr/> <p>Result: <b>+17%</b> 2021 - 2024</p>	<p><b>50% renewable and recovered energy</b> in 2025</p> <hr/> <p>Result: <b>45%</b> 2024</p>	<p><b>-20% water consumption per ton of product manufactured</b> 2021 - 2025</p> <hr/> <p>Result: <b>+9%</b> 2021 - 2024</p>
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## Employees and communities

<p><b>Category 1 accident frequency rate of 2</b> in 2026</p> <hr/> <p>Result: <b>1.3</b> 2024</p>	<p><b>70% of employees trained at least once a year</b> in 2025</p> <hr/> <p>Result: <b>97%</b> 2024</p>	<p><b>90/100 on the Professional Gender Equality Index</b> in 2025</p> <hr/> <p>Result: <b>88/100</b> 2024</p>
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## Safety, quality and sustainable innovation

<p><b>90% completion rate for process safety program</b> Annual</p> <hr/> <p>Result: <b>94%</b> 2024</p>	<p><b>-20% reduction in customer justified claims</b> 2021 - 2025</p> <hr/> <p>Result: <b>-7%</b> 2021 - 2024</p>	<p><b>100% of new proprietary products evaluated according to CSR criteria</b> in 2025</p> <hr/> <p>Result: <b>0%</b> 2024</p>
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## Operational integrity

<p><b>100% of exposed employees trained in the Code of Ethics</b> Annual</p> <hr/> <p>Result: <b>38%</b> 2024</p>	<p><b>90% of sites with a Platinum or Gold medal by Ecovadis</b> in 2025</p> <hr/> <p>Result: <b>85%</b> 2024</p>	<p><b>60% of the purchase amount covered by an Ecovadis assessment</b> in 2025</p> <hr/> <p>Result: <b>55%</b> 2024</p>
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# EXTERNAL CSR COMMITMENTS

SEQENS' active membership of the "United Nations Global Compact", "Responsible Care", "French Business Climate Pledge" and its commitment to SBTi underline its commitment to progress on an international scale.



**United Nations**  
Global Compact



Responsible Care®



MEMBRE DU  
**FRENCH BUSINESS CLIMATE PLEDGE**  
LES ENTREPRISES FRANÇAISES S'ENGAGENT POUR LE CLIMAT !



**SCIENCE BASED TARGETS**  
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

## Global Compact

Since 2008, SEQENS has been a signatory of the United Nations Global Compact. The Global Compact unites organizations and companies around ten universally recognized principles in key areas: human rights, international labor standards, the environment and anti-corruption.

It is also a voluntary commitment to take action to achieve the Sustainable Development Goals (SDGs) by 2030.

## Responsible Care Charter

The Group is an active member of the Union of Chemical Industries and, as such, has complied with the Responsible Care® Charter since 2008. The Responsible Care® initiative is a worldwide commitment by the chemical industry to the safe management of chemical products throughout their life cycle, and the promotion of their role in improving quality of life and their contribution to sustainable development.

## French Business Climate Pledge

Since 2017, as part of the French Business Climate Pledge, SEQENS has made commitments and implemented actions to reduce its impact on the climate and successfully transition to a low-carbon economy.

Initiated by "the Mouvement des Entreprises de France" (MEDEF), the French Business Climate Pledge is a voluntary commitment by companies based in France to take concrete action to achieve the transition to a low-carbon economy, through innovation and the development of low-carbon solutions, technologies, products and services.

## SBTi

To meet the targets set by COP 21 in 2015 and limit global warming to below 2°C above pre-industrial temperatures, SBTi was created. SBTi (Science Based Target Initiative) is a partnership between CDP, the UN Global Compact, the World Resources Institute (WRI) and the World Wildlife Fund (WWF). It provides a common, science-based methodology for companies to define long-term emissions reduction targets that are aligned with the level of decarbonization required to meet the Paris Agreement target.

The SEQENS Group has set long-term, company-wide emission reduction targets in line with climate science. These targets were validated by SBTi in December 2024.

# RECOGNIZED CSR PERFORMANCE

The CSR performance of SEQENS sites and the SEQENS Group is regularly assessed by extra-financial rating agencies and the Group's customers. These ratings, which are of particular interest to investors, confirm the relevance of our CSR approach and position us among the best-performing companies in our sector.

The logo for Ecovadis, featuring the word "ecovadis" in a lowercase, sans-serif font. The letter "v" is stylized with a green leaf-like shape above it.

## Ecovadis

Ecovadis is one of the world's leading CSR performance rating platforms. This performance is assessed on 4 themes: environment, social and human rights, ethics and responsible purchasing.

Since 2016, the SEQENS Group has had the CSR performance of its sites proactively assessed annually by Ecovadis.

Find the results in the "CSR Excellence" section of this CSR report.



## CDP

The CDP is a not-for-profit organization that encourages companies to publish their environmental data, and evaluates the strategy, involvement and results achieved by companies in the fight against climate change.

SEQENS has been recognized for its management of environmental action, and was awarded a "B" grade in the CDP 2024 questionnaire for its commitment and results in the fight against climate change and water security.

Among the themes assessed by the CDP, the Group once again received an "A" score in the "Emissions reduction initiatives and low-carbon products" category.

# CSR GOVERNANCE

The SEQENS Group has structured CSR governance to control and implement its CSR approach within the company, with dedicated responsibilities and bodies.

## ESG Committee (Environment, Social, Governance)

SEQENS has a two-tier governance structure, with a Supervisory Board (external) and an executive committee (internal).

The Supervisory Board is a non-executive board made up of 8 shareholder representatives and 1 independent member, responsible for supervising and controlling the SEQENS Group's activities over the long term.

To manage certain issues, the Supervisory Board has set up 3 specific committees, including the ESG Committee. This ESG Committee, created in 2016, evolved in 2022 with the change in shareholding. It is now made up of 3 SEQENS shareholder members (2 members of SK Capital, 1 member of BPI France) and 4 members of the SEQENS Group (the Chairman, the Vice-Chairman, the General Secretary, the CSR Manager). It is chaired by a member of the SEQENS Supervisory Board, who is also the Senior Director of SK Capital, SEQENS' majority shareholder since December 2021.

The ESG Committee's general mission is to assist the Supervisory Board in monitoring issues relating to the Group's corporate social responsibility, so that SEQENS can best anticipate the opportunities, challenges and risks involved. It provides expertise and recommendations on SEQENS' CSR strategy and actions.

The ESG Committee meets twice a year to discuss the Group's CSR performance and roadmap.

## CSR Department

The deployment and implementation of the CSR strategy within each activity and site is monitored and coordinated by the CSR department. Its main CSR missions are :

- Manage CSR policy, KPIs and associated action plans, and supervise CSR reporting.
- Support and challenge sites in managing their action plans and achieving CSR objectives.
- Promote the Group's CSR results and share best practices.
- Report regularly to management on results and progress.

The one-person CSR department reports to the SEQENS Group General Secretariat and is mainly supported by the Group HSE Director, the Group Human Resources Director, the Group Innovation Director, the Group Quality and Regulatory Affairs Director, the Group Purchasing Director, and the Group Compliance Director. Each department ensures that the policy, action plans and reporting of CSR indicators relating to their department are implemented.

## Network of CSR referents

The operational deployment of the CSR strategy is then :

- Supervised by each manager of the functions concerned
- Handled at each production site directly by plant managers or delegated to on-site contributors, known as CSR referents, such as Operational Excellence managers or site HSE managers.

The CSR department relies on a network of some twenty CSR referents, at least one at each site.



**1**

# **Climate change and environment**



As a responsible industrial player, SEQENS cannot dissociate the company's financial performance from the environmental performance of its activities. To limit the direct and indirect impact of its activities and products on the environment, SEQENS has made a number of commitments:

- Preventing pollution
- Improving the energy efficiency of facilities and combating climate change
- Developing production processes with a low environmental footprint
- Reduce the environmental impact of production
- Ensuring rational water management
- Reducing and managing waste efficiently to promote the circular economy



### CSR COMMITMENTS

Continuing to decarbonize our activities

Preserving resources, especially water

Reduce our environmental impact, in particular waste, effluents and atmospheric emissions

### CSR OBJECTIVES



Reduce our carbon intensity by 45% between 2011 and 2025 on scopes 1&2



Reduce our energy intensity by 10% between 2021 and 2025



Achieve a 50% share of renewable and recovered energy by 2025



Reduce our water intensity by 20% between 2021 and 2025

Increase the percentage of waste recovered in the form of materials or energy.  
Reduce the amount of hazardous waste per ton of product manufactured.

# ENERGY

## Commitment

Pursuing the decarbonization of our activities

## Risks

Disruption and cost of energy supply

Failure to combat and adapt to climate change

## Policy

The chemical industry is an energy-intensive industry. The Group is committed to reducing its energy consumption. These efforts are focused on two main areas:

- Continuous improvement of industrial processes and the performance of associated equipment;
- Optimizing the energy consumption of buildings.

This commitment is set out in the Group's HSE policy, which is managed by the Group HSE department and updated every 3 years, most recently in February 2024. This commitment is detailed in the Group's CSR policy, which is managed by the Group CSR department and updated every 3 years, the last update dating from May 2023.

## Objectives

SEQENS has set itself the target of reducing its energy consumption per tonne of product manufactured by 10% between 2021 and 2025.

## Actions implemented

- Raising employee awareness of energy savings.
- Energy audits to identify levers for action to reduce energy consumption.
- Implementation of energy efficiency plans for the most energy-intensive production units.
- Implementation of energy and environmental management systems at certain sites.

**9** sites certified to ISO 14 001, the standard relating to the Environmental Management

**2** sites certified to ISO 50 001, the Energy Management System standard



## Achievements 2024

### Awareness

○ The Billingham, Middlesbrough, Limoges, Neot Hovav, Roussillon (Novacyl company), Taixing and Wuxi sites have raised employee awareness of energy consumption.

### Energy audit

○ The Aramon, Bourgoin, Limay, Nîmes, Porcheville, Roussillon (Novacyl company), Roussillon (Novapex company), Taixing and Wuxi sites carried out on-site energy audits to identify energy-intensive items and areas for improvement.

### Energy efficiency

○ The Taixing site has implemented steam-saving measures, notably by working on the use of condensates to keep raw materials and products hot in equipment. The use of condensates reduces the amount of steam used. As a result, the site has been able to reduce its energy consumption by 17%, a saving of 13 593 MWh.

○ The Wuxi site has set up several energy efficiency projects:

- The evaporator heat exchanger has been cleaned and maintained to limit scale formation and reduce steam consumption.
- Evaporator vacuum maintenance and monitoring has been stepped up to reduce boiling temperature and thus steam consumption.
- Eleven motors with high energy consumption have been replaced by more efficient ones.

○ As part of its ISO 50 001 action plan, the Lahr site reduced its energy consumption by 11 380 kWh in 2024 by replacing tube lighting with LEDs, replacing windows for better insulation and replacing a reactor agitator.

- The Roussillon site (Novapex company) launched a plan to adjust and optimize installations and yields to find the optimum configuration for the site's activity. As a result, steam and electricity consumption was reduced by 47 000 MWh over the year.

In addition, the site has set up a "CAP" (Process Improvement Cell) with the aim of proposing small-scale improvements to achieve rapid economic gains. In 2024, this cell implemented a number of energy-saving measures, such as stopping the temperature maintenance of unused piping, and adjustment of the electric variable speed drives of the pumps according to the operation of the workshops. These actions resulted in energy savings of 1 459 MWh.

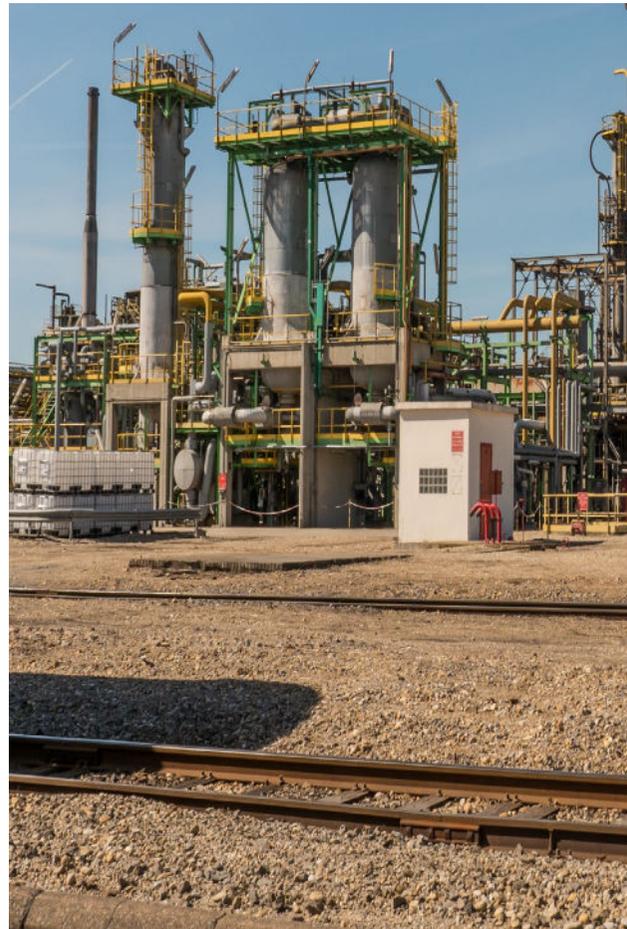
- The Couterne site has pursued its energy efficiency plan, focusing in particular on the minimum amount of energy consumed by production workshops on a permanent basis outside production periods. To achieve this, the site eliminated a compressed air leak and replaced its exterior lighting with LEDs. This will enable the site to reduce its energy consumption heel by 30% between 2019 and 2024.

The site has also replaced two air compressors with more efficient ones, and installed variable speed drives on recovery pumps.

- Following an audit to detect compressed air leaks using ultrasound, the Bourgoin site launched a campaign to repair these leaks. A new survey will be carried out in June 2025 to measure the gains, estimated at 69 137 kWh.

- The Neot Hovav site has optimized its electricity consumption by improving equipment operation (shutting down equipment when not in use), and by lowering cooling set points, so as not to cool more than necessary and therefore not consume energy unnecessarily. Thanks to the implementation of these best practices, the site reduced its consumption by 1 080 kWh over the last six months of 2024.

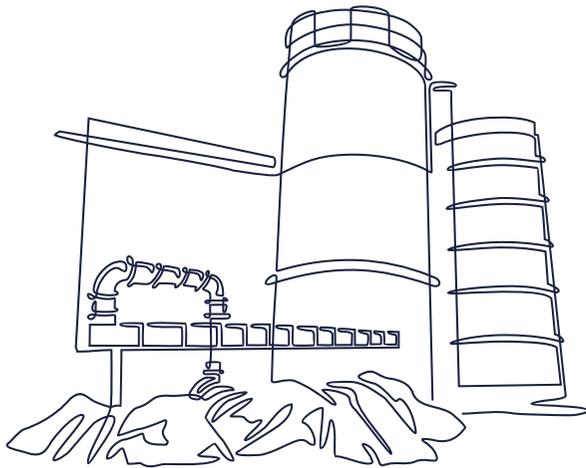
- The Roussillon site (Novacyl company) has managed and optimized steam consumption for the new distillation column in the salicylic acid production unit, due to be installed in 2023.
- The Porcheville site has continued its efforts to reduce electricity consumption by installing a new variable-speed compressed air compressor to replace the old one, and by rationalizing the number of compressors.



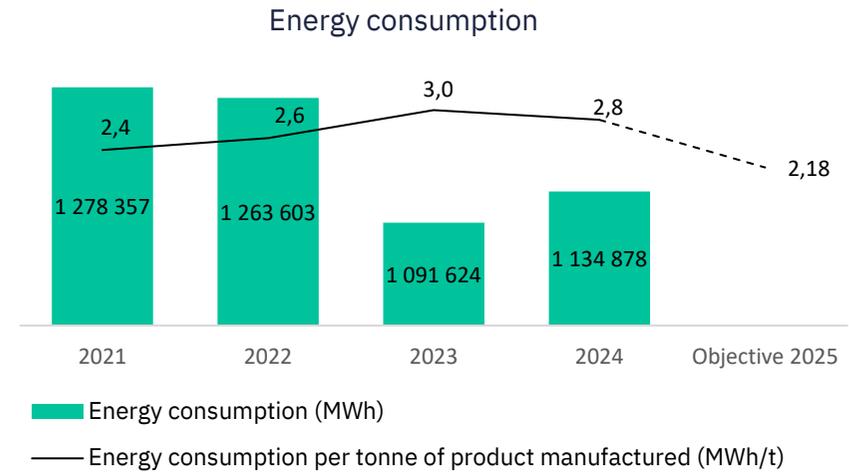
 **Indicators**

Energy consumption (MWh)	2022	2023	2024
Steam	887 119	762 999	769 309
Electricity	201 163	175 441	181 850
Gas	162 862	143 284	147 132
Heat	5 701	5 676	5 175
Biomass	2 907	2 776	2 770
Fuel	1 514	1 448	1 641
<b>TOTAL</b>	<b>1 261 265</b>	<b>1 091 624</b>	<b>1 134 878</b>

The Group's energy consumption is mainly steam-related (70%). This is why the Group **is concentrating its efforts on reducing steam consumption and recovering it**.



 **KPIs**



Energy consumption 2021-2024

 **- 11%**

Energy consumption per ton of manufactured product 2021-2023

 **+17%**

Target 2021-2025:

**-10%**

The fall in energy consumption from 2023 onwards reflects the drop in activity within the SEQENS Group due to the arrival of an unprecedented crisis in the European chemicals sector. This crisis has both economic (weak European demand and destocking effects) and structural (European energy prices higher than the rest of the world) causes, aggravated by the aggressive commercial policy of Asian competitors.

In 2024, energy consumption was 4% higher in absolute terms than in 2023 due to an upturn in activity, while at the same time the Group succeeded in reducing its intensity by 5%, i.e. consuming less energy for the same quantity of product manufactured.

# LOW-CARBON ENERGY

## Commitment

Pursuing the decarbonization of our activities

## Risks

Failure to combat and adapt to climate change

## Policy

SEQENS has set itself the goal of combating climate change in its business activities. This involves decarbonizing the energies used, i.e. increasing the use of recovered and renewable energies.

This approach focuses on :

- Switching to less carbon-intensive energies (e.g. from gas to electricity).
- The use of recovered energy. Recovered energy is the energy produced by industrial processes that would be lost if it were not used when it is available.
- On-site production and consumption (self-consumption) of renewable energy. As a reminder, renewable energies are those of solar, wind, hydraulic, geothermal or plant origin (wood, biofuels, biogas, etc.).
- Purchasing certified renewable energy from our suppliers.

## Objective

SEQENS has set itself the target of achieving a 50% share of renewable and recovered energy by 2025.

## Actions implemented

- Recovered energy can come from :
  - The sites' industrial processes. One example is the Lahr site, which recovers heat from its solvent incinerator to heat a large part of its buildings, thus reducing gas consumption.
  - Energy suppliers or platforms where sites are located.

This is the case at the Roussillon platform, where companies use steam or condensate energy to heat reactions. SEQENS has made a major contribution to the implementation of a heat recovery system for the urban incinerator, supplying the Roussillon platform with over 50% of recovered steam.

Over 80% of the steam at the Bourgoin site comes from heat recovered from the urban household waste incinerator.

The heat released by the local incinerator in Taixing supplies almost 3% of the steam consumed on the Taixing site.

- When it comes to renewable energy, the SEQENS Group first and foremost encourages the implementation of concrete on-site projects such as the installation of solar panels for the production and self-consumption of renewable electricity. Where this is not possible, the Group can consider purchasing renewable energy certificates.

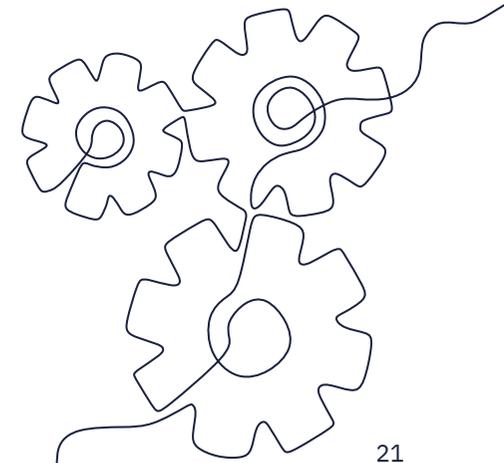
## Achievements 2024

### Recovered energy

○ Some products at the Couterne site need to be stored at a specific temperature in heated buildings. The site has installed a condensate recovery system to keep the storage tanks for these products warm. This project saves 792 tonnes of steam per year.

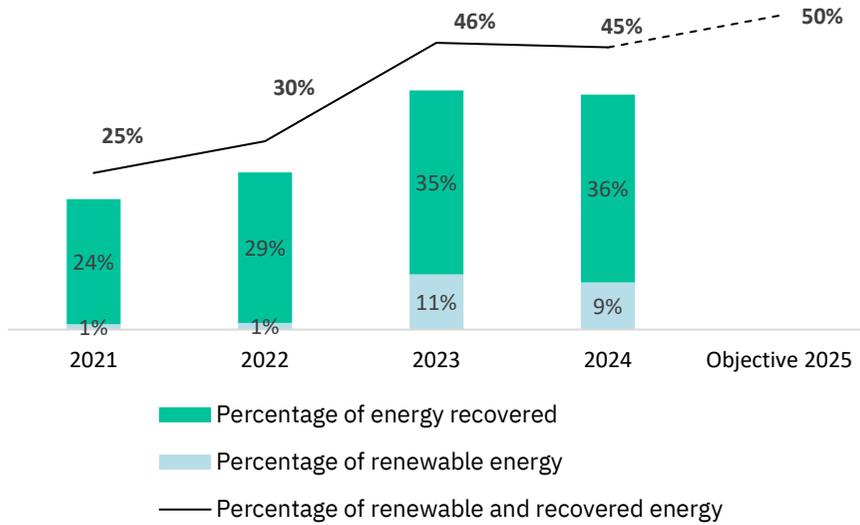
### Renewable energy

○ The Bangpoo site has had photovoltaic panels on the roof since 2019 for self-consumption. Since 2021, the Turku site has been sourcing 100% of its heat, steam and electricity from certified renewable sources. The Billingham site has also been supplied with certified renewable electricity since 2021. And finally, in November 2023, the Wuxi site installed solar panels covering a surface area of 6 437 m<sup>2</sup> and generating 0.9 million kWh per year.





### Renewable and recovered energy



Share of recovered and renewable energy in 2024

**45%**

Target 2025:

**50%**

In 2024, the Group accounted for 45% of recovered and renewable energy. This share has fallen slightly compared with 2023, as it takes into account the residual mix of countries, and therefore the country's share of renewable energy after the sale of certified renewable energy. This share has fallen in France, which has a slight impact on the Group's renewable share.



# CO<sub>2</sub>e EMISSIONS

## Commitment

Pursuing the decarbonization of our activities

## Risks

Failure to combat and adapt to climate change

## Policy

Convinced that a sustainable activity in the pharmaceutical or cosmetics sectors must necessarily propose an ambitious decarbonization trajectory, the SEQENS Group has been fully mobilized since 2008 to **accelerate its low-carbon transition and reduce its greenhouse gas emissions**. This historic commitment, described in SEQENS' CSR policy, involves measuring its CO<sub>2</sub>e<sup>2</sup> emissions, defining ambitious reduction targets and implementing concrete actions at all its industrial sites. This is all the more important given the constraints posed by the increasing scarcity of fossil fuels, rising energy costs and, of course, the challenge of climate change.

To reduce CO<sub>2</sub>e emissions from scopes 1 and 2, SEQENS is focusing on three areas:

- **Improve the energy efficiency** of buildings, processes and utilities (consume less). See the "Energy" section.
- **Decarbonize energy use** (consume differently). See the "Low-carbon energy" section.
- **Decarbonize upstream and downstream CO<sub>2</sub> emissions**, particularly those linked to raw materials, waste and transport.

<sup>2</sup> CO<sub>2</sub>e=CO<sub>2</sub> equivalent

## Objectives

SEQENS has set itself the target of **reducing its CO<sub>2</sub>e emissions per tonne of product manufactured by 45%** between 2011 and 2025 on scopes 1&2. This objective is complemented by two sub-objectives:

- Reduce energy consumption per tonne of product manufactured by 10% between 2021 and 2025
- Achieve a 50% share of renewable and recovered energy by 2025

Furthermore, in order to meet the targets set by the Paris Agreement at COP21, SEQENS has set itself two new long-term emissions reduction targets, in line with climate science, aligned with the planetary effort to limit global warming to 2-1.5°C. Here are the two new targets that were validated by SBTi in December 2024:

- **Absolute reduction in CO<sub>2</sub>e emissions from scopes 1+2 of 46.2% between 2021 and 2031 (1.5°C scenario)**
- **Absolute reduction in scope 3 CO<sub>2</sub>e emissions of 27.5% between 2021 and 2031 (2°C scenario)**



In parallel with these new objectives, the SEQENS Group has set up a new decarbonization plan.



## EMISSIONS CO<sub>2</sub>e ON SCOPES 1+2

Scope 1 corresponds to direct CO<sub>2</sub>e emissions from sources owned or controlled by SEQENS. These emissions result from the combustion of energy sources such as gas, fuel oil and biomass; the leakage of refrigerants (mainly from chillers and air conditioners); and CO<sub>2</sub>e emissions from other on-site processes such as chemical reactions or on-site waste incineration.

Scope 2 corresponds to indirect emissions linked to the consumption of electricity, steam or heat.



### Actions implemented

- As with any business, the Group's activities are exposed to the physical and transitional risks associated with climate change. These risks are linked, on the one hand, to the occurrence of extreme meteorological phenomena such as cyclones or floods, and on the other hand to chronic risks resulting from long-term changes in the climate, such as an average rise in temperatures, a significant change in precipitation levels or a reduction in available water. An increase in these risks could, by disrupting the Group's operations and/or supply chain, impact on the availability of finished products.

SEQENS therefore identifies the company's activities most exposed to climate risks. To do this, the Group uses Weltrisikobericht's WorldRiskIndex. This score indicates the disaster risk associated with extreme natural events and the negative effects of climate change for 193 countries worldwide, and takes into account the country's exposure and vulnerability. Exposure covers threats to the population from earthquakes, tsunamis, coastal and river flooding, cyclones, droughts and sea-level rise.

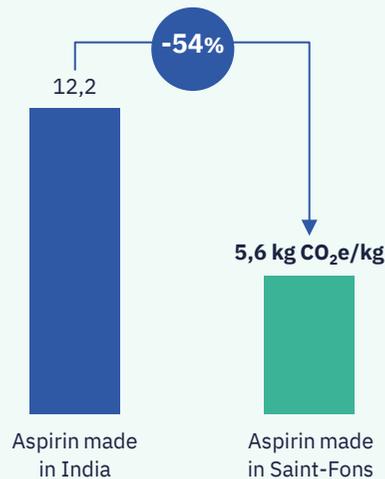
The risk analysis for 2024 shows:

- 5 sites exposed to a very high risk of disaster due to extreme natural events and the negative effects of climate change. These sites are located in India (Hyderabad), China (Taixing, Wuxi), Thailand (Bangpoo) and the United States (Devens).

- 13 sites at high risk of disaster due to extreme natural events and the negative effects of climate change. These sites are located in France (Aramon, Bourgoin, Couterne, Les Ulis, Limay, Limoges, Nimes, Pont-de-Claix, Porcheville, Roussillon - Novacyl company, Roussillon - Novapex company, Saint-Fons and Villeneuve-la-Garenne);
- 4 sites have a medium risk. These sites are located in the United Kingdom (Billingham, Middlesbrough), Germany (Lahr) and Israel (Neot Hovav);
- 1 site has a very low risk. It is located in Finland (Turku).

- The Group continues to **measure the carbon footprint** of its most impactful **products**, or in response to customer requests. Life cycle assessments (LCAs) were carried out for the 1<sup>ère</sup> first time in 2024.

For example, the carbon footprint of the aspirin manufactured by the Saint-Fons site in France is 54% lower than that of its Indian competitors :



This analysis was carried out by an independent third party organisation and takes into account scopes 1, 2 and 3 upstream (from cradle to gate) of the product.

**38** Carbon footprint of products produced in 2024 (18 in 2023)

**239** Cumulative carbon footprint available in 2024 (168 in 2023)

- With regard to scopes 1 and 2, in addition to actions to **reduce energy consumption** (see "Energy" section) and **decarbonize energy** (see "Low-carbon energy" section), sites are also working to reduce the use of refrigerants or replace them with fluids with lower global warming potential (GWP). This will be the case at the Roussillon site (Novacyl) in 2024.
- SEQENS has been recognized for its management of environmental action, and was awarded a **"B" score in the "CDP Climate Change 2024" questionnaire** for its commitment and results in the **fight against climate change**.

The CDP is a not-for-profit organization that encourages companies to publish their environmental data, and assesses the strategy, involvement and results achieved by companies in the fight against climate change.

Among the themes assessed by the CDP, the Group received an "A" score in the "Emissions reduction initiatives and low-carbon products" category.



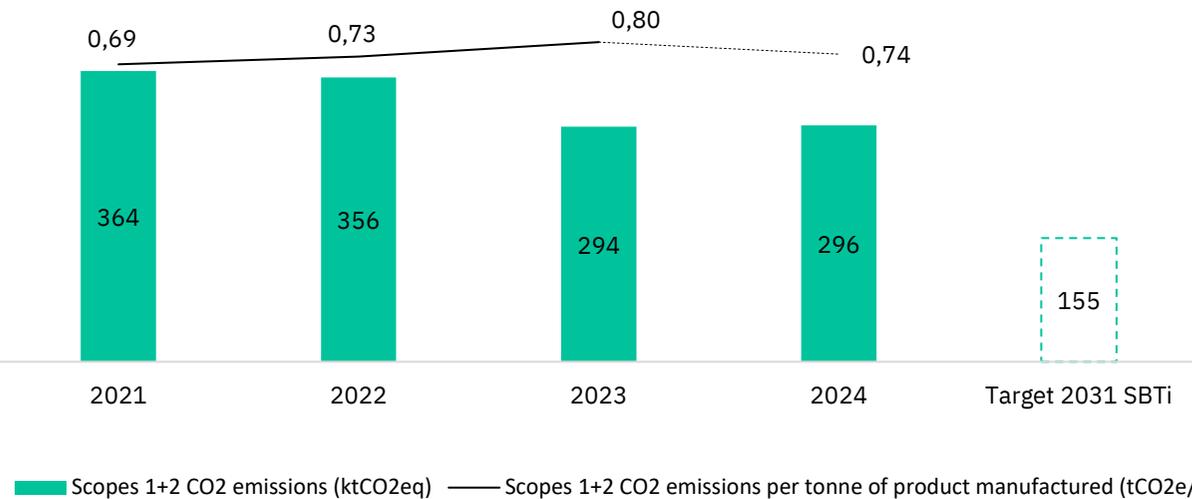
**KPIs**

Emissions CO <sub>2</sub> e (tCO <sub>2</sub> e)	2021	2022	2023	2024
Scope 1	63 980	70 212	66 019	68 826
Scope 2	299 547	285 374	227 881	227 059
Scopes 1+2	363 527	355 586	293 900	295 885

CO<sub>2</sub>e emissions on scopes 1+2 in absolute 2021-2024 : **-19%**

Target 2021-2031: **-46%**

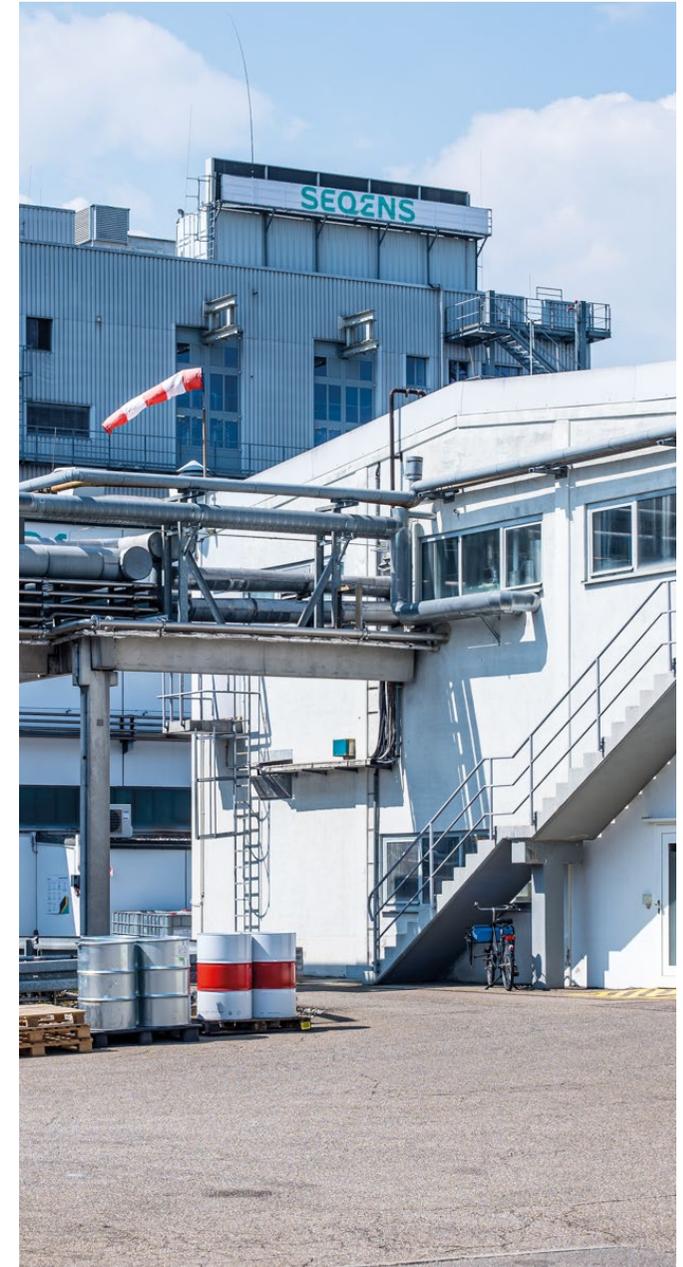
CO2 emissions (scopes 1&2)



These CO<sub>2</sub>e emissions are tracked in accordance with the GHG Protocol<sup>3</sup> and the GRI standard.

In 2024, CO<sub>2</sub>e emissions increased in absolute terms ("market based") by 1% compared with 2023 due to an upturn in activity. However, the Group reduced its CO<sub>2</sub>e emissions by 19% in absolute terms between 2021 and 2024.

The Group's CO<sub>2</sub>e emissions are mainly linked to steam (60%). This is why the Group **is concentrating its efforts on reducing CO<sub>2</sub>e emissions from steam.**



## EMISSIONS CO<sub>2</sub>e ON SCOPE 3

Scope 3 corresponds to SEQENS' upstream and downstream CO<sub>2</sub>e emissions. This includes CO<sub>2</sub>e emissions from raw materials, purchased goods and services, upstream and downstream transport, waste disposal, business travel, employee travel, etc.

### Actions implemented

Since 2017, some sites have been calculating their scope 3 in addition to scopes 1 and 2 and drawing up a BEGES (greenhouse gas emissions assessment), which is regulated in France.

In September 2022, SEQENS launched a program to quantify scope 3 CO<sub>2</sub>e emissions across the Group based on data for the year 2021. Since then, SEQENS has set itself a target for reducing scope 3 emissions, validated by the SBTi, combined with a decarbonization plan. The scope 3 plan is structured around four areas of work:

- Reduce CO<sub>2</sub>e emissions linked to the purchase of raw materials. This involves four sub-axes:
  - Work with our suppliers to more accurately estimate the carbon footprints of the raw materials we purchase, collect their CO<sub>2</sub>e emission reduction plans and ensure that they meet their CO<sub>2</sub>e emission reduction targets.
  - Reduce the quantity of virgin raw materials or other inputs purchased by strengthening the circular economy, in particular by reusing waste or co-products in our processes, and by improving the efficiency of our processes.
  - Turn to natural or bio-based raw materials, which generally emit less CO<sub>2</sub>e than fossil raw materials.

- Reinforce the deployment of green chemistry and the use of green processes (biotechnology, continuous chemistry, biocatalysis, etc.), in particular to optimize yields and reduce the quantities of raw materials used.
- Reduce CO<sub>2</sub>e emissions linked to waste, in particular by recycling and reusing our solvents internally and by optimizing processes.
- Reduce CO<sub>2</sub>e emissions linked to the transportation of raw materials and products. This involves four sub-axes:
  - Relocate the production of certain intermediates in France and Europe to reduce CO<sub>2</sub>e emissions linked to transport, benefit from the country's low-carbon energy and recreate jobs in France.
  - Promote low-carbon modes of transport (river, sea or rail)
  - Choose more environmentally-friendly transport providers.
  - Replace the fleet of thermal vehicles on site (on-site forklift, inter-site transport vehicle, etc.) with electric vehicles.
- Reduce CO<sub>2</sub>e emissions linked to employee commuting and business travel. This involves three sub-axes of work:
  - Replace the company's fleet of thermal vehicles with electric ones.
  - Encourage employees to use soft modes of transport such as bicycles, public transport or carpooling when commuting to and from work.
  - Reduce business travel and encourage employees to use low-carbon modes of transport such as the train or carpooling.

## Achievements 2024

### Purchase

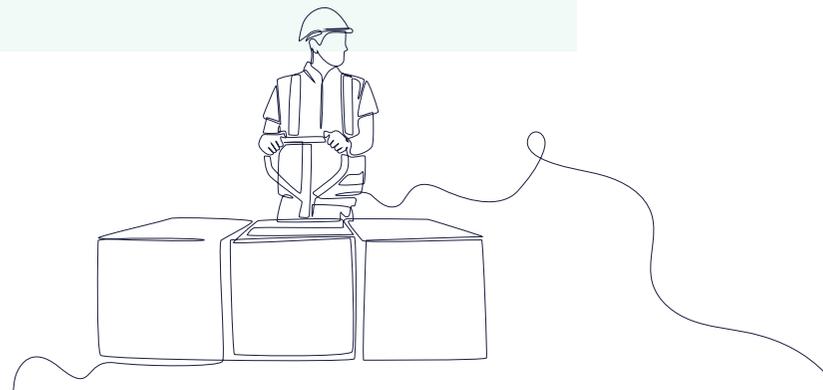
○ Several companies on the Roussillon chemical platform have launched a joint project: the construction of a Steam Methane Reformer (SMR). This unit will produce hydrogen and carbon dioxide (CO<sub>2</sub>) from methane. The new unit is equipped with a solution for capturing and using CO<sub>2</sub> in order to limit emissions and valorize this reaction co-product as a raw material on the platform. The recovered CO<sub>2</sub> will be transported by pipeline and partly used by SEQENS to produce salicylic acid at the Roussillon Novacyl site.

The use of this CO<sub>2</sub> will enable SEQENS to reduce its emissions by 6 000 tCO<sub>2</sub>e per year, and avoid transporting CO<sub>2</sub> by road, equivalent to 300 trucks per year. The "decarbonated" hydrogen will also be consumed by SEQENS.

### Relocation

○ Aware of the impact of its production on the carbon footprint of the products marketed by its customers, **SEQENS has launched vast investment programs in Europe**, enabling it to maintain or relocate essential production through the development of innovative processes with a low environmental footprint and access to decarbonized energy. This is notably the case with projects for a new isopropanol or paracetamol workshop, which offer an alternative to competitors' carbon-intensive production processes.

**4** projects to relocate production of active pharmaceutical ingredients / intermediates in France and Europe in 2024



**Freight transport**

○ The Limoges site has changed the country from which its pomegranate is sourced, saving 2.7 tCO<sub>2</sub>e in transport costs.

○ The Roussillon site (Novapex company) now uses an electric locotractor to transport its raw materials and products from the chemical platform to the customer, thus avoiding the consumption of large quantities of fuel.

The site has also improved the loading rate of products into tankers shipped by truck and rail. Thanks to this project, the site was able to deliver more products for the same number of trips. This represents 17 fewer truck journeys and 7 fewer train journeys in one year.

**Sustainable mobility**

○ The Aramon site replaced a thermal manlift with a hybrid one, reducing CO<sub>2</sub>e emissions from this equipment by 19%.

○ The Neot Hovav site has replaced 7 combustion forklifts with electric ones.

○ The Aramon, Bourgoin, Couterne, Ecully, Lahr, Limay, Porcheville, Turku, Villeneuve-la-Garenne and Wuxi sites take part in the Vélotaf Challenge, encouraging employees to use bicycles on their home-to-work journeys. In 2024, 122 employees took part in the challenge, with 114 315 kilometers cycled, representing 14.8 t CO<sub>2</sub>e avoided. Bicycle repair kits were also distributed.

○ In conjunction with the town council, a bus service has been set up between the Roussillon platform and the railway station to encourage employees to use soft transport.

 **KPIs**

The GHG Protocol defines 15 categories of emissions associated with Scope 3:

<b>Scope 3 CO<sub>2</sub>e emissions by category based on 2021 data</b>		In tCO <sub>2</sub> e	In %
Upstream	3-1. Products and services purchased	1 146 866	69,2%
	3-2. Capital goods	20 599	4,0%
	3-3. Activities involving fuel or energy consumption (not included in Scope 1 and Scope 2 emissions)	47 592	9,7%
	3-4. Upstream transport and distribution	43 693	6,0%
	3-5. Waste generated by the sites	48 208	2,1%
	3-6. Business travel	151	0,0%
	3-7. Employee commuting	4 140	0,1%
	3-8. Upstream leased assets	N/A	N/A
Scope 3 upstream		1 306 958	
Downstream	3-9. Downstream transmission and distribution	27 428	0,6%
	3-10. Treatment of products sold	1 706	0,0%
	3-11. Use of products sold	8 793	0,2%
	3-12. Treatment of products sold at end-of-life	308 174	7,3%
	3-13. Downstream leased assets	N/A	N/A
	3-14. Franchises	N/A	N/A
	3-15. Investments	N/A	N/A
Scope 3 downstream		350 392	
Total scope 3		1 657 350	

The SEQENS Group has estimated its Scope 3 emissions at 1 657 350 tCO<sub>2</sub>e in 2021. This estimate is considered valid for 2024, as there have been no major changes in the Group's activity, and the raw materials purchased are more or less the same as in 2021.

Scope 3 CO<sub>2</sub>e emissions are mainly due to direct and indirect purchasing (69%).

# WATER

## Commitment

Preserving natural resources, especially water

## Risks

Unsustainable use of resources

Depletion and/or decline in water quality

## Policy

Water is an important component of SEQENS' industrial activity. Utilities (steam, cooling water, process water, etc.) are by far the most important use of water for the Group. It is mainly used as a vector for cooling or heating manufacturing processes.

Water is also used to clean equipment and networks between two production campaigns, in order to comply with quality standards linked to product manufacturing.

However, not all resources are unlimited, and their industrial use must be controlled and limited as much as possible, particularly in areas of water stress. In order to make a positive contribution to preserving water resources, SEQENS is committed, in line with its HSE policy, to reducing its water consumption.

## Objective

By 2025, SEQENS aims to **reduce its water consumption per tonne of product by 20%** compared with 2021.

## Actions implemented

○ Every year, the Group carries out a risk analysis of the watersheds in which its industrial sites operate, in order to identify the company activities most exposed to **water stress** (when demand for water exceeds available resources). SEQENS uses the Aqueduct Water Risk Atlas tool developed by the World Resources Institute (WRI). In 2024, 4 sites (Hyderabad in India, Bangpoo in Thailand, Taixing and Wuxi in China) out of 23 are exposed to a very high or high risk, while the others have a low-medium or low risk.

To complement the tool, SEQENS now also includes French sites subject to additional prefectural decrees known as "arrêtés sécheresse" (drought decrees), which impose measures for the gradual reduction of activity, the recycling of certain cleaning waters, and the modification of certain operating procedures.

Water consumption at high-risk sites represents 13 987 279 m<sup>3</sup> or 90% of the Group's water consumption.

○ Action plans to reduce water consumption exist at 13 sites. This point is included in annual HSE action plans. Management actively supports this program to reduce water consumption, through proactive investment and monitoring of project results.

○ Projects to reduce water consumption focus on two areas:

- The installation of closed loops, in particular for cooling process equipment.
- Optimizing water consumption by installing new, more efficient equipment, automated systems, water-saving equipment, etc.



## Achievements 2024

- The Aramon, Billingham, Middlesbrough, Hyderabad and Pont-de-Claix sites have raised employee awareness of water consumption.
- The Aramon site now has a production unit with a closed cooling circuit, thanks to the installation of two cooling towers. These were commissioned in early 2024. This project avoids the withdrawal of 300 000 m<sup>3</sup> of water per year.
- The Saint-Fons site has optimized its water cooling circuits. Some heat exchangers have been placed in series rather than in parallel, and the flow of cooling water to the crystallizers has been adjusted. Unit consumption was thus reduced by 40% over the first 6 months of 2024.
- The Couterne site replaced some of the pipes in the city water supply network and repaired the double casing of certain reactors to limit leaks in the cooling water system. The site has also installed balancing valves on the cooling water circuits, enabling flows to be adjusted according to activity, and thus reducing water consumption.
- The Roussillon site (Novacyl) switched an open-loop cooling water circuit to an existing closed loop to reuse water and thus reduce consumption.
- The Roussillon site (Novapex) has optimized its cooling tower to reduce water loss due to evaporation.
- The Neot Hovav site has been working on reducing the water consumption of its cooling systems.
- The Turku site identified a fault in the water circuit that was causing excessive flow and hence over-consumption. This project saved 1 000 m<sup>3</sup> of water over the year.



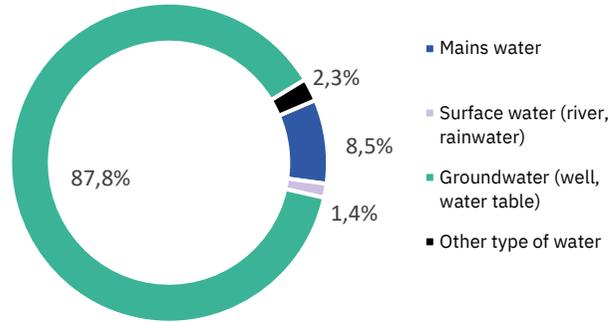


### 2024 indicators

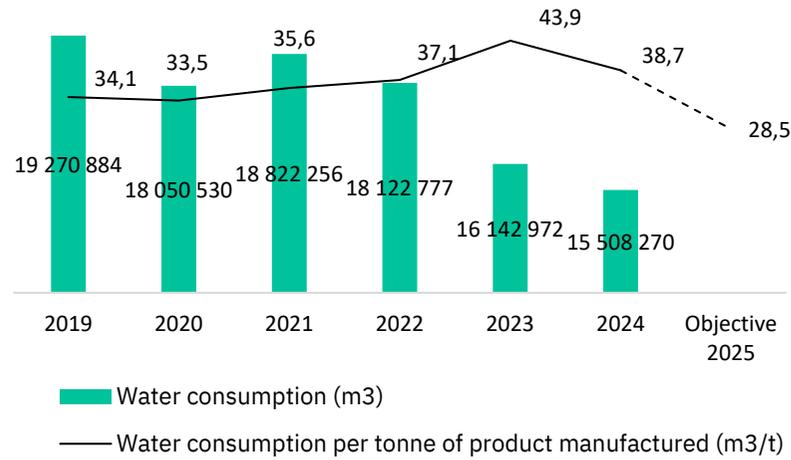


KPI

#### Type of water consumed



#### Water consumption



Water consumption 2021-2024

**-18%**

Water consumption per tonne of product manufactured 2021-2024

**+9%**

Target 2021-2025:

**-20%**

In 2024, water consumption has decreased in absolute terms by 18% compared with 2021, but the Group has increased its water consumption in intensity (per tonne of product manufactured) by 9% over the same period. This result reflects the efforts made by the sites, but is also linked to the arrival of an unprecedented crisis in the European chemical sector, which has resulted in a drop in production that is greater than the drop in water consumption.

# WASTE

## Commitment

Reduce our environmental impact, in particular waste, effluents and atmospheric emissions.

## Risk

Environmental pollution

## Policy

SEQENS' production activities generate routine waste inherent in the manufacturing and packaging processes. Most of this is hazardous waste, particularly solvent-based liquid waste.

To combat the waste of natural resources and limit the impact of production activities on the environment, SEQENS is committed in its HSE policy to preserving natural resources and reducing the environmental footprint of products and processes at all levels.

The Group's approach is based on the 4Rs:

- Reduce the amount of waste generated
- Reuse directly or, recycle and reuse internally waste whenever possible (reuse as raw material or input in a manufacturing process). This is particularly the case for used solvents, which can be reused in the same production cycles.
- Recovering value from waste, in particular as an internal energy source.
- Recycle or incinerate waste with energy recovery via an external service provider to recover the waste content in the form of materials or energy.

## Objective

As part of its CSR strategy, SEQENS aims to **increase the percentage of waste recovered** (recycling and incineration with energy recovery) and to **reduce the amount of hazardous waste per tonne of products manufactured**, particularly the quantity of solvents consumed.



## Actions implemented

- Raising employee awareness of waste sorting and reduction.
- Reinforcement of selective sorting of non-hazardous waste to ensure sorting at source and better waste recovery.
- Identification by the Innovation department of co-products or by-products that can be reused as raw materials in a new manufacturing process, reducing waste generation and contributing to the circular economy.
- Reuse and/or recycling of certain used solvents for re-use in the same production cycles. In the case of recycling, used solvents are distilled internally or externally before being reused. As part of its activities, the Middlesbrough and Billingham (UK) sites use their distillation capacities and expertise to recycle solvents on behalf of our customers. In this way, SEQENS' commercial activities contribute to the circular economy.
- Reinforced management of products that have reached their expiration date, have expired or are non-compliant, so that they can be reused or transformed, thereby reducing the amount of waste to be processed.
- Internal recovery of the calorific content of final waste, as fuel to replace gas in the incinerator at the Couterne and Lahr sites; or to power a steam boiler at the Roussillon platform and Taixing site.
- Reinforce waste management monitoring to identify further avenues for progress.

**1 484** Tons of unused/dermimed products recycled or reprocessed internally in 2024  
(1,072 in 2023)  
*This avoided generating the same amount of waste.*

## Achievements 2024

### Waste reduction

The Bourgoin site has redesigned the manufacturing process for a product in order to reduce the quantity of aqueous waste generated by 54%. To achieve this, the quantity of reagent introduced and the number of washes were reduced.

The Couterne site has redesigned its product manufacturing process, reducing waste by 34 tonnes. The clearing operation, which involves washing the product with a solvent to extract impurities, has been eliminated, and aqueous waste is now reused to recover more product.

The Wuxi site has improved its management of returned and non-conforming products. Instead of being disposed of, these products are now downgraded or reprocessed. This represents a waste reduction of 129 tonnes by 2024.

### Packaging

The Couterne site has changed the way it delivers raw materials, eliminating the need for packaging. The raw material is now delivered in bulk rather than in drums, saving 500 drums a year.

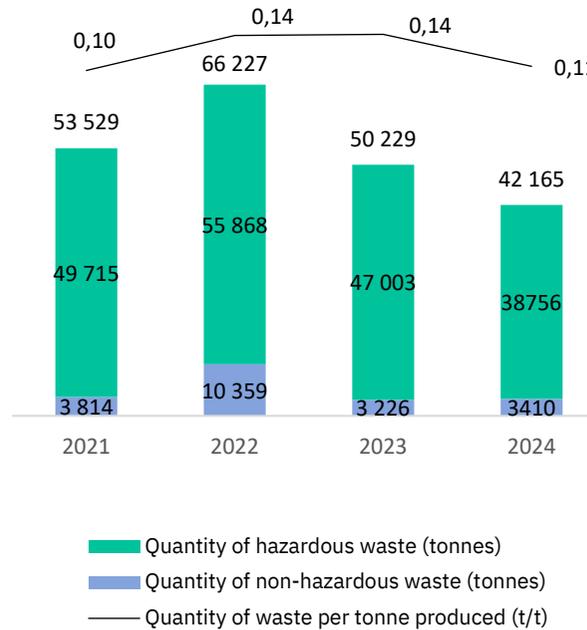
The Limoges site has changed its pomegranate extract packaging from 5-liter cans to 1 000-liter IBCs. This project saves 4 000 cans a year, or 500 kg of plastic. In addition, the 1 000-liter IBCs were originally sourced from a raw material and are now reused to ship pomegranate extract to customers.

### End-of-life waste

The Bangpoo, Bourgoin, Billingham, Middlesbrough and Neot Hovav sites have worked with their service providers to improve the end-of-life and recycling of certain types of waste.

## Indicators

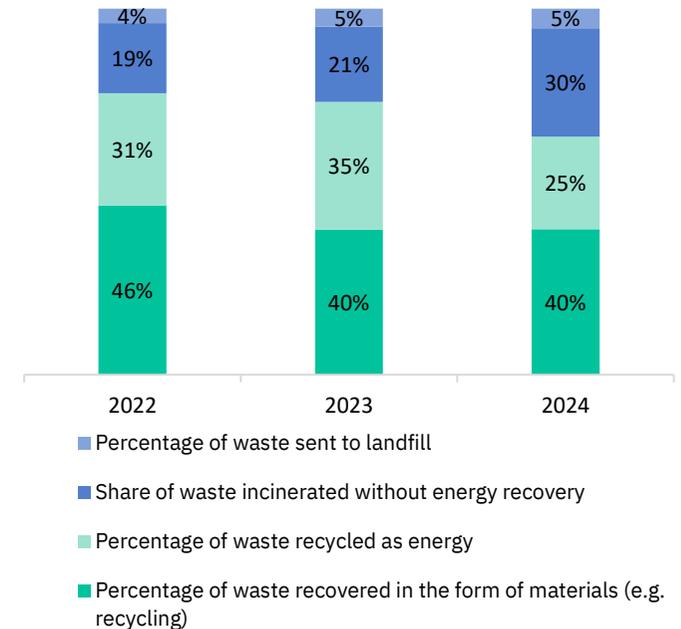
Quantity of waste generated



The SEQENS Group has reduced total waste generation by 21% in absolute terms between 2021 and 2024.

## KPI

End-of-life waste



By 2024, the SEQENS Group had recovered 65% of its total waste in the form of materials or energy.

# ENVIRONMENTAL RELEASES

## Commitment

Reduce our environmental impact, in particular waste, effluents and atmospheric emissions

## Risk

Environmental pollution

## Policy

The manufacture, storage and transportation of raw materials, products and waste involve a wide range of potential impacts on the environment and human health from the release of toxic chemicals.

The Group systematically prevents industrial risks and, in particular, the environmental impacts of its activities, whether in terms of atmospheric, aqueous or underground discharges. This commitment is set out in the Group's HSE policy and detailed in the Group's CSR policy.

Thus, all activities carried out by employees (whether permanent or temporary) are covered by an **analysis of environmental aspects**, including routine and maintenance activities. Preventive measures described in internal procedures must be respected to avoid any pollution (soil, surface water, groundwater, air, etc.).

In addition, **each site has a general environmental analysis** which must be updated regularly and whenever a significant change occurs. Any implementation of new equipment or manufacturing processes, or any modification to industrial processes, is also subject to risk assessment and action plans designed to reduce potential impacts.

Contingency plans are in place to deal with accidental events, and training is provided for the people concerned. Proper implementation of these provisions is verified during preventive visits by insurers and periodic HSE audits.

## Objective

Prevent pollution in compliance with regulations



## ATMOSPHERIC EMISSIONS

Air quality can be affected by gas pollutants of industrial origin. Some air pollutants are formed as a result of physico-chemical reactions involving sulfur dioxide (SO<sub>x</sub>), nitrogen oxides (NO<sub>x</sub>) or volatile organic compounds (VOCs). It is important for the Group to control these emissions, especially the most significant ones, such as VOCs resulting from the use of solvents in extraction and synthesis processes.



### Actions implemented

- Control of atmospheric emissions is based on reduction at source, treatment of gaseous effluents and emission monitoring. VOC emissions are captured and sent to treatment equipment (condensers, gas scrubbers, thermal oxidizers, cryogenics, activated carbon filtration, incinerators).
- The Group is continuing its efforts to improve the reliability of treatment plant performance and reduce VOC emissions, particularly diffuse VOCs.
- The quantity of VOCs emitted into the atmosphere is calculated annually and communicated to the authorities by all sites (through the "Solvent management plan" for French sites).
- A technology watch is maintained, notably through the publication of BREFs (Best available techniques REFerence document) in Europe.
- Environmental impact studies are regularly carried out at the request of the authorities. These are in addition to the numerous self-monitoring measurements already carried out throughout the year.



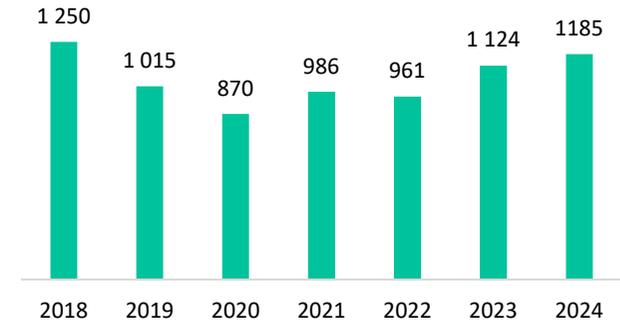
### Achievements 2024

- The Aramon site has connected the installations of the new production unit to the VOC treatment system.
- The Bourgoin site has installed a dozen suction arms in its workshops. These arms will capture dusts, vapors and fumes as close as possible to their point of emission, thus reducing employee exposure to VOCs, which will now be redirected to the thermal oxidizer (RTO) for elimination.
- The Couterne site has installed nitrogen inerting to reduce VOC formation in a workshop reactor.
- The Roussillon site (Novacyl) changed its thermal oxidizer in April 2024 and connected the salicylic acid workshop to it, which will enable it to treat more VOCs and thus reduce the quantity of VOCs emitted on leaving the workshop.
- The Roussillon site (Novapex) has upgraded its facilities to the best available techniques. Since December 2024, VOCs from acetone potting stations have been captured thanks to a technical modification, which will reduce the quantity of VOCs emitted on leaving the workshop.
- The Wuxi site has installed a closed enclosure around the tar loading station to reduce odors and VOC emissions into the atmosphere. The vapors emitted at this station are now extracted and treated by the scrubber to reduce direct VOC emissions.



### Indicator

VOC emissions (tonnes)



The Group has increased its VOC emissions by 20% between 2021 and 2024<sup>4</sup>. The Group also emitted 41 tonnes of NO<sub>x</sub> and 3.4 tonnes of SO<sub>x</sub> in 2024.



<sup>4</sup>Data is reported with a one-year lag. Thus, the data reported in 2024 for annual CSR reporting are VOC emissions for 2023.

## AQUEOUS DISCHARGE

Aqueous industrial effluents from extraction and transformation processes may contain pollutants. In order to comply with the regulatory requirements in force in the various countries concerning the quality of discharged water, SEQENS is committed to controlling its aqueous discharges, by implementing various programs to:

- Reduce quantities discharged at source;
- Implement effective treatments at site level.



### Actions implemented

Where necessary, wastewater generated by the company's activities is **treated internally before being discharged** into the natural environment or to an external industrial or municipal treatment plant.

SEQENS' own effluent treatment facilities are subject to **ongoing maintenance, monitoring, reporting and performance optimization** programs through modernization projects or improved flow management (treatment at source, flow segregation and dedicated treatment).



### Achievements 2024

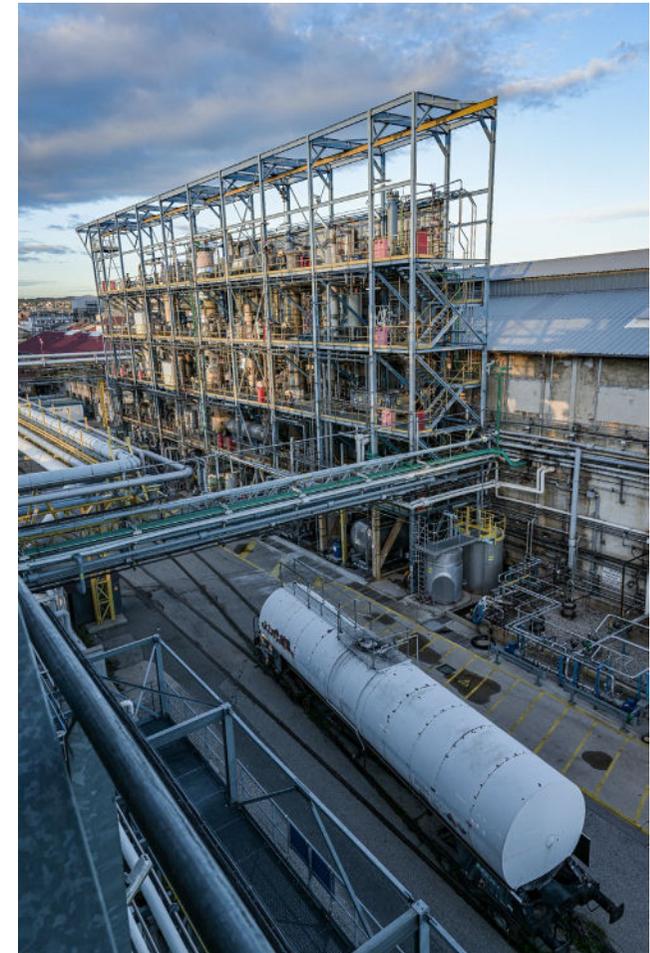
- To facilitate operation of the Bourgoin site's in-house wastewater treatment plant, certain effluents with a high pollution load initially sent to the wastewater treatment plant are now removed and treated by an external service provider. The site has also improved the separation of volatile organic compounds, such as hydrocarbons, from effluents. This reduces the pollution load of treated effluent.
- In order to reduce the pollution load of aqueous effluents leaving the Nîmes site, rinse water is now removed from effluents and treated by an external service provider. The site has also revised certain operating procedures to specify the quantities of washing products that must not be exceeded in order to reduce the pollution load of effluents.



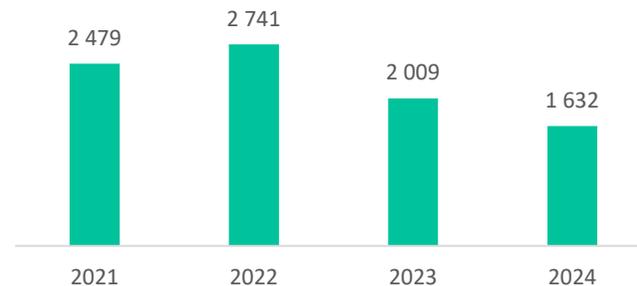
### Indicators

Chemical Oxygen Demand (COD) is the most relevant parameter for assessing the quality of aqueous effluents, as an indicator of their overall content of biodegradable or non-biodegradable organic matter.

The overall quantity of COD calculated at the sites' property limits (and not at the point of discharge into the natural environment) appears to be a reliable and relevant indicator of SEQENS' efforts to reduce the environmental impact of its activities on aquatic ecosystems.



Quantity of COD in effluent discharged from the site (tonnes)



**13 098 797**

m3 of effluent discharged from Group sites in 2024

## SOIL AND GROUNDWATER POLLUTIONS

SEQENS' industrial activities may involve the transport, storage, use, production and disposal of environmentally hazardous substances. To avoid any accidental release of hazardous products into the soil and groundwater, the Group complies with very strict rules.

### Actions implemented

- The sites have specific facilities, such as retention systems and collection networks, to prevent infiltration into the ground in the event of accidental spills.
- Preventive maintenance plans are in place at our sites to ensure the integrity of tanks and piping containing hazardous products.
- Soil and groundwater pollution monitoring plans ensure that there is no soil or groundwater pollution, and verify the effectiveness of retention measures in place.

### Achievements 2024

- The Middlesbrough site has carried out repairs to its drainage system to prevent any risk of groundwater pollution from wastewater.



## ODOUR AND NOISE NUISANCES

The manufacture of chemicals on SEQENS industrial sites can occasionally generate odors and noise. Even if this does not present a risk to the environment or health, SEQENS has put in place a number of measures to limit the inconvenience likely to be caused not only to employees working in odorous workshops or near noisy equipment, but also to local residents living close to the plants.

### Actions taken to limit noise

- Workers exposed to noise are provided with personal protective equipment (PPE) such as hearing protection or earmuffs.
- Noisy equipment is soundproofed or, wherever possible, moved away from property boundaries.
- Noise levels at property boundaries are measured to monitor noise nuisance for local residents and take appropriate action where necessary.

### Actions taken to limit odors

- Where necessary, odor treatment systems are installed (e.g. activated carbon filtration).
- SEQENS regularly communicates with local residents and municipalities to report any problems encountered.

### Achievements 2024

#### Noise

- The Nîmes site carried out noise measurements in the laboratories to check employee exposure to noise, particularly from machines. Although the measurements were below the regulatory threshold, the site offered headphones in addition to earplugs to employees who so wished.

#### Odor

- The Limay site has installed carbon filters on production off-gases to reduce odors.

# BIODIVERSITY

In the context of biodiversity erosion, companies have a role to play in reducing their impact on biodiversity, but also in restoring and enhancing biodiversity and ecosystems.

Although industrial sites are spaces built and shaped by humans, the majority of sites retain part of their surface area as managed or wild green space (lawns, plants, trees, bushes, fallow land, etc.). These spaces have an ecological value as reserves of flora and fauna contributing to the surrounding ecosystem, while preserving or restoring natural soil functions.

In addition, each site identifies nearby natural areas as part of its activities in order to limit its environmental impact.

**25%** of green space on all Group sites by 2024

**8** sites, i.e. 35% of Seqens sites, near a protected natural area in 2024

A protected natural area is an area recognized for its environmental interest and whose natural character must be preserved. This includes :

- ZNIEFF (Natural Areas of Ecological Interest for Flora and Fauna);
- Natura 2000 areas. These are natural sites designed to ensure the long-term survival of particularly endangered species and habitats with a high conservation value in Europe;
- Nature reserves.

In its supply chain, SEQENS strives to ensure the protection of biodiversity and the fair and sustainable use of natural resources. The Group complies with international agreements (e.g. the Nagoya Protocol and the Convention on Biological Diversity).

## Realization 2024

- The Limay site celebrated Nature Week in May 2024. As part of the event, the site distributed plants to employees. In addition, a local beekeeper came to present the products of his hives.
- The Middlesbrough and Billingham sites celebrated World Environment Day, which this year focused on land restoration, desertification and drought resistance. The sites organized activities to raise employees' awareness of these issues: plant and seed exchange, cultivation and competition for the most beautiful sunflower, planting of 10 trees in a Woodland Trust grove in County Durham, north-east England, etc.



**2**

# **Employees and communities**



SEQENS is convinced that the company's success depends above all on the know-how and commitment of its employees.

These are the Group's greatest asset. They enable us to be a major player in the chemical and pharmaceutical industries. SEQENS' objective is to offer them a safe working environment and to encourage their professional fulfillment.

The human resources approach is based on the following guidelines, which are applied from recruitment onwards and throughout each employee's career with the company:

- Ensure hygiene, health, safety and well-being in the workplace;
- Guarantee good working conditions to improve employee commitment;
- Promote our ability to attract and support talent;
- Promoting diversity in the workplace and equal treatment for women and men;
- Develop employees' professional skills.



### CSR COMMITMENTS

Ensuring employee health and safety



Implement best practices to attract and retain employees



Committed to diversity and professional equity



Maintain and promote our long-standing commitments to associations



### CSR OBJECTIVES



Achieve a category 1 accident frequency rate of 2 by 2026



Train 70% of employees at least once a year



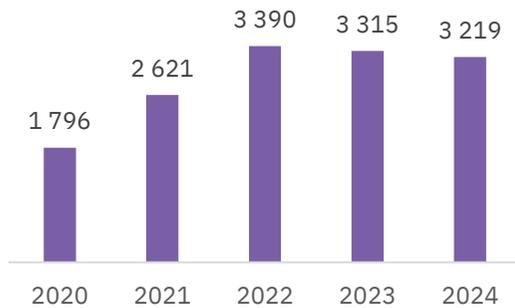
Achieve a score of 90/100 on the professional equality index by 2025

Maintaining our commitment to associations

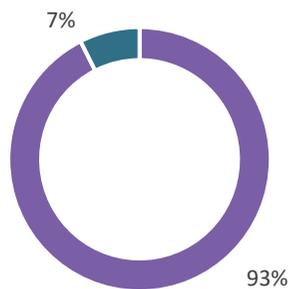
# WORKFORCE

At December 31, 2024, SEQENS had a workforce of 3 219 employees<sup>5</sup>, down 3% on 2023. This is due to an unprecedented crisis in the European chemicals sector, which has necessitated restructuring the Group, with an impact on human resources.

Total workforce at December 31



Total workforce by contract type

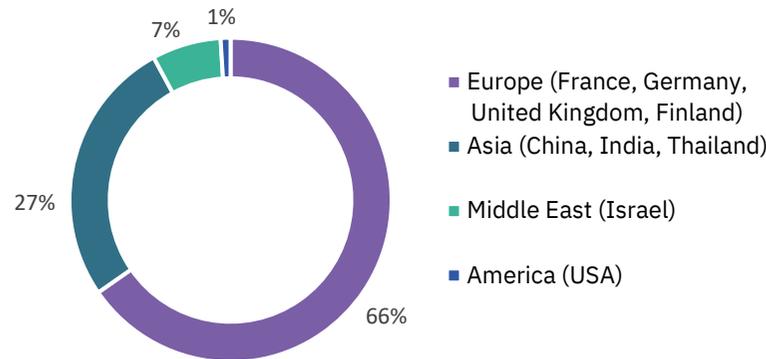


- Total number of employees on permanent contracts
- Total number of employees on fixed-term contracts or similar

**93%**  
of employees have permanent contracts in 2024

## CONSOLIDATED WORKFORCE BY REGION

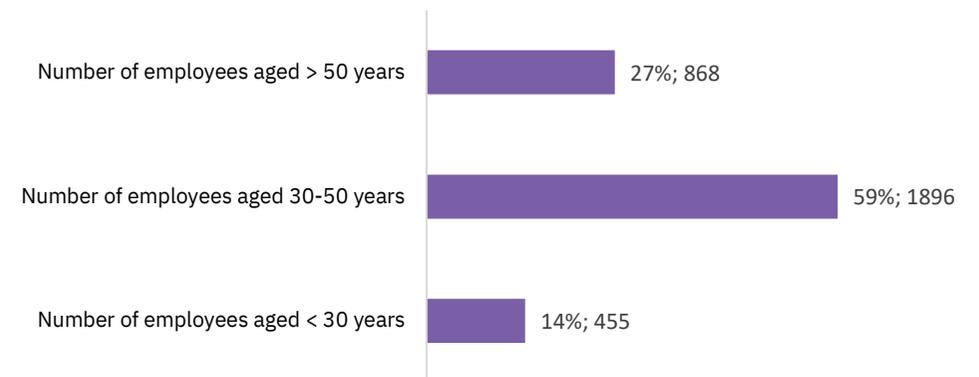
Breakdown of workforce by region



The Group provides jobs in 9 countries on 4 continents. In 2024, SEQENS employed 1 589 people in France (49% of the total workforce) and 2 111 people in Europe (66% of the total workforce). The Group's 2<sup>nd</sup> largest employer is China, followed by India and Germany.

## WORKFORCE BY AGE

Breakdown of workforce by age group



<sup>5</sup> The headcount includes all employees with permanent or fixed-term employment contracts (including alternating work-study contracts). Interns, temporary staff and subcontractors are not included in the headcount. In addition, the scope excludes the Alganelle site (2 people), and the Wayne, Robbinsville and Shanghai sales offices (14 people), i.e. a total of 16 employees.

# HEALTH AND SAFETY

## Commitment

Ensuring employee health and safety

## Risk

Failure to protect employee health and safety, resulting in workplace accidents or occupational illnesses.

## Policy

At SEQENS, no priority can be given to the detriment of people's safety. The Group considers this to be one of the cornerstones of the sustainable development of its activities.

SEQENS is committed to making the health and safety of its employees and partners a top priority. This commitment is clearly set out in the Group's HSE policy, which is further operationalized in a Group Safety Charter.

The employee health and safety approach focuses on the following key elements:

- Prevent major, serious and fatal accidents by implementing appropriate programs, including the "Life Saving Rules".
- Continuously improve the management of maintenance work and outside contractors by implementing robust safety practices (site preparation, access to confined spaces, provision of facilities, consignment/unconsignment, hot-spot work, etc.).

- Comply with safety instructions when carrying out operations.
  - Control personal exposure to potentially hazardous chemical substances (hazardous chemical agents, CMR<sup>6</sup>, active pharmaceutical products).
- To meet its commitments and ensure that its policy is fully implemented, SEQENS :
- Manages its activities through a comprehensive and effective HSE management system that defines the minimum requirements applicable to all sites. These requirements may exceed regulatory requirements.
  - Ensures the competence of its employees and subcontractors through appropriate training, networking and support.
  - Develop a strong HSE culture throughout the organization.

HSE policy and programs are drawn up and coordinated by the Group HSE department. In 2024, the Group HSE team consisted of 9 people, supported by a network of over 80 HSE professionals at all sites.

## Objectives

The Group's objective in terms of personal health and safety is twofold:

- 0 serious accidents<sup>7</sup> or fatalities per year
- Achieve a category 1 workplace accident frequency rate<sup>8</sup> of less than or equal to 2 by 2026.

SEQENS has defined three types of accident category:

- An accident is classified as category 1 if it leads to serious injury resulting in more than 3 days off work, in addition to the day of the accident.
- An accident is classified as category 2 if it leads to injuries requiring medical treatment by external care services. These injuries may result in time off work (less than 3 days).
- An accident is classified as category 3 if it results in minor injuries requiring first aid but no time off work.

<sup>6</sup> Carcinogenic, mutagenic and reprotoxic substances

<sup>7</sup> An accident is considered serious if it leads to injuries resulting in one or more irreversible effects, permanent disability(ies), surgery or long-term hospitalization (greater than or equal to 10 days).

<sup>8</sup> The category 1 frequency rate is the ratio between the total number of accidents (in the workplace) resulting in death or total disability of at least 3 days (excluding the day of the accident) and the number of hours exposed to the risk (i.e. the number of hours worked), multiplied by 1,000,000.



## Actions implemented

○ Group HSE procedures are accessible at all sites, in all geographic zones. Group HSE standards are deployed uniformly across all Group entities and new acquisitions. Health and safety procedures are translated into the main languages spoken by employees.

○ Each year, site HSE action plans are defined in collaboration with site management, business unit managers, operations managers and the Group HSE department.

**93%** of HSE action plans completed by 2024

○ At all management meetings, such as the Supervisory Board, the CSR Committee, the monthly Executive Committee or the quarterly SEQENS Committee, HSE and process safety results, key performance indicators, feedback and action plan follow-up are systematically presented and discussed. Each site organizes a quarterly HSE management review.

○ The Group HSE team makes regular site visits, with the main aim of assisting sites in implementing their annual action plans.

○ The strict application of Group requirements at all sites is regularly audited either by in-house teams or by external experts appointed by the Group HSE department.

○ In 2024, the Group set up a safety leadership development program with training and support for 70 managers at its French sites.

○ Category 1 and 2 personal injury and process safety incidents are recorded, investigated and corrective action plans drawn up. Lessons learned from these events are shared within the Group. In addition, in 2024, the Group set up a system for recording and identifying potentially serious events and situations.

○ To reinforce the safety culture, 9 life saving rules were drawn up in June 2021, based on widely-used good industrial practices and the analysis of potentially serious events that have occurred at Group plants. These simple rules represent actions that employees and subcontractors can take to protect themselves and others from the risks associated with industrial processes and facilities. These life saving rules are accompanied by a communication and training plan. The 9 life saving rules are immediately applicable, but each rule is the subject of a specific focus per quarter (training, self-assessment, etc.).

**86%**

of workforce trained in health and safety by 2024

### LOTO & LINE BREAKING



I know and apply the rules of LOTO and Line Breaking

### HOT WORK



I check for the absence of flammable gases/vapours/liquids, remove or cover combustible materials before performing hot work

### WORKING AT HEIGHT



I protect myself and others when there is a risk from working at height

### CONFINED SPACES



I will never enter a confined space without permission

### SAFE WORK PERMIT



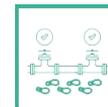
I will not start any work without work permit / special work permits

### DANGER ZONE



I keep myself and others out of the line of fire

### WALK THE LINE



I check the line before each product transfer

### ZERO TOLERANCE TO DANGEROUS ANOMALIES



I never underestimate the hazards. I systematically react to any dangerous anomaly

### EMERGENCY PREPAREDNESS



I know what to do in an emergency

○ The industrial hygiene program is continuing. It focuses in particular on monitoring and measuring exposure to hazardous chemical agents, keeping risk analyses up to date and improving workstations (reduction at source, mechanical ventilation, collective and individual protection, medical monitoring of occupational exposure).

○ Safety results form part of the individual performance appraisal of all managers.

○ Health and safety management system certifications are in place at certain sites.

# 4

**ISO 45 001** certified sites, Occupational Health and Safety Management System standard in 2024 (Roussillon - Novacyl, Saint-Fons, Roussillon - Novapex, Taixing)



## Achievements 2024

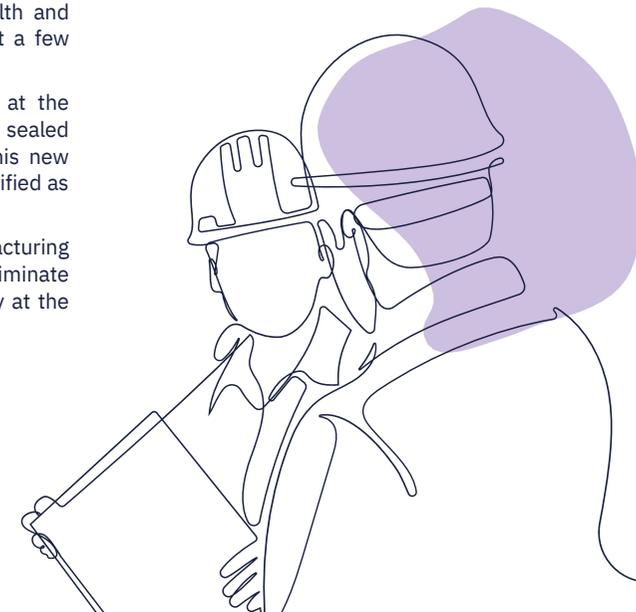
○ Numerous improvement projects have been carried out on the sites, notably to reduce the risk of falls from height and to improve pedestrian/engine segregation to avoid the risk of collision. Here are just a few examples:

- The Bangpoo site has installed lifelines, harnesses with a single lanyard have been replaced by harnesses equipped with a self-retracting double lanyard, and the vertical ladders are now equipped with a mobile fall arrest system on a vertical belay support.
- The Roussillon site (Novapex company) has installed a lifeline to ensure that drivers can open the domes of the phenol trucks safely.
- The Billingham and Middlesbrough sites have installed a camera system on the front and rear of all vehicles at the sites. These cameras detect pedestrians, alert the driver and pedestrian and, most importantly, slow the vehicle to the speed of the pedestrians.
- The Bourgoin site has worked to reduce the risk of collision between forklifts and pedestrians by marking crosswalks, reducing blind spots and improving visibility.
- The Porcheville and Pont-de-Claix sites have reviewed the flow of personnel and materials on their sites to better separate traffic areas.

○ Some sites have been working on industrial hygiene, also known as occupational hygiene. The aim of industrial hygiene is to prevent, identify and control risk factors for the health and safety of workers in the industrial sector. Here are just a few examples:

- A range of new equipment has been installed at the Aramon site to create a fully insulated and sealed production line, enhancing worker protection. This new unit can handle and package active products classified as OEB4, i.e. highly toxic.
- The Couterne site has redesigned the manufacturing process for one of its products in order to eliminate exposure to one of the raw materials, particularly at the emptying and loading stage.

○ As part of the "Safety Leadership" program, the Turku site has set up the "Dare to intervene" project. This project aims to reinforce the maturity of the site's safety culture by enabling all employees to acquire the skills needed to give and receive feedback. The ultimate aim is to achieve a mature attitude to safety. All employees were trained in this area by 2024.





## Indicators

2024

Number of occupational illnesses	4
Number of category 1 occupational accidents	10
Number of hours worked	7 617 344
Category 1 frequency rate <sup>9</sup>	1,31
Number of days lost	1 233
Severity rate <sup>10</sup>	0,22

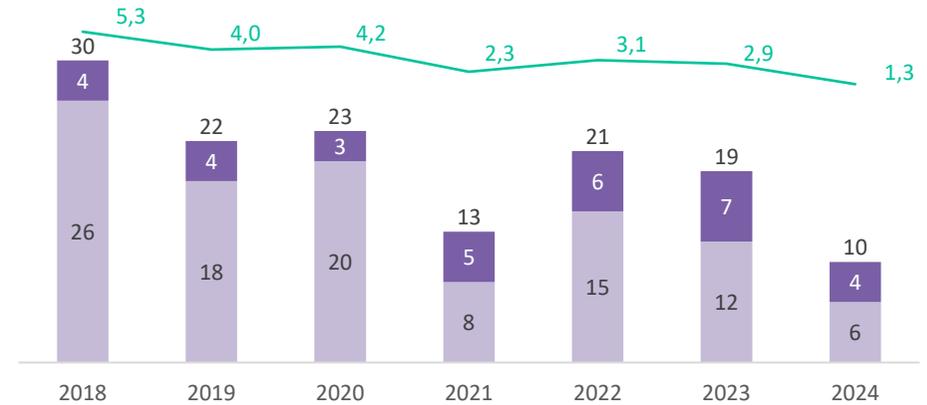
The number of category 1 occupational accidents includes the number of accidents suffered by SEQENS employees, as well as temporary workers and subcontractors. The Group has chosen to include these workers on a voluntary basis, since SEQENS controls their work and/or workplace, and the Group must also take measures to eliminate hazards and reduce risks to protect these workers from harm.

The number of hours worked and the category 1 frequency rate also include temporary workers and subcontractors.



## KPI

Accident frequency rate



■ Number of category 1 accidents (subcontractors)

— Category 1 frequency rate (employees, temporary workers, subcontractors)

Since 2018, thanks to the deployment of the HSE roadmap and the sharing of internal best practices, the SEQENS Group has reduced the category 1 accident frequency rate.

<sup>9</sup> Number of accidents at work resulting in more than three days' absence from work, over a 12-month period, per million hours worked.

<sup>10</sup> Number of days lost per 1,000 hours worked.

# ATTRACTION AND RETENTION

## Commitment

Implement best practices to attract and retain employees.

## Risk

Difficulty attracting and retaining human capital.

## Policy

SEQENS is convinced that the company's success and the realization of its ambition depend on the expertise of its employees, who come from a wide range of backgrounds. The Group must therefore offer working conditions that enable it to attract and retain committed and qualified employees, in a talent market that is both tense and highly competitive.

The Group aims to give its employees recognition for their merit and commitment by enabling them to progress in their work. Encouraging internal professional and geographical mobility, a fair remuneration policy, and the creation of a quality working environment all contribute to offering them motivating prospects for professional development and personal fulfillment.

SEQENS' Human Resources function is responsible for deploying the company's HR policy, which is set out in the Group's Management Book and updated every three years. Each year, Human Resources roadmaps are defined in collaboration with the Group Human Resources Director, the Group Talent & Organization Management Director and the sites. These roadmaps are then validated by the Management Board and implemented at site level.

Monthly HR meetings with site HR managers and the Group HR department enable best practices and results to be shared.

In 2024, HR actions focused in particular on:

- Quality of life at work, including flexibility at work, prevention of psycho-social risks, food-related initiatives and site-specific initiatives;
- The work environment, and in particular the ergonomics of certain workstations;
- The organization of working hours, with changes in teamwork;
- Workplace relations and social climate;
- The development of corporate culture through convivial events, and the recognition and promotion of individual and collective achievements.

These themes are discussed in greater detail below.

## Objective

With regard to quality of life at work, the Group has set itself the objective of measuring quality of life and working conditions via a survey and improving the results.



## QUALITY OF LIFE AND WORKING CONDITIONS

Quality of life and working conditions are key to enhancing the attractiveness of the company, improving employee commitment, motivation and loyalty, as well as preventing psychosocial risks and reducing absenteeism.

In 2017, to go further in improving quality of life at work, SEQENS launched its first "Great Place To Work" (GPTW) survey. The Great Place To Work institute has developed a specific methodology to assess quality of life at work and capture "a snapshot of the employee experience" within volunteer companies. This is the Trust Index®, an anonymous questionnaire sent to employees, comprising 70 questions divided into 5 key themes: credibility, respect, pride, camaraderie and fairness. The company can act on these themes to improve the employee experience and thus contribute to the organization's overall performance.

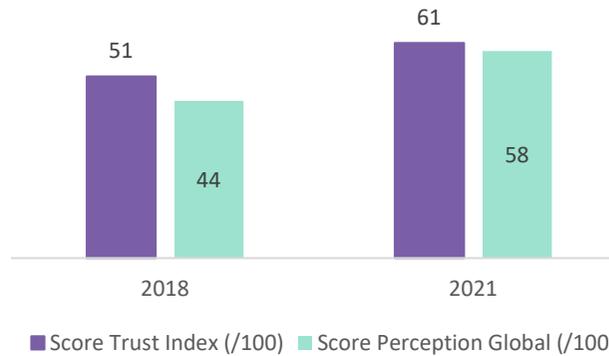
SEQENS renews this Trust Index® survey, administered by Great Place To Work, every three years. The last survey was conducted in 2021. Exceptionally, the next survey will be conducted in 2025, rather than 2024.

In addition, since 2016, the Middlesbrough and Billingham sites have taken part in the "North East Better Health at Work" (BHAW) program, and were again awarded the "Maintaining Excellence" trophy in 2024. The program is supported by Public Health England. It promotes health and well-being in the workplace.



KPI

GPTW survey results



The Trust index is the average of the scores for all the questions.

The overall perception score is the score obtained for the question: "Taking everything into account, I'd say it's a great place to work".

A three-year action plan is deployed after each Trust Index® survey at Group and site level, to continuously improve the quality of life at work.



### Indicators

Against the backdrop of a tense labor market (talent shortage, high employee turnover), SEQENS needs to protect and secure its human capital. As an employer, this means attracting and retaining talent.

The Group tracks two main indicators that partly reflect the commitment and professional fulfillment of its employees within the company.

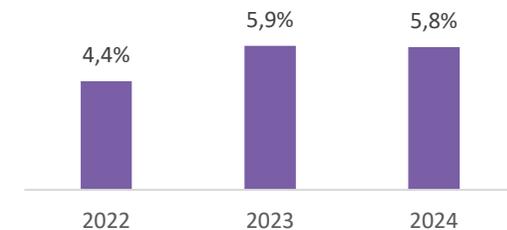
Turnover reflects the atmosphere at work and measures employee loyalty by tracking who comes in and who goes out:

	2022	2023	2024
Turnover	13,6%	13,2%	11,7%
Voluntary staff turnover		11,3%	7,9%
Involuntary staff turnover		8,7%	7,6%

In 2024, the Group's average turnover<sup>11</sup> was 11.7%. Staff turnover has fallen sharply compared with 2023, mainly due to a slowdown in hiring.

Similarly, SEQENS tracks absenteeism rates:

Absenteeism rate



The absenteeism rate is the number of days of absence during the year in relation to the total number of working days of the workforce initially planned for the same period. Absences may be due to illness, workplace or commuting accidents, occupational illness, unpaid leave, or authorized or unauthorized absence.

<sup>11</sup> Turnover, also known as staff turnover or renewal rate, compares the number of employees coming in with the number going out. The calculation formula is as follows: [Number of departures during the current year + Number of arrivals during the year/2] / Headcount at December 31 of the previous year.

Quality of life and working conditions concerns work (content, organization, working hours and time, conditions, context) and the conditions under which it is performed. The actions taken by the sites in this area are detailed by sub-theme.

## Ergonomics

Ergonomics aims to support the transformation of working conditions to improve performance and health in the workplace. It ensures that workstations are adapted to the needs of employees and the business.

### Achievements 2024

- The Saint-Fons site has installed portable vibratory hammers to vibrate the equipment. This system removes the dust from the powder, limiting or even eliminating the need for operator intervention. To facilitate the restoration of powder flow, operators no longer have to knock on pipes or equipment with a hammer or crowbar, interventions which could lead to injuries (musculoskeletal disorders).
- The Turku site provides employees with the services of a physiotherapist. The physiotherapist analyzes work activities and tasks in the real-life environment and makes recommendations for improving and adapting the workstation. In 2024, 7 employees used this service.
- The Wuxi site assessed the ergonomic risk of all its workstations. An ergonomic improvement action plan has been implemented for high-risk workstations: 6 electric forklifts have been configured to replace manual transport, and over 90 workers have been fitted with lumbar belts to reduce the risk of back injury.
- On the initiative of local management, the Lahr site has installed 45 height-adjustable desks. Height-adjustable desks enable employees to vary their sitting and standing positions. This change of position helps reduce the risk of cardiovascular disease, diabetes and other illnesses linked to blood circulation and health (obesity, cancer, etc.). They also help prevent back and mental health problems, and improve productivity.

## Working environment

To ensure that our employees work in the best possible conditions, SEQENS makes improvements to workplaces, provides more modern equipment at our sites, and creates relaxation areas that encourage conviviality.

### Achievements 2024

- The Lahr site has renovated the social room to create a better atmosphere and a greater sense of well-being for all employees. The project was co-constructed with employees, who were able to give feedback on their wishes and existing problems in the room. The results formed the basis for the next steps.
- The Wuxi site has moved the workplaces of some twenty maintenance and production department employees out of the production area, into new offices to improve their working environment.
- The Couterne site has renovated the quality control laboratory, based on workflows and the evolution of the analyst profession. Work areas were reorganized to create an editorial zone isolated from analysis equipment and products. The project stands out for its teamwork, since a large part of it was carried out by site employees.

## Mental health at work

SEQENS assesses mental health risks in the workplace - also known as psychosocial risks - and takes preventive and mitigating action to ensure a safe and healthy working environment for employees.

### Achievements 2024

- The Limay site voluntarily conducted an employee survey to assess employee well-being and prevent psychosocial risks. The 81% participation rate demonstrates the strong involvement of employees in the subject. In October 2024, the results were presented and employees were invited to propose actions in order to co-construct the action plan to be deployed in 2025.

The site has also joined the Viabeez platform. This platform gives all employees access to the health days offered by the company. Employees can book an appointment online with various specialist doctors, including a psychologist. The practitioner then comes to the workplace during working hours to carry out consultations. This saves employees time. In 2024, 9 health days were organized by the site, with 70 appointments honored.

## Work organization

In order to facilitate the activity, give people the power to act and promote a work-life balance, SEQENS is changing the work rhythm organization of work and working time.

### Achievements 2024

- The Limay site has increased the number of positions eligible for teleworking. These include quality, informatic and production engineers.
- The Lahr site received the German "Human Resources Award" 2023, 3<sup>rd</sup> place in the "Leadership and Culture" category. The prize was awarded for the participative approach, the involvement of a large number of employees and the support provided by communication within the company during the introduction of the 7-day working week, which was necessary due to increasing customer demand.



## Integration

To ensure that each new employee gets to know the company, its culture and general environment, gets to know his or her team and other colleagues, and understands his or her position and tasks, SEQENS attaches great importance to the integration of new employees. Integration paths have been set up at all sites.

### Values and recognition

SEQENS is driven by shared values and behaviors that are encouraged throughout the Group: entrepreneurship, agility and responsiveness, tenacity, customer focus and solidarity.

### Achievements 2024

- The Operational Excellence department communicates internally on successes linked to specific projects. The aim of this approach is to highlight employees and teams, for greater recognition.
- Similarly, in order to strengthen the CSR culture within SEQENS, a CSR seminar has been held every year since 2015 to reward projects that contribute to the realization of the Group's CSR strategy. In December 2024, 60 projects were submitted to the jury across 5 categories: environment, social, safety, sustainable innovation and responsible purchasing. Of these projects, 8 were rewarded with a CSR trophy.



## Conviviality

To nurture a sense of belonging and team cohesion, both head office and the sites organize convivial events: SEQENS seminars, integration seminars for new managers, departmental seminars, and so on.

### The quest for meaning at work

SEQENS puts the emphasis on internal communication, so that every employee can take ownership of the company's strategy, understand his or her mission within it and find meaning in his or her work.

At Group level, a videoconference called "Seqens group update" is used to share all financial, quality, HSE and CSR news with key managers, as well as Group and business unit priorities and upcoming agendas. Each management committee is then responsible for relaying the information to its teams.

At site level, internal communication can take different forms. For example:

- Since July 2019, the head office in Ecully has introduced monthly "P'tit Dej News". These breakfasts bring together all on-site employees; share Group strategy, results and current projects; present the missions of the various departments; and highlight collaborations with associations.
- On our industrial sites, to ensure that everyone finds meaning in their work and feels useful, even in repetitive tasks, the emphasis is on internal communication around site news, finished products and customers. Indeed, in addition to working for SEQENS, employees work for customers and patients.

## SOCIAL DIALOGUE

Quality of life in the workplace depends not only on the conditions in which employees carry out their work, but also on their ability to express their views on the subject. The Group is therefore committed to ensuring high-quality labor relations in its HR policy. With this in mind, employee representatives and company management meet regularly to discuss, negotiate and reach agreements. The structure of social dialogue varies from country to country (social and economic council, staff representative, trade union, professional branch, etc.). This dialogue can also take different forms (information, consultation or negotiation) and can take place at local, national or company level.

### Dialogue with employee representatives and trade unions:

Social dialogue is important at SEQENS in order to maintain a positive social climate that contributes to the company's ultimate performance. This is particularly important in light of local regulations and the social dialogue bodies in place at each site.

In 2024, 31 collective agreements were signed at SEQENS sites. This significant number reflects the quality of social dialogue within the Group's various entities.

Topics covered include employee working conditions (e.g. working hours), work organization, employee benefits (e.g. profit-sharing) and social dialogue.

In addition to the collective bargaining agreements signed during the year, SEQENS Group employees are covered by other collective bargaining agreements still valid at the end of 2024, which enable each employee to benefit from health and accident insurance, and to share in the creation of value via company savings plans (profit-sharing, incentive schemes) or group savings plans.

### Dialogue with employees:

In addition to negotiations, all employees are also consulted on quality of life at work via the "Great Place To Work" (GPTW) survey, leading to site-specific action plans.

In addition, many sites have a suggestion feedback system. For example, the Turku site sends out a quarterly employee survey to gather ideas for improvement.

To facilitate exchanges between site management and employees, the Lahr site has an "ideas" system for continuous improvement, and has sent employees a survey to find out what they would like to see in the new social area.

### Dialogue with external professional organizations:

Some SEQENS executives are active members, presidents or directors of regional, national or international associations such as France Chimie, SICOS, FEFIS, UNIDEN, MEDEF, Institut Franco-Chinois (France), CEFIC (European Chemical Industry Council), EFCG (Europe), CPCIF-MNC (China)...

### Dialogue with neighbors and local stakeholders:

SEQENS is also developing a direct dialogue with its neighbors and local stakeholders through site open days and school visits, as well as participation in university and school forums.

For example, the Roussillon platform organizes an annual Sustainable Development Day open to the public.



## Indicators

31

collective agreements signed in 2024

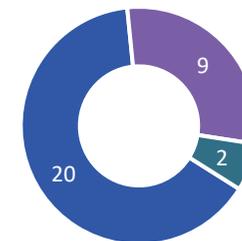
85%

of employees covered by at least one collective agreement in 2024



## KPI

### Types of collective agreements signed in 2024



- Concerning remuneration
- Concerning working hours or working conditions
- Concerning work organization

# SKILLS DEVELOPMENT

## Commitment

Implement best practices to attract and retain employees.

## Risk

Failure to maintain and develop employee skills.

## Policy

Employee development is a strategic lever for corporate performance and transformation. That's why SEQENS ensures that every employee has the means to carry out his or her tasks effectively and to progress in his or her professional life, by developing each employee's potential and employability.

For SEQENS, the development of employees' professional skills involves training, know-how transfer, and the proper assessment of employees' professional aptitudes. This approach also contributes to attracting, engaging and retaining employees.

## Objective

The Group's objective is to ensure that at least 70% of employees receive training within the year.

## ASSESS PROFESSIONAL SKILLS

In order to identify the needs of each employee, annual appraisal interviews enable employees to meet with their line manager to analyze their training needs and review the past year. This interview is a privileged moment of dialogue between the manager and the employee. The aim of this exchange is to achieve lasting improvements in professional practices, results and behavior. This practice encompasses both managerial and non-managerial staff.

In 2024, 68% of the workforce (managers and non-managers) benefited from an annual interview or appraisal. These interviews are used to identify employees' training needs and feed into skills development plans. They also enable us to identify potential for internal mobility in relation to open positions.

**68%** of the workforce had an annual appraisal in 2024 (51% in 2023)

**21** inter-site or inter-establishment mobility within SEQENS in 2024

## DEVELOPING SKILLS THROUGH TRAINING

### Actions implemented

In order to maintain and enrich SEQENS' human capital, every 3 years the Group defines training priorities based on the company's needs and strategic orientations. These priorities are reviewed annually and circulated to the sites, which deploy training or skills development plans in line with these priorities.

To meet specific needs and provide information specific to SEQENS, tailor-made training courses are developed. In 2024, the key focus of these customized training courses was safety leadership, with the continuation of previous programs such as project management and management. These courses have been rolled out at a number of our sites, and complement the annual in-house training provided throughout the Group.

The Group continued to digitalize its training programs. Following the rollout in 2023 of the "Knowledge" training module, a module for administering training needs and making internal training modules available, the Group deployed the "LinkedIn Learning" training platform in 2024. Access to this platform harmonizes the content of the training courses offered.

## Achievements 2024

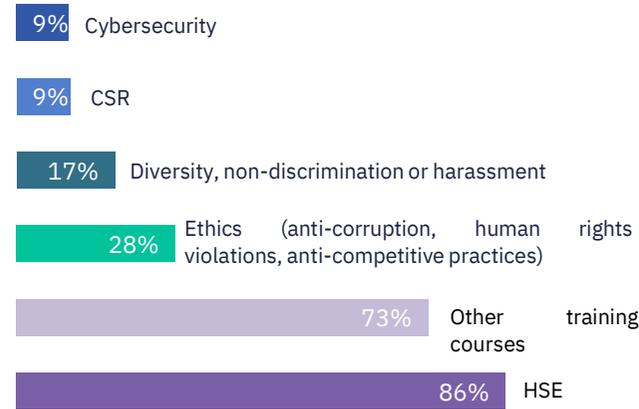
- As in previous years, the HSE department provided training on the 9 life saving rules. In 2024, employees attended the new "Play safe" training course as part of the "Leadership Safety" program.
- The Roussillon site (Novapex) has set up a training program using a dynamic simulator connected to the workshop supervision system. The pedagogical tool developed was used to test operator behavior and diagnosis following an accumulation of drifts (rise or fall of certain temperature sensors, flow meters, abnormal distillation column profiles, etc.). This training, given to 90% of the staff, helped to re-emphasize safety procedures.
- The Aramon site has set up a training program for middle management with the aim of developing collective intelligence, developing a facilitator's posture and unleashing the potential of teams.
- Several sites have developed their employees' skills to enable them to design and run in-house training courses.
- The sales and marketing departments received CSR training at the end of 2024 to better promote the Group's CSR performance to customers.



## Indicators

Employees were trained on a variety of topics:

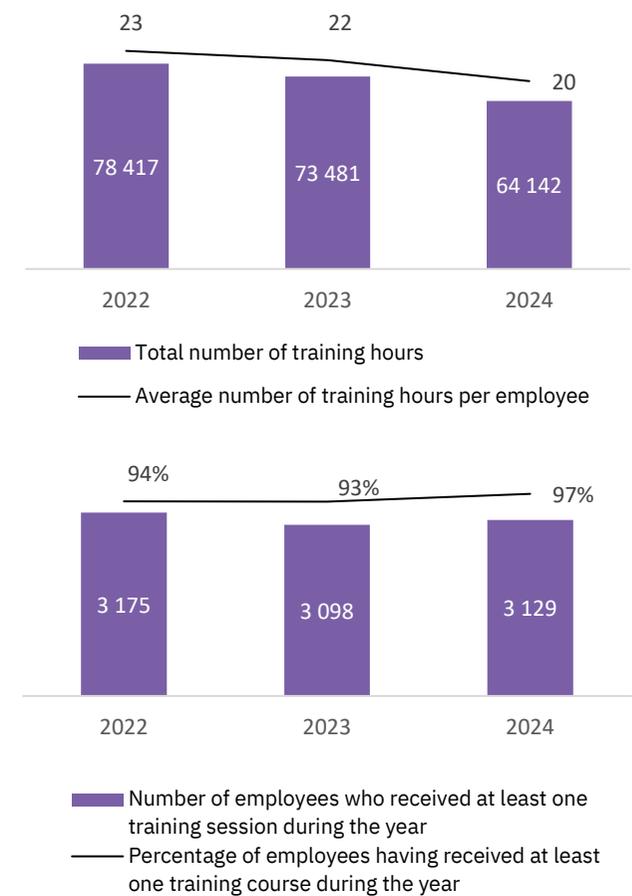
### Percentage of employees trained in 2024 by theme



In 2024, employees were mainly trained in HSE (health, safety and environment), but also on others skills acquisition.

**304** Trained staff to CSR in 2024

## KPIs



In 2024, the total number of training hours averaged 20 per employee. In addition, 3 129 employees benefited from at least one internal or external training course in 2024, i.e. 97% of the total workforce.

# DIVERSITY



## Commitment

Committed to diversity and professional equity



## Risk

Inequality of opportunity and treatment.



## Policy

The diversity of profiles, including people of all ages, genders, origins, family situations, sexual preferences, opinions and aptitudes within its workforce is **an essential asset** for SEQENS' performance and sustainable growth, in terms of creativity and knowledge.

SEQENS is committed to offering all its employees a **fair and inclusive working environment**, and to preserving diversity from the moment they are hired and throughout their working lives.

SEQENS' approach to diversity, equity and inclusion is built around **four priority pillars**:

1

**Gender:** achieve gender equity at all levels and functions of the company; take action against all types of harassment and violence, in particular sexism and sexual harassment, as well as gender-based violence.

2

**Age and generations:** supporting young people in their career paths, encouraging exchange and cooperation between employees across the generations.

3

**Disability:** accelerate the inclusion of people with disabilities through targeted initiatives.

4

**Cultural diversity:** fostering a variety of profiles to create an inclusive, enriching and innovative environment. Culture encompasses a variety of criteria, including but not limited to geographical origin, social background, religion, education, age, ability, language, etc.

In France, the Group has a Quality of Life at Work agreement. This contains several commitments in terms of diversity and non-discrimination. Each site in France has appointed a harassment referent.

The Group is also committed to signing France's diversity charter<sup>12</sup> in the coming years. The Diversity Charter is a commitment document open to signature by any employer wishing to take a proactive approach to promoting diversity, thus going beyond the legal framework of the fight against discrimination.



## Objective

The Group's objective is to achieve a score of **90/100 on the gender equality index** by 2025. The scope of this indicator is restricted to certain French legal entities, and SEQENS is considering setting up a diversity objective for other sites.



## Achievements 2024

○ The Bourgoin and Limay sites use a simulation-based recruitment method (SRM - recruitment based on skills, not qualifications) to recruit potential future manufacturing operators. Candidates are put through their paces in a series of fundamental tests (language, compliance with standards, dexterity, attention span, communication, initiative, etc.). This recruitment system promotes diversity and inclusion and avoids all forms of discrimination.



## Indicators

46

Different nationalities within the Group in 2024

124

Employees with a nationality other than that of the country in which they work in 2024

## GUARANTEE PROFESSIONAL EQUALITY BETWEEN MEN AND WOMEN

With regard to professional equality, SEQENS is careful not to create inequality, particularly between men and women.

The Group aims to increase the proportion of women in its workforce as much as possible, despite its highly industrial and chemical businesses. To this end, the Group has set up a communication program aimed at the general public and schools, to promote careers in industry to both boys and girls. The aim is to promote scientific and technical training courses, which are the least attractive to young girls.

At the same time, SEQENS, through its publications, is highlighting women in the chemical world to combat the workforce imbalance that remains, not least because of the persistent image of industry and the arduous nature of the professions. However, technology, innovation and digitalization have transformed working conditions.

To ensure good working conditions for women working at SEQENS sites, the Group has set up appropriate infrastructures.

The Group also wants to improve gender parity in governance. In 2024, the Group's Executive Committee has 19 members, including five women, or 26% (24% in 2023).



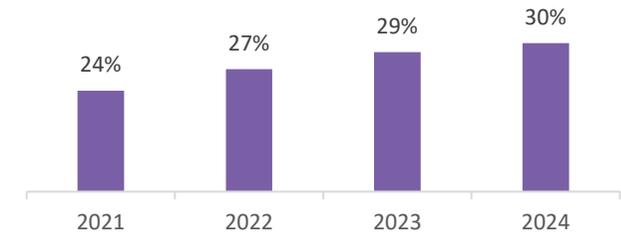
### Achievements 2024

- Since 2023, the Group has had a Quality of Life at Work agreement in France, which contains a number of commitments in terms of professional equality between men and women, including the monitoring of salary increases for men and women, the introduction of telecommuting from the 6<sup>th</sup> months of pregnancy and the maintenance of pension contributions on a full-time (versus part-time) basis during parental leave.
- The Porcheville, Billingham and Middlesbrough sites have trained all employees in sexual harassment and sexism.
- The Billingham and Middlesbrough sites created a "Women's Network" in October 2024. The inaugural event was opened by the Business Unit Manager, who spoke about the highlights of her career, its highs and lows, the problems and obstacles she encountered and how she overcame them. She then took questions from members and offered some advice. During the morning, Claire Walton, performance coach, took the floor. In November, four network members attended the "Women in Leadership" conference organized in Manchester by the Institute of Professional Development. The day was an opportunity for speakers to give an insight into their experiences as women, and to present ideas on how to advance gender equality in the workplace, strategic approaches to diversity and inclusion, and the power of the male ally.



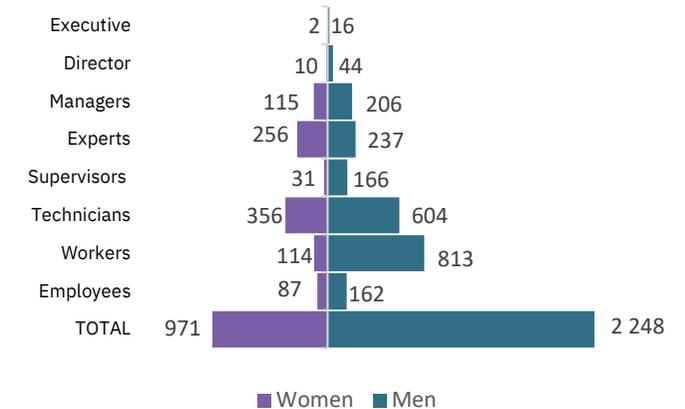
### Indicators

Percentage of women in total workforce

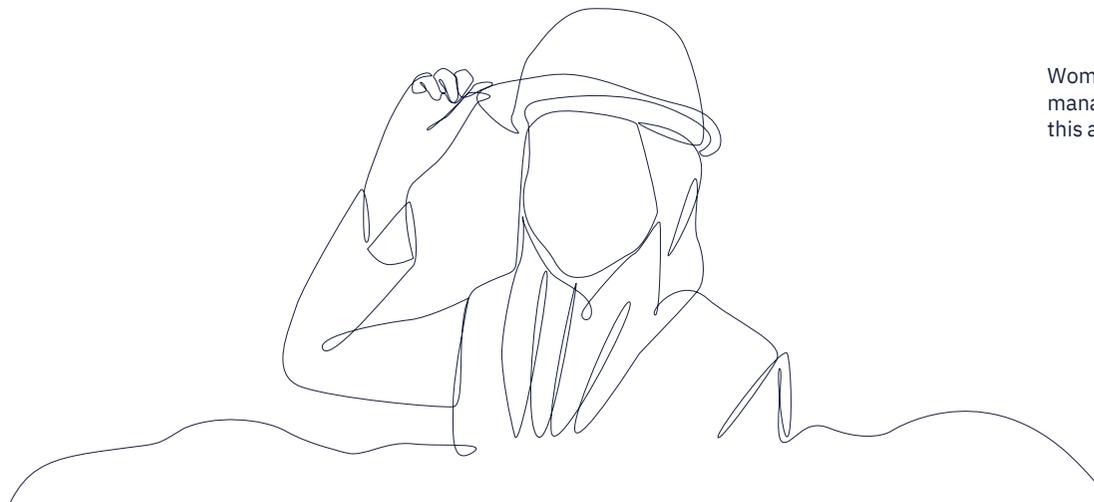


The total percentage of women in the workforce is 30% in 2024.

Breakdown of workforce by gender and professional category



Women account for 19% of senior management and 36% of managers. SEQENS recognizes that it must continue its efforts in this area, whether through internal promotion or recruitment.



In addition, SEQENS tracks the unadjusted wage gap between men and women, i.e. the difference between the average gross wages of male and female employees, measured over the period, and transforming this difference into a percentage. This gap does not take into account salary-determining factors such as job function, level of training, professional experience and management responsibilities, but rather the monthly gross salary as a "gross value".

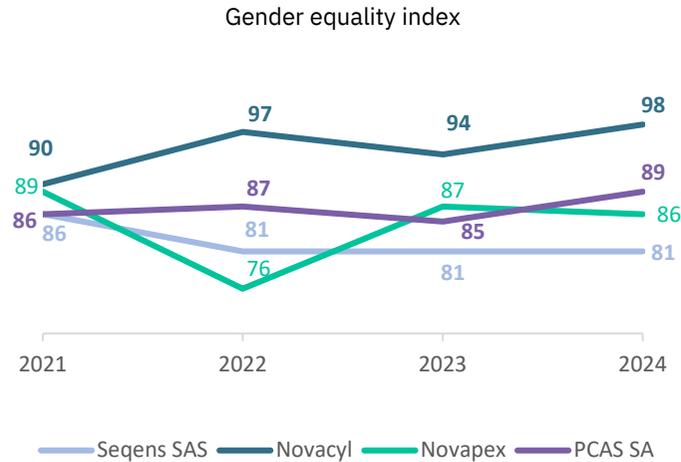
**4,4%** Unadjusted wage gap in 2024

In 2024, the unadjusted wage gap is 4.4%. This means that women earn 4.4% less than men. As monitoring of this indicator is recent for SEQENS, it excludes data from the Hyderabad, Pune and Taixing sites for the time being.



**KPI**

Since 2020, in accordance with the French law for the Freedom to choose one's professional future, the legal entities Seqens SAS, Novacyl, Novapex and PCAS SA have been calculating the gender equality index of their workforce in France.

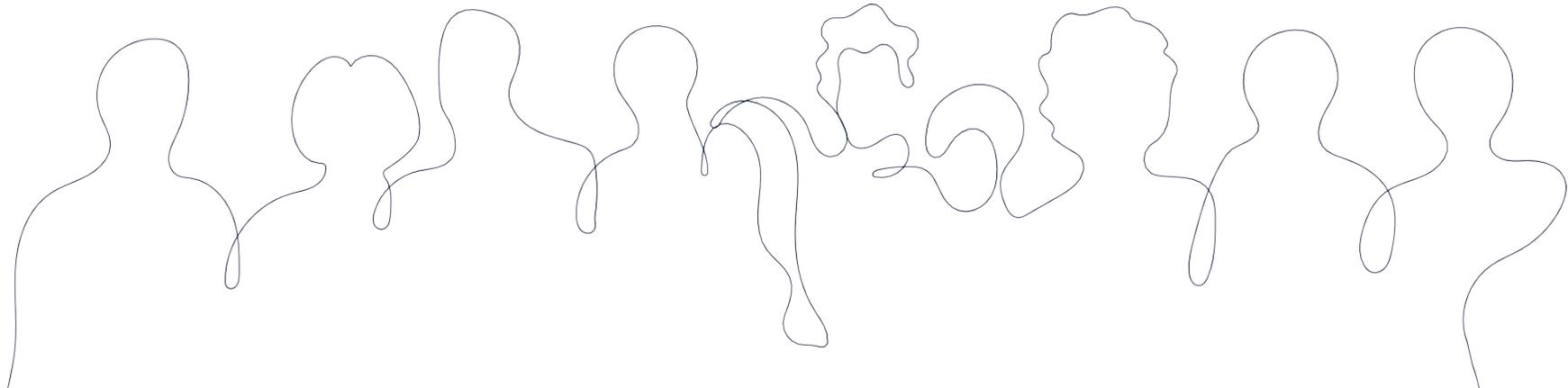


The Index, out of 100 points, is calculated on the basis of 5 criteria:

- The gender pay gap
- The individual increase distribution gap
- The promotion distribution gap
- The number of employees returning from maternity leave with a raise
- Parity among the 10 highest earners

	2021	2022	2023	2024	Objective 2025
SEQENS gender equality index (average)	87.5	85.2	86.7	88.5	90/100

In 2024, the gender equality index is between 81 and 98/100, which is higher than the minimum threshold of 75/100 set by the French government. The average score for the 4 legal entities is 88.5/100.



## SUPPORTING YOUNG PEOPLE

The SEQENS Group is committed to a policy of encouraging young students, interns and work-study students. The aim of SEQENS' commitment to young people is to support and train the talents of tomorrow and the future employees who will make our industry grow. It is part of an approach based on mutual interests, through concrete actions and commitments that promote professional integration and sustainable employment. This is not only essential at a time when young people are finding it difficult to find an internship or work-study placement, but also important for a group like SEQENS, in order to maintain its skills and know-how.

In 2020, the Group set up a work-study and internship policy, which aims to :

- Supporting SEQENS' growth;
- Promoting intergenerational solidarity ;
- Participate in technical and scientific training;
- Develop the employer brand to increase the attractiveness of SEQENS and its business;
- Generate pools of talent to fill key skills and skills shortages;
- Develop tutoring.

Every year, the Group takes steps to recruit work-study students and interns. Partnerships with schools, site visits, forums and various student events are all ways in which we enable students to interact with players in the pharmaceutical and chemical industries.

Since September 2021, every three months, youth seminars are organized at each site in France to enable the creation of a youth community within SEQENS. This community enables young people to meet, help and share. And since October 2022, the Ecully site has been organizing a special integration day for the new intake of alternates and interns.

SEQENS is also present on the French "Engagement Jeunes" platform. This platform is a unique, pragmatic initiative that brings together companies, training schools and young people. The platform :

- Enables companies to share their apprenticeships, interns and volunteer for international experience with their ecosystem (suppliers, partners, local companies and other major groups), keep in touch with them and recruit new talent.
- Enables schools to encourage students to look for work-study placements and jobs, and to showcase the range of courses on offer.
- Enables young people to search for an internship, work-study program or training course, and develop their visibility with recruiters. It also offers specific services to young people on work-study programs (driving licenses, language courses, coaching, etc.).

This approach is in line with SEQENS' ongoing commitment to its work-study students and interns, supporting them as they take the next step in their careers.

In 2024, SEQENS was once again awarded the "Best in class" label for "Integration" by the "Engagement Jeunes" platform. This label is obtained following the evaluation given by young people on the "Engagement Jeunes" platform and the scores obtained according to various criteria.

Work-study students and interns can also share their testimonials on the "Engagement Jeunes" platform. Tutors, for their part, can leave their assessment of the young person they have trained and supported via the platform to optimize their employability. This is SEQENS' way of giving young people a helping hand if it is not possible to offer them a contract at the end of their internship or work-study period.

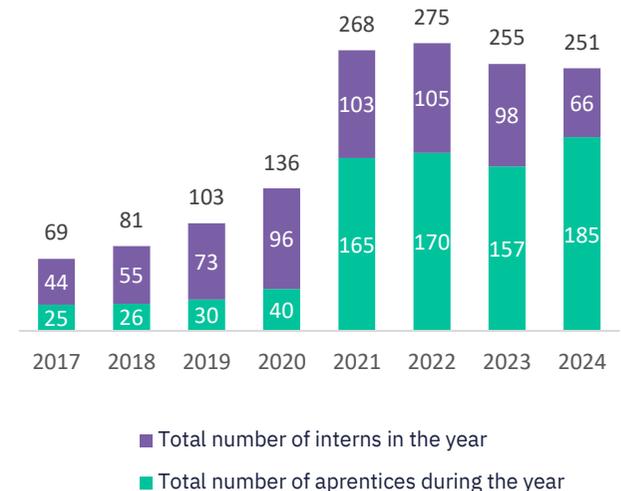


## Achievements 2024

- The Limay site played host to students from the Lycée Lavoisier for a day to introduce them to careers in chemistry.
- The Lahr site has renewed its "Energyscout" project, in which students come on site to implement projects with positive environmental impacts. In 2024, students worked on reducing compressed air leakage.
- The Limay site has set up a partnership with the Mission Locale du Mantois (an association that supports young people aged 16 to 25 who are no longer part of the national education system) and France Travail (a public administrative body in charge of employment in France) to introduce young people to the world of chemistry (site visit) and support them in their training.



## Indicators



In 2024, SEQENS welcomed 251 interns and apprentices. Of these young people, SEQENS hired 8.6% (7.6% in 2023).

## A FOCUS ON DISABILITY

SEQENS strives to support people hired with disabilities and to maintain the employment of those who become disabled. This involves adapting workstations where necessary and possible.

The Group is also developing contracts with "adapted companies" or "establishments or services providing assistance through work". These companies are called upon for supplies, subcontracting or services such as waste collection and recycling, or maintenance of green spaces.

### Achievements 2024

○ Since 2023, the Group has had a Quality of Life at Work agreement in France, which contains several commitments in terms of disability. For example, each site has appointed a disability representative. SEQENS goes beyond the regulations, which require the appointment of such a referent only for sites with a workforce of over 250. Similarly, employees can take half a day to complete the formalities for recognition as a disabled worker.

○ The Aramon site once again celebrated the European Week for the Employment of Disabled People. To mark the occasion, the site carried out a daily communication campaign on the subject and took part in the French DuoDay. This event aims to promote the integration of disabled people into the world of work, and to combat prejudice. Four disabled people came to raise awareness among the teams in the departments. The aim of this awareness-raising event is to showcase the qualities and professional skills of disabled people and to affirm the company's social values.

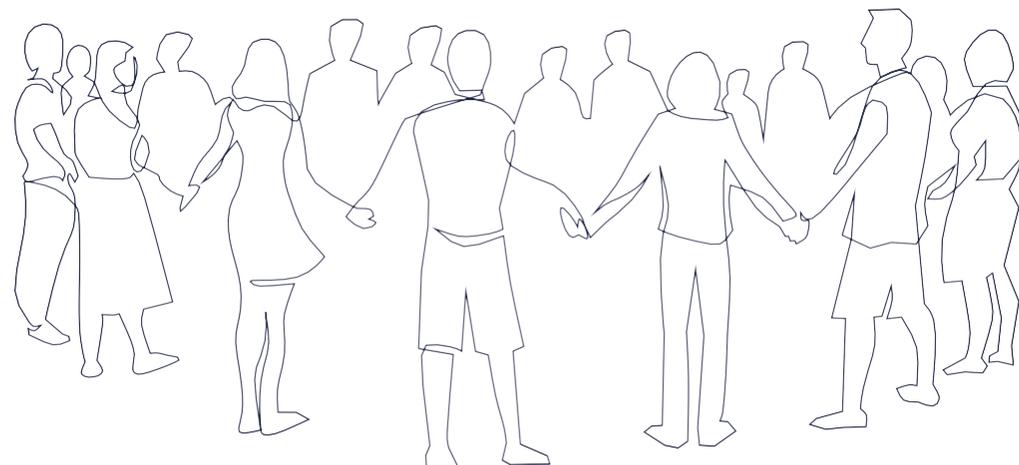
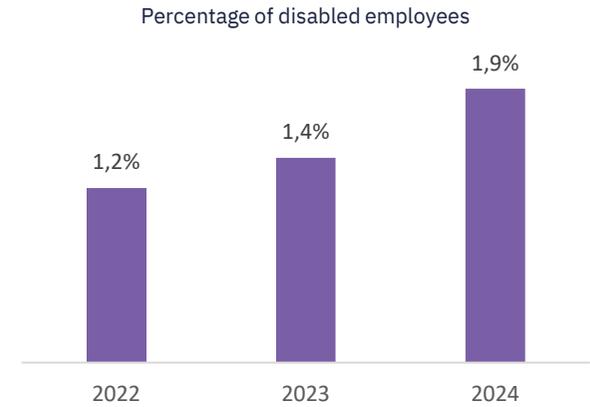
○ The Middlesbrough and Billingham sites have set up a program to improve their diversity and inclusion policies and practices, particularly at the recruitment stage. The sites took part in the Leonard Cheshire Change 100 Student Disability Placement Scheme, a paid internship scheme that matches students with disabilities with employers. As part of this scheme, the informatic department took on a disabled trainee.

This experience has led the sites to improve their practices during the recruitment process in areas such as advertising, accessibility, interviews and integration activities for candidates with disabilities.

The site has been awarded level 2 Disability Confident Employer certification as part of the government's voluntary Disability Confident program. The program has three levels: Committed (level 1), Employer (level 2) and Leader (level 3). It aims to help employers make the most of the talents that disabled people can bring to the workplace.



### Indicators



# COMMUNITIES

## Commitment

Maintain and promote our long-standing commitments to associations

## Risk

Lack of involvement with local communities

## Policy

SEQENS is not an isolated entity. The Group is present in different territories, ecosystems where economic players are linked by complementary, cooperative or competitive relationships.

In line with SEQENS' value of solidarity, the Group is committed to being an active player in these ecosystems, in particular by supporting local initiatives and civil society over the long term, without compensation.

Support for the local ecosystem can take many forms at SEQENS: donations, partnerships with associations, highlighting associations' missions on our sites, and promoting employees' personal commitment.



## Actions implemented

Each site contributes, within the limits of its resources, to local issues in line with the main pillars of the Group's philanthropic commitment:

- Help for the poor, sick and disabled.

- Training, education and professional integration of young people.
- Support for local public health initiatives.
- Contributing to actions to protect the climate and biodiversity.

More than 20 organizations are supported or helped either by SEQENS or by one or more of its collaborators.

## Achievements 2024

- The Roussillon site (Novapex company) has been supporting the "L'Arche de La Vallée" association for 6 years, which provides homes for mentally handicapped adults.
- Numerous sites celebrated and contributed to the funding of the "Octobre Rose" event, an annual national communications campaign to raise awareness of breast cancer screening and raise funds for research.
- The Hyderabad site has made donations to promote education in favour of the "Seva Bharathi" association and certain educational establishments such as the "Sri Saraswati Vidya Peetham" and "Sarpanch" primary schools, as well as the "Mandal Parishad Upper Primary School".
- As part of a partnership with "L'Entreprise des Possibles", employees in the Lyon region donated days off to support local associations. L'Entreprise des Possibles is a group of companies and their employees committed to working alongside public bodies and associations to help the homeless and the most vulnerable. Their aim is to mobilize human, financial and real-estate resources to amplify the action of associations in the field.

- During "P'tit dej News" events at the Ecully site, the various associations with which the site maintains relations are invited to present their missions to all employees.

## Indicators

**117 852 €** donation in 2024

**25** Local initiatives supported in 2024

3

**Safety,  
Quality and  
Sustainable innovation**



As a global producer of active ingredients, pharmaceutical intermediates and specialty ingredients, SEQENS stands out not only for the high quality and safety of its products, but also for its culture of excellence, offering its customers the best possible service, while seeking to innovate in order to develop more efficient processes and offer customers products that are more respectful of the environment and people.



### CSR COMMITMENTS

Preventing major accidents and ensuring the safety of our processes



Guaranteeing the quality and safety of our products



Promoting eco-design and sustainable value creation through innovation



### CSR OBJECTIVES



Achieve an annual process safety program completion rate of over 90%.



Reduce the number of justified customer complaints by 20% between 2021 and 2025



Assess 100% of our new proprietary projects according to CSR criteria by 2025

# SAFETY PROCESSES

## Commitment

Preventing major accidents and ensuring the safety of our processes

## Risk

Major industrial accident leading to lethal and irreversible effects beyond property limits.

## Policy

Controlling technological risk<sup>13</sup> is our top priority. The Group is therefore committed to controlling the safety of its processes. This commitment is clearly defined in the Group's HSE policy. It is all the more important given that the chemical and pharmaceutical industries must comply with numerous regulations, in particular (but not only) those concerning the prevention of major accidents and environmental protection:

- Seveso Directives in Europe ;
- Industrial Emissions Directive (IED) in Europe ;
- ATEX Directive in Europe ;
- PSM regulations in China (China National Administration of Occupational Safety).

In 2024, the SEQENS Group will have 4 sites classified as Seveso high threshold (Bourgoin, Grand-Serre, Roussillon - Novapex company and Couterne) and 4 sites classified as Seveso low threshold (Limay, Roussillon - Novacyl company, Saint-Fons and Aramon). All these sites are subject to authorization under the ICPE regulations<sup>14</sup> and are regularly inspected by the authorities (DREAL<sup>15</sup>, DRIEAT<sup>16</sup>).

To guarantee a high level of safety, reduce risks to as low a level as possible, and comply with the various regulations, SEQENS deploys a risk-based HSE and process safety management system at its sites.

## Objectives

In order to ensure that the management system and practices are sufficiently robust and sustainable that no serious, catastrophic or disastrous events occur, the Group has set itself the following objectives:

- Achieve an annual process safety program completion rate in excess of 90%;
- Achieve an annual completion rate for the process risk analysis program (PHA) of over 90%;
- Continuously improve its mechanical integrity program to prevent loss of containment and the release of hazardous substances.



## Actions implemented

- Annual HSE action plans include process safety, as do quarterly HSE reviews.
- The Group's HSE and process safety team includes 5 process safety specialists, who provide support to the sites. Process safety engineers are present at most of the Group's production sites.
- Process safety data management continues: piping/instrumentation diagrams, action/defect matrix, safety files for implemented syntheses.
- The Process Hazard Analysis (PHA) program has been accelerated, with associated improvements.
- The mechanical integrity program continues. One of its aims is to ensure that safety-critical components are identified and included in a robust inspection, testing and preventive maintenance plan.
- Safety practices in the management of internal maintenance work and external contractors are continuously improved.
- Emergency procedures are periodically tested to cope with industrial risks (gas/dust explosion, fire, release and dispersion of toxic substances).

<sup>13</sup> A major technological risk is an accidental event occurring on an industrial site and leading to immediate and serious consequences for personnel, neighboring populations, property or the environment.

<sup>14</sup> Classified facilities for environmental protection

<sup>15</sup> Regional Department for the Environment, Planning and Housing

<sup>16</sup> Regional and interdepartmental Environment-Planning-Transport Directorate

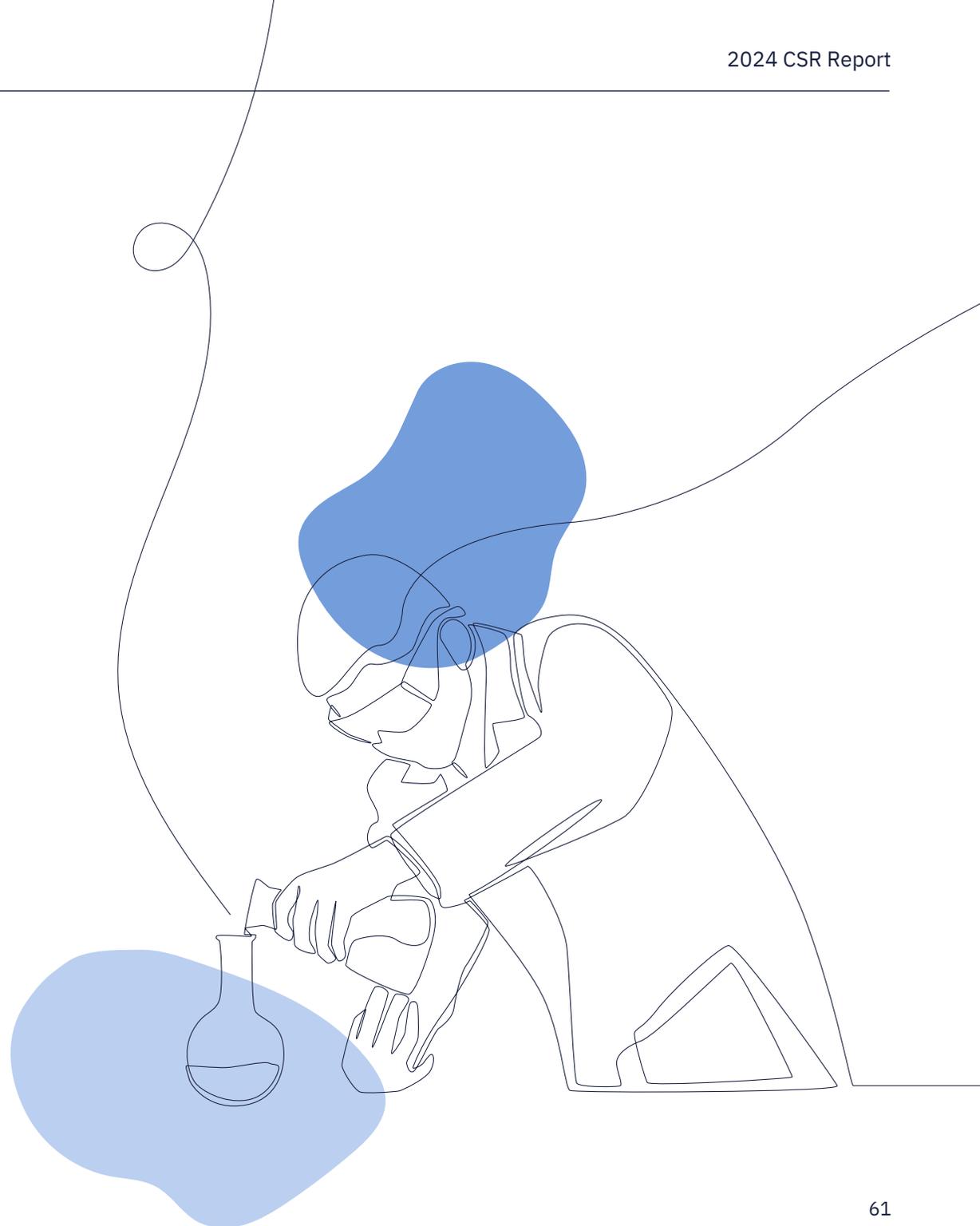
## Achievements 2024

- The Lahr site has reduced the risk of explosion when loading solids in a flammable atmosphere. Teams designed the ACH-Dock, a device that seals the system to maintain an inert atmosphere.
- The Wuxi site has reduced the risk of fire and explosion thanks to the installation of a big-bag unloading station and a system for the pneumatic transfer of powders to preparation tanks.
- The Wuxi site has reinforced its fire protection and installed a water spray system in the tank farm to fight fires and cool tanks. In addition, forklift trucks are now parked and loaded outside to reduce the risk of fire in the warehouse, fire detectors and sprinklers have been installed above the electric scooter charging station, and the fire alarm system has been improved across the board, effectively reducing response time in the event of a fire accident.

### KPI

	2021	2022	2023	2024	Annual target
Risk analysis program completion rate processes	95%	83%	110%	94%	>90%

The 90% target is met and exceeded, with 61 process risk analyses completed by 2024.



# QUALITY

## Commitment

Guaranteeing the quality and safety of our products

## Risks

Product non-quality: product recalls, regulatory non-compliance (Good Manufacturing Practices, Cosmetics, etc.)

Non-compliance with regulatory and legal changes impacting the Group's activities (REACH, CLP for Classification, Labelling, Packaging, etc.).

## Policy

Product quality and the conformity of associated activities are essential to SEQENS. In its Quality Policy, reviewed in 2023, SEQENS is committed to ensuring that products are always delivered safely and reliably to customers, in compliance with applicable regulations and international standards. This is all the more true for products supplied by the Group to the pharmaceutical markets:

- Manage activities through a comprehensive quality management system that complies with international standards, data integrity requirements, applicable regulations and standards (GMP<sup>17</sup>, GDP<sup>18</sup>, GxP<sup>19</sup>, ISO);
- Remain constantly attentive to regulatory changes and customer expectations to guarantee customer satisfaction and develop new partnerships;
- Manage relations with our stakeholders and suppliers effectively and sustainably;
- Carry out our operations guaranteeing the quality and safe use of products to serve patients and consumers;

- Continuously improve the efficiency and reliability of all our activities, in particular through digitalization;
- Develop staff skills, competencies, behaviors and effectiveness through individualized support and training, and encourage empowerment at work.

Quality policy and programs are drawn up and coordinated by the Group's "Quality and Regulatory Affairs" department. It ensures that quality standards are applied and that products comply with the requirements of customers and healthcare regulatory agencies. In this way, SEQENS strives on a daily basis to be recognized for its strong customer focus and its compliance with regulations and quality standards.

## Objectives

SEQENS aims to guarantee its customers 100% success in regulatory inspections and certification audits to ensure business continuity; and wishes to be recognized as a major and serious player in the field.

In addition, all Group teams do their utmost to ensure customer satisfaction. SEQENS has set itself the target of reducing the number of justified customer complaints by 20% between 2021 and 2025.

## Actions implemented

The implementation of the SEQENS quality management system includes the following measures:

- Product quality, safety and traceability are ensured throughout the manufacturing process, right from the moment raw materials are received (supplier qualification process, audits or incoming material controls).
- Regular quality training and communication activities are organized to maintain and develop the quality culture within the company.

- Most of our operational sites have implemented a quality management system and are therefore compliant with regulatory and customer requirements, certified to applicable standards such as GMP, ISO 9001, HACCP, COSMOS, Excipact ...

**13** sites with one or more ISO 9001-certified activities in 2024

**14** sites with one or more GMP-certified activities in 2024

**1** sites with one or more ISO 22 001-certified activities in 2024

**1** site with one or more COSMOS-certified activities in 2024

- Industrial sites are regularly audited internally. These audits are carried out by a dedicated "Quality Audit" team, whose mission is to provide General Management with a precise, independent assessment of compliance with SEQENS' Quality Management System. They also aim to ensure the success of customer audits and inspections by national drug safety agencies.

**8** audits carried out by the Quality Audit team on site in 2024

**100%** of national drug safety agency inspections passed in 2024

○ Each year, site Quality action plans are defined by the Group Quality department in collaboration with site management and the site Quality manager.

**91%** average completion rate for Quality action plan in 2024

○ A voluntary plan to update REACH dossiers has been set up and will continue until 2026, in line with the wishes of CEFIC<sup>20</sup>, of which SEQENS is a member.

○ Results and priorities in terms of product quality and safety are presented and discussed at monthly "Quality Points" with the Executive Committee.

○ The digitization of the quality system continues with the deployment of a Laboratory Information Management System (LIMS). This software package digitizes the main processes of the quality control laboratory. It manages, for example, field data entry and sample traceability, users, instruments, stocks and supplies, and product and equipment tracking. This system meets the quality and traceability requirements of customers and authorities.

○ To ensure that product quality and safety regulations are properly applied, SEQENS is a member of the APIC (Active Pharmaceutical Ingredients Committee) in Europe and of SICOS<sup>21</sup> in France.

○ To assess and improve overall customer satisfaction, SEQENS has several channels for gathering feedback at every stage of the customer journey, as well as a customer satisfaction program. An annual survey is sent to all customers to obtain a quantifiable and reliable measure of SEQENS' customer commitment, via the Net Promoter Score (NPS), i.e. the percentage of customers who rate their likelihood of recommending SEQENS.

## Achievements 2024

○ The Ulis site has been integrated into the Group's quality system with the deployment of Group procedures and the implementation of quality software used by SEQENS, with quality adaptations depending on the activity.

○ The Couterne site has improved its procedures for dealing with Substances of Very High Concern (SVHC).

○ The "Athena" project has been launched at pharmaceutical sites. It aims to improve the performance of the sites by implementing concrete actions to increase efficiency while maintaining the appropriate level of quality. This is achieved, for example, by adjusting the frequency of supplier audits according to risk or by extending the period of validity of internal procedures.

○ The quality and operational excellence teams have worked together to assess possible improvements in cleaning practices on the sites. The aim is to optimize production times by making cleaning more efficient (reducing cleaning times and the use of solvents). The "C-lean" project was first launched at the Limay site.

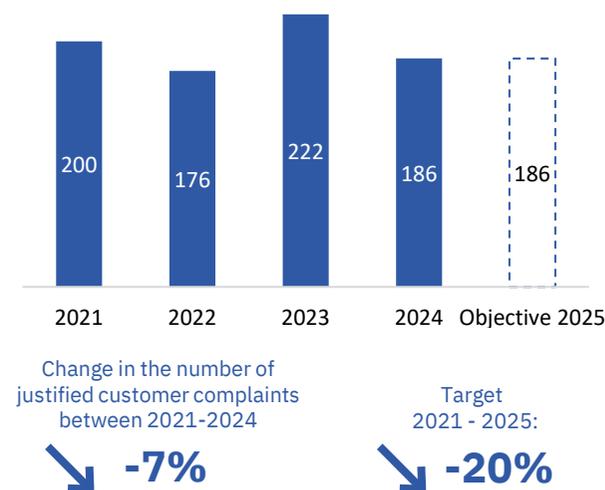
○ The Group has worked actively to update risk analyses relating to the presence of nitrosamine in our products, in response to regulatory developments and customer requests.

○ Customer requests concerning quality and regulatory issues, product regulations (including REACH) and CSR are gradually being centralized on the OneCRM platform for the various business units. In 2024, the tool was deployed for the Personal Care business unit.

○ The processing of customer requests has been improved by setting up a specific working group to standardize the documents sent to customers and to develop the associated procedures.

## KPI

Justified customer claims



SEQENS has reduced the number of justified customer complaints by 7% between 2021 and 2024. This is due to a drop in activity, but also to better identification of deviations, enabling them to be resolved before the product leaves the site.

All these complaints have been the subject of an in-depth root cause analysis and the implementation of corrective and preventive actions aimed at eliminating the recurrence of such events. All site and Group Quality teams are doing their utmost to reduce this number and achieve the objective set by the Group.

<sup>20</sup> European Chemical Industry Council

<sup>21</sup> Syndicate of the Synthetic Organic Chemical and Biochemical Industry

# SUSTAINABLE INNOVATION

## Commitment

Promoting eco-design and sustainable value creation through innovation

## Risks

Loss of markets due to changes in regulatory, economic and environmental requirements.

Not seizing the opportunity to improve profitability, environmental performance, quality and safety of processes and products.

## Policy

Regulatory, safety and environmental issues call for the development of high-performance, reliable and sustainable production processes, from the concept phase through to industrialization.

SEQENS is committed to developing products that are not only effective and safe, but also to improving its manufacturing processes from a CSR perspective. The Group relies on the principles of green chemistry to design and develop chemical products and processes that have minimal impact on the environment and human health, while being cost-effective.

This involves our 9 R&D centers of excellence in Europe and North America, as well as over 300 scientists, engineers and experts working on tailor-made solutions for our customers, right through to manufacturing.

The Strategy & Innovation department also supports this CSR approach. Its main missions are to promote synergies, encourage ideas, stimulate and support the Group's development projects, and optimize the portfolio of products, R&D services and technologies.

## Objective

The Group has set itself the target of evaluating 100% of its new proprietary products according to CSR criteria by 2025.

Proprietary products are products developed by the SEQENS Group since their conception and design, and for which SEQENS holds the intellectual property rights. Proprietary products are to be distinguished from products developed under contract for customers.

In the case of custom-developed products, customers approach SEQENS with a specific project. The Group then accompanies the customer from laboratory-scale development to industrialization and commercial-scale production. For these products, the customer is the decision-maker: he chooses the synthetic voice, which may or may not have a significant impact on the environment and human health.

## Actions implemented

○ A Lab'com has been set up in 2021 between the CNRS<sup>22</sup> and the Seqens'Lab teams in Porcheville. Its aim is to develop new synthesis methodologies, optimize reactions and chemical conditions, in particular by inventing new catalysts to reduce their toxicity, the quantities of reagents used and improve yields.

○ A Scientific Council created in 2017 meets three times a year to define SEQENS' scientific strategy, including eco-design topics. This council is made up of high-level scientific experts, mainly from academia, SEQENS management and the Scientific, Technical, R&D and Innovation departments.

○ In order to improve the environmental and social footprint of products, SEQENS has developed a methodology for assessing the sustainability impact of products over their life cycle. The INOVA method, developed in 2023, is an innovation project management method applicable to the development of new products, technologies or processes.

This method integrates CSR evaluation criteria from the ideation phase (pre-exploratory phase) right through to the project feasibility phase.

In the pilot phase, R&D teams can use the IGAP0 tool to assess the CSR impact of their project. The tool can also be used to identify ways of optimizing existing processes.

○ SEQENS' priorities for improving the sustainability of its products are :

- 1 | **Renewable raw materials:** introducing solutions based on plant-based raw materials into product manufacturing processes.
- 2 | **Circular economy:** internal reuse of used raw materials (co-products, by-products, waste) as inputs in the same or another production process.
- 3 | **Green technologies:** use a range of complementary in-house R&D solutions to minimize the environmental impact of products and processes, including biotechnology.
- 4 | **Sustainable solutions:** design and develop innovative solutions tailored to our customers' key challenges, and support them in their quest for sustainable performance.

## KPI

The methodology for calculating the percentage of new proprietary products assessed according to CSR criteria was defined in 2023. The first CSR assessments took place at the end of 2024.

## Achievements 2024

In parallel with the roll-out of the tool for assessing the CSR performance of products from the R&D phase through to industrialization, SEQENS has also developed a more global approach to managing the product portfolio and developing it over the long term. The aim of this new approach is to enable customers to identify SEQENS' sustainable products for use in their manufacturing processes and finished products.

Today, there are a multitude of methods and approaches for analyzing a product portfolio and presenting it from different angles. However, no universal standard has yet been established. In order to identify and offer customers sustainable products in the product portfolio, SEQENS has defined a methodology based on seven sustainability characteristics:

- **Low-carbon product:** a product is considered low-carbon by SEQENS when its carbon footprint is lower than that of an equivalent product. This data must be verified by an independent third party.
- **Natural or bio-sourced product:** a product is considered bio-sourced by SEQENS if it contains at least 50% natural raw materials, bio-sourced ingredients or ingredients with a mass balance.
- **Circular product:** a product is considered circular by SEQENS when it contains at least 50% of raw materials derived from co-products, by-products or waste.
- **Safer product:** a product is considered safer by SEQENS if it contains a substance that is safer for human health and/or the environment, or if the product itself is safer. The safer substitute must at least offer a significant improvement in the GHS (Globally Harmonized System) hazard classifications.
- **Biodegradable product:** a product is considered biodegradable or non-biodegradable according to OECD (Organization for Economic Cooperation and Development) guideline 301.

- **Green technology products:** SEQENS considers a product to be a green technology product when it has been developed using techniques or processes that minimize environmental impact.
- **Local product:** a product is considered local by SEQENS when it serves local markets or incorporates local raw materials (same country or continental region).

Thanks to this analysis tool, SEQENS is able to identify products that are manufactured in a particularly sustainable way, i.e. in compliance with at least one of these characteristics.

### Indicator

In 2024, SEQENS generated 16% of its total sales with products that met higher sustainability standards. The Group is constantly improving its product portfolio and investing in product innovation.



## RENEWABLE RAW MATERIALS

Faced with the increasing scarcity of fossil resources and the CO<sub>2</sub>e emissions associated with their extraction, the Group is focusing its research on solutions based on renewable plant-based raw materials, to produce more environmentally-friendly green chemistry. These generally emit less CO<sub>2</sub>e than fossil raw materials, and can even absorb CO<sub>2</sub> during the growth phase.

Our R&D department offers several ranges of products derived from bio-based chemistry, with the aim of introducing ingredients derived from biomass (of plant and/or animal origin) into product manufacturing processes:

- **Natural raw materials** of plant origin that have not been transformed, except by traditional mechanical means, in particular for the purpose of extracting the ingredient.
- **Ingredients of natural origin**, commonly known as **biobased ingredients**, manufactured from chemically transformed plant raw materials.
- **Mass-balanced ingredients**, when it is not yet possible to obtain a natural or biobased version of an ingredient. This alternative solution, which is not an end in itself, aims to support the gradual replacement of fossil raw materials used today by renewable resources.

The principle is similar to that which allows consumers to buy "green" electricity. Consumers can't be sure that the electricity they use at home comes directly from renewable sources, but there is a share of green energy in the overall grid.

Here, "mass balance" certification attests that the supplier has introduced a proportion of biobased raw materials at the start of the production process. It is physically impossible to determine the exact percentage of biobased raw materials in the products delivered, so they are allocated on an accounting basis.



### Achievements 2024

- The Roussillon site (Novapex) offers: an **ISCC** (International Sustainability & Carbon Certification) certified phenol since December 2021; ISCC-certified solvents such as acetone, IPA (isopropanol) and AMS (alpha-methylstyrene), derived from ISCC propylene since October 2022; ISCC-certified isopropyl alcohol (IPAC) and diisopropyl ether (DIPE) since December 2024.
- Teams in the United Kingdom affiliated with the SEQENS Personal Care activity have developed the **AdvensProtect Green** range: multifunctional (diols and ethylhexylglycerin) 100% bio-based products that enable environmentally friendly cosmetic formulations to be offered with uncompromising efficacy, a reduced carbon footprint and a controlled, high-quality impurity profile.

This range includes, for example, AdvensProtect 2-EHG Green, AdvensProtect 5 Green and AdvensProtect 8 Green. The latter has a carbon footprint of 7.4 ± 2.4 kgCO<sub>2</sub> eq./kg, a reduction of 19% compared to synthetic AdvensProtect 8.

- Other confidential projects were carried out in 2024 on the development of biosourced versions of petrochemical products.

## GREEN TECHNOLOGIES

Green technologies are a set of techniques designed to reduce the impact of processes on the environment by reducing toxic emissions into the air, water or soil, saving resources (energy, water, raw materials) and using renewable resources.

The SEQENS Group has rapidly expanded its activities and know-how through its various acquisitions, and now offers a range of complementary, in-house solutions for minimizing the environmental impact of products and processes:

- **Synthesis:** Flow Chemistry;
- **Biotechnology:** Micro-organisms, Biocatalysis, Micro-algae;
- **Extraction:** Hydroalcoholic, Enzymatic, Hydroglycolic.

Three of the Group's R&D centers specialize in green technologies:

- The R&D center in Porcheville (SEQENS'Lab), specialized in Flow Chemistry;
- The R&D center in Nimes (Protéus), specialized in biocatalysis ;
- The R&D center at Le Bourget-du-Lac (Alganelle), specialized in microalgae, biological synthesis and metabolic engineering.

### FOCUS: FLOW CHEMISTRY

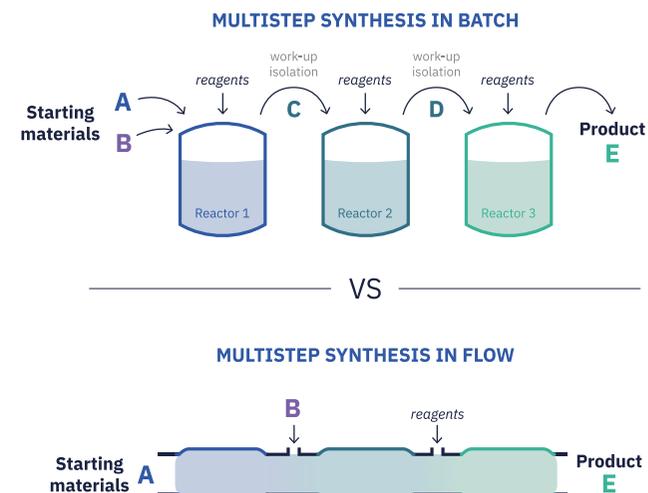
Flow Chemistry is a synthesis method involving a chemical reaction taking place in a moving stream, with the reaction progressing as the stream advances through the equipment. In other words, a liquid medium flows through the equipment. Reagents are added to this medium, by pumping, in a mixer, then pass through a temperature-controlled tube, pipe or reactor. At the junction of the tubes, the fluids containing the reagents come into contact with each other and the reaction takes place, progressing according to the flow.

This synthesis method is distinct from conventional batch chemistry, in which reactions take place in the same space, with the initial reactants and subsequent reaction products in contact.



#### Flow Chemistry offers many advantages from a CSR perspective:

- Process safety is enhanced. Because of the smaller volumes and larger surface area of the devices, which enable temperature control, reactions considered dangerous in batch chemistry because they are too exothermic (releasing a lot of heat) can be carried out safely in Flow Chemistry, and can therefore be carried out on an industrial scale using this type of chemistry.
- Reaction parameters (mixing, heating and residence times) are better controlled, resulting in higher product yields and better control of impurities. This reduces the quantity of raw materials used, and when sufficient purity is achieved, purification steps, which consume large quantities of solvents and generate effluents, can be avoided or reduced. Real-time monitoring of parameters also helps prevent pollution.
- The footprint is reduced by the smaller size of the equipment.





## FOCUS: BIOTECHNOLOGIES

With the use of biotechnologies, enzymatic chemistry and microalgae cultivation, SEQENS has chosen to invest in technologies that have less impact on the environment. These technologies accompany the Group's transition and support the environmental objectives set by SEQENS, while reducing the environmental footprint of its products.

Biotechnology covers all processes involving the use or modification of living organisms - plants and/or micro-organisms - to develop active ingredients with biological activity.

They provide access to valuable natural ingredients while preserving the environment. The ingredients, grown in fermenters, are pesticide-free, GMO-free and do not compete with farmland, ensuring a secure supply.

Our R&D teams develop cutting-edge active ingredients under cultivation conditions that have less impact on the environment.

SEQENS has a "SEQENS Biotechnologies" offering. This scientific platform brings together complementary technologies for the development of biosolutions such as protein engineering, biocatalysis, synthetic biology and microbiology. These aim to develop renewable processes for the manufacture of high value-added ingredients.

## BIOCATALYSIS

Catalysis involves speeding up or slowing down a chemical reaction under the effect of a substance (the catalyst) which does not itself undergo any transformation. It reduces the quantity of raw materials involved in the reaction and improves yields.

One type of catalysis used by SEQENS is biocatalysis. This involves using enzymes to catalyze chemical reactions. Enzymes are obtained by fermenting bacteria or yeast, then isolated or purified, when necessary, for use in a chemical reactor as biocatalysts.

Biocatalysis is interesting from an environmental point of view and can meet up to 9 of the 12 principles of green chemistry:

- Enzymes offer a unique and exceptional combination of selectivities, which considerably limits the production of unwanted by-products.
- Enzymes are highly efficient catalysts, accelerating reaction speeds.
- Enzymes generally work in aqueous media, avoiding the use of solvents except in special situations.
- Enzymes are proteins made up of a sequence of amino acids and are therefore biodegradable. These agents have no significant impact on the environment.
- Enzymes can replace or reduce the amount of metals used, compared with conventional catalysts, and are therefore associated with a lower environmental impact.
- Enzymes operate under mild conditions of pH, temperature and pressure, thus requiring less energy. In addition to their environmental benefits, these conditions also minimize undesirable side reactions.

This bioprocess thus enables SEQENS to take a further step towards ever greener chemistry.

## MICROALGAE

The Group became a majority shareholder in Alganelle in July 2022. Alganelle is an innovative biotechnology company specializing in the development and production of high value-added natural molecules from microalgae. These compounds are then used as ingredients by the biomedical, cosmetics and pharmaceutical industries.

This rare know-how in microalgae engineering enables us to offer disruptive synthetic biology solutions.

Microalgae are produced in photobioreactors or fermenters. In addition to their rapid growth, microalgae are energy and nutrient efficient, feeding mainly on light energy and carbon dioxide. This technology ensures the production of components from sustainable processes with a low environmental footprint and a secure supply chain (no use of rare resources, no use of arable land, no seasonality, no use of hazardous solvents or costly chemical reagents, unlike conventional production processes).





## Achievements 2024

○ Developed in collaboration with a partner under a joint development agreement, the "Estolides" project aims to replace silicones such as dimethicone (with low biodegradability) with biocatalytically produced estolides in cosmetic ingredients for hair care. At this stage, the Protéus-by-Seqens teams have developed a unique and specific enzyme (lipase) to synthesize a range of estolides. This process is interesting from an environmental point of view, as it does not consume organic solvents, does not require high reaction temperatures and therefore limits the energy consumption of the process, and generates only a small quantity of effluents (thanks in particular to the biocatalyst). What's more, the product is biodegradable and derived from two biosourced raw materials. This project meets up to 10 of the 12 principles of green chemistry.

○ In order to carry out an enzymatic synthesis of glucoside and polyol esters at the request of a customer, the Protéus-by-Seqens team proposed an alternative route to biocatalyzed synthesis in organic media with a unique and specific lipase in aqueous media. The teams have developed an innovative and disruptive solution, as there is no precedent for this type of reaction in the state of the art. In addition to productivity gains, this process offers high atom economy, uses biobased raw materials, does not involve organic solvents, has mild reaction conditions and therefore a lower energy profile than the conventional process. This project is interesting from a CSR point of view, as it respects 8 of the 12 principles of green chemistry. This range of enzymes is marketed under the name SeqenzymACT.

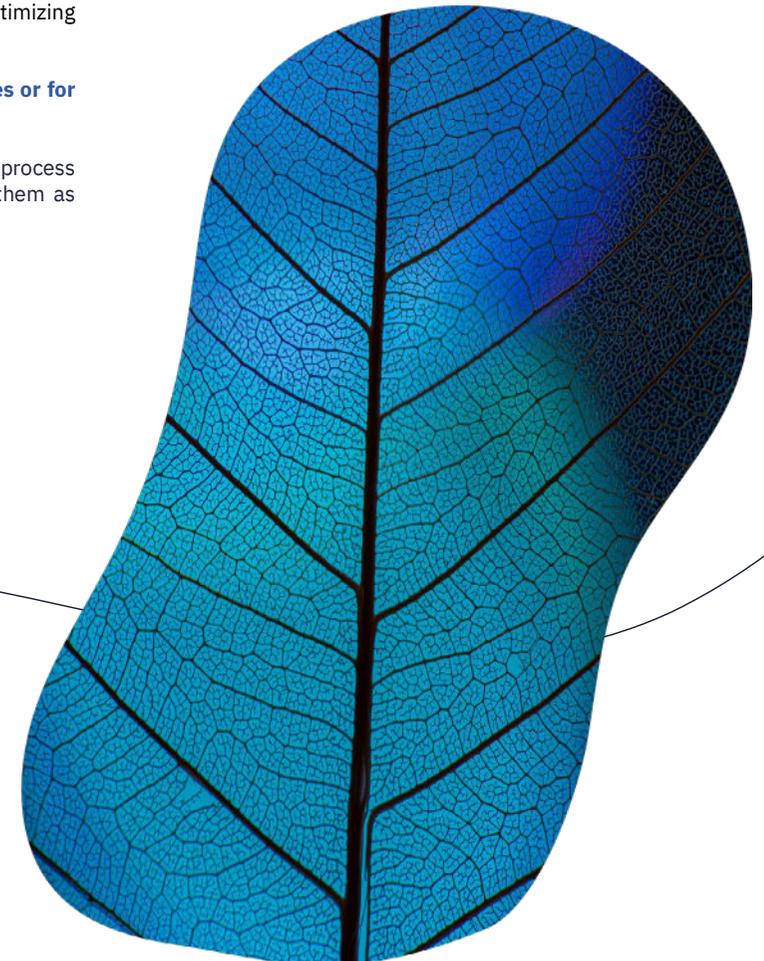
## CIRCULAR ECONOMY

The Group participates in the circular economy by improving the prevention, reuse, recycling and recovery of waste, including the reuse of co-products, by-products or waste as ingredients in other (or identical) production processes, thus reinjecting used raw materials into the economic cycle.

Our R&D and innovation departments focus on 2 main areas:

- **Reduce the amount of waste generated** by optimizing processes and yields;
- **Reprocess and use by-products in other processes or for sale.**

SEQENS more commonly speaks of up-cycling, a process that recovers depleted raw materials and reuses them as raw materials in a new manufacturing process.



## SUSTAINABLE SOLUTIONS AND INNOVATIVE

SEQENS places solutions for sustainable development at the heart of its innovation policy and the evolution of its product offering. The Group designs and develops innovative solutions tailored to customers' key challenges, and supports them in their quest for sustainable performance.

### Achievements 2024

The SEQENS Group is proud to **develop products that have a positive impact on society**, and in particular on the health and well-being of end consumers. The Nîmes site (Protéus-by-Seqens) has developed a green process (fermentation and biocatalysis) to produce an enzyme capable of transforming sucrose (sugar) into fructo-oligosaccharides (FOS). The latter are "healthy" prebiotics, with fewer calories but still a sweet taste. The sale of this enzyme contributes to the reduction of sugar and calories in the daily diet, a major public health challenge. Cardiovascular disease is the world's leading cause of death, mainly due to a sedentary lifestyle and an unhealthy diet, with the consumption of increasingly processed and sugary products.

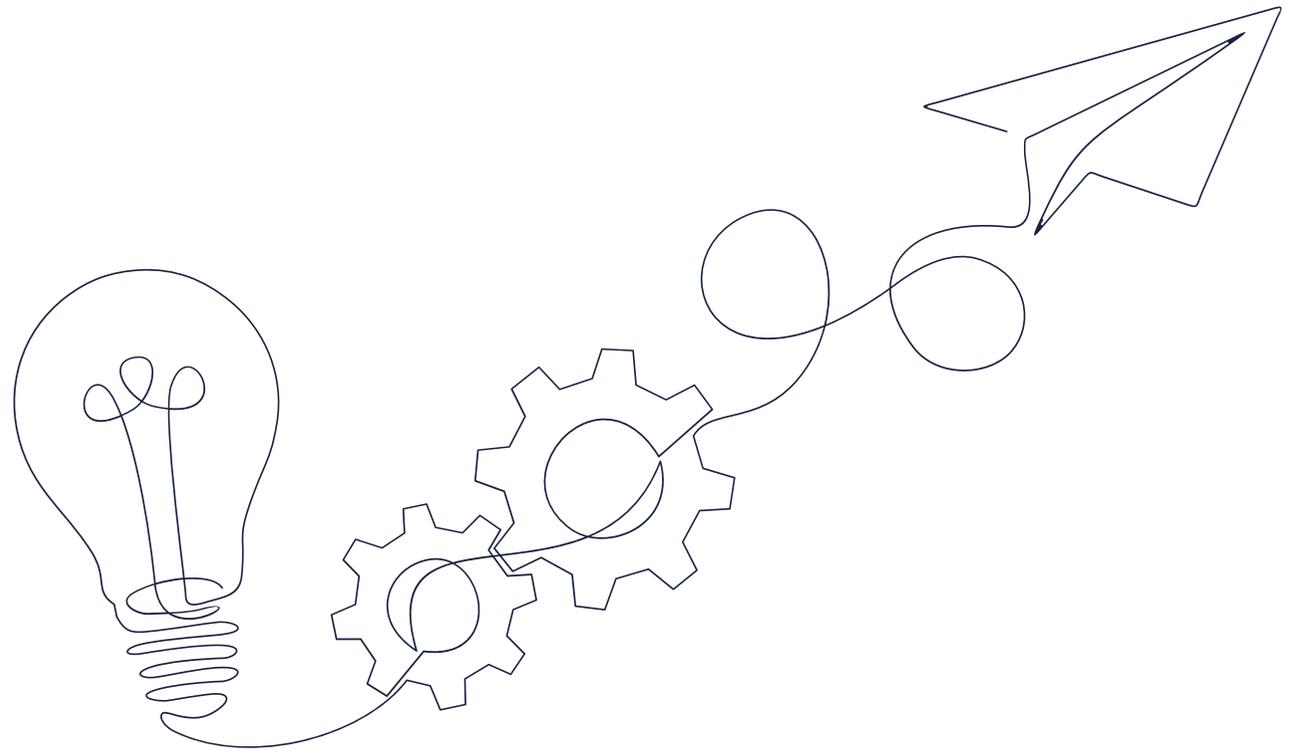
This product is now marketed under the name SeqenzymFT, with a distribution agreement with Applexion, a long-standing supplier of purification solutions, notably for sugars and FOS.

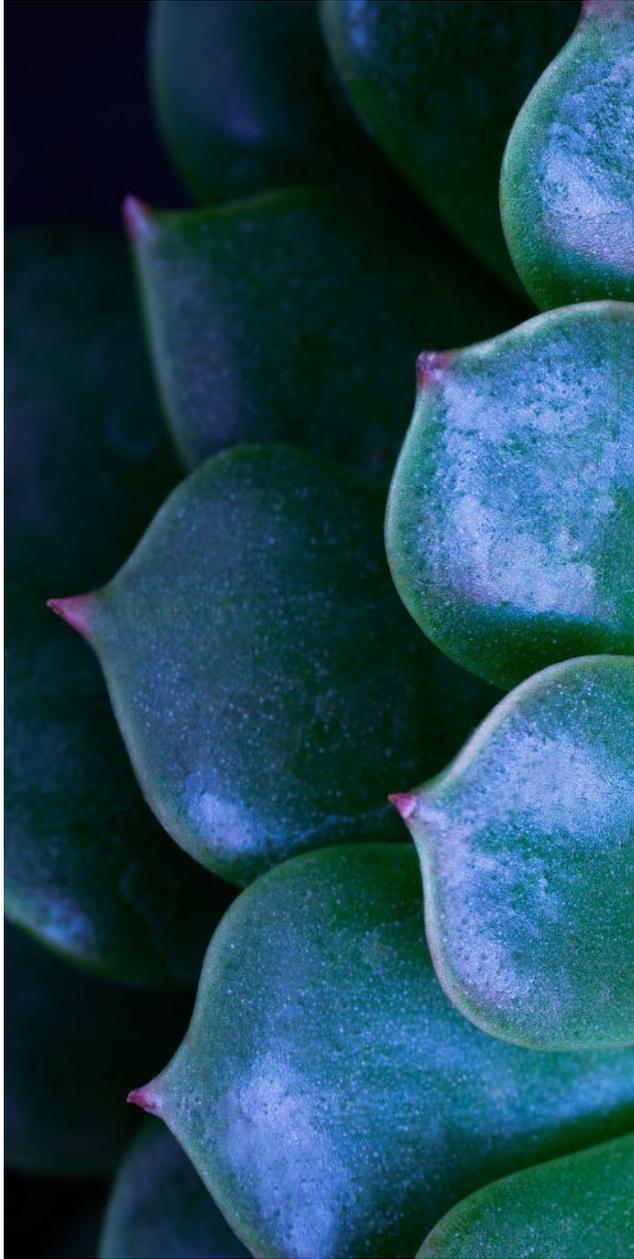
SEQENS also contributes through some of its activities to **developing alternatives to fossil fuels**. For example, the Nîmes site (Protéus-by-Seqens) has improved the efficiency of certain enzymes present in an enzyme cocktail, in partnership with a French research and development institute. This cocktail improves methanization yields by facilitating access to substrates. Methanization enables farm waste to be recycled and biogas to be released through fermentation. This biogas can then be used as a fuel (to produce energy, heat or electricity) or as a motor fuel.

In 2022, the enzymatic cocktail was developed on an industrial scale, with a targeted increase in methane release of +15% to 30%. It was tested on farms in 2023 and 2024. The product is now marketed under the name SeqenzymbG

The Group also **supports its customers in the development of solutions with less impact on the environment and health**. For example, in 2024 the R&D team specializing in lubricant additives completed a new phase of R&D into additives compatible with a vegetable oil used for the manufacture of mechanical parts (metalworking) in industry. SEQENS thus enables its customers to turn to a formulation using vegetable oils (versus mineral oils). This range of additives is marketed under the names Sulfad@ 1526, 1528, & 1529.

Another example is the extension in 2024 of the 'Kelico V' range to the commercial activity 'lubricant additives'. The R&D teams have developed a process that is unique on the market, enabling them to offer customers biodegradable calcium sulphonate greases (versus non-biodegradable mineral grease). In addition to this first criterion of differentiation, these greases present less risk to health. The specificity of the 'Kelico V' grease range lies in the fact that it is the first and only biodegradable calcium sulphonate grease range on the market without any hazard pictogram.





4

# Operational integrity



SEQENS operates in several countries around the world and is committed to conducting its business with integrity. Integrating ethical values into its day-to-day activities is essential to remain true to its commitments to stakeholders, protect its image and reputation, and safeguard its employees.

This business integrity requires, among other things, respect for international human rights law in all our activities. countries where the company operates, the fight against corruption, and exemplarity in terms of CSR performance. SEQENS is convinced that the expression of its ethical principles and convictions, both within the company and with its partners, helps to inspire confidence in its customers.



### CSR COMMITMENTS

Conducting business ethically



### CSR OBJECTIVES



Train annually 100% of employees exposed to the risk of corruption in the Code of Ethics

Ensuring CSR excellence within the Group



Reach 90% of operational sites with a Platinum or Gold medal on Ecovadis by 2025

Strengthen responsible purchasing of raw materials and services



Cover 60% of purchases amount with a CSR performance evaluation by 2025 (via Ecovadis or a CSR questionnaire).

# ETHICS

## Commitment

Conducting business ethically

## Risk

Be in breach of criminal and/or civil laws and regulations applicable to business ethics

## Policy

As a partner recognized for its ethical and compliance practices, **SEQENS is committed to conducting its business in compliance with laws and regulations, with integrity wherever it operates in the world.**

In order to set out the guiding principles and requirements for responsible and ethical behavior on a daily basis, the Group's Code of Ethics was updated in January 2021 to integrate into a single document:

- **Code of conduct** (fight against corruption and influence peddling, conflicts of interest, representation of interests, relations with public authorities)
- **The SEQENS Code of Ethics** (anti-money laundering and combating the financing of terrorism, international business practices, health and safety, labor policy, respect for the environment, respect for free competition, protection of personal data, respect for and protection of Group assets).

## Objective

SEQENS believes that no **major compliance dispute** can or should impede the management of its business. To this end, the Group ensures that all its employees are familiar with the Code of Ethics, and has set itself the target of training 100% of exposed employees and new arrivals in the SEQENS Code of Ethics.

## Actions implemented

- At each Executive Committee meeting, once a month, the Compliance department presents a "**Compliance Flash**", an update on current events and major actions in progress.
- **The Audit Committee**, comprising the Group Finance Department, the Group Accounting Department, the Group Legal and Compliance Department, the Audit and Internal Control and Risk Management Department, as well as the shareholders and statutory auditors, meets twice a year. This Committee deals with the closing of accounts and audit and internal control issues. Within this framework, the Compliance department is invited to present the results in terms of compliance and to present the action plan for validation.
- In 2023, the Group introduced a declaration of interest in which each manager present on the SEQENS Committee must declare any connection of interest. This new process came into effect at the beginning of 2025, following notification of the various employee representative bodies between 2023 and 2024.
- The Group's Code of Ethics is read **by all employees** as soon as they join SEQENS.

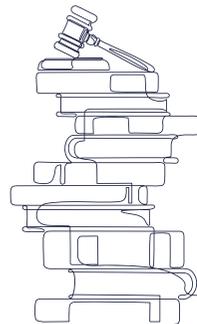
- SEQENS has opted for a principled ban on all commercial practices in the 7 regions subject to global international sanctions (Iran, Cuba, North Korea, Syria, Crimea-Sebastopol, Donetsk, Lugansk), and has added 2 further regions in 2023: Zaporijjia and Kherson between Ukraine and Russia.
- For greater transparency, SEQENS is voluntarily registered in the digital directory listing relations between interest representatives and public authorities. Inclusion in this directory, maintained by the HATVP (High Authority for the Transparency of Public Life) in France, implies adherence to ethical rules in lobbies' relations with public authorities. At European level, SEQENS is listed in the "transparency register".

## Indicators

	2021	2022	2023	2024
Number of incidents reported via all available channels	2	4	0	5
Number of confirmed ethical breaches	0	0	0	2

In 2024, the definition of ethical incidents was extended to include cases of harassment, which accounted for 100% of reported and confirmed incidents.

There were no unethical incidents involving child labor, forced labor, human trafficking, non-respect for the human rights of external stakeholders or incidents of corruption.





## FOCUS: SAPIN II ANTI-CORRUPTION LAW

In 2016, France adopted a law on transparency, the fight against corruption and the modernization of economic life, known as the Sapin II law. Within this framework, SEQENS has strengthened its ethical framework and set up a corruption prevention and detection program, in all its subsidiaries worldwide.

### 1. Identifying risks

A corruption risk map is used to identify and prioritize the Group's exposure risks. The need to update the map is assessed each year by the Compliance department. The risk map was updated at the end of 2024.

### 2. Code of ethics

The Code of Ethics, containing the Code of Conduct, is available in hard copy at all sites and translated into the Group's 8 languages. All new employees are required to read it. It is also available on the SEQENS website. In 2024, the Code of Ethics was updated to reinforce the section on fair competition and antitrust standards.

The code defines risky situations, good reflexes and examples of do's and don'ts.

### 3. Sanctions

The Code of Ethics has been an integral part of the various sites' internal regulations (or equivalents) since 2021, and specifies to all employees the penalties for breaching the code.

### 4. Ethical alerts

All internal and external stakeholders can confidentially report any behaviour contrary to the Code of Ethics to the Compliance department via a dedicated e-mail address:

[codeofconduct@seqens.com](mailto:codeofconduct@seqens.com)

The Compliance Department relies on an internal Group procedure to handle alerts received. This procedure is in line with the Wasserman law on the protection of whistle-blowers, and complies with CNIL (National Commission for Data Protection) guidelines, notably on the protection of personal data.

### 5. Evaluation of third parties

The assessment of third parties is carried out by the Compliance department based on the results of the corruption risk analysis and the typology of third parties. Furthermore, in December 2023, implementation of the automatic third-party assessment project began via a new tool. This tool enables us to check our entire database for international sanctions and corruption. The third-party assessment starts with suppliers and will be extended to our customer base.

### 6. Accounting controls

The process of rolling out Sapin II accounting controls to all sites continued in 2024.

### 7. Ethics training

SEQENS has an anti-corruption training program for the most exposed employees (subsidiaries and head office). And since September 2022, all new employees have been invited to receive training in the Code of Ethics.

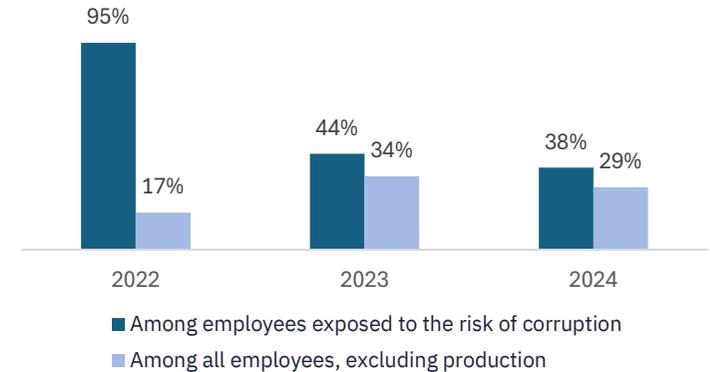
### 8. Monitoring and evaluating the implementation of measures

The Compliance department reports on its activities monthly to management and twice a year to the Audit Committee.



## KPI

Cumulative percentage of employees trained in the Code of Ethics



In 2023, for greater practicality, SEQENS changed its methodology for identifying "employees exposed to the risk of corruption", thereby broadening the scope of exposed employees and lowering the percentage of employees exposed and trained in the code of ethics, in cumulative terms (present at December 31). Employees considered to be at risk are members of the executive and direction teams, as well as managers.

By 2024, the SEQENS Group had 38% of employees exposed to the risk of corruption and trained in the Code of Ethics, and 29% of non-production employees trained in the Code of Ethics. The Compliance department has focused on creating an e-learning course on the Code of Ethics, which will be rolled out in 2025.



# CYBERSECURITY

## Commitment

Ensure data protection and continuity of information systems operations.

## Risks

Unavailability of an information system or incident affecting data integrity, leading to an interruption in one or more of the Group's activities.

Leakage of confidential information (internal, customer or personal data).

Non-compliance with cybersecurity or data protection regulations applicable to our industry.

## Policy

SEQENS wants to build relationships of digital trust with its partners, so the Group implements its cybersecurity program in line with the main market standards, such as NIST (National Institute of Standards and Technology) or ISO 27 001 (international standard for information systems security management systems).

These principles are communicated throughout the Group by means of an information security policy and a digital charter. In addition, the Group implements a comprehensive awareness-raising program to help employees apply best practices.

## Objective

SEQENS considers that it must be able to manage a major cybersecurity incident, contain its effects and optimize its ability to restore its services. To achieve this, the Group identifies, anticipates and manages the main cybersecurity risks.

By 2024, SEQENS' main objective remains to have no major safety incidents.

For the Group, a major security incident is a cyberattack, i.e. a malicious act against our IT system, which would significantly affect the confidentiality and/or integrity of the Group's information or the availability of the information system, resulting in significant financial losses and/or damage to SEQENS' image and/or significant defense efforts to contain and deal with the attack.

This does not include the number of attempted attacks that have been stopped by the Group's prevention systems.

## Actions implemented

- An Information Systems Security Manager (ISSM) has been appointed at Group level.
- A "Cybersecurity Committee", comprising the Finance, Industrial, Compliance, Risk, Legal and Information Systems Departments, meets twice a year to monitor the main cybersecurity risks and the associated roadmap.
- A "Cybersecurity Management Committee", comprising IT, quality and compliance departments, meets regularly to monitor the implementation of the main cybersecurity projects approved by the "Cybersecurity Committee".
- Internal and external assessments, such as audits and intrusion tests, are carried out on a regular basis, leading to remediation plans that are monitored as part of the governance process.
- The Group is also insured to a certain extent against the potential financial fallout of a major cybersecurity incident.
- An information security risk assessment identifies and prioritizes the Group's exposure to cybersecurity risks.

- Technical and organizational measures are in place to ensure data security and prevent disclosure to unauthorized third parties.
- Employees can report a cybersecurity alert via a "Report phishing" button in the e-mail application.
- A Security Operation Center (SOC) is deployed throughout the Group. This platform enables information system security to be supervised and administered via tools for collecting and correlating events, and for remote intervention.

## Achievements 2024

- E-learning cybersecurity training modules have been deployed throughout the Group to raise awareness among all employees. At the same time, email phishing simulations were carried out to test employees' behavior in the face of these threats.
- SEQENS now has its cyber maturity assessed via the French "Board of Cyber" platform and has a score of 855/1000, the average for the "healthcare and pharmaceutical industry" sector being 774.
- The topic of cybersecurity is now systematically integrated into the induction program for new employees.

## KPI

	2023	2024	Annual target
Number of major security incidents	0	0	0

# CSR EXCELLENCE

## Commitment

Ensuring CSR excellence within the Group

## Risk

Operations not aligned with CSR strategy, with no consideration of the social and environmental issues associated with SEQENS' activities.

## Policy

A company's CSR performance is increasingly monitored, and is becoming more and more of a demand from our customers and other stakeholders. **Ecovadis** is one of the world's leading CSR rating platforms, and some of our customers have set minimum EcoVadis rating values as a prerequisite for inclusion on their supplier panels.

As a result, all our sites have their CSR performance regularly and proactively assessed by specialized platforms such as Ecovadis or CDP.

## Objective

SEQENS' goal is to have 90% of its sites rated Platinum or Gold on Ecovadis by 2025.

## ECOVADIS

Since 2016, Groupe SEQENS has had the **CSR performance of its sites proactively assessed** annually by Ecovadis. The platform assesses how sites have integrated CSR principles into their activities and their impact, particularly on 4 themes:

- The environment**
- Social and human rights**
- Ethics**
- Responsible purchasing**

## Indicators

**17** Sites rated by Ecovadis with a Gold or Platinum medal in 2024

**85%** Sites rated by Ecovadis with a Gold or Platinum medal in 2024

Status of site medals at December 31, 2024

15



2



2



1

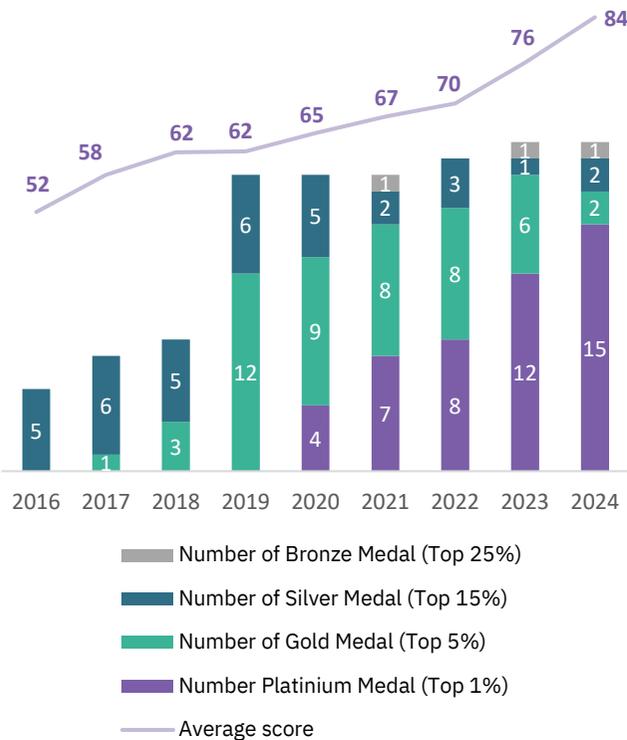


## KPIs

In 2024, **20 of our sites** had their **CSR performance** assessed by **Ecovadis**. We can see a clear progression in the number of medals obtained over the years. In 2024, 15 sites obtained a Platinum medal and 2 sites obtained a Gold medal, i.e. 85% of sites.

The results are more than excellent, confirming that good CSR practices are being integrated into the sites, with **an average score of 84/100 in 2024**, an increase of 11 points on 2023.

Ecovadis certification status of SEQENS sites



The score and medal obtained by each site in 2024 are detailed below:

Site	Latest Ecovadis score (/100)	Medal
Pont-de-Claix	94	Platinum
Saint-Fons	93	Platinum
Roussillon (Novacyl)	91	Platinum
Bourgoin	90	Platinum
Limoges	90	Platinum
Middlesbrough & Billingham	89	Platinum
Limay	86	Platinum
Villeneuve-la-Garenne	86	Platinum
Nimes	86	Platinum
Couterne	85	Platinum
Roussillon (Novapex)	85	Platinum
Aramon	84	Platinum
Turku	84	Platinum
Bangpoo	83	Platinum
Porcheville	81	Platinum
Lahr	77	Gold
Neot Hovav	74	Gold
Wuxi	74	Silver
Taixing	74	Silver
Hyderabad	65	Bronze

## CSR AUDITS

In addition to CSR performance assessment by rating platforms such as Ecovadis or CDP, some of our pharmaceutical sites are audited according to CSR standards such as PSCI. PSCI (Pharmaceutical Supply Chain Initiative) audits are assessments carried out within the supply chain of pharmaceutical companies. They aim to ensure that suppliers meet high standards of ethical, safety, environmental and social responsibility. The aim of these on-site audits is to promote sustainable and responsible business practices, while reducing risks to public health, the environment and workers' rights. These assessments also promote transparency and trust between the various players in the supply chain.



### Indicators

The SEQENS Group already has five sites audited to PSCI standards. These are Wuxi, Turku, Porcheville, Lahr, Bangpoo and Limay. PSCI audits are already planned for two other sites in 2025.

**5** sites audited according to PSCI standards, in total

**3** sites audited to PSCI standards in 2024

# RESPONSIBLE PURCHASING

## Commitment

Strengthen responsible purchasing of raw materials and services

## Risk

Challenge suppliers for non-compliance with human rights, labor law and/or environmental pollution.

## Policy

As a major industry player, the SEQENS Group is committed to being an ethical, trustworthy and compliant business partner **throughout its supply chain.**

SEQENS attaches great importance to ensuring that all its partners (customers, suppliers, subcontractors and intermediaries) share a common set of rules, practices and principles in terms of business ethics, labor and respect for the environment.

In this respect, and in line with its responsible purchasing policy, the SEQENS Group is committed to implementing responsible purchasing practices, and asks its suppliers to be more transparent about their CSR approach.

## Objective

The Group's objective is to cover 60% of purchases with a CSR performance assessment by 2025 (via Ecovadis or a CSR questionnaire).



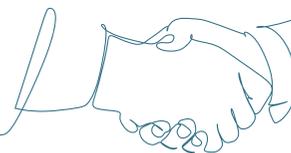
## Actions implemented

- All SEQENS suppliers are asked to comply with the ethical principles set out in the Supplier Code of Ethics, and to ensure that their own suppliers and subcontractors respect these principles. In particular, this Supplier Code of Ethics prohibits child labor and forced labor.
- Since 2021, the SEQENS Group has been using the Ecovadis Supplier platform to track the CSR performance of its suppliers, via their Ecovadis score and medal.
- The Group has a procedure for managing suppliers' ethical codes and Ecovadis supplier scores. Group buyers are trained in this procedure.
- CSR criteria are included in certain calls for tender.
- More generally, SEQENS constantly monitors the sustainability of its suppliers around the world, and thanks to this assessment and the strategies it has put in place, the Group has had very little impact from successive global supply chain crises (health crises followed by war in Ukraine).



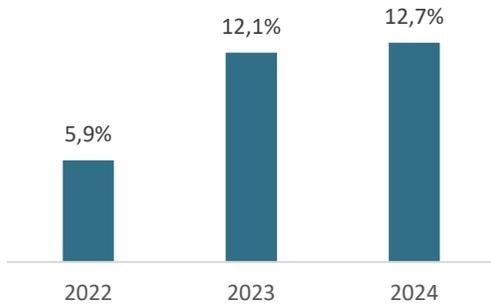
## Achievements 2024

- The Limoges site has changed the country of supply for its pomegranate, and is now sourcing from France, thus maintaining and creating jobs in France. This change required investigative work on the part of the teams to find a French supplier meeting the specifications.
- To replace the plastic consumables used in the laboratory, teams at the Nimes site have tested biosourced versions.
- Whenever possible, the sites give priority to the purchase of second-hand equipment, in order to give industrial equipment a second life and reduce the CO2 emissions associated with the manufacture of new equipment. In 2024, for example, the Couterne site purchased a second-hand trailer-mounted high-pressure cleaner.



### Indicators

Percentage of our active suppliers with a valid code of ethics



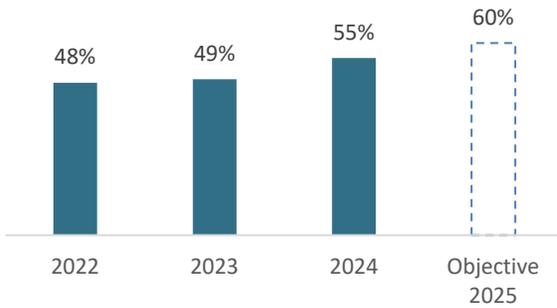
In 2024, 12.7% of the Group's suppliers had a valid code of ethics, and 55% of purchases were covered by a CSR performance assessment.

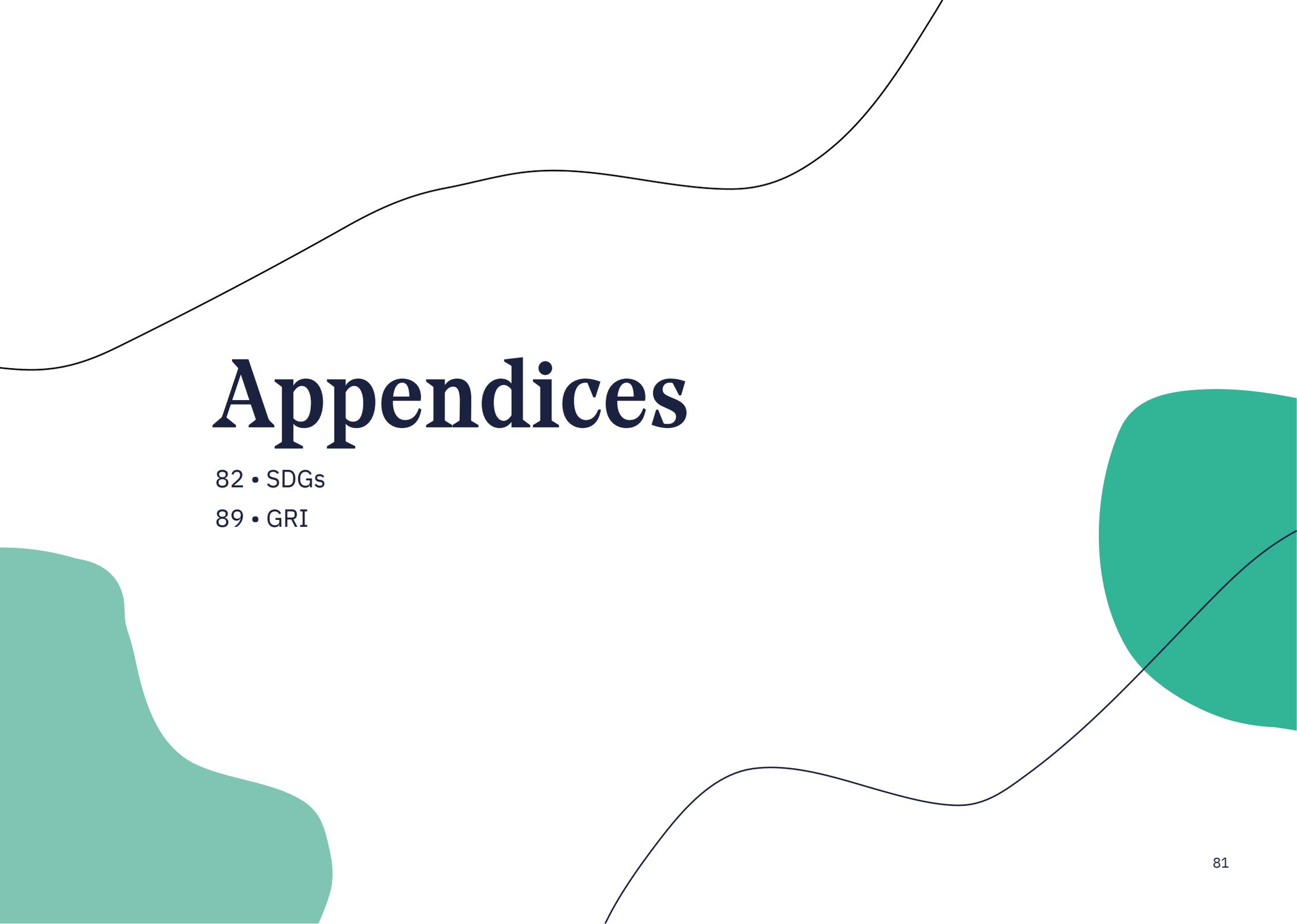
The amount of purchasing covered by a CSR performance assessment increased in 2024 thanks to improved monitoring of these scores by the purchasing department.



### KPI

Percentage of purchasing value covered by a CSR performance assessment (Ecovadis)



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# Appendices

82 • SDGs

89 • GRI

# SUSTAINABLE DEVELOPMENT GOALS

The Sustainable Development Goals (SDGs) are 17 commitments established by the UN in 2015 and form part of the Agenda 2030, which is a universal program for sustainable development. These SDGs cover the full range of sustainable development issues such as climate, biodiversity, energy, water, but also poverty, gender equality, economic prosperity or peace, agriculture, education...

The SEQENS Group contributes to the SDGs in a number of ways:

- **Strategic contribution** to certain SDGs through the implementation of priority CSR objectives in these areas, or through the company's own activities.

The Group has set itself 14 quantitative CSR targets, covering, for example, SDG 13 "Climate action", SDG 7 « Affordable and clean energy", etc.

The Group is also active in the development and production of active ingredients and intermediates used in the formulation of drugs to cure or prevent certain diseases. Through its activities, SEQENS makes an indirect contribution to the SDG 3 "Good health and well-being" on a global scale.

- **Relevant contribution** to certain SDGs resulting from the implementation of voluntary actions. This is the case, for example, with SDG 11 "Sustainable cities and communities", SDG 10 "Reduced inequalities", etc.
- **Non-significant contribution** to certain SDGs that are too far removed from the Group's challenges or business activities. This is the case for SDG 1 "No poverty", SDG 2 "Zero hunger" and SDG 14 "Life below water".

The following pages give details of the Group's contribution to the various SDGs.



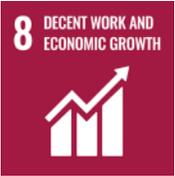
The Group's CSR strategy contributes to 14 of the 17 United Nations Sustainable Development Goals:

1 NO POVERTY	2 ZERO HUNGER	3 GOOD HEALTH AND WELL-BEING	4 QUALITY EDUCATION	5 GENDER EQUALITY	6 CLEAN WATER AND SANITATION	7 AFFORDABLE AND CLEAN ENERGY	8 DECENT WORK AND ECONOMIC GROWTH	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	10 REDUCED INEQUALITIES	11 SUSTAINABLE CITIES AND COMMUNITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	13 CLIMATE ACTION	14 LIFE BELOW WATER	15 LIFE ON LAND	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	17 PARTNERSHIPS FOR THE GOALS
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<b>Climate change and the environment</b>	Pursuing the decarbonization of our activities						•		•		•	•	•	•			
	Preserving natural resources, especially water					•			•		•	•					
	Reduce our environmental impact, in particular waste, effluents and atmospheric emissions								•		•						
<b>Employees and communities</b>	Ensuring the health and safety of employees			•				•									
	Implement best practices to attract and retain employees			•	•		•	•									
	Committed to diversity and professional equity				•	•		•	•								
<b>Safety, quality and innovation sustainable</b>	Maintain and promote our long-standing commitments to associations																
	Preventing major accidents and ensuring the safety of our processes			•													
	Guaranteeing the quality and safety of our products			•							•						
<b>Operational integrity</b>	Promoting eco-design and sustainable value creation through innovation			•				•	•								
	Conducting business ethically							•							•	•	
	Ensuring CSR excellence within the Group																•
	Strengthen responsible purchasing of raw materials and services													•	•		

SDG name	SDG targets	SEQENS' contribution to the SDGs
	<b>3.3</b> By 2030, end the epidemics of AIDS, tuberculosis, malaria and neglected tropical diseases and combat hepatitis, water-borne diseases and other communicable diseases.	SEQENS develops and produces active ingredients and intermediates used in the formulation of drugs to cure or prevent certain diseases, in particular antivirals.
	<b>3.4</b> By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being.	SEQENS develops and produces active ingredients and intermediates used in the formulation of drugs to cure or prevent certain diseases, in particular anti-cancer drugs.
	<b>3.8</b> Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all.	SEQENS ensures that every employee has access to the following facilities health and accident insurance.
	<b>3.9</b> By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination.	SEQENS protects the health of each and every one of its employees, and monitors their exposure to hazardous chemical substances.
	<b>3.b</b> Support the research and development of vaccines and medicines for the communicable and non-communicable diseases that primarily affect developing countries, provide access to affordable essential medicines and vaccines, in accordance with the Doha Declaration on the TRIPS Agreement and Public Health, which affirms the right of developing countries to use to the full the provisions in the Agreement on Trade-Related Aspects of Intellectual Property Rights regarding flexibilities to protect public health, and, in particular, provide access to medicines for all.	SEQENS develops and produces active ingredients and intermediates used in the formulation of drugs to cure or prevent certain diseases.
	<b>4.3</b> By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university.	SEQENS ensures that each employee has the means to carry out his or her tasks effectively and to progress in his or her professional life, by developing each employee's potential and employability, in particular through training.
	<b>4.4</b> By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.	SEQENS is committed to a policy of encouraging young students, interns and work-study students to enter the workforce and find lasting employment.
	<b>5.1</b> End all forms of discrimination against women and girls everywhere	SEQENS is committed to offering all its employees a fair and inclusive working environment, and to preserving diversity from the moment they are hired and throughout their working lives.
	<b>5.5</b> Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.	SEQENS aims to increase the proportion of women in the workforce wherever possible. This applies to all levels and functions within the company.

SDG name	SDG targets	SEQENS' contribution to the SDGs
 <p><b>6</b> CLEAN WATER AND SANITATION</p>	<p><b>6.1</b> By 2030, achieve universal and equitable access to safe and affordable drinking water for all.</p>	<p>SEQENS ensures that all its employees have free access to drinking water at its sites.</p>
	<p><b>6.2</b> By 2030, achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations.</p>	<p>SEQENS ensures that all its employees have access to sanitary facilities and changing rooms at its sites.</p>
	<p><b>6.3</b> By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally.</p>	<p>SEQENS is committed to controlling its aqueous discharges, by implementing various programs to reduce the quantities discharged at source and set up effective treatments at its sites.</p>
	<p><b>6.4</b> By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity.</p>	<p>SEQENS is committed to reducing its water consumption by setting up closed loops (notably for cooling process equipment) and optimizing water consumption through the installation of new, more efficient equipment, automated systems, water-saving materials, and so on.</p>
 <p><b>7</b> AFFORDABLE AND CLEAN ENERGY</p>	<p><b>7.2</b> By 2030, increase substantially the share of renewable energy in the global energy mix.</p>	<p>SEQENS is committed to increasing the proportion of renewable and recovered energy. For renewable energy, this means producing and using renewable energy on site (photovoltaic panels); or purchasing energy from certified renewable sources.</p>
	<p><b>7.3</b> By 2030, double the global rate of improvement in energy efficiency.</p>	<p>SEQENS is committed to reducing its energy consumption by improving the energy efficiency of buildings, processes and utilities (consuming less); and by developing innovative processes and breakthrough solutions to reduce the energy footprint of manufactured products.</p>

SDG name	SDG targets	SEQENS' contribution to the SDGs
	<p><b>8.4</b> Improve progressively, through 2030, global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation, in accordance with the 10-Year Framework of Programmes on Sustainable Consumption and Production, with developed countries taking the lead.</p>	<p>SEQENS systematically prevents industrial risks and, in particular, the environmental impacts of its activities, whether in terms of atmospheric, aqueous or underground discharges.</p>
	<p><b>8.5</b> By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.</p>	<p>SEQENS provides jobs in 10 countries on 3 continents and employs over 3,000 people. In addition, the Group is committed to diversity from the moment of recruitment and throughout working life, and guarantees equal opportunities and equal pay for equal skills and similar tasks.</p>
	<p><b>8.8</b> Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.</p>	<p>At SEQENS, no priority can be given to the detriment of people's safety. The Group considers this to be one of the cornerstones of the sustainable development of its activities. This commitment is clearly defined in the Group's HSE policy, and is applied operationally at our sites.</p> <p>SEQENS respects human rights and labor laws at its sites and throughout its value chain. These principles are clearly set out in the Group's Code of Ethics and Supplier Code of Ethics.</p>
	<p><b>8.b</b> By 2020, develop and operationalize a global strategy for youth employment and implement the Global Jobs Pact of the International Labour Organization.</p>	<p>SEQENS is committed to a policy of encouraging young students, interns and work-study students to enter the workforce and find lasting employment.</p>
	<p><b>9.2</b> Promote inclusive and sustainable industrialization and, by 2030, significantly raise industry's share of employment and gross domestic product, in line with national circumstances, and double its share in least developed countries.</p>	<p>SEQENS is carrying out several projects as part of the "France Relance" plan and the "Support for industrial investment and modernization" program, which aims to accelerate ecological transformations, increase Europe's economic resilience and technological independence, develop business and create sustainable employment.</p>
	<p><b>9.4</b> By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities.</p>	<p>SEQENS is carrying out a number of projects as part of the "France Relance" plan and the "Support for industrial investment and modernization" program, which aims to accelerate ecological transformation and increase Europe's economic resilience and technological independence.</p>
	<p><b>10.2</b> By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.</p>	<p>SEQENS is committed to diversity from the moment it hires and throughout its working life, including people of all ages, genders, origins, family situations, sexual preferences, opinions and aptitudes in its workforce.</p>

SDG name	SDG targets	SEQENS' contribution to the SDGs
	<p><b>11.b</b> By 2020, substantially increase the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change, resilience to disasters, and develop and implement, in line with the Sendai Framework for Disaster Risk Reduction 2015-2030, holistic disaster risk management at all levels.</p>	<p>SEQENS is committed to reducing its greenhouse gas emissions, energy consumption, water consumption and waste generation, while optimizing the use of raw materials and improving yields.</p>
	<p><b>12.2</b> By 2030, achieve the sustainable management and efficient use of natural resources.</p>	<p>SEQENS is committed to reducing energy consumption, water consumption and waste generation, while optimizing the use of raw materials and improving yields.</p>
	<p><b>12.5</b> By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.</p>	<p>SEQENS is committed to reducing and enhancing the value of its production waste. The Group's approach is based on the "4Rs": reduce, reuse, recycle and recover waste.</p>
	<p><b>13.2</b> Integrate climate change measures into national policies, strategies and planning.</p>	<p>Since 2008, SEQENS has been implementing a decarbonization program, which was subsequently included in the decarbonization roadmap for France's chemical industry, published in May 2021. To help industry in general, the French government is supporting companies in their decarbonization initiatives via a stimulus program, which benefits SEQENS.</p>
	<p><b>13.3</b> Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.</p>	<p>SEQENS' CSR approach includes a communication and awareness-raising component. The CSR report is distributed to all Group employees, CSR training courses have been set up for certain departments, and a CSR seminar is held every year to reinforce the CSR culture within SEQENS and reward projects carried out and teams contributing to the realization of the Group's CSR strategy.</p>
	<p><b>15.6</b> Promote fair and equitable sharing of the benefits arising from the utilization of genetic resources and promote appropriate access to such resources, as internationally agreed.</p>	<p>SEQENS strives to ensure the protection of biodiversity and the fair and sustainable use of natural resources in its supply chain. The Group complies with international agreements such as the Nagoya Protocol and the Convention on Biological Diversity.</p>

SDG name	SDG targets	SEQENS' contribution to the SDGs
	<b>16.2</b> End abuse, exploitation, trafficking and all forms of violence against and torture of children.	SEQENS ensures that none of its employees or partners uses forced or child labor in any way, directly or indirectly. This principle is clearly stated in the Code of Ethics.
	<b>16.5</b> Substantially reduce corruption and bribery in all their forms.	SEQENS has a program to prevent and detect corruption in all its subsidiaries throughout the world.
	<b>17.14</b> Enhance policy coherence for sustainable development.	SEQENS has voluntarily aligned its CSR performance declaration with the non-financial performance declaration (European directive), GRI standards, Ecovadis and CDP evaluation grids.

## Content index of the GRI standard

The SEQENS Group prepares its CSR report in accordance with GRI standards. The Global Reporting Initiative, or GRI, is an NGO that has established global reporting principles and a repository of indicators for measuring corporate CSR performance. SEQENS has chosen to align itself with the GRI standards for greater transparency, to guarantee the quality of the information in the CSR report and to compare its CSR performance with other companies aligned with the GRI standards. For this report, the Group has used the GRI standards updated in 2024.

Declaration of use	SEQENS has provided the information listed in this GRI content index for the period January 1 to December 31, 2024.
GRI 1 used	GRI 1: Foundation 2021
GRI sector standard(s) applicable	As the GRI sector standard for chemicals (industry) has not yet been published, SEQENS has relied on the thematic standards to communicate specific information on its relevant themes.



GRI Standard	Information item	Location	Omission
<b>GENERAL INFORMATION</b>			
<b>GRI 2 - General information</b>			
	2-1 Organization details	<ul style="list-style-type: none"> <li>• Legal name: Seqens SAS</li> <li>• Nature of share capital and legal form: Simplified joint-stock company with share capital of 359,764,140.66 euros</li> <li>• Head office location: 21, chemin de la sauvegarde, 21 Ecully Parc - CS 33167, 69134 Ecully Cedex</li> <li>• Countries in which the company operates: "About this report" section</li> </ul>	
	2-2 Entities included in the organization's sustainability reporting	See "About this report" section	
	2-3 Reporting period, frequency and contact point	<ul style="list-style-type: none"> <li>• CSR reporting period: January 1<sup>er</sup> to December 31 2024</li> <li>• CSR reporting frequency: annual</li> <li>• Contact: Lucie Cosson, CSR Manager</li> <li>• CSR report publication date: May 2025</li> <li>• Financial reporting period: January 1<sup>er</sup> to December 31 2024</li> </ul>	
	2-4 Reformulating information	No reformulation of information on the year 2024	
	2-5 External insurance	See section "External verification of the report".	
	2-6 Activities, value chain and other business relationships	See sections "Group presentation & key figures" and "Business models".	
	2-7 Employees	<ul style="list-style-type: none"> <li>• Total number of employees: 3,219</li> <li>• Breakdown of workforce by gender in the "Diversity" section, part "Guaranteeing professional equality between women and men".</li> <li>• For information on the number of permanent employees, see the "Workforce" section.</li> <li>• Methodology: in number of people and at the end of the reporting period</li> </ul>	The following information is unavailable/incomplete because CSR reporting does not yet consolidate the data: <ul style="list-style-type: none"> <li>• Number of employees with non-guaranteed working hours ;</li> <li>• Number of full-time employees ;</li> <li>• Number of part-time employees.</li> </ul>
	2-8 Non-employees		The following information is unavailable/incomplete because CSR reporting does not yet consolidate the data: <ul style="list-style-type: none"> <li>• Total number of non-employees whose work is controlled by the organization</li> </ul>
	2-9 Governance structure and composition	See "Disclosure 2-9 Governance structure and composition" in the Appendices, as well as "CSR governance".	
	2-10 Appointment and selection of members of the highest governance body	See "Disclosure 2-10 Nomination and selection of members of the highest governance body" in the Appendices.	

GRI Standard	Information item	Location	Omissions
<b>GRI 2 - General information</b>	2-11 Chair of highest governance body	See "Disclosure 2-11 Chair of highest governance body" in the Appendices.	
	2-12 Role of the highest governance in overseeing the management of impacts	See "Disclosure 2-12 Role of highest governance body in overseeing the management of impacts" and "CSR governance" section.	
	2-13 Delegation of responsibility for managing impacts	See "Disclosure 2-13 Delegation of responsibility for managing impacts" in the Appendices.	
	2-14 Role of the highest governance body in sustainability reporting	See the "CSR Governance" section	
	2-15 Conflicts of interest	See "Disclosure 2-15 Conflicts of interest" in the Appendices.	
	2-16 Communication of critical concerns	See "Disclosure 2-16 Communication of critical concerns" in the Appendices.	The total number and nature of major concerns reported to the Executive Committee has been omitted for reasons of confidentiality and security of people and property within the SEQENS Group, particularly in view of the Group's field of activity (chemicals and pharmaceuticals).
	2-17 Collective knowledge of the highest governance body	See the "CSR Governance" section	
	2-18 Evaluation of the performance of the highest governance body	See "Disclosure 2-18 Evaluation of the performance of the highest governance body" in the Appendices.	
	2-19 Remuneration policies	See "Disclosure 2-19 Remuneration policies" in the Appendices.	
	2-20 Process to determine remuneration	See "Disclosure 2-20 Process to determine remuneration" in the Appendices.	The results of stakeholder votes (including those of the shareholders) on compensation policies and proposals are omitted for confidentiality reasons.
	2-21 Annual total compensation ratio		The following information is omitted for reasons of confidentiality: <ul style="list-style-type: none"> <li>• Ratio between the total annual compensation of the organization's highest-paid individual and the median total annual compensation of all employees</li> <li>• Ratio between the percentage increase in total annual compensation for the organization's highest-paid individual and the median percentage increase in total annual compensation for all employees.</li> </ul>
	2-22 Statement on sustainable development strategy	See sections "A word from the president", "CSR Policy" and "CSR Progress".	

GRI Standard	Information item	Location	Omission
<b>GRI 2 - General information</b>	2-23 Policy commitments	See "External CSR commitments" section	
	2-24 Embedding policy commitments	See the "External CSR commitments" section and the full CSR report.	
	2-25 Processes to remediate negative impacts	See « Disclosure 2-25 Processes to remediate negative impacts".	
	2-26 Mechanisms for seeking advice and raising concerns	See "Ethics" and "Disclosure 2-26 Mechanisms for seeking advice and raising concerns" in the Appendices.	
	2-27 Compliance with law and regulations		Information is omitted for reasons of confidentiality.
	2-28 Memberships associations	See "Social dialogue" and "Disclosure 2-28 Memberships associations" in the Appendices.	
	2-29 Approach to stakeholder engagement 2-30 Collective bargaining agreements	See the "Communities" section See the "Social dialogue" section	
<b>GRI 200 - ECONOMY</b>			
GRI 203: <b>Indirect economic impacts</b> 2016	203-1 Infrastructure investment and services supported	See the "Communities" section	
GRI 204: <b>Purchasing practices</b> 2016	3-3 Management of material topics	See the "Responsible purchasing" section	
	3-3 Management of material topics	See the "Ethics" section	
GRI 205: <b>Anti-corruption</b> 2016	205-3 Confirmed incidents of corruption and actions taken	See the "Ethics" section	
<b>GRI 300 - ENVIRONMENT</b>			
GRI 302: <b>Energy</b> 2016	3-3 Management of material topics	See "Energy" and "Low-carbon energy" sections	
	302-1 Energy consumption within the organization	See the "Energy" section	Requirements c and d. Information unavailable/incomplete
	302-3 Energy intensity	See "Energy" section. All types of energy are included within the organization.	
	302-4 Reduction of energy consumption	See "Energy" section. All types of energy are included.	

GRI Standard	Information	Location	Omission
GRI 303: <b>Water and effluents</b> 2018	3-3 Management of material topics	See "Water" section	
	303-3 Water withdrawal	<ul style="list-style-type: none"> <li>• Total volume of water withdrawn in 2024:</li> <li>- surface water: 218,343 m3</li> <li>- groundwater: 13,615,427 m3</li> <li>- seawater: 0 m3</li> <li>- water produced: 0m3</li> <li>- network water: 1,318,249 m3</li> <li>• Total volume of water withdrawn from water-stressed areas in 2024:</li> <li>- surface water: 187,218 m3</li> <li>- groundwater: 12,480,297 m3</li> <li>- seawater: 0 m3</li> <li>- water produced: 0 m3</li> <li>- network water: 963,523 m3</li> </ul>	Requirement c. Information unavailable/incomplete
	303-4 Water discharge	<ul style="list-style-type: none"> <li>• Total volume of water discharged in 2024:</li> <li>- surface water: 12,031,382 m3</li> <li>- groundwater: 0 m3</li> <li>- seawater: 0 m3</li> <li>- water produced: 0 m3</li> <li>- network water: 1,067,415 m3</li> <li>• Total volume of water discharged in water-stressed areas in 2024:</li> <li>- surface water: 10,922,889 m3</li> <li>- groundwater: 0 m3</li> <li>- seawater: 0 m3</li> <li>- water produced: 0 m3</li> <li>- network water: 742,878 m3</li> </ul>	Requirements b, c and d. Information unavailable/incomplete.
	303-5 Water consumption	<ul style="list-style-type: none"> <li>• Water consumption: 2,409,472 m3</li> <li>• Water consumption in water-stressed areas: 2,321,511 m3</li> </ul>	Requirement c. Information unavailable/incomplete
GRI 305: <b>Emissions</b> 2016	3-3 Management of material topics	See section "CO <sub>2</sub> e emissions".	
	305-1 Direct (Scope 1) GHG emissions	<ul style="list-style-type: none"> <li>• Direct GHG emissions (scope 1): 68,826 tCO<sub>2</sub> e<sub>2</sub></li> <li>• This calculation includes all greenhouse gases</li> <li>• Biogenic CO<sub>2</sub> emissions are zero</li> <li>• Reference year: 2021</li> <li>• Source of emission factors: Ecoinvent, Ademe, IPCC</li> <li>• Consolidation method: operational control</li> <li>• GHG methodology used</li> </ul>	

GRI Standard	Information	Location	Omission
GRI 305: <b>Emissions</b> 2016	305-2 Energy indirect (Scope 2) GHG emissions	<ul style="list-style-type: none"> <li>• Direct GHG emissions (scope 2): 198,235 tCO<sub>2</sub>e</li> <li>• Methodology similar to scope 1</li> </ul>	
	305-3 Other indirect (Scope 3) GHG emissions	<ul style="list-style-type: none"> <li>• Direct GHG emissions (scope 3): 1,382,910 tCO<sub>2</sub>e</li> <li>• This calculation includes all greenhouse gases</li> <li>• Reference year: 2021</li> <li>• Source of emission factors: Ecoinvent, Ademe, IPCC</li> <li>• Consolidation method: operational control</li> <li>• GHG methodology used</li> </ul>	
	305-4 GHG emissions intensity	See section "CO <sub>2</sub> e emissions".	
	305-5 Reduction of GHG emissions	See section "CO <sub>2</sub> e emissions".	
	305-7 Nitrogen oxides (NO <sub>x</sub> ), sulfur oxides (SO <sub>x</sub> ) and other significant air emissions	<ul style="list-style-type: none"> <li>• Nox emissions: 41 t</li> <li>• Sox emissions: 3.4 t</li> <li>• Persistent organic pollutants (POPs): 0 t</li> <li>• Volatile organic compounds (VOCs): 1,184 t</li> <li>• Hazardous air pollutants (HAPs): 13.9 t</li> <li>• Suspended particulates (PM10): 1.19 t</li> </ul>	
GRI 306: <b>Waste</b> 2020	3-3 Management of material topics	See the "Waste" section	
	306-3 Waste generated	See the "Waste" section	
	306-4 Waste diverted from disposal	<ul style="list-style-type: none"> <li>• Total weight of waste not destined for disposal: 16,734 t</li> <li>• Breakdown of hazardous waste by recovery method : <ul style="list-style-type: none"> <li>i. Preparation for reuse: not monitored</li> <li>ii. Recycling: 14,119 (off-site)</li> <li>iii. Other valuation methods: 0 t</li> </ul> </li> <li>• Breakdown of non-hazardous waste by recovery method : <ul style="list-style-type: none"> <li>i. Preparation for reuse: 0 t</li> <li>ii. Recycling: 2,615 t (off-site)</li> <li>iii. Other valuation methods: 0 t</li> </ul> </li> </ul>	
	306-5 Waste directed to disposal	<ul style="list-style-type: none"> <li>• Total weight of waste for disposal: 25,431 t</li> <li>• Breakdown of hazardous waste by recovery method : <ul style="list-style-type: none"> <li>i. Incineration (with energy recovery): 10,558 t</li> <li>ii. Incineration (without energy recovery): 12,373 t</li> <li>iii. Landfill: 1,704 t</li> <li>iv. Other treatment methods: 0 t</li> </ul> </li> <li>• Breakdown of non-hazardous waste by recovery method : <ul style="list-style-type: none"> <li>i. Incineration (with energy recovery): 135 t</li> <li>ii. Incineration (without energy recovery): 88 t</li> <li>iii. Landfill: 570 t</li> <li>iv. Other treatment methods: 0 t</li> </ul> </li> </ul>	
GRI 308: <b>Environmental assessment of suppliers</b> 2016	3-3 Management of material topics	See the "Responsible purchasing" section	
	308-1 New suppliers that were screened using environmental criteria	See the "Responsible purchasing" section	

GRI Standard	Information	Location	Omission
<b>GRI 400 - SOCIAL</b>			
GRI 401: <b>Employment</b> 2016	3-3 Management of material topics	See "Workforce" and "Attraction and retention" sections	
	401-1 New employee hires and employee turnover	See sections on "Workforce", "Attraction and retention" and "Diversity".	
GRI 403: <b>Occupational health and safety</b> 2018	3-3 Management of material topics	See "Health and safety" section	
	403-1 Occupational health and safety management system	See "Health and safety" section	
	403-5 Worker training on occupational health and safety	See "Health and safety" section	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	See "Health and safety" section	
	403-9 Work-related injuries	See "Health and safety" section	
GRI 404: <b>Training and education</b> 2016	3-3 Management of material topics	See the "Skills development" section	
	404-1 Average hours of training per year per employee	See the "Skills development" section	Indicator not available by gender and professional category.
	404-3 Percentage of employees receiving regular performance and career development reviews	See the "Skills development" section	Indicator not available by gender and professional category.
GRI 405: <b>Diversity and equal opportunities</b> 2016	3-3 Management of material topics	See the "Diversity" section	
	405-1 Diversity of governance bodies and employees	See sections "Workforce", "Diversity" and "Disclosure 2-9 Governance structure and composition" in the Appendices.	
GRI 414: <b>Social assessment of suppliers</b> 2016	3-3 Management of material topics	See the "Responsible purchasing" section	
	414-1 New suppliers that were screened using social criteria	See the "Responsible purchasing" section	

## Disclosure 2-9 Governance structure and composition

The Group is governed at two levels:

○ A Supervisory Committee, which is a non-executive committee responsible for overseeing and monitoring the SEQENS Group's activities over the long term. The Supervisory Committee has set up 3 specific committees (Audit Committee, ESG Committee and Remuneration Committee). The members of the Supervisory Committee are appointed in accordance with the provisions of the Articles of Association by collective decision of the partners. The Supervisory Committee has 10 members, including 9 shareholder representatives and 1 independent member. The Supervisory Committee is made up of 7 men and 3 women, i.e. 30% women.

○ An Executive Committee oversees and implements the strategic roadmap defined with the Supervisory Board. It is chaired by Pierre Luzeau and comprises 19 members, including the directors:

- Business units (Vice President Specialty Ingredients, Head of Innovative & Generics, Head of Consumer Healthcare, Head of Custom Specialties, Head of Personal Care, Head of Solvents & Phenols Specialties);
- Key positions (CFO, HR and Industrial Director, Corporate Secretary, R&D Director, Industrial Director, Quality and Regulatory Affairs Director, Communications Director, Financial Control Director, Legal Director, Purchasing Director).

The Committee is made up of 5 women and 14 men, i.e. 26% women.

## Disclosure 2-10 Appointment and selection of members of the highest governance body

The appointment of Executive Committee members does not necessarily follow a specific procedure, but takes place naturally as the heads of all the company's key functions - in particular the heads of business units and support functions - sit on the Executive Committee on a permanent basis.

In certain cases, the recruitment of certain functions must be authorized by the Supervisory Board.

## Disclosure 2-11 Chairmanship of highest governance body

The Executive Committee is chaired by Pierre Luzeau.

Pierre Luzeau is also a senior member of the organization. He is the Group's Chief Executive Officer, and his actions are monitored by the Supervisory Board.

## Disclosure 2-12 Role of highest governance body in overseeing impact management

The Executive Committee is responsible for defining the Group's strategic implementation. Within the Executive Committee sits the General Secretary, who is responsible for the CSR reference framework. The General Secretary is assigned responsibility for CSR, and delegates operational responsibilities to his teams.

The Corporate Secretary reports regularly on the CSR team's actions and projects.

## Disclosure 2-13 Delegation of responsibility for impact management

The SEQENS Group includes a Supervisory Board, which is responsible for defining the Group's major strategic orientations. It is a non-executive body which supervises and controls the activities of the Seqens Group.

The Executive Committee implements and ensures the proper execution of the strategic orientations and roadmap defined with the Supervisory Board. The Executive Committee meets at least twice a month.

All Function Directors sit on the Executive Committee, including :

- Industrial management,
- The HR department,
- Finance department,
- The General Secretariat, which is responsible for monitoring the Group's CSR actions and commitments.

Each of the above functions is under the responsibility of a senior manager who has been delegated authority over his or her area of responsibility.

Each delegation of authority is granted to senior executives by the Chairman.

All function managers report to the Executive Committee on all matters relating to their function, organization, activities, projects and priorities, in line with the corresponding strategic roadmap.

## Disclosure 2-15 Conflicts of interest

The company must ensure that the Executive Committee, via the Compliance Department, enforces the internal procedure for preventing conflicts of interest. This internal procedure has two distinct components:

### ○ Declaration of interests

The declaration of links of interest was introduced in 2023 and presented to the Social and Economic Committee for information purposes and to make it enforceable against the employees concerned. Its deployment in 2024 is aimed at preventing potential conflicts of interest for SEQENS Committee members due to their position within the organization. All direct or indirect shareholdings, remunerated professional activities, bonuses, remunerations or any other related income likely to be directly or indirectly linked to the Group's business over the last five years are documented. This declaration must be updated regularly in the event of changes in the shareholdings, positions or status of the persons concerned. The professional activities of members of the Committee's close circle are also declared, as are any volunteer activities likely to give rise to a conflict of interest. The employee is free to amend this list if he or she considers that any undeclared links of interest are likely to give rise to a future conflict.

### ○ Preventing conflicts of interest within the Group

Conflicts of interest may also be declared to the Compliance Department by any employee exposed to them, for the purposes of transparency and guidance. Employees are encouraged to share such situations via an internal form, direct communication to members of the Compliance Department or via the internal alert system.

Employees and members of the SEQENS Committee are also encouraged to declare their status as a Politically Exposed Person (PEP) using the forms in the internal Conflict of Interest Policy.

All forms and, all decisions argued and documented, are archived internally according to the terms of retention of personal information enacted in the General Regulation for the Protection of Personal Data (RGPD), in the law "Informatique et Libertés" and the internal Policy on the matter.

## Disclosure 2-16 Communication of major concerns

Thanks to the existence of an Executive Committee which meets regularly and is responsible for the strategic roadmap, any major concerns anticipated or identified are regularly reported to and discussed by the Executive Committee, which is responsible for defining the corresponding action and/or risk mitigation plans.

Depending on major issues or concerns, the Executive Committee may entrust the management of a file or issue to a crisis unit, in accordance with the Group's internal procedures in this area.

## Disclosure 2-18 Evaluation of the performance of the highest governance body

The performance of the highest governance body in overseeing the management of the organization's impacts on the economy, the environment and people is assessed via the individual performance of the members of the highest governance body.

The appraisal process, the independence of appraisals and their frequency are described in "2-19 Compensation policies".

## Disclosure 2-19 Remuneration policies

Remuneration for members of the highest governance body and senior executives comprises :

- a fixed base salary;
- a variable component, expressed as a percentage of base salary;
- a profit-sharing agreement (depending on the company where the employee joins the group);
- social benefits in line with applicable agreements (mutual insurance, provident fund, CSE social works).

Certain senior executives benefit from a company car and assistance with geographical mobility (help in finding accommodation, payment for temporary accommodation in certain specific cases, in accordance with regulations).

Severance payments are calculated on the basis of the scales applicable in each territory.

There is no specific pension policy for the highest governance body.

There is no recovery mechanism in the sense of the GRI standard.

Members of the highest governance body and senior executives receive variable compensation, indexed to:

- Collective elements,
  - Financial: net income and cash flow data for the Group and business units;
  - Non-financial: HSE, quality, operational performance;
- Individual elements,
  - Individual objectives are set and agreed by each employee and his/her manager at the start of the year, and recorded by the Human Resources Department.

- Objectives are made up of a limited number of actions that contribute to the company's goal.

A mid-year review of individual objectives is organized, in order to readjust them in the event of a change of context or priorities, without it being a mid-year evaluation.

The allocation of individual objectives that contribute to the company's CSR objectives is encouraged and specifically identified.

Performance reviews are carried out at the end of the year, to determine the level of variable pay to be achieved. A regulation is proposed by the Human Resources Department and validated by General Management, to ensure consistency in the assessment of individual performance.

The respective weightings of collective and individual elements may change from one year to the next, depending on the company's context and priorities.

Annual increases in fixed salaries, comprising both collective and individual components, are determined according to:

- A budget framework, taking into account the company's general economic objectives;
- Discussions with social partners where applicable;
- Employees' individual achievements over the previous year, assessed jointly by managers and the Human Resources Department.

The Human Resources Department reviews the overall distribution of the annual increase to ensure consistency and fairness within the company.

## Disclosure 2-20 Compensation determination process

The compensation and remuneration policies are constituted according to :

- External elements ;
  - market levels for each position and territory, based on the supply/demand balance between company needs and available skilled resources.
  - the level of experience and expertise of each employee.
- Internal elements ;
  - the consistency and fairness of compensation packages are guaranteed by the Human Resources Department.

An HR Committee, reporting to the Group Supervisory Board, approves the remuneration of members of the highest governance body. The HR Committee is made up of representatives of the main shareholders.

The Human Resources Department relies on external contributors to improve the process of developing its compensation practices. These contributors are independent of the organization, its highest governance body, and senior management. They are :

- Recruitment firms that are regularly called upon to provide a broad vision of the market for each position and territory;
- Firms specializing in compensation, which can be called on from time to time to shed light on certain markets;
- Companies in the same sector or professional associations with which the Group has relations.

## Disclosure 2-25 Negative impact remediation process

Complaints mechanisms are disclosed in « Disclosure 2-26 Mechanisms for seeking advice and raising concerns" of this standard.

All measures are taken to prevent the occurrence of an event with a negative impact. In the event of an event having a negative impact, the Group is able to activate a crisis unit and mobilize the appropriate departments to remedy the situation.

### Focus on the supply chain

SEQENS' commitment to responsible sourcing is reflected in the Supplier Code of Ethics, which every supplier - and every supplier to our suppliers - must comply with.

They are expected to comply with labor regulations and the requirements of the fundamental conventions of the International Labor Organization (ILO). Suppliers must also respect decent working conditions (working hours, wages and benefits, freedom of association), and ensure the health and safety of their employees (protection of workers' health and safety, risk information and training, and emergency preparedness). They must also comply with current regulations, particularly those concerning the environment, minimizing their discharges into the environment (air, water, soil), preventing pollution, reducing their energy and water consumption, and their impact on biodiversity.

Each supplier is encouraged to report any difficulties encountered on these subjects to the Responsible Purchasing Department, so that they can be dealt with rapidly. Lastly, suppliers can inform their usual contact of any difficulties or suspected difficulties.

### Personal data and privacy

The SEQENS Group has a Data Protection Officer (DPO) who is responsible for implementing a privacy and personal data protection program within the SEQENS Group. To this end, he relies on a network of local privacy protection officers at each site. Any complaint in this area can be brought to the attention of the DPO, either by an employee or by any external partner, via a dedicated channel (privacy@seqens.com).

### Alert launch mechanism

In addition, the organization provides for a complementary process, with the alert mechanism. Whistle-blowing mechanisms enable individuals to raise concerns about wrongdoing or breaches of the law in the organization's operations or business relationships, whether or not the individuals themselves have been harmed. Whistle-blowing mechanisms are described in Information Element 2-26 of this standard.

## Disclosure 2-26 Mechanisms for seeking advice and raising concerns

All employees of the Seqens Group are informed as soon as they join (newcomer training) that they may seek advice or raise concerns relating to the conduct of business with the following people, depending on the subjects or topics concerned:

- His line manager ;
- The human resources department for all matters relating to HR management, potential concerns about discrimination, harassment and, more generally, compliance with current social legislation and employment law;
- Industrial and HSE management for all concerns relating to safety and environmental issues in the workplace;
- The legal department for all matters of concern or questions relating to business law, including commercial law, competition law, business criminal law, environmental law, etc;
- Compliance management for all concerns and/or risks relating to corruption, conflicts of interest and compliance with applicable ethical rules and standards.

The Compliance department also ensures that a professional whistle-blowing system is in place, so that any concerns raised by stakeholders can be reported, while guaranteeing anonymity and confidentiality (except with regard to the Compliance department, which receives and processes alerts).

### Internal alert system

SEQENS has set up an internal alert system within its Group for operational staff to share sensitive information or situations, concerns or unethical behavior.

This system, managed internally by the Compliance Department, ensures that the situation and information shared must be dealt with within a certain timeframe, and guarantees the whistleblower's anonymity.

The alert system is described in the Group's Code of Conduct, available on the SEQENS website, and applies to all internal and external stakeholders.

The scope for handling concerns is based on collaboration between the heads of the various key departments (HR, HSE and Quality in particular) in the event of situations specific to the subjects addressed and if justified by the absence of conflicts of interest. The Compliance Department may also contact the employee designated as the Group's harassment contact.

Alerts are collected via a shared e-mail address accessible only to the Compliance Department. However, alerts can also be collected by any other means of communication that maintains confidentiality and anonymity.

Members of the Compliance Department can also be contacted directly, and all conversations are the subject of a report which is shared with the whistle-blower. The internal policy guarantees the confidentiality of exchanges, as well as the Compliance Department's responsibility in terms of ethics and the handling of whistle-blowing in general.

If the situation or information is deemed to be serious or sensitive, it may be shared with the Board of Directors in order to guarantee the continuity of the Group's business and protect the employees concerned against acts of retaliation.

The department in charge of data collection has no prerogative to impose disciplinary sanctions, which are the sole responsibility of the Human Resources Department in collaboration with the Board of Directors, depending on the seriousness of the alerts.

All new employees are informed of this warning system when they receive training on the Code of Conduct, either when they arrive at head office or through annual anti-corruption training sessions for all sites. Members of the Compliance Department report annually to the Board of Directors on cases of unethical behavior by nature, type of action taken and controls put in place within the SEQENS Group.

## Disclosure 2-28 Memberships in associations

The SEQENS Group plays a significant role in the following professional associations directly related to its activities:

- France Chimie, the professional organization representing chemical companies in France. Pierre Luzeau, President of SEQENS, is a member of the Board of Directors.
- EFCG, European Fine Chemical Groupe, a CEFIC member trade association representing the interests of the Fine Chemicals industry in Europe. Gildas Barreyre, General Secretary of SEQENS, is Vice-Chairman and a member of the Board.
- SICOS, the French trade association for the fine china and biotech industries. Gildas Barreyre, General Secretary of SEQENS, is Vice-Chairman and a member of the Board of Directors.
- UNIDEN, an association representing energy-intensive industries in France. Gildas Barreyre, General Secretary of SEQENS, is Chairman of the Electricity Commission and a member of the Coordination Committee.

SEQENS is also a member of other industry associations or organizations directly related to its activities, but does not have a significant role or influence in the conduct of the missions of these organizations. Finally, employees may take part in meetings of industry associations or organizations in order to gather information and news on market conditions, standards and regulations relevant to the Group's activities.



# SEQENS

21 CHEMIN DE LA SAUVEGARDE  
CS 33167  
69134 ECULLY CEDEX  
FRANCE

TEL. +33(0)4 26 99 18 00  
TEL. +33(0)4 26 99 18 00

[WWW.SEQENS.COM](http://WWW.SEQENS.COM)



Written by Lucie COSSON,  
Group CSR Manager  
Produced by the Group  
Communications Department