

Corporate Social Responsibility Report

Boccard Life & Energy Solutions

Caring for People & Planet 2025



EDITORIAL

3

GENERAL INFORMATION

4

BOCCARD AT A GLANCE

Who are we?
Vision & mission
Main locations
History

5
5
6
7
8

GOVERNANCE

The first levels of Boccard Governance
Specific Committees
Directors on the Executive Committee
The Boccard Management System
Organizational principles

10
10
11
13
13
15

BUSINESS MODEL

16

VALUE CHAIN

17

STAKEHOLDERS

18

CSR RECOGNITIONS & COMMITMENT

19

DOUBLE MATERIALITY ANALYSIS

Double materiality matrix

22

RISKS & OPPORTUNITIES ANALYSIS

24

SOCIAL

26

SOCIAL: WORKPLACE HEALTH & SAFETY

Strategy and Commitments
Actions
Practical example

27
28
30
33

SOCIAL: WELL-BEING AT WORK

Strategy and Commitments
Actions

34
34
34

SOCIAL: DIVERSITY, EQUITY & INCLUSION

Strategy and Commitments
Actions

38
38
38

SOCIAL: TRAINING & SKILLS DEVELOPMENT

Strategy and Commitments
Actions

44
44
45

SOCIAL: SOCIETAL

Strategy and Commitments
Actions

49
49
50

RESPONSIBLE PURCHASING

81

Strategy and Commitments
Actions

82
82

BUSINESS ETHICS

85

Strategy and Commitments
Actions

86
86

ENVIRONMENT

56

ENVIRONMENT: INTRODUCTION

Practical examples

57
59

ENVIRONMENT: CLIMATE

Strategy and Commitments
Actions
Practical examples

60
60
63
66

ENVIRONMENT: ENERGY

Strategy & Commitment
Actions
Practical examples

68
68
69
71

ENVIRONMENT: WATER

Strategy & Commitment
Actions
Practical examples

73
73
74
75

ENVIRONMENT: WASTE MANAGEMENT AND THE CIRCULAR ECONOMY

Strategy and Commitments
Actions
Practical examples

77
77
78
79

APPENDICES

92

Reporting methodology
Glossary
SDG index
GRI content index
Climate risk analysis
Water stress risk analysis by site
Indicators

93
94
96
97
99
100
101

CONTENTS

EDITORIAL

For over a century, Boccard has been building industrial solutions that serve its clients and local communities alike. As heirs to a demanding industrial heritage, we have learned that sustainable performance cannot simply be declared: it must be built over time through responsible choices, concrete commitments and a process of continuous self-improvement.

Our mission statement, namely, '*Boccard Life & Energy Solutions: Caring for People & Planet*' guides our actions and gives purpose to our daily commitment.

In a world facing major climate, energy, social and technological shifts, our responsibility is clear: to design and deliver increasingly efficient industrial installations while improving their overall impact.

Boccard supports its clients through their sustainable transition by deploying more efficient technological and digital innovations: cutting energy consumption, reducing CO₂ emissions, optimising water usage and minimising material waste. Through our expertise, we help transform production facilities to ensure they meet the environmental standards of today and tomorrow.

Operating in 15 countries and at the heart of strategic sectors such as energy, food and beverage, cosmetics, pharmaceuticals and biotechnology, we help our industrial clients manufacture goods reliably, safely and more sustainably to improve quality of life for everyone.

Our CSR approach is aligned with this ambition and rests on four core pillars: Social Commitment—which begins with our priority on safety and extends to employee well-being and community outreach initiatives—Environmental Responsibility, Business Ethics and Responsible Procurement. These pillars structure our actions and guide our day-to-day decisions.

This approach translates into tangible commitments: reinforcing the safety of our employees and partners as our top priority, developing skills and employability, implementing community support initiatives, durably reducing our own and our clients' environmental impacts, and acting with integrity at all times.

Throughout 2025, we pursued this momentum with determination. We intensified our efforts to improve workplace safety across all our sites, consolidated our talent development policies, deployed our BocEthic Program group-wide, published our Responsible Procurement Policy and accelerated our decarbonization initiatives, notably by completing our global carbon footprint assessment covering Scopes 1, 2 et 3.

Beyond results, it is our core beliefs that guide us. We believe that a responsible industrial company is, above all, a useful one: useful to our clients in their transformation, useful to our employees and useful to society at large.

As we look ahead to 'our next 100 years', we are deliberately choosing a pragmatic, collective approach to CSR: one that creates lasting transformation in the way we design, produce and collaborate, going far beyond mere statements of intent.

Together, with our employees, partners and clients, we will continue to tackle these challenges and build a more responsible, innovative and sustainable industry.

Our actions and commitments are detailed in this report.

Bruno Boccard

Patrick Boccard



General information

BOCCARD AT A GLANCE

Who are we?

An industrial integrator founded in 1918, Boccard is a major player in the design, construction and maintenance of increasingly efficient and innovative industrial installations throughout the lifecycle of industrial investments.

With nearly 2,500 employees across 15 countries, the company leverages its expertise in engineering, manufacturing, construction, maintenance and fully integrated digital solutions to serve eight 'Life & Energy' markets, ranging from nuclear power and new energies to food and beverage, and pharmaceutical.

Our network of companies relies on excellence in project management, driven by our core commitment: 'Safety First, On Time, On Spec, On Budget, Customer Satisfaction'.

BUSINESS AREAS

Boccard Life Solutions



Food
& Ingredients



Brewing
& Distillery



Cosmetics
& Hygiene



Pharma
& Biotech

Boccard Energy Solutions



Nuclear Energy



Oil & Gas



New Energies

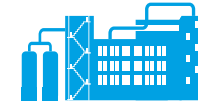


Steel & Mining

Key metrics



1918
Boccard France
founded



4th
generation of a family-owned
business dedicated to industrial
development



8
industries served



2,500
experts worldwide



15
countries worldwide



4 areas of expertise :
Engineering - Manufacturing
Construction - Maintenance



1 commitment:
Excellence in project management
'Safety First, On Time, On Spec,
On Budget, Customer Satisfaction'



2013
Signatory to the
UN Global Compact



2018
Boccard celebrated
its First 100 Years



+115
Client references
in over 115 countries

¹ Manufacturing and Prefabrication in Our Digitalised Factories.

Our vision & mission

Our Vision

'Be a leader in fully integrated and digitalised industrial solutions'

Our Mission

'Boccard Life & Energy Solutions: Caring for People & Planet'.

People

Our foremost responsibility is to people. First and foremost, to our employees and all those who work alongside us: for them, the cornerstone of our commitment is Safety First — meaning that 'no one gets hurt.' *We care for our people.*

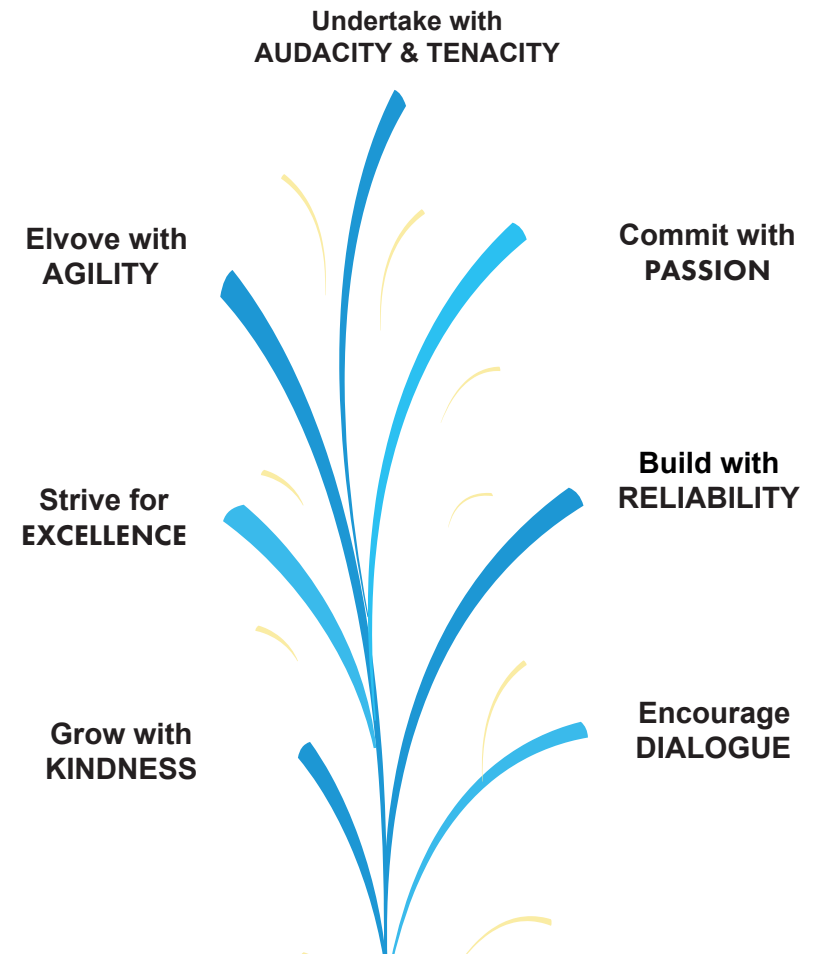
Our work also contributes to improving quality of life for all: we support industrial players in the Life Solutions sector, who produce medicines and vaccines, food and cosmetics, and natural ingredients, as well as those in the Energies sector, who generate electricity, whether low-carbon nuclear energy or power from biomass, waste, green hydrogen, and more.

Planet

We are also deeply committed to caring for the environment:

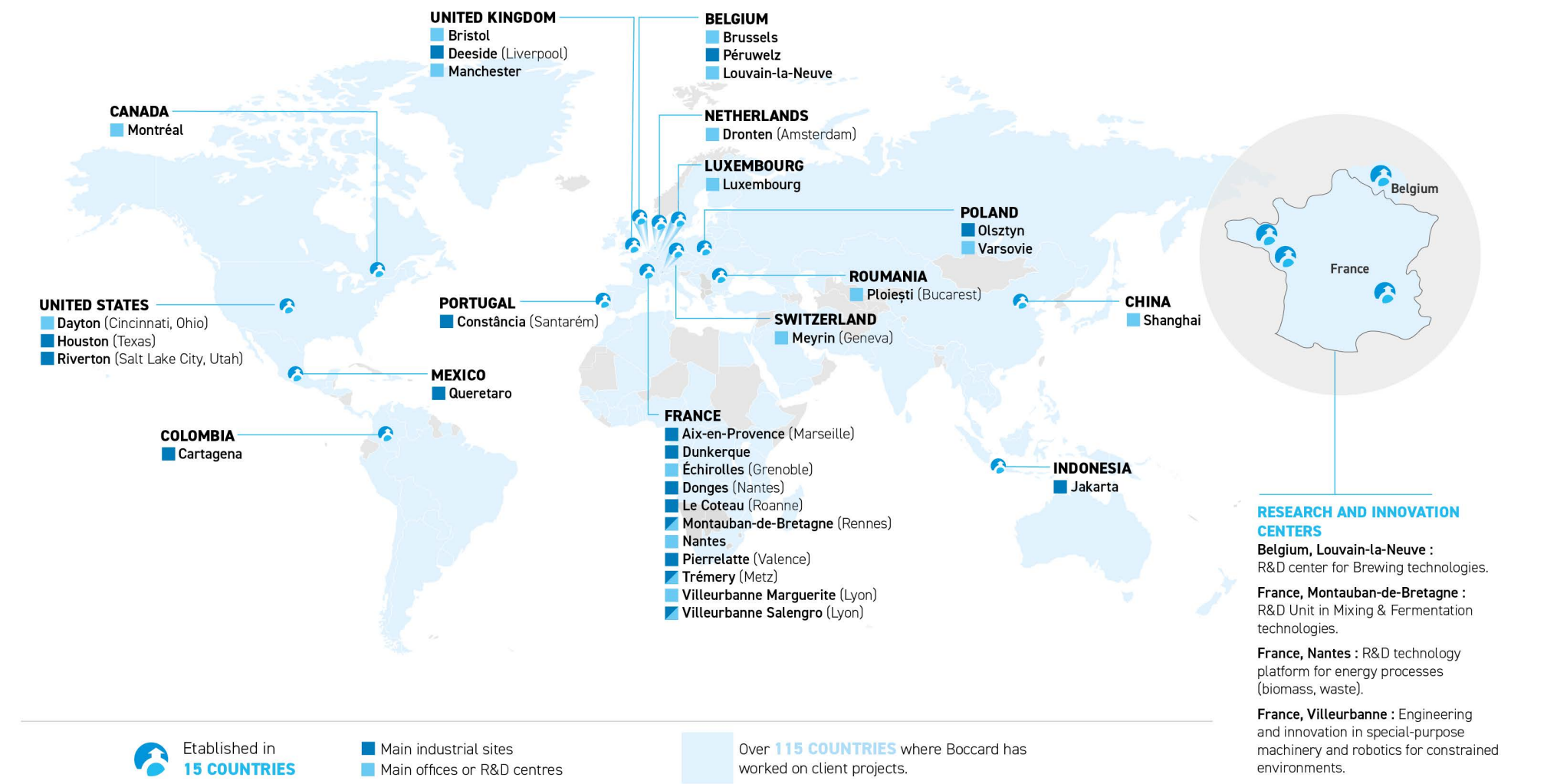
- whether on our sites, within our operations, in terms of our Greenhouse Gas Emissions, waste management, or our water and energy consumption;
- or through the services, products, and solutions we implement for our clients. As an industrial integrator, we optimize our customers' production by minimizing material losses throughout their production cycle, as well as improving water and energy consumption—from design to manufacturing, from installation to maintenance of their production units.

Our Values



Our Main Locations

Operating in 15 countries, our teams have completed projects across all continents, with prefabrication capabilities, R&D and innovation centres located as close as possible to our markets



Our History

A family-owned business spanning 4 generations from 1918 to the present day.



From industrial origins to major structured contracts

Boccard started out in the domestic heating market before securing larger contracts, such as the installation of steam heating systems for the Hospices Civils de Lyon. In the early 1920s, the company shifted towards industrial clients, carrying out some of the steam piping work at the Wasquehal power plant in northern France, followed by similar projects at the Roubaix and La Madeleine power plants. Building on these successes, the company secured orders in other booming sectors, including the automotive industry and equipment manufacturers, notably Michelin.

In the late 1940s, the company contributed to industrial reconstruction, working in refineries, power plants, and the iron and steel sector for key players such as CFR (now Total), Shell, BP, and EDF.

Diversification, internationalization and process industries

From the 1960s to the 1970s, Boccard supported the development of new sectors, notably the French civil nuclear industry, participating in power plant construction Programs and subsequently in related maintenance and engineering activities.

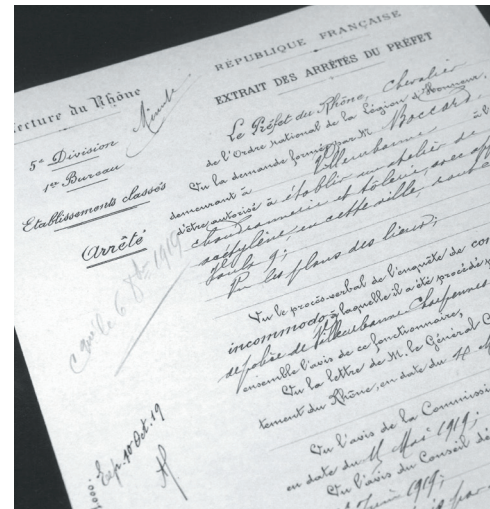
In 1966, Boccard opened a subsidiary in Spain, driven by its client Michelin, which was building

a new plant in the country. By following its clients internationally, Boccard built a network across Europe, followed by the Americas, Africa, and Asia, evolving into a multi-trade specialist covering engineering, factory prefabrication, construction, and maintenance.

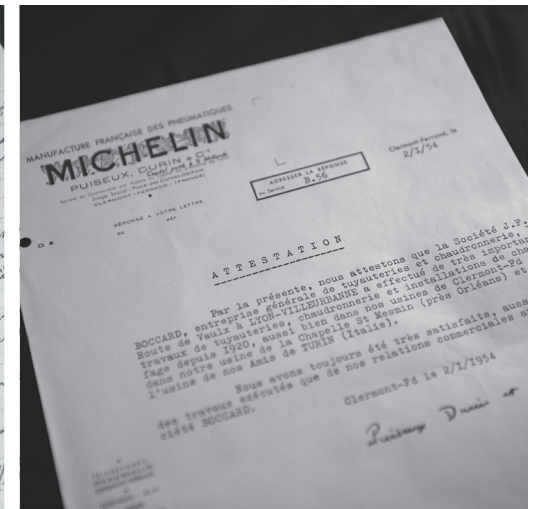
At the same time, the company expanded into process industries—food and beverage, pharmaceuticals, cosmetics, and biotechnology—by progressively integrating engineering, prefabrication (see box below), automation, and industrial project management.

Prefabrication: a differentiating factor

Prefabricating components in the workshop rather than on the client's site is a competitive advantage: it means arriving on-site with the majority of parts already manufactured, packed in crates, and ready to be assembled. This organization not only reduces uncertainties, but also enhances prevention, increases the quality of work, and boosts team productivity.



Prefectural decree authorising Joseph Boccard to establish a sheet metal workshop with an acetylene apparatus in Villeurbanne, dated 4 October 1919 @ ADR, 5 EMTCL 197



Letter from Michelin to Boccard confirming the completion of work for the equipment manufacturer since 1920, dated 2 January 1954 Photo reportage of archival document: © Xavier Tschudi

Recent years

Diversification across trades, markets, and geographies has been implemented through a new strategic vision—that of an industrial general contractor—the development of close customer proximity, and the trust placed in employees. This vision is summarised as Alliance for Success.

Boccard is strengthening its positions in energy, particularly nuclear power and the energy transition. Backed by more than fifty years of experience in the nuclear sector, the company operates across the entire lifecycle of installations, from construction to maintenance and end-of-life operations, in France and the United Kingdom. It continues to expand in the cosmetics, and

Boccard has taken part in projects
for **45** of the **57** nuclear reactors
located in France.

hygiene, pharmaceuticals, and biotechnology sectors, notably working with major international players in these fields.

At the same time, Boccard is developing low-carbon energy production solutions. The acquisition of Leroux & Lotz Technologies in 2024 has added renewable thermal technology and biomass and waste-to-energy recovery to its Balance of Plant¹, thereby contributing to the decarbonization of energy system.

¹ The Balance of Plant (BOP) refers to the auxiliary equipment of a power plant (electrical grids, cooling systems, etc.), which are essential for overall operation but not directly related to the main power generation.

Our Managers: four generations of industrial entrepreneurs

Founded in 1918 in Villeurbanne by Joseph Boccard, the company originally began as a boilermaking and piping workshop. A visionary and self-taught, Joseph Boccard developed expertise centred on fluid handling.

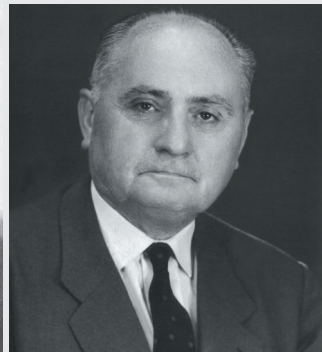
In 1927, his son Francisque Boccard took over the company and steered it towards larger-scale industrial projects, particularly in energy, chemicals, the iron and steel sector, and refining.

From the late 1960s onwards, Alain and Jean-Luc Boccard, representing the third generation, jointly managed the company. Alain led structural organization, internationalisation, and entry into the nuclear and energy sectors, while Jean-Luc developed engineering, prefabrication, and diversification into process industries, particularly food and beverage and pharmaceuticals.

Continuing this legacy, Bruno and Patrick Boccard took over the leadership of the company at the turn of the 2000s, initiating a new phase marked by the diversification of trades and Boccard's positioning as an industrial general contractor for complex projects.



Joseph Boccard.



Francisque Boccard.



Alain and Jean-Luc Boccard.



Bruno and Patrick Boccard.
© Alain Guillemaud

GOVERNANCE

The first levels of Boccard governance

The Executive Board

The Executive Management is composed of Mr Bruno Boccard and Mr Patrick Boccard. It is responsible for approving the company's overall strategy, making key structural decisions, and overseeing the organization's performance.

The Management Committee

The Management Committee works on the company's strategy, ensures its implementation, and allocates the necessary resources through decision-making to guarantee alignment between resources and objectives and the proper execution of decisions taken. The Management Committee also reviews the company's most significant projects (flagship projects) every month.

The Management Committee is composed of the General Management and the six members of the Executive Committee. It meets monthly, generally in the week following the Executive Committee meeting.

Each Management Committee meeting begins with a presentation of safety indicators, as this area is Boccard's top priority. This is followed by decision-making on other topics and the monitoring of their implementation.

The Executive Committee

The mission of the Executive Committee is to determine the topics to be addressed during Management Committee meetings and to prepare them. Its responsibilities include recommending strategic elements regarding the overall organization of the company and its strategy—in areas concerning markets, geographies, products, as well as industrial aspects, human resources, and finance.

This Committee is also the governance body responsible for reviewing performance indicators and, on this basis, recommending corrective actions to the Management Committee.

Finally, the Executive Committee must ensure that decisions taken are effectively implemented and measure their performance. It is responsible for providing feedback on the most structuring projects and decisions, analysing this feedback, and proposing recommendations to the Management Committee.

It is composed of six Executive Directors and meets monthly.

The Extended Management Committee

The Extended Management Committee is called the BocLeadership Team. For the Executive Committee and the Management Committee, the BocLeadership Team acts as a body responsible for relaying field feedback and feeding into strategic thinking. It is also responsible for communicating with its own teams and executing strategic decisions by implementing communication, leadership, and change management tools.

It is composed of around 50 of the most senior members within the organization, including the Management Committee. It generally meets in person once a year at the Boccard Convention, which lasts three to four days, and via remote meetings during the other three quarters.

Specific Committees

BocEthic Committee

The BocEthic Committee, the ethics governance body within the Boccard company network, directs and coordinates tailored actions to ensure the dissemination and respect of ethical principles through the application of policies and procedures that everyone must know, respect, and enforce.

Its role includes approving the foundational documents of the BocEthic Program prior to review by General Management, as well as handling and monitoring professional alerts relayed via reporting systems such as Safecall.

It is composed of the Legal, Compliance & Insurance Director—who oversees the organization and holding of meetings—the Human Resources, Communication & CSR Director, the Operational Excellence Director, the Finance, Legal & Digital Director, and the Purchasing Director.

It meets once a year to draw up a review and define the outlook for the BocEthic Program.

CSR Committee

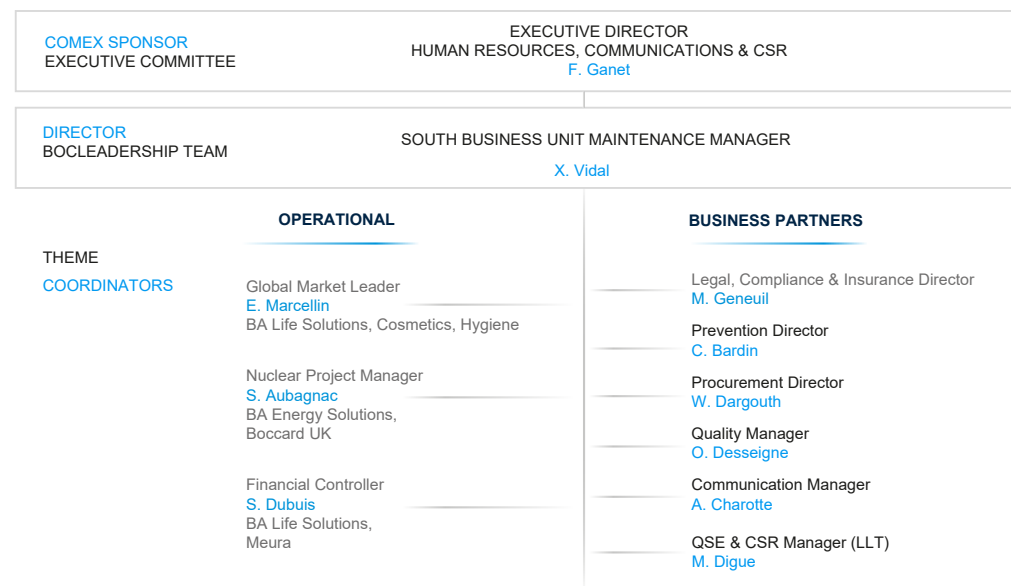
The CSR Committee is the governance body for CSR within the Boccard company network. It was established in 2023 at the request of General Management to accelerate the existing CSR approach.

Its role is to define the CSR strategy and objectives, submit them to the Management Committee, and oversee the execution of this strategy.

It is headed by a Business Unit Manager who is a member of the BocLeadership Team, and placed under the responsibility of the Executive Director of Human Resources, Communication and CSR. Historically composed of the Legal, Compliance & Insurance Director, the Finance Director, the Health, Safety and Environment Director, the Purchasing Director, the Quality Manager, and the Communication Manager, it was expanded in 2025 with the addition of three operational coordinators.

It usually meets once a month.

Boccard Corporate Network CSR Committee



FOCUS 2025

Achievements of the CSR Committee

The major achievements of this CSR Committee include conducting a CSR audit featuring interviews with around thirty Boccard employees, calculating the carbon footprint first for the nuclear BU, then for Boccard across the France perimeter, and finally for Boccard internationally, determining energy consumption for the France perimeter, preparing for the EcoVadis assessment, and participating in the UN Global Compact survey. It has begun preparing both significant and realistic actions accompanied by indicators to measure progress against defined objectives across the Social, Environmental, Responsible Purchasing, and Ethics domains. In 2025, the CSR Committee focused its efforts on measurement and monitoring work, supported by dedicated teams.

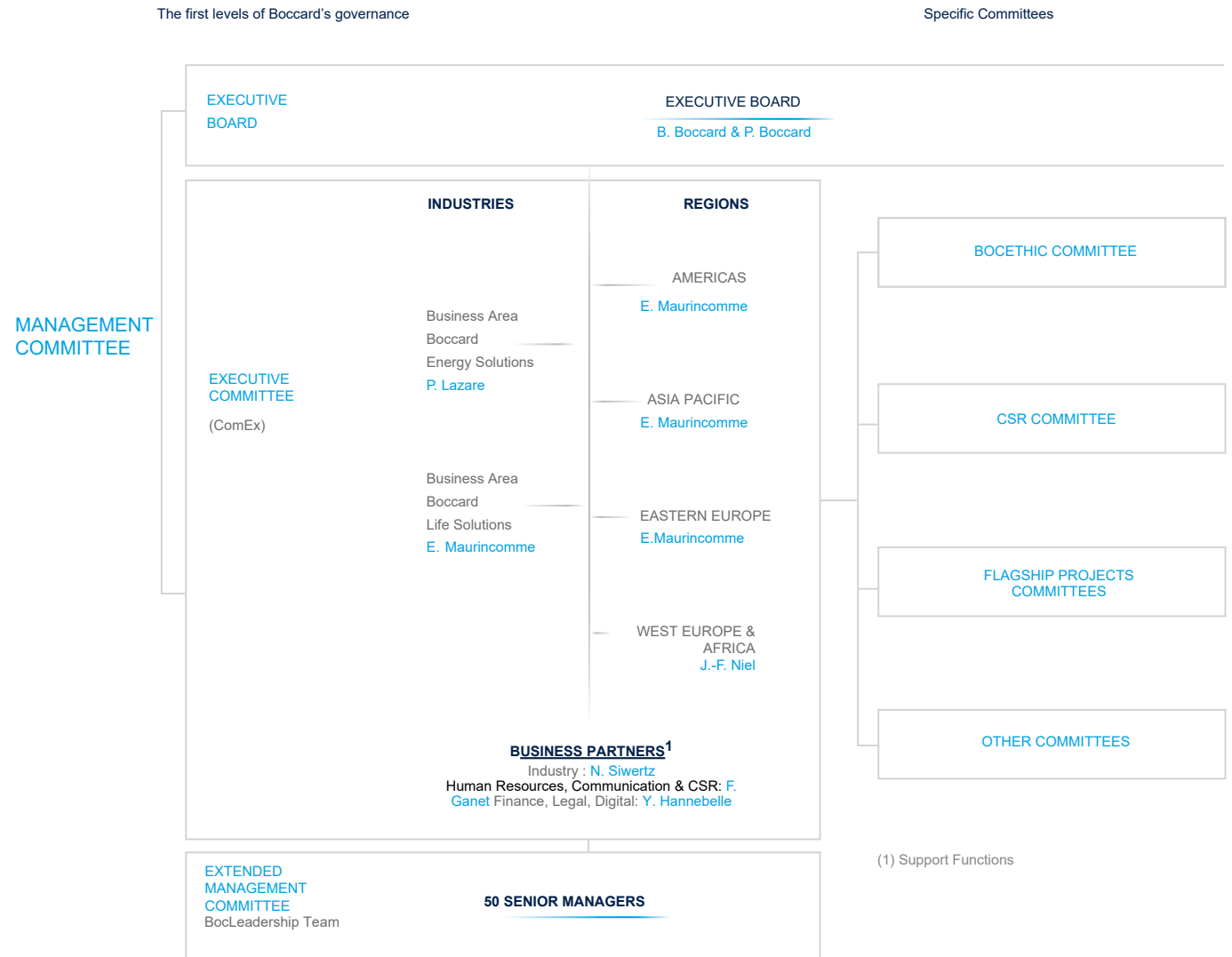
Flagship Projects Committee

Depending on their importance to Boccard, projects are divided into three categories:

- standard projects, which involve a single organization (e.g., a Business Unit);
- 'One Project One Boccard' projects, which involve at least two organizations, such as a market and a geography;
- Flagship projects, which—due to their importance, the volume of resources involved, the technological level required, and the exposure they may generate—are monitored directly at the Executive Committee and Management Committee level. A specific Flagship Project Committee meets at least monthly, and on an ad hoc basis when necessary.

These Committees are composed of the Executive Committee members concerned by the nature of the activity as well as those from Business Partner functions, enabling the fast and flexible decision-making required for the successful execution of these projects.

Boccard governance structure



Directors on the Executive Committee

F. Ganet - Executive Director - Human resources, Communication & CSR

With a Master's degree in HR Management and a Bachelor's degree in Communications, Frédéric has spent over 25 years serving as HR Director across various international organizations, such as Tereos and Sanofi Pasteur.

Y. Hannebelle - Executive Director - Finance, Legal & Digital
Trained as a chartered accountant, Yves joined Boccard in 2009. He was previously a Senior Manager in Audit at Deloitte and CFO of the Atari / Infogrames Group.

P. Lazare - Executive Director - Boccard Energy Solutions
An aeronautical engineer, Philippe has worked in industry for over 20 years, notably heading various Alstom Power entities. He subsequently joined the CNIM Group as Managing Director of the Industrial Systems division and a member of the Group Executive Committee.

E. Maurincomme - Executive Director - Boccard Life Solutions
Eric previously served as President of the INSA Group and Director of INSA Lyon (Institut National des Sciences Appliquées) since 2011. He joined Boccard with over 15 years of experience in the Health & Care sector, gained at GE Healthcare and Agfa Healthcare.

J.-F. Niel - Executive Director - Boccard Western Europe & Africa

A mechanical engineer by training, Jean-François Niel has more than 30 years of international experience in industrial management and engineering. He spent the majority of his career at Technip, where he held management positions in Brazil, Malaysia and France before becoming the group's Senior Vice President of Manufacturing, and subsequently Vice President of Engineering at TechnipFMC.

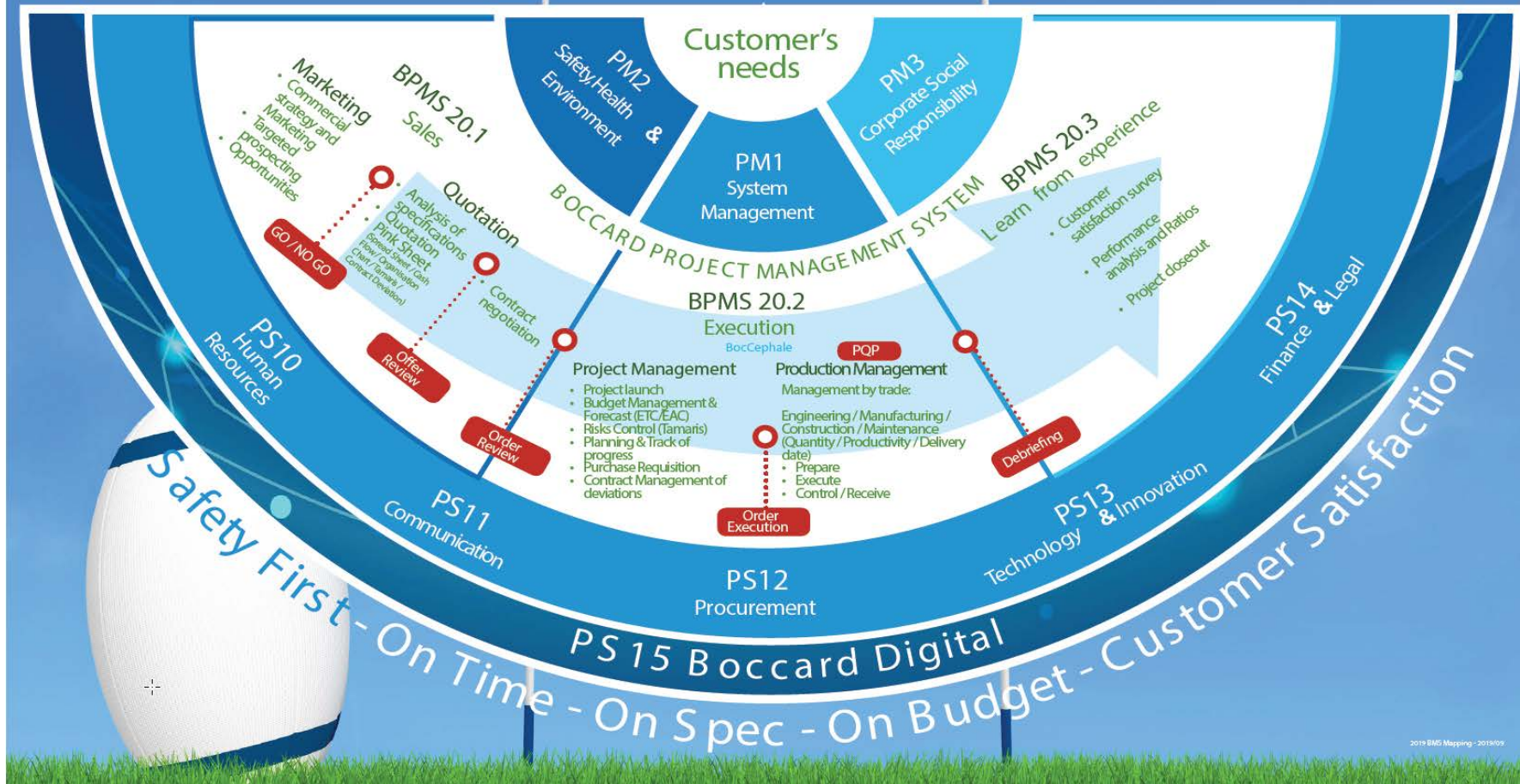
N. Siwertz - Executive Director - Industrial Division
Nicolas served as Corporate Director in charge of Operational Excellence and Continuous Improvement at Areva, a global leader in civil nuclear power. He is a graduate of École Polytechnique and Mines ParisTech (civil engineer), holds a Master's degree in Finance and is a certified Lean Six Sigma practitioner.

The Boccard Management System

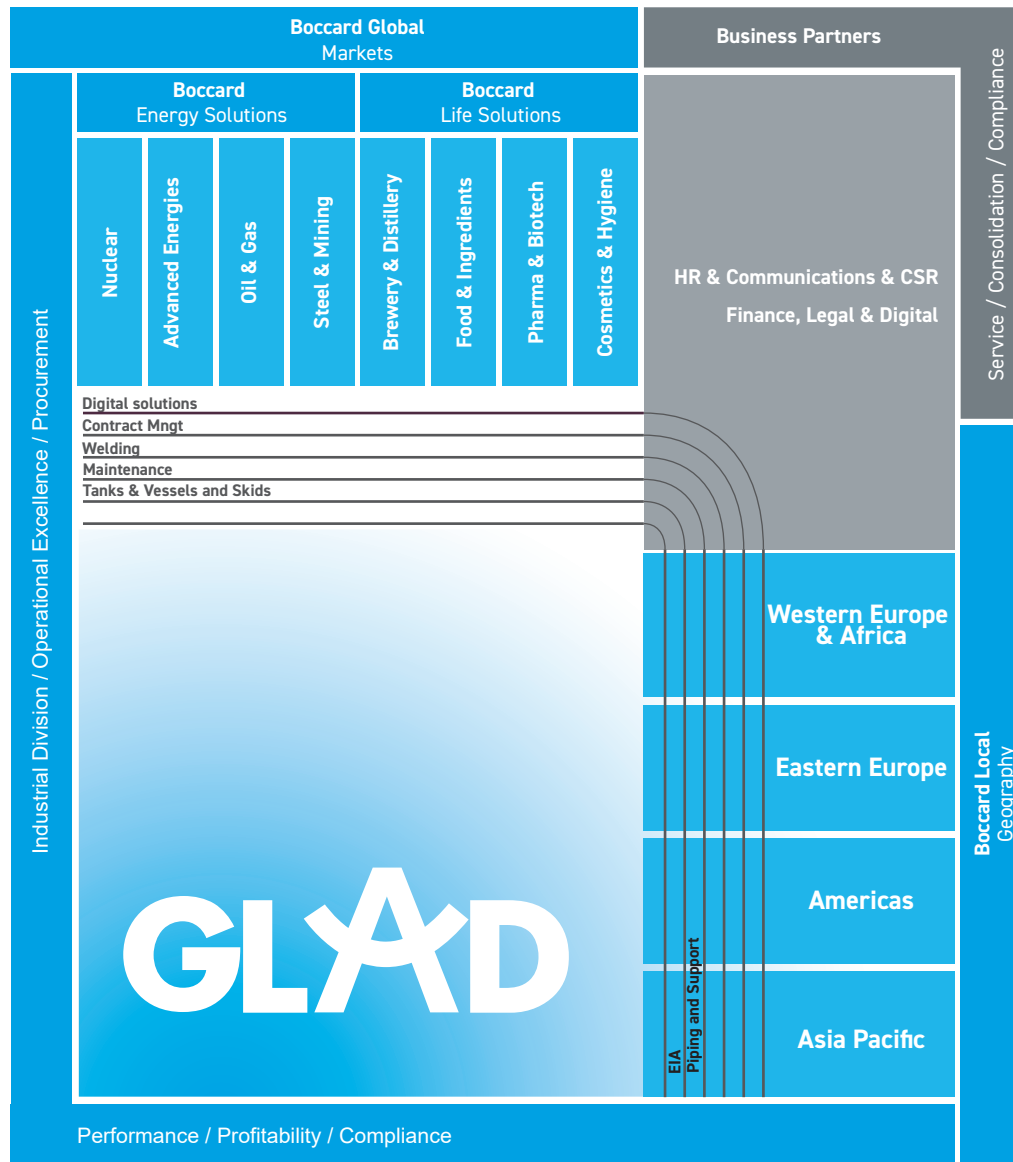
The Boccard Management System (BMS) is Boccard's integrated management system. It ensures operational excellence and performance across our activities in line with our 5 KPIs: Safety First, On Time, On Spec, On Budget, Customer Satisfaction. Based on international management system standards, the BMS sets out and organises the company's core processes, which are broken down into three categories:

1. Management Processes ('BMS Steering', 'Safety, Health & Environment', and 'Corporate Social Responsibility'): coordinated at company-wide level, they ensure control over Quality, Health, Safety and Environment risks, quality-driven management system control in accordance with ISO 45001, 9001, 14443 and 14001 standards, and continuous improvement, while integrating societal and environmental commitments into company strategy and activities;
2. Support Processes ('Human Resources', 'Communication', 'Procurement', 'Technology & Innovation', 'Finance & Legal' and 'Digital'): managed cross-functionally by Business Partner functions, they define the company's execution processes by providing operational teams with all the resources and tools needed for the smooth execution of projects;
3. The Boccard Project Management System, split into 'Sales', 'Execution' and 'Feedback / Lessons Learned': coordinated by the team in charge of the 'BMS Steering' Management Process with the support of the Energy Solutions and Life Solutions Business Areas, it enables all activities to be managed in compliance with corporate rules.

Boccard Management System (BMS)



A Boccard Management System Poster - cornerstone of our operational excellence and collective performance across the entire company.



Company Organization Overview.

Organizational Principles

Boccard's organization is built on three concepts:

1- Business Areas

Two in number, the Business Areas are responsible for Boccard's major fields of activity:

1. The Boccard Energy Solutions BA, which is responsible for the trade expertise meeting our clients' expectations primarily in the Energy sector;
2. The Boccard Life Solutions BA, which is responsible for the trade expertise meeting our clients' expectations in the Life Sciences sector.

2- Geographical Areas

This concepts groups countries together based on language and shared challenges. They are responsible for executing projects designed by the BAs as well as their own projects.

The largest geographical areas are divided into Business Units, such as France or the United States, which may themselves be divided into BocCenters, or profit centres.

3- Support functions

The support functions, designated as Business Partners (HR, Communication & CSR, and Finance, Legal & Digital) and Industrial Operations, support the entities' activities with a threefold objective: service delivery, consolidation and compliance.

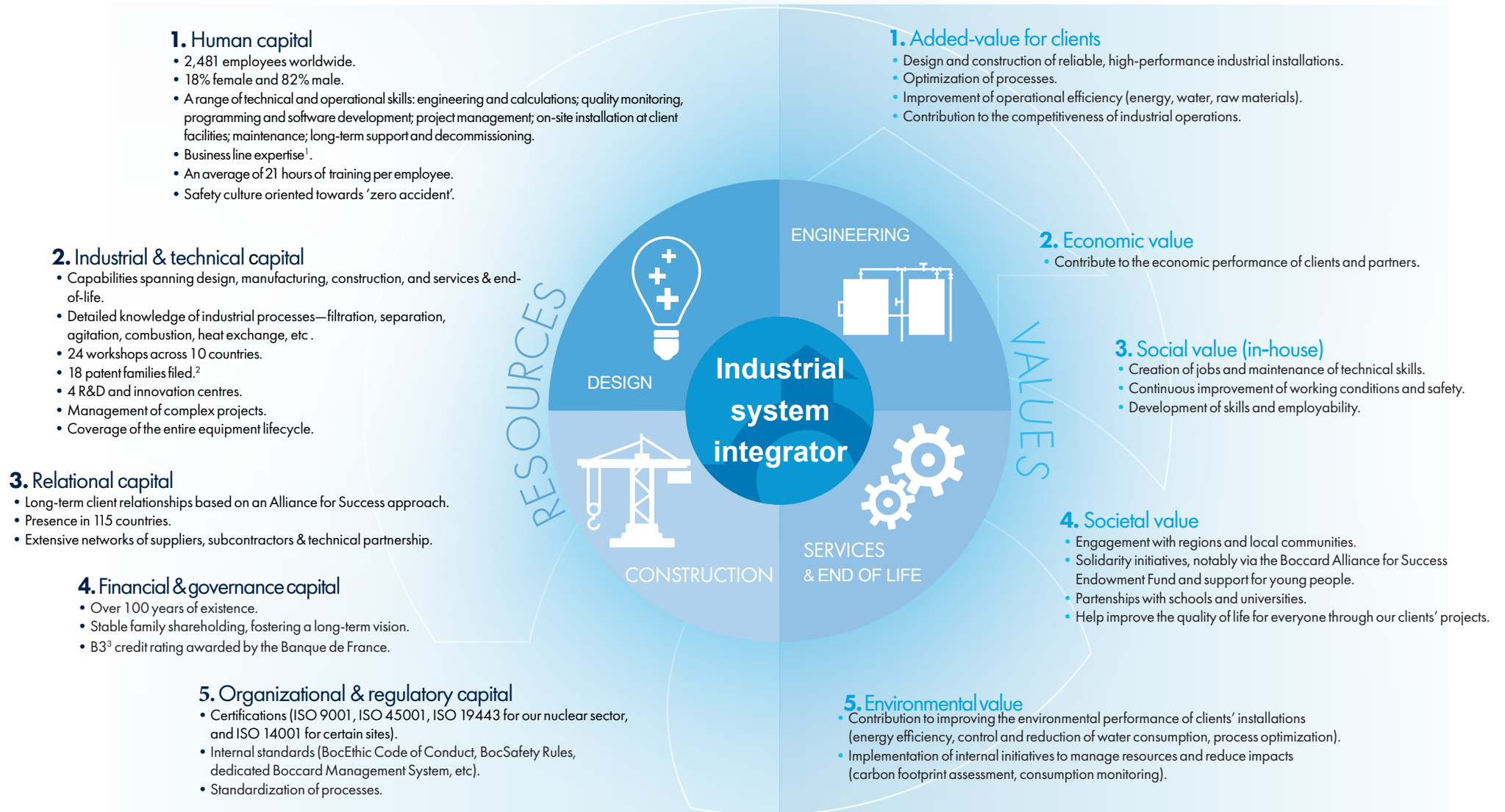
Business Line experts can be mobilised across all markets and geographies, providing expertise in areas such as digital solutions, maintenance, welding and more.

Strategy

Deployed to support Boccard through to 2025, the GLAD strategic plan (Global, Local, Agile to Develop Boccard) served as a vital foundation for structuring our growth, strengthening our organization and elevating our operational excellence.

GLAD 2025 was built around three pillars: a strategy of conquest, simplification and alignment, and operational excellence. It helped drive a profound transformation momentum. In 2025, preparatory work for the next strategic cycle, Boccard 2030, was launched.

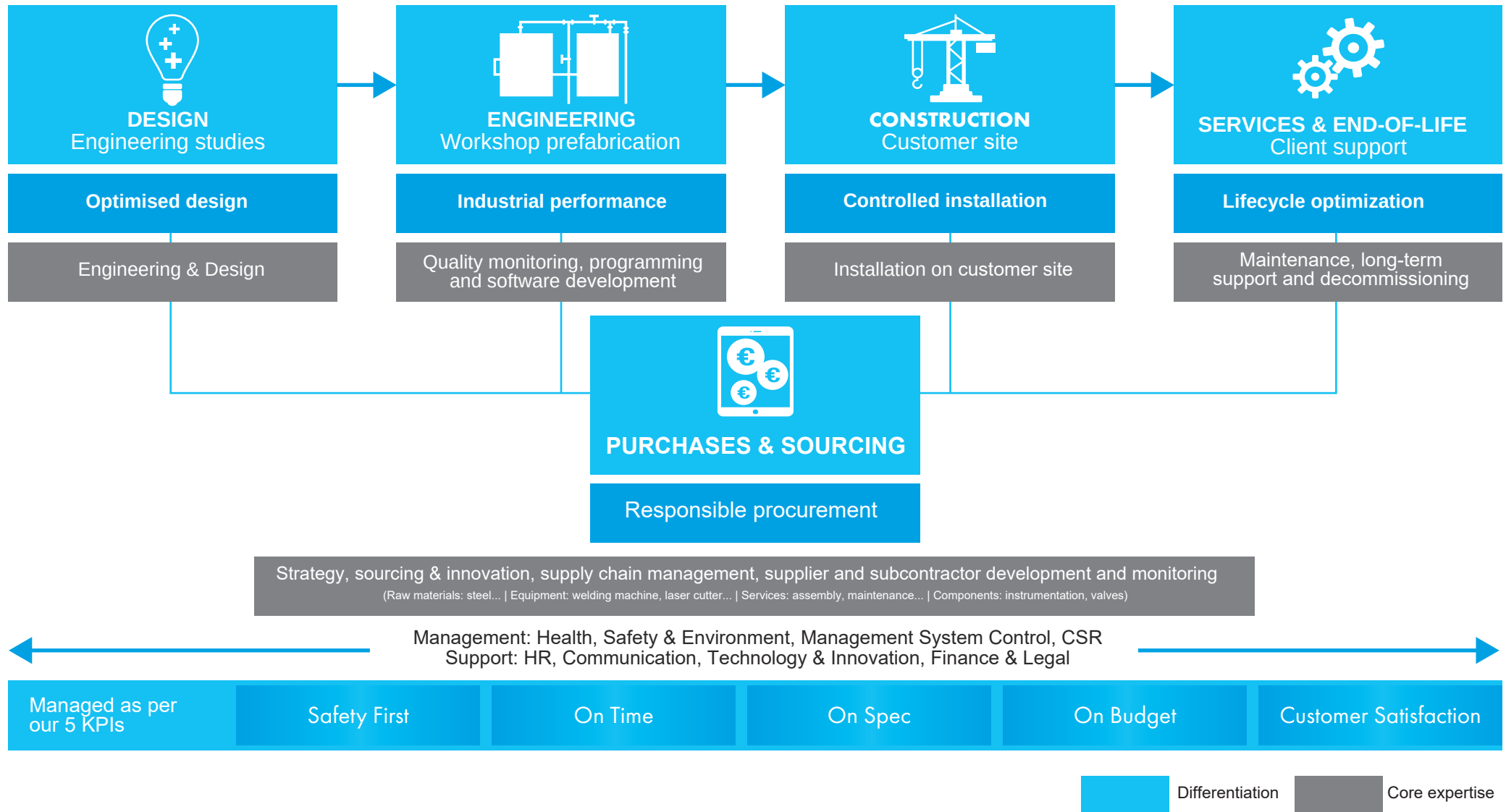
OUR BUSINESS MODEL



¹ Core activities (piping, sheet metal work, 3D design, automation) and complementary expertise (programming, software development, and dashboard monitoring for installed industrial solutions).

² Patents granted and active. - ³ Such a rating with the Banque de France means that 'the company's ability to meet its financial commitments is considered very high'.

VALUE CHAIN OF AN INDUSTRIAL SYSTEM INTEGRATOR



Stakeholder challenges, our commitments, our goals and our resources

Dialog with our stakeholders is based on regular interactions tailored to the nature of our activities and the opportunities and constraints of our markets. While certain exchanges are structured, especially with our employees, clients, partners, and institutions, others remain more ad hoc and are driven by projects or operational requirements.

Boccard	 Employees & collaborators, employee representatives & trade unions	 Clients	 Suppliers, subcontractors	 Financial Institutions & Certification Banks, insurance companies, certification/ evaluation bodies	 Public Authorities Government, regional and local authorities and administrations, host states, regulatory bodies	 Education Technical training centres, engineering schools, higher education establishments	 Civil society Local communities, associations & NGOs, media, professional associations
Stakeholder challenges	• Safety • Health & well-being • Remuneration • Skills development • Career progression • Work-life balance • Meaningful contribution	• Quality / cost / timeframe / CSR performance balance • Innovation	• Purchasing performance • CSR criteria • Risk management	• Economic performance and value creation • Sustainability • Transparency & Quality of Information • Risk management and governance	• Regulatory compliance • Economic and social contribution • Environmental transition	• Student employability • Access to experts for the development of training Programs on • Opportunities for vocational integration	• Local development • Environmental and societal impacts • Solidarity commitment • Accessible information • Fair competition • Industry standards • Shared challenges (safety, environment)
Our commitments	• Safety • Skills development • Assessment • Diversity and inclusion • Internal communication • Continual CSR improvement	• Management based on our 5 KPIs: Safety First, On Time, On Spec, On Budget, Customer Satisfaction) • Sustainable solutions • Client support	• Responsible procurement Policy • Supplier dialog • CSR assessments	• Dialog • Meetings • Surveys	• Dialog • Collaboration with institutions	• Support for deserving and disadvantaged students • Development of our work-study students & interns, as well as students supported by the Endowment Fund, the 'BocStudents' • Educational interventions and partnerships	• Local partnerships • Solidarity initiatives • Dialog • Compliance with competition rules • Participation in governance bodies • Sector contribution
Our goals	• Zero accidents • Robust skill set • Commitment • Attractiveness • Client retention	• Sustainable solutions • Added-value for the client • Long-term partnership	• Supply chain fiable • Quality, cost, lead time, and CSR performance balance	• Controlled and profitable growth • Sustainability	• Regulatory compliance • Contribution to the environmental transition	• Employer brand • Talent recruitment and retention • High-quality training to maintain and develop employee performance	• Support for the economic and social development of local regions • Positive reputation • Responsible practices • Improvement of standards • Sustainable competitiveness
Our resources	• 'BocInfos' internal magazine and newsletters • BocShare' employee conference' • Intranet • Safety Days & Environment Day • BocAcademy Training service • CSR report • Posters • Brochures • Work groups • Team meetings • Information sharing on LinkedIn • Safecall alerting system • CSE (Social & Economic Committees) • Social dialog meetings • Etc.	• Contractual relations • Regular discussions • Site visits • CSR report • Satisfaction surveys • Trade shows • Sharing of CSR data on EcoVadis, Sedex, and CDPP • Information sharing on LinkedIn	• Responsible Purchasing Policy • Code of Conduct • Ethics Charter • ESG Assessments • Compliance with payment terms	• Meetings & presentations • Regular dialog with investors • Financial and extra-financial communication • CRS Report	• Meetings • Presentations • Exchanges with the authorities	• Meetings • Grants from the Boccard Alliance for Success Endowment Fund and mentoring for about 40 students per year • BocAcademy' training service • Partnerships with 4 schools • BocStudents support Program for our work-study students & interns, as well as students supported by the Endowment Fund • Profession-specific presentations in schools	• Boccard Alliance for Success Endowment Fund • Internet site • Local partners • Donations and fundraising for charities • Boccard representatives in trade and professional associations • Press releases & media interviews

CSR RECOGNITIONS & COMMITMENTS

Our Commitments

The BMS

The Boccard Management System has been guiding our performance for many years (see Governance section). This emblem, which appears across various internal communication materials, serves as a reminder of our performance indicators, which reflect Boccard's commitments.



Safety First
On Time
On Spec
On Budget

Customer satisfaction

Corporate Mission and SDGs

Beyond this, our various CSR commitments enable us to contribute both to the achievement of the 'Boccard Life & Energy Solutions: Caring for People & Planet' corporate project and to the sustainable growth challenges set out in the Sustainable Development Goals (SDGs) for 2030, adopted at the United Nations summit in September 2015.

SUSTAINABLE DEVELOPMENT GOALS



Statement of Continued Support for the UN Global Compact

Since 2013, Boccard has been a signatory to the United Nations Global Compact, which is based on ten corporate social responsibility principles concerning human rights, international labour standards, environmental protection, and the fight against corruption.

Year after year, we strive to continually improve the integration of these principles into our culture and daily operations. Committed to sharing our approach, we regularly report on our progress in these areas to our stakeholders through our various communication channels.



Environmental, Social and Governance (ESG) Assessments (ESG)

CDP

Boccard takes part in the CDP questionnaire, an international organization that collects data on the environmental impact of the world's largest companies. We achieved a grade C in 2024 (the most recent results available for Boccard).

Boccard, EcoVadis Bronze Medallist

Boccard conducts an in-depth annual assessment of its CSR practices with the help of EcoVadis, the global standard for corporate ESG ratings. The EcoVadis assessment is based on 21 CSR criteria grouped into four key themes: Environment, Labour & Human Rights, Ethics, and Responsible procurement. In our most recent assessment, we were awarded a bronze medal with a score of 67/100, placing us in the top 35% worldwide (up 6 points from our previous score of 61/100). This rating was achieved in July 2025.

¹ There are four levels: Leadership (A): companies demonstrating best practices; Management (B): environmental management; Awareness (C): companies aware of the influence of environmental issues; Disclosure (D): the company provides all required data and answers all questions in the questionnaire.

² The most recent assessment was conducted in 2025 based on 2024 data.



Leroux & Lotz Technologies (LLT), a company within the Boccard corporate network, also underwent its EcoVadis assessment. With a 9-point increase and a score of 72/100 (compared to 63/100 in 2024), LLT was awarded the silver medal, placing it in the top 15% of companies.



ISO 45001 Certification

The renewal in 2025 of the ISO 45001 certification confirms the maintenance of a structured occupational health and safety management system. This standard contributes to the identification and control of occupational risks, as well as the continuous improvement of prevention practices.



ISO 9001 Certification

The renewal in 2025 of the ISO 9001 certification attests to the compliance of the quality management system. This standard governs process control, the analysis of risks and opportunities, performance monitoring and continuous improvement, in line with the changing context and the expectations of clients and all relevant interested parties.



ISO 19443 Certification

Specific to the nuclear sector, ISO 19443 complements ISO 9001 by integrating additional requirements regarding nuclear safety. It structures the quality management system by integrating safety criteria into all processes to guarantee the compliance of important to nuclear safety (ITSN) products and services supplied to our clients and principals. Since 2023, Boccard has been certified across all its nuclear maintenance and new nuclear sectors, as well as its engineering subsidiary 2c2i. This certification now also covers Boccard Portugal, Boccard UK and ARKADIA Ingénierie.



ISO 14001 Certification

ISO 14001 certification ensures compliance with the environmental management system standard and the control of environmental impacts. To date, four entities (Boccard UK, Boccard Polska, Boccard Portugal and Leroux & Lotz Technologies) are ISO 14001 certified.

OUR DOUBLE MATERIALITY ANALYSIS

Methodology and Results

To structure our overarching strategy and anticipate the requirements of the European Corporate Sustainability Reporting Directive (CSRD), we have formalised our double materiality analysis.

This approach has enabled us to identify and prioritise, on the one hand, the environmental, social and governance issues on which Boccard has a significant impact—constituting impact materiality—and, on the other hand, those likely to have a financial effect on our performance, which defines financial materiality.

To successfully carry out this strategic exercise and guarantee our regulatory compliance, we were assisted by experts from the consulting firm New-e. The construction of our materiality matrix was based on a robust three-stage process, initiated in 2023. To lay the foundations for our reflection, the firm first conducted a CSR maturity audit and an in-depth diagnostic of our organization. This initial phase included a series of 28 one-hour interviews conducted with members of General Management, the Executive Committee, and other managers covering both the French and international scope. In parallel, sectoral, competitive, and regulatory intelligence enabled us to map Boccard's ecosystem and identify the company's key CSR issues.

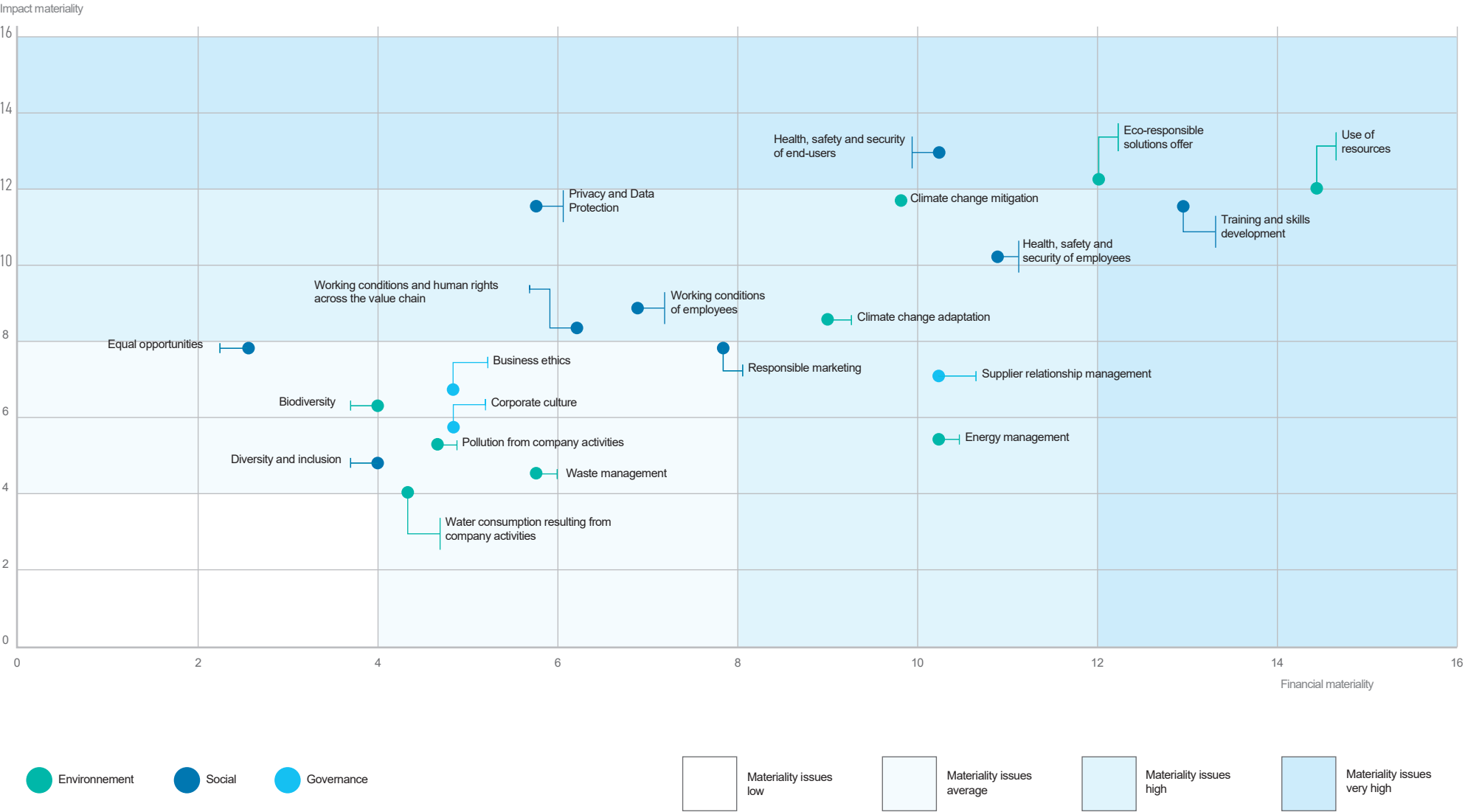
Secondly, in accordance with the European Sustainability Reporting Standards (ESRS) framework, we identified and qualified all Impacts, Risks and Opportunities—commonly referred to as IROs—in direct connection with our activities and value chain.

The last step consisted of methodologically rating each of these IROs to precisely identify the company's material issues, evaluating their financial materiality and impact materiality separately.

The culmination of this exercise has highlighted six priority material issues:

- 1 employee health, safety and security:** an absolute and historical priority, anchored in our culture of occupational risk prevention;
- 2 climate change mitigation:** the management and reduction of our direct and indirect carbon footprint;
- 3 use of resources:** the optimization of our material consumption and the deployment of circular economy practices in our operations;
- 4 training and skills development:** supporting our teams in the face of technological and industrial shifts in our sector;
- 5 end-user health, safety and security:** high industrial performance for the compliance and safety of our installations on client sites;
- 6 range of eco-responsible solutions available:** making eco-design part of the engineering and construction of our industrial installations to contribute to our clients' sustainable transition.

Double materiality matrix



Risks & Opportunities Analysis (1/2)

Commitments & Goals	Risks/Opportunities	Description	Impacts	Criticality	Initiatives (policies, procedures, actions, etc.) undertaken by Boccard
Guarantee the health and safety of our employees	Risks	Industrial accidents	- Negative impact on the health and safety of employees and local residents	2	- ISO 45001 certification (across the entire scope)
		Physical or digital malicious intrusion (e.g. terrorist act, cyberattack, etc.)	- Damage to the company's image - Direct financial losses - Threat to business continuity	2	- ISO 14001 certification (Boccard UK, Boccard Portugal, Boccard Polska, LLT) - MASE certification - OHS Policy - Occupational Health & Safety - ISMS Policy - Information Systems Security - BocSafety Rules safety standards framework - Step Prevention OHS training Program - OHS reporting tools ('STOP Card & Kizéo')
		Physical and psychosocial risks (e.g. workplace accidents, occupational diseases)	- Negative impact on the health and safety of employees and local residents - Increased absenteeism - Damage to the company's image	3	- Annual Safety Day - Safety induction - OHS safety talks - OHS site visits and audits - OHS employee survey - BocSafety World dedicated intranet space
Guarantee good working conditions that promote the well-being of our employees	Risks	Psychosocial risks	- Deterioration of industrial relations - Lower employee motivation - Increased absenteeism and staff turnover - Loss of key talent in critical positions - Damage to company image	1	- Employee engagement survey (LLT, BLS) - Hybrid working agreement (Boccard France and 2c2i) - Profit-sharing agreement (Boccard France and 2c2i) - Company savings plan (Boccard France and 2c2i) - Retirement savings plan (Boccard France and 2c2i)
	Opportunities	Employee well-being	- Improvement in industrial relations - Increased team motivation - Talent attraction and retention	1	- 70% funding of complementary health insurance contributions (Boccard France and 2c2i) - Long-distance travel allowances (Boccard France and 2c2i))
Develop the skills and employability of our employees	Risks	Shortage of skilled profiles	- Difficulty recruiting talent for key roles	3	- Internal training school 'Boccard Academy'
		Talented people leave the company	- Loss of crucial skills and know-how for the company	2	- Annual performance reviews - Skills mapping via the '9-box grid' matrix
	Opportunities	The company attracts and retains talent	- Improved company attractiveness - Development of employee skills - Enhanced employee employability - Increased talent retention	3	- Succession plan - Internal mobility Program 'BocMobility' - Internal mobility charter - Giving priority to employees for job vacancies: 'Boccard Employees First' Program - Living wage analysis
Promote diversity, equity, and inclusion (DEI)	Risks	Non-compliance with regulations (e.g. gender equality index, employment of people with disabilities, etc.)	- Legal Sanctions - Deterioration of industrial relations - Damage to the company's image	1	- Code d BocEthic Code of Conduct - Ethics Charter - HR Policy
	Risks	Discrimination		1	- 'Hire Without Discrimination' training
	Opportunities	High-performing DEI approach	- Teams composed of people with diverse backgrounds and perspectives, enabling better management of decisions and complex problems - Boost to the Company image	1	- BocStudents program to promote student access to employment - Sponsorship of the INSA energy engineering and environmental engineering cohort - Disability officer - Collective agreement on the inclusion of people with disabilities
Respect human rights and ensure ethical business practices	Risks	Non-compliance with regulations		1	
	Risks	Breach of the rules of the Code of Conduct and the BocEthic Charter	- Legal Sanctions - Damage to the company's image	2	- BocEthic Code of Conduct - Ethics Charter - Responsible Purchasing Policy
Develop our responsible purchasing approaches	Risks	Human rights violations within our supply chain	- Legal Sanctions - Damage to the company's image - Direct financial losses linked to lost business with customer - Supply chain disruption (e.g. product shortages, longer delivery lead times, etc.)	2	- Corruption risk mapping - Assessment of the integrity of third parties at risk of corruption via the 'Compliance Partner' platform - CSR maturity assessment of strategic suppliers
	Risks	Supply chain vulnerability to extreme weather events	- Supply chain disruption (e.g. product shortages, longer delivery lead times, etc.) - Raw material price volatility	2	- Safecall whistleblower hotline - Whistleblower protection system - Report-handling procedure
	Opportunities	Development of key relationships with our partners and suppliers	- Reduced risk of human rights violation - Securing the supply chain	3	

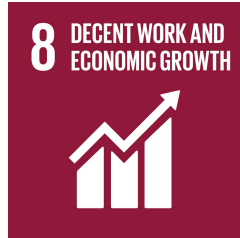
Risks & Opportunities Analysis (2/2)

Commitments & Goals	Risks/Opportunities	Description	Impacts	Criticality	Initiatives (policies, procedures, actions, etc.) undertaken by Boccard
Combat climate change and improve the energy efficiency of our production facilities	Risks	Tougher regulations related to greenhouse gas (GHG) emissions	- Increased operating costs due to higher investments in low-carbon solutions	2	- Regulatory monitoring - Environmental policy - Environmental risk analysis - Calculation and monitoring of greenhouse gas (GHG) emissions - Carbon footprint calculation of offerings (nuclear services) - Life Cycle Assessments (LCAs) conducted (LLT) - Decarbonization action plan - Investment in photovoltaic power plants (Meura, Salengro) - Response to the CDP questionnaire
		Non-compliance with GHG emissions regulations	- Legal Sanctions - Damage to the company's image - Loss of business and/or customers	2	
		Vulnerability of employees and assets to extreme weather events	- Physical damaged to assets (property, plant, equipment)) - Production disruption and increased operating costs	2	
		Energy market volatility	- Increase in Operating Costs - Reversion to the use of more carbon-intensive energy due to lower costs	3	
		Insufficient progress in reducing carbon footprint and energy consumption of production facilities	- Legal Sanctions - Damage to the company's image - Loss of business and/or customers	3	
	Opportunities	Development of low-carbon solution offerings	- New business and/or customers - Boost to revenue - Boost to the Company image	3	- Expansion of the company's activities in decarbonized markets (nuclear, hydrogen, biomass power plants, carbon capture system, etc.) - Development of software to reduce resource consumption (Track Advance®)
Reduce our impact on water resources	Risks	Non-compliance with water consumption regulations	- Legal Sanctions - Damage to the company's image	1	- ISO 14001 certification (Boccard UK, Boccard Portugal, Boccard Polska, LLT) - Environmental policy - Environmental risk analysis - Water consumption monitoring
		High water consumption in water-stressed areas	- Loss of business and/or customers	1	
		Water shortages due to weather events	- Production disruption and higher operating costs	2	
		Insufficient progress in reducing water consumption at our production facilities	- Legal Sanctions - Loss of business and/or customers - Damage to the company's image	1	
	Opportunities	Improved internal water management (reduced consumption, increased reuse and recycling, etc.)	- Decrease in Operating Costs - Boost to the Company image	1	- Development of software to reduce resource consumption (Track Advance®)
		Development of solutions requiring less water	- New business and/or customers - Boost to revenue - Boost to the Company image	3	
Optimize our waste management and develop our circular economy approach	Risks	Non-compliance with waste management regulations	- Legal Sanctions - Damage to the company's image - Loss of business and/or customers	1	- ISO 14001 certification (Boccard UK, Boccard Portugal, Boccard Polska, LLT) - Environmental policy - Environmental risk analysis - Waste management procedure
		Errors in waste handling or storage	- Damage to equipment and/or buildings (fire, explosion, etc.) - Negative impact on the health and safety of employees and local residents - Negative impact on biodiversity and local ecosystems - Disruption/Halt of production	1	
	Opportunities	Improving internal waste management and circular economy processes	- Reduced use of natural resources - Decrease in Operating Costs - Boost to the Company image	1	- Development of software to reduce resource consumption (TrackAdvance®)
		Developing a portfolio of solutions that consume fewer resources	- New business and/or customers - Boost to revenue - Boost to the Company image	3	
Reduce and control pollution risk	Risks	Nuisances (noise, light, odors, etc.) and pollution (air, water, soil, ecosystems, etc.)	- Signalements/Plaintes des riverains - Legal Sanctions - Negative impact on the health and safety of employees and local residents - Negative impact on biodiversity and local ecosystems - Production disruption/stoppage	1	- ISO 14001 certification (Boccard UK, Boccard Portugal, Boccard Polska, LLT) - Environmental policy - Environmental risk analysis
Preserve biodiversity	Risks	Non-compliance with biodiversity regulations	- Legal Sanctions - Damage to the company's image	1	
Ensure the compliance and safety of our products and solutions	Risks	Regulatory complexity	- Reduced innovation capacity - Relocation of activities	3	- Regulatory monitoring - ISO 9001
	Opportunities	Continuous improvement of the performance of our products and solutions	- Development of new technologies - Winning contracts and/or clients - Expansion into new markets - Boost to the Company image	3	- ISO 19443 certification (Boccard France, 2c2i, ARKADIA Ingénierie, Boccard Portugal, Boccard UK) - CEFRI-E (Boccard France, 2c2i, ARKADIA) - ASME-U - Continuous investment in R&D
Contribute to the local development of the regions where we operate	Opportunities	Support for the economic and social development of local areas	- Boost to the Company image	1	- Participation in the development of projects of public interest (nuclear power plant, pharmaceutical laboratory, food production plant, etc.) - Financial support for students and individuals in need



Social

SOCIAL: WORKPLACE HEALTH & SAFETY

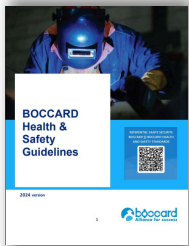


2030 Sustainable Development Goals (SDGs).

Develop, champion and promote a culture to attain Zero Accidents

At Boccard, safety is our top priority. True to our 'Safety First' policy, we place the protection of our employees and contractors at the heart of our operations, with a clear objective: to achieve Zero Accident.

More than just a regulatory requirement, safety is a shared value for us, upheld on a daily basis across all our sites and projects. It is integrated into all our operational decisions.



Boccard Health & Safety Reference Manual

Occupational Health and Safety Governance at Boccard

Governance relating to Occupational Health and Safety at Boccard is integrated into the overall management framework under the responsibility of the Industrial Directorate. Safety constitutes a key performance indicator ('Safety First') monitored at the highest level, notably within the Executive Committee and the Management Board, which review the associated metrics on a monthly basis and direct actions accordingly.

This governance relies on the Boccard Management System, formalised policies and common standards designed to ensure regulatory compliance and the prevention of occupational risks globally.

A Health, Safety and Environment Director manages the prevention and risk control policy for Health, Safety and Environment across all sites worldwide. They ensure compliance with regulatory requirements and the continuous improvement of Occupational Health and Safety (OHS) performance. The HSE Director is supported by a Prevention Manager who contributes to the operational deployment of actions and drives prevention initiatives in the field. Site Prevention Officers (Prevention Officers per branch, Safety Facilitators for client project sites) drive prevention within their respective perimeters. The HSE Di-

rector participates monthly in Executive Committee meetings, presenting HSE issues, metrics and actions to inform and guide safety-related decisions.

At the operational level, management is based on Prevention Committees organized by Business Unit, which monitor HSE indicators, event analyses and the deployment of an action plan.

Each Business Unit convenes its Prevention Committee at least once a month, initiated by the dedicated Prevention Coordinator. The Committee organises Safety Briefings¹ as well as safety walkthroughs conducted by managers.



Safety briefing

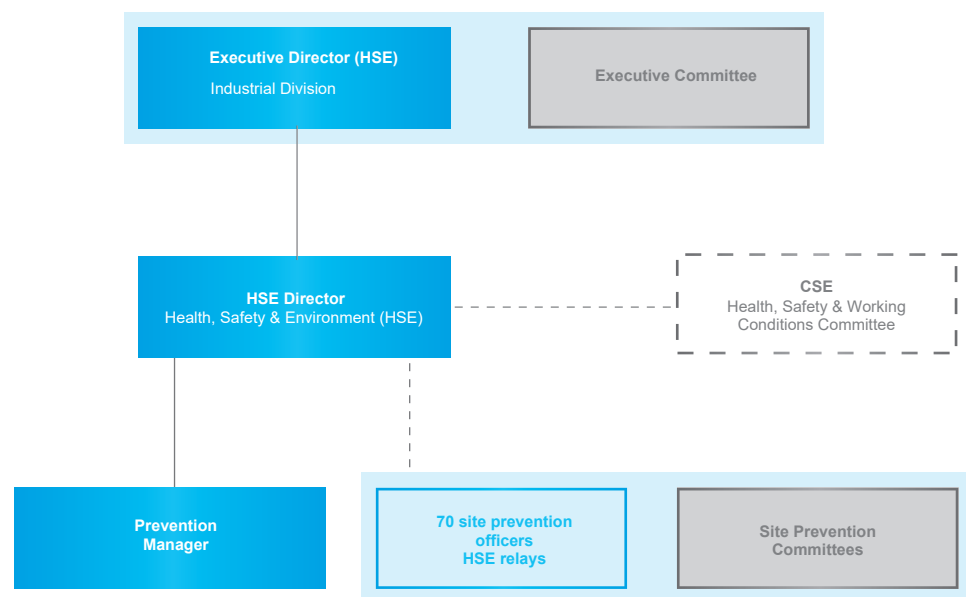
¹ Meetings held at work-team level in regards to safety issues

In France, the HSE Director regularly participates in the Social and Economic Committees (CSE) and the Health, Safety and Working Conditions Commission (CSSCT) of Boccard France to monitor health, safety and working condition improvement issues, notably through risk analysis and the proposal of preventive actions.

These bodies also incorporate feedback and risk assessments. Information-reporting mechanisms (e.g., STOP cards, the Kizéo app) and executive visits complement this system, contributing to the continuous improvement of processes and the strengthening of the health and safety culture.

Furthermore, shift briefings are held daily; their purpose is to verify, prior to each operation, that safety measures are in place and understood by those involved.

Organisation HSE



Our Commitments to Occupational Health & Safety

Boccard sets quantified objectives in terms of Occupational Health and Safety in order to prevent occupational risks and reduce the frequency and severity of accidents. These objectives notably include the absence of fatal accidents and the achievement of specific targets regarding frequency and severity rates by 2026.

Our priority commitments are as follows:

- **zero fatal accidents**, in line with our overarching objective of preventing the most serious risks;
- **a lost-time accident frequency rate (FR1)¹ of less than 3;**
- **a frequency rate for accidents with and without lost time (FR2)² of less than 10** in 2025 and 9 in 2026;
- **a severity rate (SR)³ of less than 0.15;**
- **a 50% reduction in the total number of accidents** between 2023 and 2026.

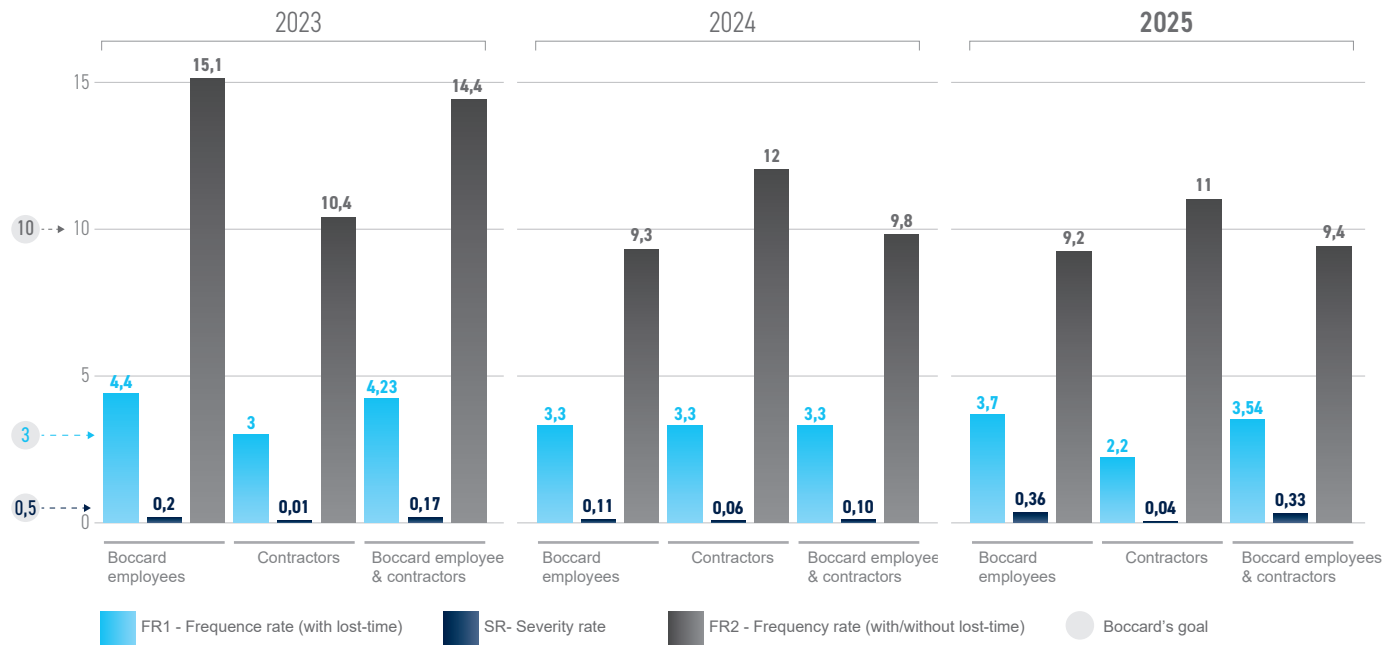


Safety banner on a door in the Pierrelatte workshop.

¹ Frequency Rate 1 (FR1) is the ratio of 'Number of workplace accidents with time off' to 'Number of hours worked'. It measures employees' level of exposure to risks, neutralising the effect of changes in working hours and workforce size.

² Frequency Rate 2 (FR2) (or absolute frequency rate) includes both workplace accidents with and without time off, also in relation to hours worked. It provides a broader measure of exposure to risks while likewise neutralising the impact of changes on working hours and staff numbers. - ³ Severity Rate (SR): primarily intended to express the seriousness of accidents based on the length of time off work.

Safety performance in figures – Boccard worldwide, employees & contractors

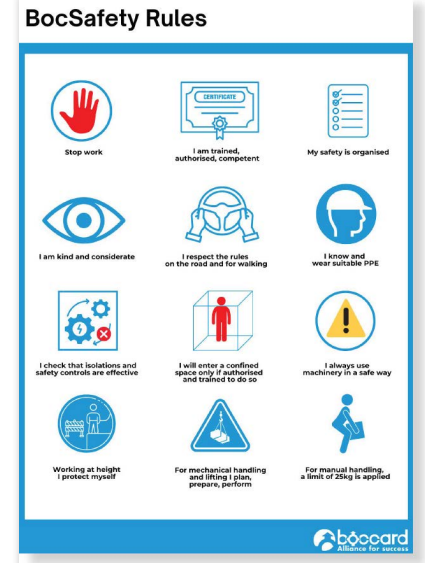


The increase in Total TF1 between 2024 and 2025 is explained by the impact of an additional accident relative to the volume of hours worked; Boccard failed to achieve its 'less than 3' target. In 2025, the target relating to the Total severity rate of 'less than 0.15' was not met, primarily due to four lost-time accidents.

The target for a TF2 of less than 10 was achieved in 2025; the decrease in Total TF2 between 2024 and 2025 is due to 2 fewer accidents; a 39% decrease in the number of accidents since 2023.

2025 Safety numbers at a glance

- **79 STOP Cards¹** logged²;
- **12 STOP Works³** logged²;
- **682 safety observations reported via Kizéoo⁴ over 6 months**;
- **111 managers participating in the Step Prevention Program**;
- **1 600 respondents to the global Occupational Health & Safety employee survey**;
- **155 best practices identified**;
- **377 sensitive points prior to accident⁵**.



Poster displaying the BocSafety Rules.

Key metrics 2025

- Zero mortal accidents
- FR1 World:
Employees: 3.7
Contractors: 2.2
- SR:
Employees: 0.36
Contractors: 0.04
- FR2 World:
Employees: 9.2
Contractors: 11.0

¹ Paper document available across all sites and on the intranet for easy printing, as well as via an online questionnaire; these cards enable employees to report safety observations directly from the worksite. - ² In addition to worksite actions, not all of which are yet formalised. ³ Term designating a work stoppage to address a safety concern. - ⁴ Mobile application dedicated to reporting safety observations, operational since July 2025. - ⁵ Also known as Potentially Serious Injuries or Fatalities, these involve the identification of situations that could have resulted in an accident with severe consequences. They are subject to detailed analysis and an action plan implemented to prevent recurrence.

Our Actions

As part of the reinforcement of its prevention approach, Boccard is deploying a coherent set of tools and actions aimed at embedding a long-term safety culture. This begins with compliance with regulatory requirements.

For example, in France, Boccard implements an annual regulatory assessment of occupational health and safety risks within each entity, structured around the Single Document for Occupational Risk Assessment. The results of this analysis are integrated into the OHS management system and feed into the local and global prevention action plans. Furthermore, the system provides for the appointment and safety training of personnel dedicated to prevention; each site has its own marshals¹ and first responders.

Boccard also has a reference document and several supporting measures:

Health & Safety Reference Manual: this document defines a common framework governing all activities (offices, workshops, construction sites) through essential rules, prevention mechanisms, periodic inspections and training requirements to prevent risks and ensure the safety of people and property.

Les BocSafety Rules: updated in 2024, these define the non-negotiable foundation of the 12 fundamental safety rules applicable across all activities.

The 'Step Prevention' training Program: this aims to embed a safety culture and harmonise practices within teams. It is rolled out to all managers.

Digital safety and compliance management: in 2025, the Winlassie software was rolled out to track training courses and certification titles, as well as employee medical monitoring, through a single tool. It includes first-aid training, qualifications, and authorisations for operating CACES-type equipment.

Furthermore, the initiative relies on various levers for employee engagement and the sharing of best practices:

Dedicated Onboarding: upon arrival, new employees receive a specific welcome. Since 2025, this induction pathway has incorporated an awareness video presented by Executive Committee members, and is supported by an intranet space named BocSafety World, which brings together all key resources related to health and safety. A safety induction e-learning module completes this system.

'Safety Briefings': vigilance is maintained in the field through regular briefing² held at least once a month. Additionally, safety walkthroughs and audits make it possible to evaluate compliance with instructions and identify areas for improvement.

STOP Card and Kizéo: the reporting of information is facilitated by the STOP Card and its digital version on the Kizéo app, which are intuitive tools available to everyone for reporting risk situations as well as best practices.

Safety Day: introduced in 2024, this annual event brings all employees together around prevention and safety issues, thereby contributing to the strengthening of the company's safety culture.

The image shows a physical 'STOPCARD' form. At the top, it says 'STOP WORK' and 'Management is obliged to respond to any STOP-CARD issued.' The card features a red hand icon on the left and a blue eye icon on the right. The main title 'STOPCARD' is in large blue letters. Below the title, there are four checkboxes: 'NEAR MISS', 'INCIDENT', 'GOOD PRACTICE', and 'INNOVATION'. Each checkbox is followed by a line for 'Date :'. There are also lines for 'Workshop title :', 'Observer :', 'Task/activity :', 'Work area :', and 'Client :'. A large text area is provided for 'Description of the hazardous situation / near-miss / good practice / innovation :'. At the bottom, there is a section for 'PROPOSAL FOR ACTION :'. A QR code is located on the right side of the card. The Boccard logo is in the top right corner.

Physical STOP card used to report good practices as well as risky behaviors.

¹ Emergency evacuation rules.

² Safety discussion meetings held within a work team's perimeter.



Cédric Bardin,
HSE Director

Three questions for Cédric Bardin, Health, Safety and Environment Director at Boccard

What progress have you observed in terms of safety in recent years?

Reducing the number of our accidents, with or without lost time, by 50% was the shared objective set during Boccard Safety Day 2025. And it is well within our reach: already down 39% at the end of 2025 compared to 2023! This is a significant result. This result is highly encouraging. However, we must remain vigilant because behind these figures are human beings: every accident remains deeply distressing for the person who experiences it and for their team.

How do you explain this progress?

It's the result of the reinforced prevention approach initiated at the end of 2023. In-depth work was carried out on safety culture, leadership, the human factor, tools and methods, as well as indicator-based management. In two years, the teams have brought numerous projects to fruition: formalisation of the Health and Safety Strategy, development of a Health & Safety Standard Framework, updating of the BocSafety Rules, celebration of an annual Boccard Safety Day across all sites worldwide since 2024, structuring of the network of 70 Prevention Officers, and higher-visibility safety signage.

In 2025, we accelerated our efforts by working on strengthening information-reporting tools: the paper STOP Card, used for reporting safety observations, was updated for ease of use and widely distributed, whilst Kizéo, a dedicated smartphone app, was rolled out to all site personnel to enable even faster and more robust information reporting and safety analyses. Operators have seen the tangible effects of their information-sharing efforts through faster action and have fully embraced the tools.

Reducing the severity of accidents is at the heart of our approach. We have improved our risk analyses of 'sensitive points prior to accidents', also known in the industry as 'Potentially Serious Injuries or Fatalities' (PSIF). This involves anticipating risks by taking action upstream. Situations presenting the highest risks are thus better identified and analysed: work at height, lockout-tagout (LOTO)¹ and lifting operations. The safety action plan for the coming year incorporates the results of these analyses. This helps to give purpose to our actions and facilitates the adoption and respect of the rules. These efforts have led to tangible results, even if all objectives have not yet been met.

What are the key factors to reach the goal of the sustainable reduction of accidents?

This relies first and foremost on strengthening the safety culture and shared vigilance at all levels of the company. For results to be sustainable, safety must be embedded in behaviours. Rules cannot replace reflexes! Our structure, our organization and management exemplarity must support this fundamental strengthening. Furthermore, a 'BocSafety Behavior' framework was developed and integrated into our employee

¹ Securing a piece of equipment by shutting off its sources of energy (electricity, pressure, movement, etc.) likely to restart it, in order to allow work to be carried out on that equipment in complete safety.

performance appraisal system in 2025. It defines a scale of safety behaviours, ranging from the 'Unconscious' level to the 'Driving force' level, which sends a strong signal to the entire organization. Everyone's involvement is essential to prevent risk situations on a daily basis. Every employee and every team are invited to contribute, whether through daily actions, local initiatives or structured projects. We must make sure we have each other's backs.

Right of withdrawal (STOP Work)

The BocSafety Rules define the 12 fundamental safety rules applicable within Boccard. The first of these instructions is the 'STOP Work' principle associated with the '3A' approach: Stop – Alert – Act.

The Health & Safety Reference Manual, accessible on the intranet, details this principle. It states that every employee is required to interrupt their activity in the event of doubt, misunderstanding of the task or a dangerous situation, and then alert their manager, analyse the situation together and implement the appropriate prevention measures.

Presented concisely and illustrated with pictograms, the BocSafety Rules are widely displayed on sites and accessible on the intranet. Applicable to all employees and external contractors, they are integrated into the onboarding pathway for new staff.

Boccard's Safety Management System

Boccard safety management system is integrated into the Boccard Management System (BMS), which covers all employees and non-employee workers and forms the overarching framework for managing company performance. Safety is positioned as the top priority and constitutes the primary key performance indicator ('Safety First'), monitored at the highest level of governance.

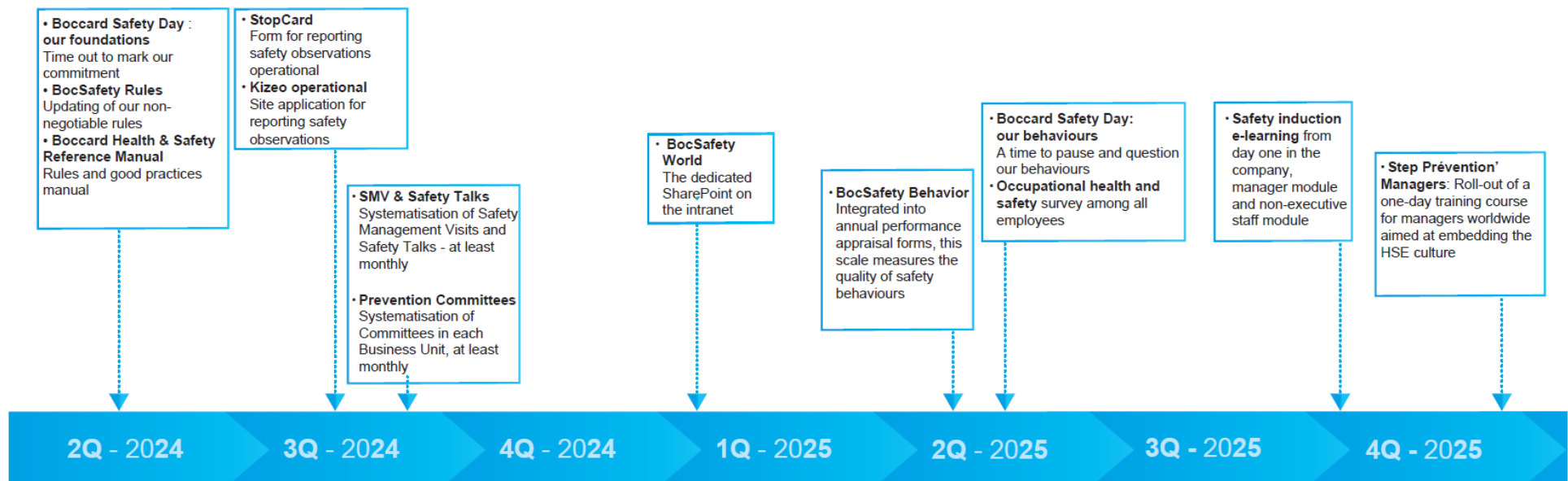
The BMS, based on international management standards, structures all company processes and aims to guarantee a coherent, cross-functional approach aligned with regulatory and normative requirements. This robustness is attested to, in particular, by ISO 45001 certification, which covers the Occupational Health and Safety management system across the entire company.

Additionally, four of our entities are certified to ISO 45001's environmental management equivalent, ISO 14001. Certain requirements related to operational control and emergency situations can contribute to better prevention of operational risks (emergency response management, process control, impact monitoring).



Health & Safety Welcome video featuring remarks from the Executive Committee, viewed upon onboarding by every employee.

Safety milestones 2024-2025



The BocLock solution to ensure operator safety on client sites

BocLock is a connection system designed to attain secure process¹ connections, both mechanically and in terms of automation.

Patented in 2013, BocLock offers enhanced safety and comfort for the operator while improving productivity.

This system is designed for hygienic applications requiring frequent connections and disconnections, such as Cleaning-in-Place (CIP)² operations involving manual configurations via flow diversion panels, common in the pharmaceutical, cosmetic, and food industries; it can be used with rigid assemblies (jumpers) or flexible hoses to feed materials into piping networks or tanks.

Ergonomic safety: effortless, simplified handling

Commonly used connection systems rely on tools (such as clamps or bolted bridge clamps) that require manual handling, often involving significant physical force. Over time, this can lead to musculoskeletal disorders (MSDs).

Furthermore, these systems may be insufficiently tightened, necessitating repeated adjustments to correct the connection or even resulting in leaks and material loss.

Designed as a handle featuring a lever mechanism, BocLock allows the connection to be locked and sealed using just one hand. BocLock is more ergonomic, requires less physical effort, and is faster—taking 15 seconds compared to 3 to 5 minutes. This helps reduce the risk of MSDs.

Mechanical safety: a system that eliminates the risk of spray hitting operators

A faulty connection can result in spray hitting operators. BocLock features a two-step connection process: the first step ensures mechanical retention, while the second step ensures a leak-tight seal via a lever-handle locking mechanism—independent of the operator's physical strength. Should a leak occur, it would manifest as a flow rather than a spray. Thanks to RFID³ technology, the connection status—unused, awaiting connection, closed and sealed, or involving a dirty, clean, or incompatible coupling—is continuously monitored and displayed via a system of colored indicator lights for enhanced safety.



Operator handling a BocLock

BocLock received the Innovation Award at CFIA Rennes 2013, a key event for the agri-food industry.

In 2018, Boccard received a 'Safety Award' from a major pharmaceutical client, thanks to BocLock.

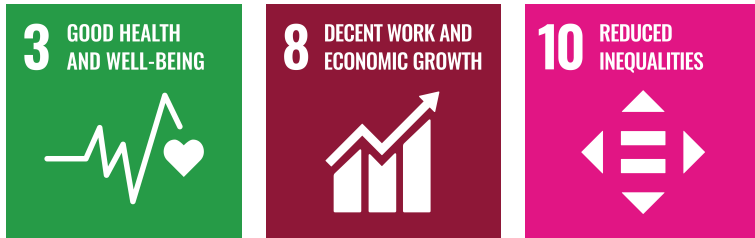
Leading pharmaceutical and cosmetic companies specify the use of BocLock in their requirements for new installations equipped with jumper panels.

¹ A sequence of physical, chemical, or thermal operations enabling the transformation and valorization—within an industrial facility—of fluids or materials into products suited for a specific use (for example: heating, mixing, separation, chemical reaction).

² System for cleaning and disinfecting industrial equipment without dismantling it, using automated circuits. ³ Radio Frequency Identification (RFID) technology for the identification and wireless exchange of information between a device and a reading system using radio waves.

SOCIAL: WELL-BEING AT WORK

Creating a work environment that fosters employee engagement and well-being



2030 Sustainable Development Goals (SDGs).

Amidst profound transformations in industrial markets and heightened competition for skilled professionals, Boccard operates in an environment where attracting, retaining, and engaging employees are key priorities.

The industrial engineering and services sector faces intensifying competition to attract and retain talent, particularly for technical and specialized roles. At the same time, employee expectations are shifting, with a growing focus on quality of work life, work-life balance, and finding meaning in their work.

In response to these trends, Boccard views its employees' expectations as an asset and implements initiatives to foster their engagement, development, and well-being, thereby driving the company's sustainable performance.

Boccard's Commitments to Workplace Well-being

Boccard's employees are the greatest asset of our network of companies. Boccard integrates its social commitments into a structured Human Resources policy based on respect for fundamental rights, quality working conditions, and skills development.

In this context, the company has committed to:

- **Assessing employee engagement** to obtain an objective diagnosis that allows for comparison over time;
- **Fostering autonomy, skills enhancement and career development** by supporting managers in their practices;
- **Promoting an inclusive and equitable environment that respects international principles regarding human rights and working conditions.**

Initiatives regarding social dialog and working conditions

Employee-commitment surveys

As part of monitoring team commitment, certain Boccard entities conduct internal satisfaction surveys at their own level. These local initiatives make it possible to periodically gauge employee sentiment and identify areas for improvement specific to each organization. In 2025, five specific entities surveyed their employees.

Leroux & Lotz Technologies, France: LLT awarded the 'We Impact' label by ChooseMyCompany¹, conducted the HappyIndex®AtWork 2025 survey between March 17 and 31, 2025. The initiative recorded a 78% participation rate out of the 108 participants surveyed.

¹ A label awarded following an employee survey regarding the company's environmental, social and societal impact.

The results highlight a high overall level of engagement (81.3% favorable responses), driven notably by a strong sense of belonging, a positive perception of working relationships, and a favorable work environment. However, areas for improvement were identified, particularly regarding recognition and professional development.

These results serve as a foundation for defining and implementing improvement initiatives aimed at strengthening engagement and the employee experience.

Boccard Meura Mexico & Boccard Colombia: between April and May 2025, these entities also conducted a Quality of Work Life survey—administered by HR teams to their 73 employees—achieving a 79% participation rate. The results reflect a high level of pride in belonging, expressed by 97% of employees in Mexico and 91% in Colombia.

Positive team dynamics and supportive leadership were observed, alongside a high level of compliance with health, safety, and working condition standards. Areas identified for improvement include recognition, change management, operational autonomy, and work-life balance for certain roles. Decisions have already been made to address these issues in 2026, notably by enhancing employee benefits (life insurance and employee savings plans) in Mexico and implementing a system to recognize tenure in both countries.

Boccard Life Sciences, USA & Canada: our organizations in Canada and the United States also conducted a joint employee survey in October 2025, administered by Insperity. A total of 27 employees responded to the questionnaire, representing a participation rate of 75% in Canada and 42% in the United States. During the survey, respondents expressed a level of agreement of 3.72/5 with the statement 'I feel proud to work for this organization.' The results highlight collaborative working relationships, positive team dynamics, and an interest in stimulating assignments. Several areas for improvement were identified, particularly regarding workload, resources, professional development, and recognition.

Actions have been defined to address these challenges, including strengthening training programs, implementing a recognition program, developing career paths, and improving tools and operational processes. Plans are in place to gradually extend this type of survey to other Boccard entities in the future.



Project underway in our offices in Romania.

Social Dialog & Consultation¹

For Boccard, social dialog is a key mechanism for regulating and improving working conditions.

The company ensures the establishment and effective operation of employee representative bodies, particularly the Social and Economic Committees (CSE). These bodies facilitate regular dialog with employee representatives regarding work organization, health and safety, and employment conditions.

The CSE meets monthly to address matters concerning the company's general operations, while the Health, Safety, and Working Conditions Commissions meet quarterly². In companies with trade union delegates, negotiations are conducted on remuneration as part of the Mandatory Annual Negotiations ('NAO') as well as on collective agreements regarding disability, business travel, and workplace equality.

¹ In France, the various companies apply converging principles, adapted to their history, size, and date of integration into Boccard. Boccard France, 2c2i, ARKADIA Ingénierie, LLT, and MD Énergies account for 61% of the global workforce.

² For entities with a headcount below regulatory thresholds, the frequency can vary.

Work Organization and Quality of Life¹

To adapt to employees' evolving expectations, Boccard France negotiated a hybrid work agreement with employee representatives in 2024, aiming to improve work-life balance. This new agreement relaxes the remote work arrangements established previously, shifting from one day per week to a maximum of 10 days per month.

The agreement incorporates flexible working arrangements tailored to the teams' activities and needs. It also includes a dedicated section ensuring respect for the remote worker's privacy and the 'right to disconnect,' thereby preventing risks associated with hyper-connectivity and safeguarding employees' rest periods.

Similar provisions apply at the companies 2c2i and ARKADIA Ingénierie.

Employee Support

Boccard France has implemented a system of practical and psychological support through the company health plan. Under certain conditions, this provides logistical assistance (such as cleaning or childcare services) when an employee faces medical issues involving their dependents, as well as access to psychological support.

Retiring doesn't need to mean the end of social connections

The 74 members of the 'Boccard Alumni Club' meet regularly and celebrated their 'first 30 years' in 2023. Open to all former Boccard employees from around the world, the club offers its members trips, social gatherings, and various activities.



Meeting in Villeurbanne, France

Value-sharing and employee-savings schemes¹

Salaries, premiums, and bonuses

Boccard measures and recognizes performance at both individual and collective levels. Each year, the HR process for performance evaluation and remuneration is carried out with the involvement of management at all levels and social partners. For the 2025 financial year, 68% of Boccard employees participated in a performance review and objective-setting meeting with their manager for the 2026 financial year.

Boccard offers a competitive total remuneration package aligned with market practices. This comprises a fixed salary and—for on-site operational staff and certain managers in France—variable remuneration, including various premium and bonus schemes. Furthermore, the company ensures compliance with legal requirements and applicable minimum standards in every country where it operates.

These variable remuneration components—such as potential bonuses and premiums—are administered by Human Resources and applied in accordance with established practices and decisions reached with social partners, where applicable. They reward individual performance levels confirmed during the annual review. They may also reflect company performance—specifically regarding safety and financial results—for employees above a certain level of responsibility.

Employee benefits

Boccard France and its affiliate 2c2i have implemented several mechanisms designed to link employees to the company's performance and secure their financial future; these schemes are part of an approach aimed at the equitable redistribution of value created and the support of purchasing power.

¹ In France and internationally, the various companies apply converging principles, adapted to their history, size, and date of integration into Boccard. Boccard France, 2c2i, ARKADIA Ingénierie LLT, and MD Énergies account for 61% of the global workforce.

Mandatory profit-sharing agreements giving employees to share in the company's profits;
Company Savings Plan (PEE) to make it easier to save;
Collective Retirement Savings Plan (PERCO) helping employees prepare for retirement within a favorable tax and social security framework ;
Supplementary company pension scheme¹ to boost the retirement income of employees taking part in the scheme.

Boccard France and 2c2i stand out in the labor market by offering a supplementary pension plan with contribution rates exceeding the statutory minimum². In addition, for executive staff, these companies have implemented a mandatory supplementary pension scheme based on equal contributions from the employer and the employee.

Social protection and collective benefits³

The company guarantees its employees in France an enhanced level of social protection, notably through:

Funding 70% of supplementary health insurance contributions enabling broader access to high-quality coverage⁴;

High-quality supplementary health and personal protection coverage (incapacity, disability, and death), helping to secure career paths⁵.

Long-distance travel allowances

Boccard France pays flat-rate long-distance travel allowances to employees working at client sites located more than 90 kilometers from their homes.

This scheme, established under an agreement with social partners, provides for an automatic annual adjustment of the allowances based on the reference INSEE index. Through this measure, the company acknowledges the constraints associated with fieldwork and helps preserve its employees' purchasing power.

¹ Mandatory defined-contribution scheme for executive employees - Article 83 of the French General Tax Code (CGI). ² Boccard France contributes an additional 2% to supplementary retirement above the mandatory legal rate on bracket 1 up to the social security cap, for all employees. ³ In France and internationally, the various companies apply convergent principles, adapted to their history, size, and date of integration into Boccard. ⁴ Boccard covers a higher share of contributions than required by the mandatory legal framework: 70% instead of 50%. ⁵ Employees were reimbursed for 94% of expenses incurred (H1 2025 data), which is 2 points higher than our broker AON's benchmark of 92%. ⁶ A living wage is a level of remuneration designed to cover essential needs in a local context (housing, food, health, education, etc.), whereas the legal minimum wage corresponds to the threshold set by regulations.

International

Boccard implements employee benefit programs tailored to each country, aligned with local regulatory frameworks and employee expectations, to ensure they are both relevant and equitable.

In the United States and Canada, we have introduced medical, disability, and life insurance, as well as a funded retirement plan. In the United States, we partnered with Insperity to provide access to a benefits package superior to the one previously available. We adopted a similar approach in Canada through a partnership with ADP.

In Colombia, employees receive medical insurance and family compensation fund benefits, as well as meal and transportation allowances.

In Mexico, employees are provided with medical insurance and food vouchers.

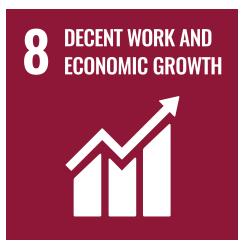
In Indonesia, employees receive life insurance, medical insurance, and disability coverage.

Analysis of the Living Wage concept⁶

In 2025, we initiated an analysis of living wages based on the methodology recommended by our client, L'Oréal. This process involves comparing the remuneration paid by the company against living wage benchmarks defined by socio-economic criteria—such as the cost of living, a household's essential needs, and local living conditions—for each country in question.

An initial analysis was conducted on a pilot company, Boccard Indonesia. The results showed that no remuneration fell below the living wage benchmark, thereby confirming the site's compliance with the thresholds established by the adopted methodology. As part of a commitment to continuous improvement and the maturation of the initiative, this process will be continued and expanded in 2026 with a further study focusing on Boccard Meura Mexico. This next step will enhance the robustness of the analyses and progressively extend the scope of the initiative. Ultimately, Boccard aims to roll out this approach across all its entities to gain a comprehensive, consistent overview of how remuneration aligns with living wage standards in the various countries where it operate.

SOCIAL: DIVERSITY, EQUITY & INCLUSION



2030 Sustainable Development Goals (SDGs).

Developing an inclusive culture based on equal opportunity and skills

As part of its human resources policy, Boccard integrates diversity, equity, and inclusion into its practices. This approach translates into targeted initiatives regarding recruitment, workplace equality, the integration of young people, and support for employees with disabilities.

Commitment to diversity, equity, and inclusion

Boccard grounds its actions in this area in the principle of non-discrimination and a commitment to the continuous improvement of its practices. To this end, the company has defined several objectives, including:

- **20% women in its workforce;**
- **raising awareness among 80% of its employees regarding DEI issues;**
- **structuring and strengthening initiatives to promote the employment and job retention of employees with disabilities.**

Our Actions

Inclusion begins at the recruitment stage

Boccard has initiated several measures to structure a more inclusive recruitment process, in line with its HR policy based on respect for human rights and non-discrimination.

This approach is evident from the recruitment phase itself, particularly in how job postings are drafted. Job titles use both feminine and masculine forms whenever possible and explicitly state 'male/female'. Furthermore, all job postings encourage applications from people with disabilities, consistent with the company agreement promoting their employment.

Raising awareness and training for managers and employees

Initiatives to raise awareness among managers are also being implemented. In 2025, a total of 40 managers participated in Lunch & Learn sessions that included a presentation on the discrimination criteria applicable to recruitment.

At the same time, the company has initiated skills development for those involved in recruitment to prevent the risk of discrimination. A structured four-hour module titled 'Recruiting without Discrimination' was developed at the end of the year; it will initially be rolled out to recruiters and HR Business Partners in 2026, before being extended to hiring managers. This module covers the legal framework, discrimination criteria, and high-risk practices within the recruitment process.

Additionally, as part of the BocEthic program, online training modules on business ethics have been developed to include discrimination prevention. Their rollout is scheduled for 2026. These modules help raise employee awareness regarding non-discrimination issues.

Towards a better representation of Women in our Business Lines

Operating in an industrial sector that has historically had low female representation, Boccard incorporates workplace equality objectives into its human resources management. To this end, Boccard has set a clear goal: achieving a 20% share of women within its total workforce. As of 2025, this initiative is progressing, with a female representation rate of 19% in France and 18% globally (296 women and 1,265 men in France; 446 female and 2,035 male employees worldwide).

This commitment to equity is also reflected in our performance indicators, with a professional equality index of 87/100 for Boccard France, complemented by scores from our affiliates 2c2i (93/100) and ARKADIA Ingénierie (99/100).

To support this trajectory, Boccard is implementing a strategy based on two main levers:

First, ensuring equal treatment on a daily basis for our current female employees: as part of the Mandatory Annual Negotiations (“NAO”) at Boccard France, compensation levels are analyzed by gender in consultation with social partners. Specific budgets may be allocated to rectify any disparities. Particular attention is paid to gender balance during the performance-based compensation process. In 2025, the salary increase rate for women was 0.17 percentage points higher than that for men.

Additionally, annual analyses are conducted by job family—grouping roles with sufficient numbers of employees—to identify potential pay gaps and, where necessary, define appropriate corrective actions.

Furthermore, regarding the promotion of technical careers, Boccard helps shift gender stereotypes associated with engineering professions. Through our membership in the Elles Bougent association, our female mentors raise awareness among younger generations by visiting middle schools, high schools, and technical colleges; they encourage women to pursue technical roles and engineering careers, thereby helping to build the talent pool of the future.



**Interview with Julie,
a nuclear tasks planner**

What is your job role?

I handle prefabrication tasks for our workshops and prepare for technical operations at nuclear power plants. My role involves organizing, scheduling, and ensuring safety for field teams—comprising pipefitters, welders, team leaders, and site supervisors—particularly at the Bugey nuclear power plant. The biggest challenge of my job as a nuclear operations planner is guaranteeing safety at every stage within a highly regulated environment where any mistake can have serious consequences. I spend up to 70% of my time on the site to make sure everything goes well.

What is it like working within the teams?

In the field, what matters most is competence, attention to detail, and the ability to work as a team.

We work in demanding environments where everyone relies on one another's work, so trust is built on professionalism—nothing else. Whether you are a man or a woman, what matters is being reliable and committed; that is what establishes your credibility on a daily basis.

What is your career background?

This profession is open to people from diverse backgrounds, typically starting with a vocational high school diploma or a technical degree (BTS) in piping, welding, or industrial maintenance. As for me, at age 38, I decided to make a major career change after working in various fields, including pastry making, medical-psychological support, and logistics. I joined Boccard through a work-study program to become an IWS (International Welding Specialist). I benefited from structured support that allowed me to progress at every stage of my journey. Today, I want to continue this professional growth, advance in my role as a job planner, and reach the next level.



Interview with Sophie, Project Manager

Your career path has taken you from Lyon to the international stage. How has it evolved since you started? I began as a contractor at Sanofi Pasteur before joining Boccard as an assistant project manager on a pharmaceutical project in France, driven by a desire to get back to hands-on fieldwork. I then moved into a project manager role within the Pharmaceutical Business Unit, working notably on projects in South America. This allowed me to consolidate my technical skills and gain experience in diverse environments.

You then went through a significant transition period. How did you approach it?

On returning from maternity leave, and faced with a slowdown in business activity, I felt the need for a fresh start. I discussed this with my manager, and we identified an opportunity for relocation to the United States via the BocMobility program¹. The company supported me throughout the process, including regarding my family; my partner, who also works for Boccard, was able to work there as well. That support was crucial in allowing me to approach this new chapter with confidence.

What did this international experience bring you?

I stepped outside my original field, pharmaceuticals, to work on projects in the agri-food sector. I was able to leverage existing strengths, such as my in-depth knowledge of the Boccard Management System, while developing new skills in areas like sales, methodology, and tender processes. Working within a smaller entity required me to broaden my scope of action and enhance my adaptability.

Your role later evolved into management. How did you approach this new stage?

After two years in the United States, I took charge of a team of junior project managers. It was my first management experience and involved a shift in role: focusing on mentoring, structuring work, and helping others grow. Since returning to France, I have continued this career progression by taking on roles managing project and engineering teams, leveraging my international experience. These steps unfolded gradually as opportunities and interactions arose; I am now the Operational Excellence Manager for the 'Health & Care' division, leading a team of six persons.

In 2025, Boccard companies in France welcomed 131¹ work-study students and interns. Of these, 17 were hired during the year, while 68 are continuing their journey with the company in 2026.

¹ This figure includes all students who were present at any point during the year

Our BocStudents in France

Boccard welcomes an average of around one hundred students, interns, and work-study trainees each year. To support their entry into the professional world, the Boc Academy training department and the Communications team organized an induction day—held both in-person and online—at the start of the 2024/2025 academic year. This event allows students to interact with Boccard professionals, get to know one another, and discover the company's activities, notably through a workshop tour. It helps build a community based on mutual support and the sharing of ideas, regardless of individual back-grounds or profiles.

Throughout the year, the 'BocStudents' also met informally, helping to foster a sense of community that encourages interaction.

In May 2025, they were once again invited to attend an in-person 'Boost Your Career' day, which began with a welcome from our Executive Management team. The morning session featured discussions with members of the Executive Committee and the BocLeadership Team, followed by a presentation titled 'Behind the Scenes of Recruitment' led by two recruiters. The afternoon was dedicated to individual coaching workshops



1. One-on-One coaching for BocStudents - 2. Boost Your Career Group, May 2025 : Boccard students and speakers, including the members of the Executive Committee and CEO Patrick Boccard.

focused on interview preparation—including mock interviews, CV workshops, LinkedIn profile optimization, and advice on how to best showcase one's experience. These formats aim to support each student in developing their employability while addressing a diverse range of needs.

In total, 21 Boccard professionals were involved in hosting this event. In 2025, students gave the event an average rating of 4.9/5.

Support for Career Transitions & Recruitments

Boccard supports career transitions by prioritizing motivation and learning aptitude as pathways into technical roles within the nuclear industry.

In late 2024, Boccard launched two 'Individual Operational Job Preparation' (POEI) programs in partnership with France Travail for the GBIX project—an expansion of the Georges Besse 2 uranium enrichment plant. One program served the Pierrelatte site, while the other covered the Neulise site near Roanne. These initiatives aimed to train individuals transitioning into new careers as orbital welders and piping operators, thereby diversifying the workforce and meeting skill requirements amidst a tight labour market.

In 2025, following a selection process that evaluated over 50 candidates through interviews and practical assessments, 16 individuals completed a training course combining theory and hands-on exercises to qualify as welding operators. All 16 passed the training and were subsequently hired on permanent contracts. Coming from diverse backgrounds—including former lumberjacks, bakery staff, chocolatiers, and military personnel—and with no prior industrial experience, they are now working on assembling enrichment stations at the Neulise site (near Roanne) and installing aluminum piping at Tricastin.

Since 2012, Boccard has recruited nearly 100 people through similar programs in partnership with France Travail, the French public employment agency.



Interview with Thomas, Orbital Welder, GBIX Project

Could you tell us a bit about your background before joining Boccard?

Before joining GBIX, I worked in food industry sales and the restaurant sector. I wanted to switch to a career I could pursue in my home region of Tricastin, which offers opportunities in the nuclear industry. I wanted a more technical, hands-on job with genuine prospects for career advancement.

What motivated you to join the POEI program?

The chance to receive training directly linked to the company's specific needs really appealed to me. It was an opportunity to change career paths with the right support and a clear goal in sight. I was also drawn to the idea of joining a selective program.

How did your training in orbital welding go?

The training was intensive but really rewarding. Starting from scratch, I was able to build a solid foundation, learning orbital welding, how to handle welding heads, and so on. I made rapid progress thanks to hands-on practice and the support of the teams, especially after I joined the company.

You are now on a permanent work contract: what's your takeaway from this experience?

It's been really satisfying. This program put me on a new career path and set me up for a long-term future. The fact that the majority of those trained are still with the company shows that the program works.

Preventing disability-related issues and supporting job retention

A long-standing commitment

Since 2009, Boccard France has been committed to an initiative aimed at fostering access to employment, sustainable integration, and job retention for employees with disabilities.

This commitment has resulted in a series of collective company agreements on the subject. The latest agreement, signed in 2023 for a three-year term under the official DREETS-approved procedure, aims to implement concrete actions regarding recruitment, workstation adaptation, personalized support, job retention, and raising awareness among all company stakeholders.

Concrete support measures

In practical terms, Boccard France provides support to employees throughout the administrative recognition process (RQTH), implements workstation adjustments (specific equipment, adapted working hours), and offers tailored training to facilitate role mastery and career mobility.

Key figures regarding disability

11 workstation adjustments carried out by Boccard France in 2025

418 hours of training (covering the company's disability policy, disability-inclusive attitudes, inclusion and diversity, and non-discriminatory recruitment), delivered in half-day sessions, for managers of employees with disabilities andicap

4 half-days of paid leave per year for medical appointments for the employees concerned

The Disability Task Force: a dedicated team driving the disability agenda

The implementation of these measures is led by the Disability Task Force. Managed by a dedicated coordinator—who also oversees employee relations and the payroll team—this group works in collaboration with a work-study trainee, the Social and Economic Committee (CSE), HR Business Partners, and site safety officers. By 2026, we plan to expand the task force to include a purchaser, a recruiter, and three ambassadors, and to hold at least two plenary meetings per year.

An agreement set to continue

As the disability agreement approved by the relevant administrative authority is due to expire in December 2025, the company and social partners will begin negotiating a new agreement in February 2026. Key objectives remain: personalized support; workstation adjustments and job retention; responsible purchasing; support for sheltered employment facilities (ESATs); and communication initiatives.

The employment rate for people with disabilities at Boccard France stood at 5.24% in 2023, 5.06% in 2024, and 4.5% in 2025. This trend is attributable to economic and organizational factors, specifically a slowdown in business activity that led to a hiring freeze in the second half of 2025, as well as departures resulting from cases of medical unfitness, which directly impacted the employment rate.

The shared goal remains to progressively and sustainably reach the statutory target of 6% employees with disabilities, using a gradual, structured approach based on anticipation, consultation, and the adaptation of measures to the company's specific realities.

Staff awareness initiatives

The Disability Task Force (*Mission Handicap*) was presented in November 2025 during a 'BocShare', an interactive session with staff. Attended by over 50 people, in person as well as remotely, the session was recorded and made available for replay on the company intranet.

Awareness campaigns are also conducted; in 2025, two staff-focused leaflets were developed covering topics such as types of disabilities and the process for obtaining official recognition as a worker with a disability ('Reconnaissance de la Qualité de Travailleur Handicapé').



Thierry, Administrative Assistant
Employee with a disability

Could you tell us about what you used to do before the accident and about the accident itself?

I was a mechanical assembler at the Golfech nuclear power plant, used to the technical challenges of my trade. One day on site, as I was heading to my work area, a mobile elevating work platform struck me. The fall was extremely violent, and my legs were badly injured. After several operations, I had to face the loss of a leg. The period that followed was long and grueling. I had to accept this new daily reality, learn to live differently, and rebuild myself physically and mentally. You go from a very hands-on job to a situation where everything has to be rethought. In this context, the support of my family and friends, and of Boccard, was essential.

How did Boccard support you through this ordeal?

Boccard stepped in very quickly after the accident, providing support that was both structured and deeply human. Initially, there was regular communication to check on my well-being and allow me to move forward at my own pace, without rushing things.

Once my condition allowed it, my manager and the Disability Task Force worked with me to devise a tailored solution. This process took into account not only my physical limitations but also my experience and skills. In practical terms, this meant a gradual support process: a period to consider career transition options, the implementation of a training program, a customized workstation setup, and a supervised return to work.

What mattered most to me was being fully involved in the decision-making process and being able to envision my future again, step by step.

How did your career transition and new professional life take shape?

Upon my return—about a year and a half after the accident—it became clear that I could no longer work as a mechanical fitter. I was offered training to become an administrative assistant. Today, I manage case follow-up, intervention scheduling, and coordination with the technical teams. My field experience remains an asset in this new role. Finally, I've managed to find a balance that suits my current situation.



Booklets produced in 2025 by Boccard's Disability Mission, widely distributed across the company.

SOCIAL: TRAINING & SKILLS DEVELOPMENT



2030 Sustainable Development Goals (SDGs).

Developing employee autonomy and competence while supporting managers and career development.

Boccard sees skills development as a key driver of sustainable performance, employability, and adaptation to the evolving nature of its business activities. This commitment forms part of its HR policy, which covers training, career management, and internal mobility, in alignment with international principles regarding human rights and employee development.

Boccard's Commitments to Training

Within this framework, Boccard has set itself key objectives regarding training and skills development:

- **push inhouse mobility**, with a target of 30% of positions filled internally;
- **broaden access to training** through schemes and educational content tailored to the various trade- and employee needs, supported by the digitalisation of the training offering;

- **ensure the delivery of training defined by the company as forming the Boccard core**, particularly in the areas of safety, ethics, and project management within the Boccard Management System framework, **as well as mandatory training relating to regulatory certifications** required to perform certain roles.

These commitments aim to support employees' professional progression, accompany business transformations, and help maintain employability over the medium and long term.

Training in Figures

The monitoring of initiatives undertaken is based on indicators relating to internal mobility and access to training. In this respect, the 'Boccard Employees First' Program shows an internal recruitment rate of 28% across the international scope in 2025.

In addition, the training offering enables skills development initiatives to be rolled out progressively. Each year, a significant proportion of employees benefit from them, depending on operational priorities and their availability.

We average 21 hours of training per employee worldwide.

Developing skills

Governance

Vocational training is a means of aligning individual skills with the strategic direction set by the company, in a win-win approach with every employee.

The assessment of training needs begins with the performance review and skills management process, overseen by a Talent Development Manager.

This manager also runs the Boccard Academy, which was created to ensure the consolidation of our Boccard best practices, professionalise and structure training to meet the company's global strategy, and offer tailored training pathways to help employees develop professionally.

The same manager also defines, updates and rolls out internal mobility processes.



Boccard Academy Logo

Structured principles for performance reviews and career development

In France and internationally, the overall performance review process takes place annually. It begins with the launch of the performance appraisal campaign, followed by a phase of consolidating interviews during 'People Review' meetings, overseen by Human Resources with the participation of managers from each scope.

During these sessions, employee performance and potential are reviewed, and succession plans are drawn up, relying in particular on internal mobility tools, especially for critical roles.

Four specific management tools help to make evaluations and skills development decisions more objective, and to structure career paths:

- la the annual appraisal form, available in 6 languages, which also comes in a specific version for staff operating in factories and workshops;
- the '9-box grid', a matrix used to position the relative performance of employees within the organization, which feeds into succession plans and development plans;
- the succession plan, particularly for critical roles, which helps to anticipate workforce changes and ensure the continuity of business activities and critical skills;
- the individual development plan for members of the Extended Management Committee—the BocLeadership Team—designed to enable its members to maintain and develop the executive, strategic, and behavioural skills necessary to carry out their responsibilities.

The 9-box Grid skills matrix for organising and objectifying evaluations

The '9-box grid' is a talent management tool used during performance reviews. Specifically, during annual performance reviews, managers and HR position employees in this 9-box grid according to two axes: their current performance level and their potential—that is, their capacity to progress and take on greater responsibilities. This nine-box matrix makes it possible to identify high-potential profiles, development needs, and mobility or succession priorities.

Specific initiatives

Our Training courses

A catalogue presents the Boccard training courses developed specifically by the Boccard Academy for the needs of our companies. It is accessible to all employees in France, and an English version has been developed to present Boccard's training fundamentals internationally.

A major poster campaign across all sites promoted this catalogue, providing access to the most up-to-date version at any time via a QR code. This tool enhances the quality of dialog between employees and supervisors and improves discussions regarding training, thanks to a strong awareness of the internal offering.

The BocAcademy offering is built around three pillars: 'One Boccard' skills training courses that are compulsory for everyone (e.g. ethics, cybersecurity), trade skills training courses (e.g. welding expertise, project management), and transversal skills training courses (e.g. leadership, management). These training courses, designed by trade experts and the Boccard Academy team, are delivered by internal trainers.



Training Courses Booklet distributed on sites and available online.

Training courses poster.

An in-house welding school

In 2021, the Boccard Academy set up an internal welding school as part of the ETSN project (Excellence Tuyauterie Soudage Nucléaire - Nuclear Pipework and Welding Excellence), aimed at supporting a sustained recruitment drive to hire and train 180 new people for our nuclear activity between 2022 and 2025.

The school offers bespoke training sessions for our staff on welding issues. It primarily targets on-site operators as well as project or engineering office employees whose roles require them to understand and integrate welding constraints—such as project managers, planners, engineering office design engineers, or even stress/calculation engineers.

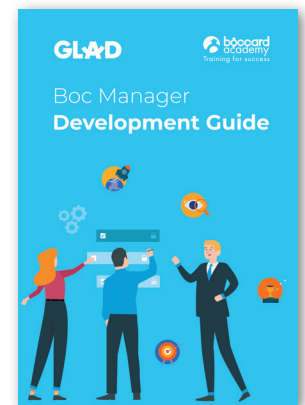
The school also supports individuals with limited practical welding experience through a dedicated training plan to help them achieve the requisite levels of excellence.

Developing managers and reinforcing Boccard standards with the Manager's Guide

In line with our 'Caring for People & Planet' mission, the manager's guide has been designed as a true training aid to formalise the key leadership skills of a Boccard manager and provide the tools for their implementation. Since 2023, it has notably promoted professional efficiency in compliance with Boccard values, well-being at work, and the prevention of psychosocial risks. Also included in this guide are the leadership skills expected of each member of the BocLeadership Team, which are furthermore assessed during annual individual appraisal.

Presented in a ring binder format, this guide is continually enriched with new themes and has been given to all members of the Extended Management Committee, the BocLeadership Team.

A project is underway to extend the scheme beyond the BocLeadership Team and roll out the distribution of this guide to all managers.



Cover of the BOC Manager's Guide.

Development Programs and Dedicated Tracks

Onboarding Program

Boccard pays particular attention to the integration of its new hires. During the first few months following their arrival, a one-and-a-half-day training course is offered. This enables them to meet the Executive Management and members of the Executive Committee, deepen their knowledge of Boccard's business activities, exchange views with various managers, and embrace the company's values.

Furthermore, the new hires' managers are asked to appoint a mentor to guide and support them at the start of their journey.



Participants in the May 2025 onboarding Program

Leadership Programs

In 2025, two new Training-in-Leadership Programs were rolled out.

Boccard invited its BocLeadership Team, namely the members of the Extended Management Committee, to Horizon, a 12-day impact and influence leadership training course with 11 managers taking part.

In addition, 11 promising young managers were invited to take part in the 'Perspective' Program, a 12-day training course focusing on practical management tools. These pathways incorporate collaborative working modules, practical role-play scenarios, personal development workshops, and sessions reflecting on team coaching and management at both individual and collective levels.

These Programs provide opportunities for dialog with members of senior leadership, notably the Executive Committee, who engage with participants during more informal sessions, encouraging the sharing of best practices, alignment with the company's strategic priorities, and bottom-up feedback.

In line with its mission 'Boccard Life & Energy Solutions: Caring for People & Planet', Boccard aims through these Programs to provide its employees with the tools and resources necessary for their professional growth and success.

In October 2025, a graduation ceremony was held for the first cohort, named the Joseph Boccard promotion. In the presence of representatives from the Boccard Academy, senior leadership, and the Executive Committee, the ceremony marked the completion of the training pathways and the transition into putting their acquired skills into practice. Upon completing these Programs, participating employees committed to an individualised development plan.

The Boccard Academy is currently working on a third Program targeted at experienced managers, preparing them for new executive prospects.



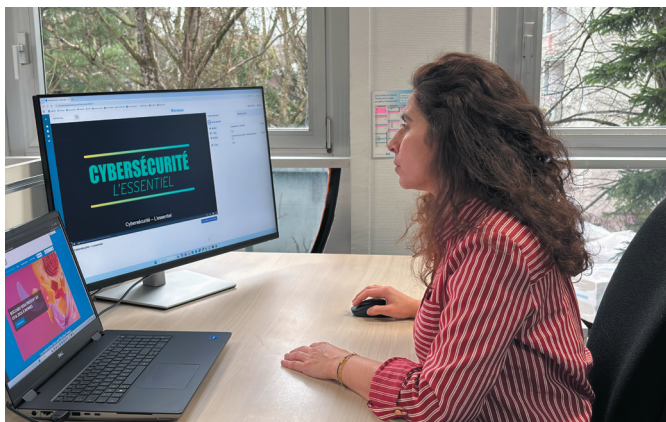
Logotype for the Boc Leadership Program



Horizon Group 2025.

Accessibility and digitalisation of training

In 2025, certain training courses, particularly those relating to cybersecurity, were delivered online. Building on this initial success, the Boccard Academy team has embarked on a major project to digitalise certain training pathways and selected a dedicated tool to improve accessibility and tracking. In 2026, this tool will be rolled out to host these contents and facilitate their distribution to employees.



A training officer testing e-learning modules.

In-house mobility

Growing in skills also comes through a variety of professional experiences.

BocMobility, the internal mobility Program for Boccard companies, was reinforced in 2023, based on two clear principles:

- all open positions are, other things being equal, offered as a priority to Boccard employees. This Program, known as 'Boccard Employees First', was the subject of a major communication campaign across all Boccard structures worldwide;
- at least 30% of positions to be filled must be taken up by someone already employed by Boccard.

The target of 30% of positions filled internally was achieved in 2024, and the rate stood at 28% at the end of 2025.

Tools to facilitate mobility

An internal mobility charter was introduced in 2024, in both French and English. It explicitly sets out Boccard's ambitions regarding internal mobility as well as the operational support procedures available to participating employees: training for the new workstation, financial assistance for geographical relocation and similar.

This commitment was illustrated by a major internal campaign rolled out across all sites, highlighting six employees who have experienced particularly rewarding career paths in France, Poland, Portugal, the United Kingdom, and the United States.

In France, Boccard has implemented a dedicated software solution, SmartRecruiters, to manage applications and identify open internal positions. This tool features an interface accessible to all employees with an email address, allowing them to view job vacancies reserved for staff members in real time and apply for them.



BocMobility Charter in French and English

SOCIAL:SOCIETAL



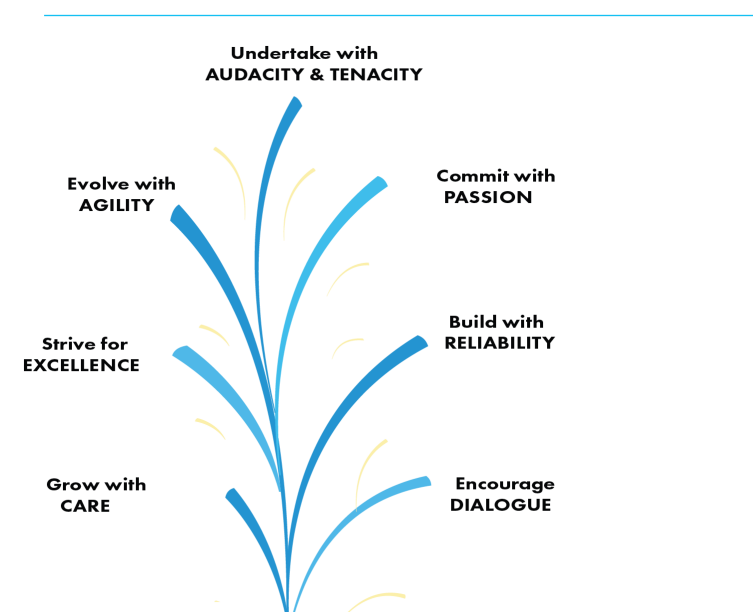
2030 Sustainable Development Goals (SDGs).

Bringing our corporate values and our mission (Boccard Life & Energy Solutions: Caring for People & Planet') to life by contributing to our ecosystem and, in particular, supporting promising young people and vulnerable individuals.

As part of its 'Caring for People & Planet' mission, Boccard structures its social initiatives around supporting promising young people, assisting vulnerable individuals, and rooting its operations in local communities—both in France and internationally. This commitment is built on lasting partnerships with educational, non-profit, and institutional stakeholders, and relies on the active engagement of its employees.

In 2017, Boccard France chose to establish an endowment fund named 'Alliance for Success' to structure and amplify the impact of its societal commitments. This initiative aims to organize mobilized resources—particularly those related to corporate philanthropy—and to strengthen the means allocated to initiatives serving the public interest.

Boccard's values



Supporting Promising Young People

Boccard implements various initiatives designed to support young people with career guidance, training, and professional integration.

Scholarships and Mentoring

Through its 'Alliance for Success' Endowment Fund, Boccard helps finance the higher education of young people selected based on academic and social criteria. Candidates must have obtained their baccalauréat with honors (*Bien* or *Très Bien*) and meet the financial eligibility criteria for a CROUS scholarship¹. These young people come primarily from our four partner schools (INSA Lyon, École La Mache, MADE iN Sainte-Marie Lyon, and ECAM LaSalle) as well as from the families of our employees.

Acting as a genuine vehicle for social mobility, the Fund awards scholarships to selected students. At the same time, they are mentored by Boccard employee volunteers who help them succeed in their studies and facilitate their entry into the professional world through internships, networking, career guidance, job interview preparation, and more.

Since 2017, a total of 369 mentor-mentee pairings have been established.



Launch event for the 2025/2026 Boccard scholarship cohort, featuring some of our mentors and mentees attending in person and others joining via Microsoft Teams.

¹ Regional Centre for University and School Projects

School Partnerships

Boccard's recruitment team, accompanied by hiring managers, regularly participates in events organized by educational institutions, such as recruitment fairs and career forums. These meetings provided an opportunity to interact with students from over ten technical institutes and engineering schools, including Arts et Métiers (Aix-en-Provence), Mines d'Alès and Mines d'Albi, INSA Rennes, ECAM LaSalle, INSA Lyon, and IUT Lyon 1.

Beyond recruitment goals, these initiatives make professional expectations, such as technical skills, operational rigor, and the ability to work in an industrial environment, more tangible for students.

Boccard has also established academic partnerships with four institutions: INSA, ECAM, La Mache, and MADE iN Sainte-Marie Lyon.

INSA

Since 2015, Boccard has been a major patron of the Institut National des Sciences Appliquées (INSA), a prestigious engineering school founded in Lyon.

We maintain a close relationship with this renowned institution—which counts 101 of our employees among its alumni and is located near Boccard France's headquarters in Villeurbanne. In this capacity, Boccard supports INSA's major projects through its Foundation and holds seats on the INSA Foundation's Board of Directors, as well as on the Strategic Committee and Supervisory Board of INSA Valor, the institute's continuing education arm.

Boccard also provides financial support and participates in the judging panel for the Coups de Pouce scholarship program awarded by INSA to its students involved in projects with a social, artistic, humanitarian, entrepreneurial, or environmental dimension.

INSA Class Sponsorship

Until 2027, we are sponsoring the 'Energy Engineering and Environmental Engineering' (GEN) class at INSA, supporting its 60 students throughout the three years of their training and professionalisation journey. This includes hosting thematic conferences, site visits to our workshops, job dating events, year-round activities, and participation in the GEN Department's Educational Board.

In 2025, 60 students were welcomed to one of our sites in the Auvergne-Rhône-Alpes region for an immersive half-day visit as part of the sponsorship of the INSA Energy and Environmental Engineering class. Accompanied by Boccard employees, they explored our production workshops, gained insight into various industrial processes, specifically the manufacture of large-capacity tanks and the assembly of industrial modules, and discussed energy and environmental careers with our professionals.



Visit by the INSA class sponsored by Boccard to our facility in Le Coteau near Roanne (France)

Additional Academic Partnerships

We regularly collaborate with three partner schools—École La Mache, MADEiN Sainte-Marie Lyon, and ECAM LaSalle—responding in particular to requests from these institutions.

La Mache school

In 2025, Boccard was consulted regarding the creation of a new qualification course for Nuclear Business Managers.

La Manche also requested Boccard's participation in a session dedicated to disability in the workplace, addressed to around twenty volunteer students. Led by the Payroll, Industrial Relations, Personnel Administration and Disability Manager, this session, scheduled for 2026, will provide a practical overview of workplace practices, contribute to the school's awareness-raising initiatives, and support its quality-accreditation procedures.

MADE iN Sainte-Marie Lyon

Employees taking part in admissions panels, in this case for a Bachelor in Management and Humanities Programs at MADE iN Sainte-Marie, as well as conducting mock job interviews with their students.

ECAM

Boccard also responded to a request from ECAM LaSalle by contributing to its educational board, focusing in particular on the evolution of academic curricula and the updating of its engineering skills framework. Alumni guest speakers further enrich these interactions.

Exchanges with students

Boccard's Cup

We have long supported the INSA Sports Association, which in turn assists us in organizing a rugby tournament featuring men's, women's, and mixed teams. Known as the 'Boccard's Cup,' this annual event brings together around a hundred participants—primarily students from engineering schools, alongside Boccard employees. Boccard organizes and funds the event's logistics and, following the competition, invites every participant to attend a match featuring LOU Rugby—a Top 14 club (the top tier of French rugby)—at the Stade de Gerlan.



Participants in the 10th Edition of the Boccard's Cup.

In 2025, the 10th edition of the Cup brought together 12 schools and 180 participants.

Promoting Engineering & Technical Careers to Female Students

In 2024, Boccard identified over 20 female employees interested in sharing their industrial, engineering, or technical experiences with student audiences. Certain industrial roles remain largely associated with male stereotypes, and Boccard is keen to help raise awareness of these careers among female students and showcase the diversity of potential pathways.

As part of this initiative, Boccard has partnered with the association Elles Bougent, whose mission is to connect young women with female engineers and technicians to discuss their backgrounds and careers openly, and to highlight the wealth of opportunities within scientific and technological fields.

In December 2025, a group of 9 female employees took part in the *Elles Bougent pour l'Orientation* week, aimed at raising awareness of scientific and technological careers among female pupils in middle and secondary schools. During the week, hundreds of speakers met with young women across France to help overcome barriers in career choices and demonstrate that these professions are open to everyone.

Elles bougent



A female employee speaking before pupils as part of the 'Elles Bougent pour l'Orientation' week.

French Welding Championship

In 2025, Boccard was a partner of the French Welding Championship. Technical teams took part in welding demonstrations, while HR teams ran job-dating sessions and experience-sharing workshops, helping to promote technical careers and encourage career aspirations, particularly among younger audiences.



The Boccard team at the stand preparing to meet attendees

Sports Sponsorship

In 2024, Boccard partnered with LOU Rugby to become a Major Patron of the Men's Elite team for a two-year period. The objective is threefold: to encourage the 30 young players in this Elite team on their journey towards sporting excellence, facilitate their academic support, and assist them with their professional integration.



LOU Rugby jersey featuring the Boccard logo

Support for Vulnerable People

Boccard contributes to solidarity initiatives for individuals facing hardship, relying on both association partnerships and the commitment of its employees.

These initiatives reflect a commitment to doing its part to combat social exclusion, complementing the actions taken by public bodies and charitable organizations.

Employment integration and support for vulnerable people Notre-Dame des Sans-Abri Homeless Shelter

We support Le Foyer Notre-Dame des Sans-Abri, an organization that provides social support and emergency accommodation, implements initiatives to promote professional integration, and assists isolated individuals and families facing extreme hardship.

In 2025, Boccard contributed to the funding of a Halte Santé (healthcare respite centre) for homeless patients in the 7th arrondissement of Lyon.

CLEF Emergency Housing

Isolated women experiencing severe hardship, along with their children, can hope to find a roof at the CLEF (Centre et Logements pour Enfants et Femmes - Centre and Accommodation for Women and Children) in Lyon. Featuring over 50 homes, a nursery, and professional support to help these women rebuild their lives and reintegrate into society, CLEF aims to help them regain full independence.

The Notre-Dame des Sans-Abri association, which manages the project, enabled our Endowment Fund to provide them with financial support alongside other companies.

The *Entreprise des Possibles* social reinsertion association

Boccard is also one of the 22 founding members of L'Entreprise des Possibles, a collective of companies in the Lyon metropolitan area created in 2019 whose objective is to facilitate the reintegration of disadvantaged people into society.

In 2025, Boccard committed to supporting *Entreprise des Possibles* across three areas:

In December, employees in Villeurbanne and Le Coteau mobilized for the 'Noël Solidaire' operation, organized by the Suricates association in partnership with L'Entreprise des Possibles. As part of this initiative, a collection of toys, clothing, and childcare items was organized regionally to benefit associations supporting people experiencing poverty. Thanks to this mobilization, nearly 9m³ of donations, representing approximately 600 kg, were collected across Boccard sites.

Additionally, 24 employees participated in sorting these donations alongside 500 other volunteers. This engagement was facilitated by Boccard, with the equivalent of half a day covered by the company.



Employees sorting donations for the Suricates campaign

Lastly, Boccard announced to its employees in France the launch of a holiday donation scheme for 2026, which will be matched by the company with an equivalent amount, for the benefit of *Entreprise des Possibles*.

International and Local Community Engagement

Boccard integrates its corporate social responsibility actions into the regions where its companies operate, notably through initiatives linked to local economic development, employment, and support for local charitable associations.

The examples below illustrate locally driven initiatives carried out by various entities.

Nantes: Solidarity Collection

LLT employees joined forces with other companies sharing their office building to organise a solidarity collection for the benefit of local charities.

Grenoble: End-of-Year Collection

Employees at the Échirolles site collected 63 kg of toys for disadvantaged children to mark the festive season.

Lyon: Charity Running Events

In May, 20 Boccard employees took part in 'Courir POUR ELLES', a sporting event dedicated to the prevention of women's cancers. By covering its employees' registration fees, Boccard contributed to the funding of adapted physical activities for women undergoing medical treatment.

In October, 26 employees took part in Run In Lyon, covering a combined total of 544 kilometres in a sporting and friendly atmosphere. By funding our runners' participation, Boccard supported the ANTS Association, an event partner committed to making sport accessible to everyone.

United Kingdom

Boccard UK contributes to skills development in its areas of operation through training schemes (apprenticeships and dedicated Programs) and collaborations with local partners, supporting local industrial ecosystems.

Boccard UK also organises family days and fundraising collections for charitable organizations. The entity supports solidarity initiatives led by its employees, notably by promoting fundraising campaigns for local organizations, such as sponsored runs. Support was also provided to the Deeside Dragons Football Club, a club sponsored by Boccard.

In 2025, a Pyjama Appeal was launched to support children and young people living in refuges for victims of domestic abuse in the region, resulting in a donation of 39 new pairs of pyjamas to the Domestic Abuse Safety Unit (DASU) in Flintshire.



Family Day in the UK



UK year-end collection

Romania

At the end of the year, Boccard Romania employees organized a collection for children from disadvantaged families.

USA

Our employees based in Ohio took part in a tree mulching activity at the Five Rivers MetroParks Cox Arboretum, contributing to the preservation of local natural spaces, while those located in Texas took part in an obstacle course organized to benefit the Texas Children's Hospital.



Working at the Arboretum.



Run in aid of Texas Children's Hospital

Canada

The Canadian teams rallied to support Moisson Montréal, a charitable organization that collects food and essential product donations throughout the year and redistributes them free of charge to local associations. For a morning, they took part in sorting food donation.



Employees pitching in during a food-sorting drive organized with Moisson Montréal



Environment

ENVIRONMENT: INTRODUCTION

Climate change, the depletion of natural resources, and growing pressure on water supplies are among the major environmental challenges facing society. At a time when several planetary boundaries have already been crossed or are under severe strain, the transition towards more sustainable production and consumption models is a collective imperative.

As an industrial company conscious of its responsibilities, Boccard is committed to managing the environmental impacts of its operations and helping its clients reduce their own footprint.

Our approach is built around four priority areas: climate and greenhouse gas emissions, energy consumption, the preservation of water resources, and waste management. Through these key issues, we are helping to build a more resilient, efficient industry that is more respectful of natural resources.

On a day-to-day basis, the management of environmental risks relies on dedicated procedures, notably to prevent and address high-risk situations (e.g., pollution, spills, etc.). The performance of the EMS is tracked using an environmental indicator dashboard, complemented by regular internal audits to verify compliance and identify areas for improvement.

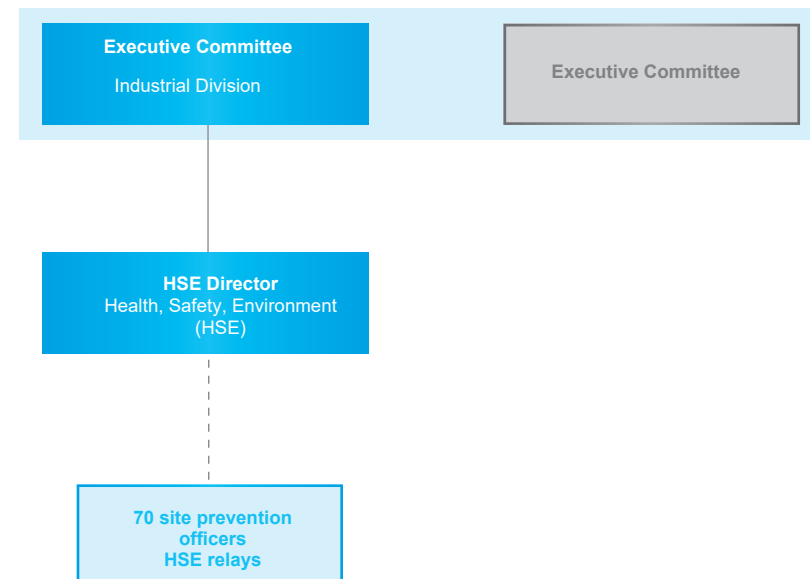
This approach is driven by an organization led by an HSE Director and a network of 70 HSE representatives present at every Boccard site. Reporting to the Industrial Director, who is a member of the Executive Committee, these employees ensure the link between the operational management of environmental issues and the company's executive leadership.

Environmental Management System

Boccard has structured the management of its environmental impacts around a dedicated Environmental Management System (EMS) covering all its activities. This system is underpinned by a risk assessment updated annually, which identifies the most significant environmental impacts and guides priority actions accordingly.

This process feeds into an environmental policy that defines Boccard's commitments in this area, particularly regarding carbon footprint reduction, as well as energy, water, and waste management. These commitments are translated into a practical action plan detailing the measures to be implemented, responsibilities, and deadlines.

HSE Organization



ISO 14001

In 2025, four Boccard entities were certified to ISO 14001 (Boccard UK, Boccard Portugal, Boccard Polska, and Leroux & Lotz Technologies)—a certification attesting that their environmental management systems comply with the requirements of the ISO 14001 standard.



Employee Awareness

Beyond the awareness-raising activities carried out at each site, Boccard takes part in World Environment Day, celebrated on 5 June under the auspices of the United Nations.

To mark the occasion, Boccard offered all employees a webinar entitled 'Let's Talk Environment at Boccard', designed to raise awareness of environmental protection issues and Boccard's environmental approach. To ensure as many people as possible could take part, the webinar was held in multiple sessions in both French and English, scheduled at various times of the day to accommodate the diverse time zones of the various entities.

An additional session was also organized for employees at French sites involved in environmental management or wishing to gain a deeper understanding of these issues.

In total, these webinars recorded 1,061 connections, reflecting strong employee engagement with the environmental initiatives championed by Boccard. This figure includes group participation where teams connected together using a single link.

Track Advance® by Boccard: Using Data Analytics to reduce Consumption and Waste

Track Advance®, the digital decision-support solution¹ developed by Boccard, addresses the challenges of traceability, quality, performance, and operational validation in the food processing and cosmetics industries.

By centralising production, cleaning, maintenance, and energy data, Track Advance® provides a consolidated overview of operations and their environmental impacts. The solution collects, records, and analyses process data to identify ways to improve plant performance and better control resource consumption. Its modular design allows analyses to be tailored to the main impact areas, notably energy, water, and raw materials.

Reduction of Material Losses and Waste

By improving variance detection and the understanding of industrial processes, Track Advance® helps to limit material losses and non-conformities. Comparative analyses and automated alerts make it possible to detect drift earlier and reduce production scrap.

Optimization of Energy and Management of Performance Drift

The solution facilitates the management of energy consumption through the collection and analysis of process data (temperatures, flow rates, pressures, equipment status).

Presented in the form of indicators and dashboards, this information makes it possible to identify performance variances, target energy-intensive areas, and guide optimization action.

Depending on the use case, dedicated modules make it possible to achieve measurable gains in energy intensity (based on the benchmarks of the modules concerned).

Reduction of Water and Utility Consumption²

Track Advance® helps to optimise cleaning operations (CIP/SIP³), which are often heavy consumers of water, steam, and detergents.

Detailed and historical analysis of cycles makes it possible to identify overconsumption, adjust parameters to actual requirements, and sustainably reduce the volumes consumed.

A use-condition study at one of our clients' industrial sites showed that Track Advance® saved up to 30% on water consumption during cleaning operations.

Track Advance® is deployed at more than 60 industrial sites across 16 countries.



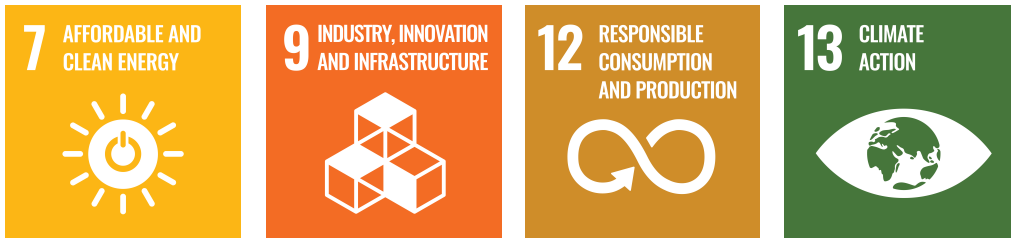
Client facility equipped with Track Advance

¹ Data management software.

² All energy resources and fluids essential for the operation of an industrial site, such as water, electricity, steam, or compressed air.

³ Cleaning in Place / Sterilization in Place: cleaning and sterilization processes used to wash and disinfect industrial equipment without disassembly.

ENVIRONMENT: CLIMATE



2030 Sustainable Development Goals (SDGs).

Reducing our significant environmental impacts and acting in favour of sustainable development.

Climate change is a major global issue. The work of the Intergovernmental Panel on Climate Change (IPCC) establishes a scientific consensus that this phenomenon is primarily driven by human activities. It also highlights its growing impacts and the need for rapid action to limit warming and its consequences.

Against this backdrop, the Paris Agreement sets a collective goal of limiting the rise in global average temperature to 1.5°C above pre-industrial levels by the end of the century¹. Achieving this goal requires a rapid and massive reduction in greenhouse gas (GHG) emissions, which entails a profound transformation of energy and industrial systems.

As an industrial player working alongside its clients in the Life Sciences and Energy sectors, Boccard contributes to this transformation by integrating climate issues into its operations and developing solutions that foster a lower-carbon industry, in line with its 'Caring for People & Planet' mission.

¹ The period 1850-1900 is generally used by the IPCC as an approximation of pre-industrial levels.

Structuring the Carbon Approach

Measuring the carbon footprint is a prerequisite for any emission reduction strategy. Boccard has initiated a progressive and structured approach:

- 2023: Completion of an initial carbon footprint assessment for the Nuclear Business Unit perimeter based on 2022 data;
- 2024: Completion of the carbon footprint assessment for the France perimeter based on 2023 data;
- 2025: Completion of the first worldwide carbon footprint assessment based on 2024 data.

This assessment is based on the Greenhouse Gas Protocol methodology, an international benchmark for carbon accounting, which distinguishes between three scopes of emission:

- Scope 1: Direct emissions related to the company's activities;
- Scope 2: Indirect emissions related to energy produced and consumed;
- Scope 3: Other indirect upstream and downstream value chain emissions.

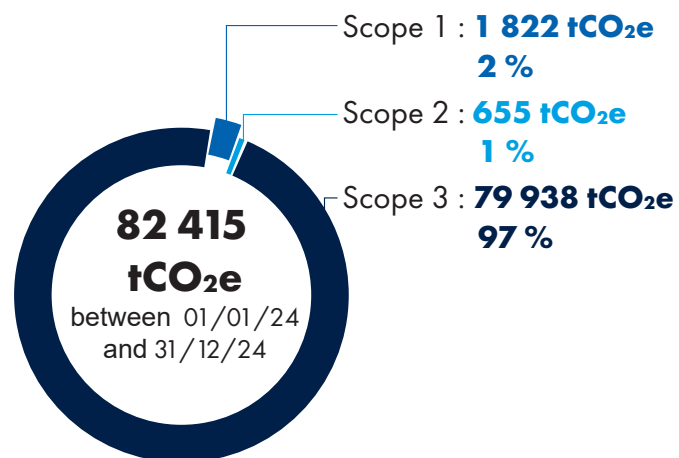
Results of the 2025 carbon footprint assessment calculated at the global perimeter based on 2024 data

Absolute emissions

In 2024, Boccard's greenhouse gas emissions totalled 82,415 tCO₂e¹. The breakdown by scope highlights a strong predominance of indirect emissions:

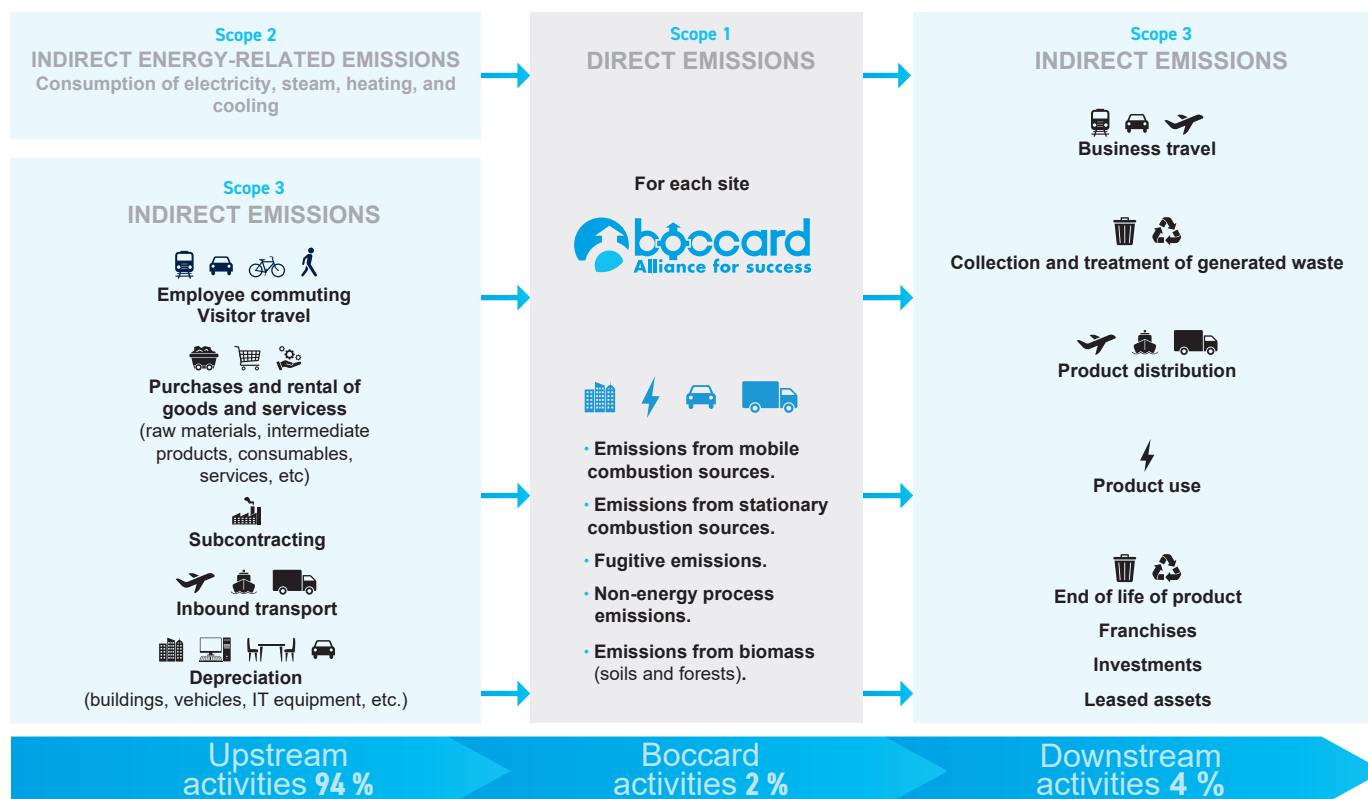
- Scope 1: 1,822 tCO₂e (2%);
- Scope 2: 655 tCO₂e (1%);
- Scope 3: 79,938 tCO₂e (97%).

This distribution is consistent with the profile of an industrial turn-key contractor offering engineering, factory manufacturing, on-site construction, and maintenance solutions, for which Scope 3 constitutes the primary source of greenhouse gas emissions.



¹ tonnes of carbon dioxide equivalent.

Perimeter of the analysis



Emission Source Analysis

Detailed analysis highlights the main contributing categories: purchases of goods at 47,162 tCO₂e (57.2%) and purchases of services at 20,089 tCO₂e (24.4%). Together, these two categories account for more than 80% of total emissions, confirming the key role of the supply chain in Boccard's carbon footprint.

Other significant categories include upstream freight with 4,119 tCO₂e (5%), business travel with 2,837 tCO₂e (3.4%), and rentals with 2,761 tCO₂e (3.4%).

Emissions related to direct and energy activities remain low:

- vehicle fleet: 1,257 tCO₂e (2%);
- electricity consumption: 655 tCO₂e (1%);
- gas consumption: 563 tCO₂e (1%).

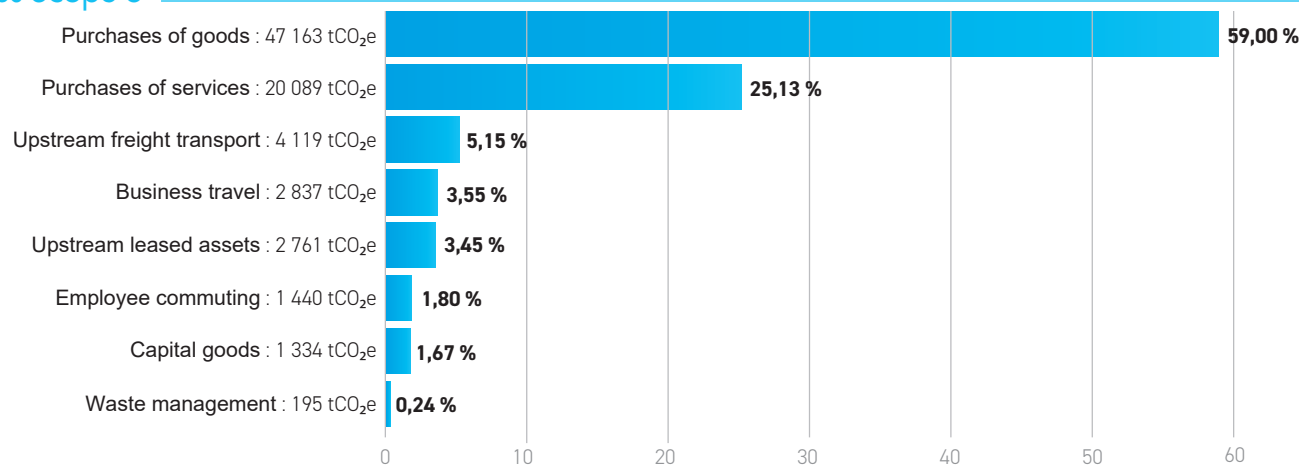
Methodological Limitations

Emissions related to upstream and downstream freight are currently still underestimated. In the absence of sufficiently detailed activity data, they were evaluated using a financial data-based approach (transport cost) rather than actual emissions associated with logistics flows.

Furthermore, emissions related to the use of sold products and the end-of-life of sold products have not been included in the carbon footprint due to the unavailability of the data required to estimate them.

These categories may represent a significant proportion of our carbon footprint. Their gradual integration is planned as part of ongoing efforts to improve data quality.

Focus Scope 3



Carbon Intensity

In addition to tracking absolute emissions, Boccard also measures carbon intensity indicators¹, which relate greenhouse gas emissions to the company's level of activity in order to better assess its decarbonization progress over time.

In 2024, the carbon intensity¹ stood at 17.2 kg CO₂e / hour worked².

¹ Carbon intensity corresponds to the ratio between absolute emissions and an activity indicator (e.g., headcount, revenue, hours worked, etc.) - ² Employees and non-employee contractors.

Assessment of Risks

Climate change generates physical risks such as heatwaves, droughts, floods, or soil erosion, which can lead to supply chain disruptions and impacts on industrial sites, such as property damage or production stoppages.

As part of our CSR approach and CSRD requirements (ESRS E1), we have mapped the exposure of our 38 sites (across 15 countries) to the 28 physical climate hazards defined in the EU Taxonomy Regulation. Each site is rated from 0 (negligible risk) to 4 (very high risk) for the 2050 horizon, based on recognized reference frameworks (IPCC AR6, Copernicus, DRIAS, ThinkHazard!, Aqeduct, GéoRisk(s)).

The main risks identified across our sites are related to heatwaves, heavy precipitation, and floods. Risk exposure also varies geographically: our most exposed locations are outside Europe (Indonesia, Colombia, China, and the United States). In France, only our Fos-sur-Mer site presents a 'high' risk level. Overall, our European sites show a lower risk level globally.

This mapping forms the foundation of our climate change adaptation strategy. It allows us to prioritize actions by targeting the most critical sites and risks, which will undergo in-depth vulnerability analyses and dedicated action plans (see the 'Climate Risk Analysis' appendix).

Commitments & Decarbonization Trajectory

Building upon the structuring of its carbon footprint, Boccard:

- **is working to define a science-aligned decarbonization trajectory** consistent with international global warming mitigation targets;
- **intends to prioritise reduction actions on the highest-emitting categories** ;
- **is committed to integrating climate issues into its operational and strategic decision.**

This approach is part of an overarching strategy aimed at balancing industrial performance, financial management, client requirements, and the reduction of its environmental footprint.

Transports – Business Travel

As part of its initiative to reduce its carbon footprint, Boccard continues to deploy actions aimed at limiting greenhouse gas emissions related to business travel and commutes.

One of the main levers is the gradual electrification of the vehicle fleet. In accordance with its Car Policy, Boccard prioritises the integration of low-emission vehicles in order to reduce the environmental impact of business travel. By the end of 2025, Boccard's fleet in France consisted of 380 vehicles, including 92 low-emission vehicles (54 electric vehicles and 38 hybrid vehicles), representing more than 24% of the fleet.

Furthermore, the centralisation of business travel organization through the internal travel agency, BocTravel, contributes to better control over travel and its environmental impacts.

Reflections are underway to encourage, where conditions permit, train travel and remote collaboration tools, while limiting air travel for trips within France.

Lastly, complementing the measures taken regarding business travel, working from home serves as an additional lever for reducing mobility-related emissions. In France, employees whose roles allow it—representing approximately 60% of the workforce—can benefit from up to ten days of remote work per month. This arrangement helps to limit commuting while promoting a better work-life balance.



Assessing the Carbon Impact of our Solutions

To integrate climate issues as early as the tender response phase, Boccard has deployed, within its Nuclear Business Unit, a 'carbon calculator' developed with the support of a specialised consultancy firm. This tool makes it possible to estimate the carbon footprint of projects at the time offers are prepared, compare various technical scenarios, and inform decision-making in favour of lower-carbon solutions.

Boccard's Contribution to the Decarbonization of Industries

Through its industrial expertise, Boccard participates in numerous projects that foster the decarbonization of the economy across several key sectors of the energy transition.

Our Participation in the Development of the Nuclear Sector

Alongside players in the nuclear sector, Boccard contributes to the development of low-carbon electricity generation.

Active in the sector since 1973 through its participation in the construction of auxiliary piping for the Bugey 2 nuclear island, Boccard has contributed to the construction of 45 of the 57 reactors in the French nuclear fleet. Specifically, the company has handled the design, manufacturing, and installation of piping networks for several generations of reactors.

Today, Boccard also intervenes in the maintenance and modification of nuclear facilities, as well as at various stages of the fuel cycle—from enrichment to reprocessing—and in decommissioning operations, thereby covering the entire lifecycle of installations.

Boccard has taken part in
45 of the **57** nuclear reactors
located in France.

Life Cycle Assessment of Leroux & Lotz Technologies Installations

Leroux & Lotz Technologies (LLT), a company within the Boccard business network, designs and supplies combustion systems and boilers for the energy recovery of biomass and waste. Its 2023 carbon footprint showed that more than 90% of its greenhouse gas emissions were related to the use of its installations by its clients. LLT thus initiated its first life cycle assessment (LCA) in 2025.

The objective of the LCA is to understand the environmental impact of the equipment supplied throughout its entire lifecycle, from design to end-of-life management.

Multidisciplinary Expertise

The execution of this LCA began in November 2025 and will run until May 2026, mobilising a multidisciplinary working group that notably brings together the purchasing, R&D, engineering office, process, electrical control & command, and commissioning teams, as well as executive and commercial management at key stages. This organization has made it possible to cross-reference expertise, identify the highest-contributing categories, and prepare initial eco-design action.

The LCA is based on a multi-criteria approach covering several categories of environmental impacts, notably climate change, biodiversity, human health, and resource depletion. To account for the diversity of projects, the study relies on the analysis of two representative installations of LLT's activities: a 50 MW biomass / paper waste thermal power plant and a 35.6 MW municipal waste-to-energy plant.

Findings of the LCA: Identification of Action Levers on Equipment, Transport, and Commissioning

The results show that the operational phase constitutes the primary source of environmental impact, particularly due to pollutants contained in flue gases, with potential effects on health and biodiversity.

Outside of operation, impacts are mainly related to equipment—in particular the production of steels and the use of metal resources—as well as transport and commissioning operations. Emissions associated with LLT's scope of responsibility are estimated between 1 and 2 g CO_{2e} / kWh of primary energy produced (on a 25-year amortisation basis at 8,000 hours per year), while the equipment alone represents approximately 0.4 g CO_{2e}/kWh.

Eco-Design Levers

Based on these results, several eco-design levers have been identified. They notably include the increased use of recycled materials (steel, copper), structural weight reduction through the selection of steel grades that reduce the quantities of material used while maintaining the required mechanical performance, the optimization of gas consumption during commissioning, and the improvement of the environmental performance of transport.

Methodological Limitations of the Analysis

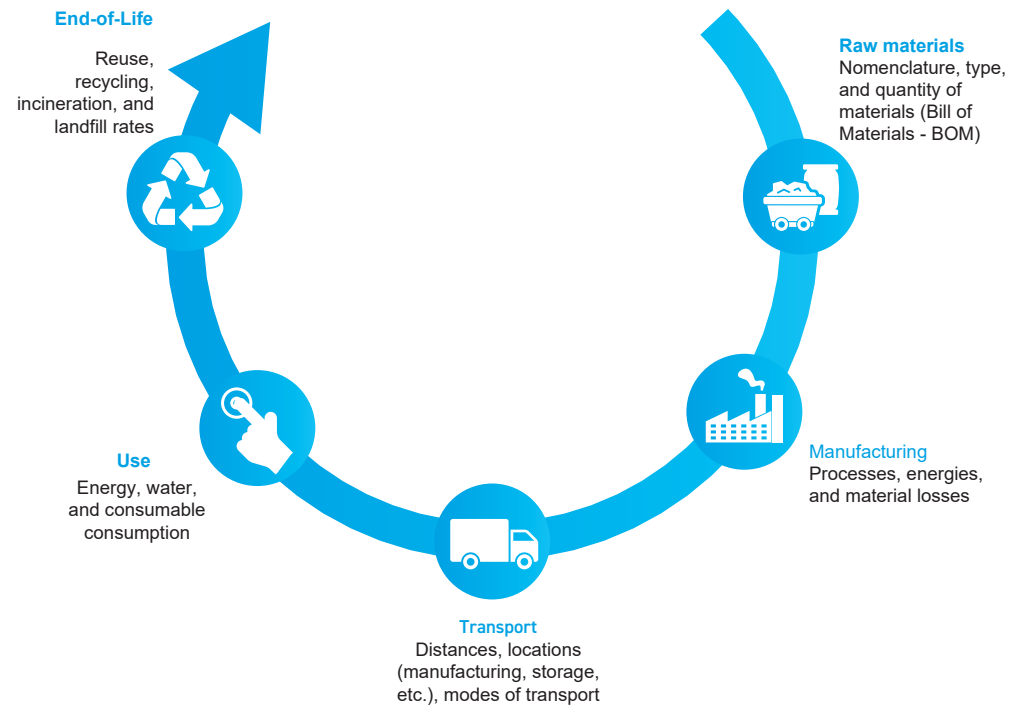
However, the LCA highlights certain methodological limitations.

In particular, in accordance with the adopted carbon accounting rules (cut-off approach¹), pre-vented emissions linked to certain impacts, such as self-consumption of electricity generated by the facilities, are not included in the results, even though they can be significant.

Furthermore, the high specificity of the installations (fuel type, sizing, configuration) means that the results rely on representative assumptions and modeling, which constitutes an intrinsic limitation to comparability.

Nevertheless, this work establishes a structured baseline for integrating eco-design into LLT's projects and guiding technical choices by taking environmental impacts into account across the entire lifecycle.

Data collection & assumptions across the entire life cycle of the product under assessment.



¹ Method that takes into account the direct impacts of the system under study, without incorporating indirect environmental benefits (prevented emissions).

Major nuclear projects

Jules Horowitz Reactor (JHR) – Cadarache, France

Boccard is working on the fluids package for the JHR project led by the CEA. This reactor, unique in Europe, will fulfil two essential missions: producing 25% to 50% of Europe's radioisotope requirements for nuclear medicine, and testing materials under irradiation. We have been responsible for the design, prefabrication, assembly, and testing of cooling systems and utilities from 2016 to 2026.

Hinkley Point C – Somerset, United Kingdom Boccard is contributing to the Hinkley Point C project, the first nuclear power plant to be built in the country in a generation, spanning approximately 30 years. We are involved in manufacturing high-integrity components, including piping and pre-fabricated industrial equipment at our Deeside facility in Wales.

Georges Besse II Extension (GB2X) – Tricastin, France

As part of the expansion of Orano's Georges Besse II uranium enrichment plant, Boccard is providing piping and industrial equipment assembly services in coordination with its partners. These activities contribute to the realisation of critical infrastructure for the nuclear fuel cycle, in compliance with the safety, quality, and industrial control requirements associated with this type of project.



Inauguration of the Boccard UK plant in Deeside.
© Frank Henshall.

Treating Industrial Flue Gas

As part of its activities in industrial air and gaseous effluent treatment, Boccard relies in particular on the expertise of Leroux & Lotz Technologies (LLT) and Studybel, companies within the Boccard business network, to design, build, and optimise complete flue gas treatment systems.

These installations incorporate various technological components such as dust removal (bag filters, electrostatic precipitators), acid gas neutralisation, and nitrogen oxide reduction (DeNOx), making it possible to limit atmospheric emissions and comply with applicable regulatory requirements.

While nitrogen oxides (NOx) are not greenhouse gases strictly speaking, they indirectly influence the climate by contributing to the formation of tropospheric ozone, itself a greenhouse gas, as well as by interacting with other atmospheric compounds.

This approach is part of an installation lifecycle perspective, from design to modernisation operations, and contributes to the continuous improvement of the environmental performance of industrial sites, particularly in high-emitting sectors.

Serving Hydrogen Production

Boccard contributes to the decarbonization of its clients' projects and facilities by participating in the construction of large-scale hydrogen infrastructure.

For example, on the Normand'Hy project led by Air Liquide, Boccard was selected in 2023 for the assembly of electrolyser modules for a 200 MW facility designed to produce renewable and low-carbon hydrogen. Teams worked for two years on the prefabrication of structures and piping, electrical integration, as well as the final assembly and testing of the modules. Located in Normandy, this project aims to supply industrial and mobility applications, and could help avoid up to 250,000 tonnes of CO₂ per year.



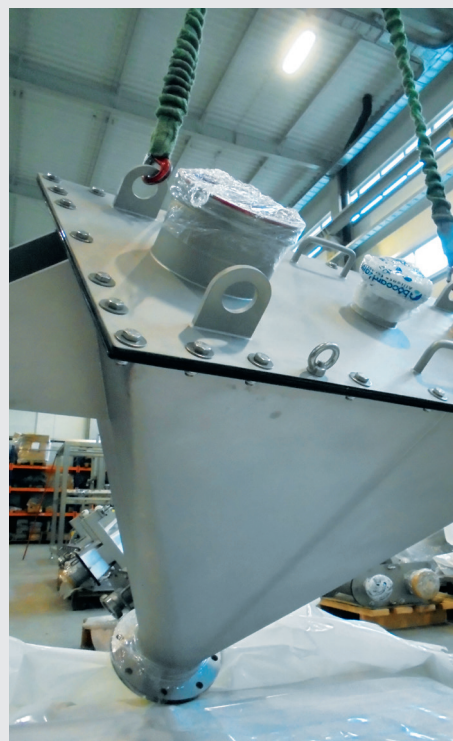
Operator performing an assembly operation on a hydrogen station

At the Heart of the Battery Value Chain for Low-Carbon Mobility

As part of the development of electric mobility in Europe, Boccard Polska is working alongside a joint venture dedicated to the production of cathode active materials for lithium-ion batteries. At its Polish site, the company is contributing to the European battery value chain, which is essential for the transition towards decarbonised mobility and the reduction of transport-related emissions.

Boccard Polska supplied 140 industrial hoppers as well as ETFE¹-lined piping integrated into a cathode powder production line. These items of equipment ensure the continuous transfer of sensitive powders via regulated gravity flow, whilst guaranteeing the absence of metallic contamination—a key criterion for battery performance and for limiting material losses in a demanding industrial process.

Completed in approximately six months, the project involved phases of design, prototyping, and technical validation. This achievement illustrates Boccard's capacity to meet high industrial requirements and contribute to the development of a key European sector for the energy transition.



Hopper

¹ Ethylene Tetrafluoroethylene, a high-performance fluoropolymer, used as an internal lining (coating) for industrial equipment.

Carbon Capture and Storage

In 2025, Leroux & Lotz Technologies—a company within the Boccard business network that designs and supplies combustion systems and boilers for the energy recovery of biomass and waste—continued its innovation efforts in support of industrial decarbonization through the development of its proprietary CO₂ capture technology using membrane contactors. Driven by the R&D department, this solution aims to improve the environmental performance of carbon capture processes by reducing their energy consumption while facilitating their integration into existing industrial facilities.

The year 2025 was also marked by the completion of the Jupiter 1000 project. The results obtained highlighted the potential for utilising the carbon captured using LLT technology by integrating it into a conversion chain dedicated to the production of synthetic methane. This project thus illustrates the role that carbon capture, utilisation, and storage technologies can play in the development of a circular economy by transforming captured CO₂ into a useful resource.

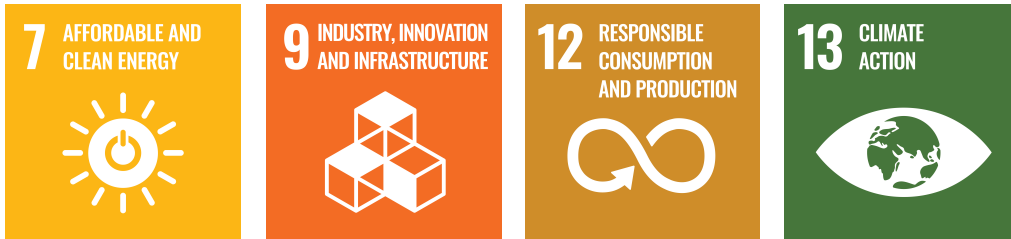
At the same time, Leroux & Lotz Technologies strengthened its commitment to local stakeholders by partnering with CCIAG for the integration of its CO₂ capture demonstrator at the La Poterne site in Grenoble. This project forms part of Boccard's drive to reinforce a regional dynamic aimed at accelerating the deployment of innovative solutions to reduce greenhouse gas emissions resulting from the combustion of solid fuels.

Beyond these projects, Leroux & Lotz Technologies is continuing to develop solutions based on next-generation solvents. These developments show promising potential to further reduce the energy consumption of CO₂ capture facilities and improve their environmental competitiveness.



LLT CO₂ capture demonstrator with a capacity of 50 kg/h. © LLT.

ENVIRONMENT:ENERGY



2030 Sustainable Development Goals (SDGs).

Improving Energy Management and Efficiency in our Activities and Client Projects

During 2025, energy systems evolved against a backdrop of geopolitical and economic tensions, reinforcing security of supply challenges and accelerating the transition towards resources other than oil and gas.

The energy sector, dominated by fossil fuels, accounts for 34 %¹ of global greenhouse gas emissions from human activities, corresponding primarily to energy production and transformation activities.

When energy use in transport, industry, agriculture, buildings, and fuel production is taken into account, this share reaches approximately 70% of global emissions.

In this context, energy management constitutes a lever for reconciling economic resilience, security of supply, and the reduction of environmental impacts, both within our own operations and for our clients.

Strategy and Commitment

Boccard has initiated a process aimed at improving the management and performance of its energy consumption. This approach relies in particular on conducting energy audits, calculating its carbon footprint, and implementing cross-functional monitoring of energy consumption to help identify levers for reduction and optimization.

In line with this philosophy, Boccard is committed to:

- **establishing an energy sobriety plan for its operations**, by enhancing its understanding of its usage and more finely managing its resources;
- **increasing the share of photovoltaic energy** in the energy mix of Boccard's operations;
- **strengthening its offering of solutions contributing to the energy transition of its client**, particularly in the fields of biomass, energy recovery from waste, and hydrogen.

¹ According to the United Nations Environment Program.

Energy audits

Regulatory audits

As part of its obligations and environmental structuring approach, Boccard commissioned a third party to conduct regulatory energy audits at the Salengro and Marguerite sites in 2024, followed by the Fos-sur-Mer site in 2025.

Internal Audits and HSE Management

In parallel, the HSE and General Facilities teams conducted internal energy audits across Boccard's other sites in 2025. These analyses helped consolidate data previously managed on a site-by-site basis to ensure uniform monitoring and better management.

This approach led in particular to the identification of the highest-consuming sites and the precise characterisation of the composition of Boccard's energy mix.

The next step is to draw up an energy sobriety plan in order to control consumption, optimise usage, and durably support the company's energy transition.

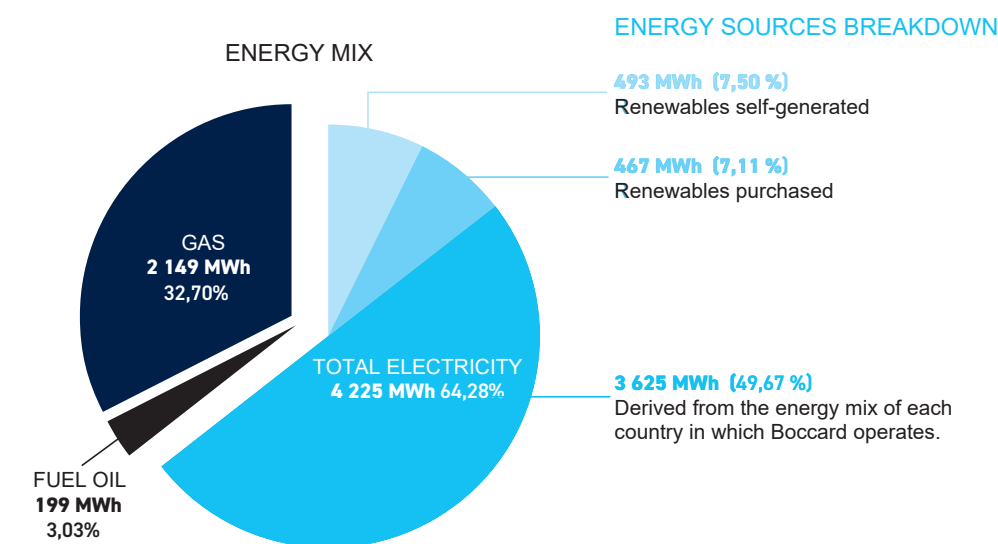


Boccard UK operator using a high-definition laser/plasma cutting machine.

Approximately 50% of Boccard's global electricity consumption comes from five plants

1. Péruwelz (Belgium)
2. Le Coteau (Roanne, France)
3. Salengro, Villeurbanne (Lyon, France)
4. Olsztyn (Poland)
5. Marguerite, Villeurbanne (Lyon, France)

Energy Mix: Boccard World



Key figures

In 2025, Boccard's total energy consumption amounted to 6,572 MWh, broken down across three main sources: electricity, gas, and fuel oil.

Electricity is Boccard's primary source of energy, accounting for 64.28% of total consumption (4,225 MWh), ahead of gas (32.7% or 2,149 MWh) and fuel oil, whose share remains marginal (3.03% or 199 MWh).

Furthermore, 23% of the electricity consumed by Boccard in 2025 came from renewable sources. This share stems from both the purchase of green electricity and internal renewable energy production generated by certain sites equipped with photovoltaic power plants.

Meanwhile, Boccard's energy intensity stands at 1.37 kWh per hour worked¹.

Our Actions in Terms of Energy Consumption and Production

We are continuing our work on replacing conventional energy sources with low-carbon energy sources.

Transitioning most of our electricity consumption in France to renewable electricity

In October 2025, we entered into a new contract with Engie, our electricity supplier for 11 of our sites in France, to transition our electricity consumption to *European-origin renewable energy*.

Improvement of Cooling and Heating Systems

We pursued our energy improvement initiatives at the Marguerite building in Villeurbanne, Boccard's fifth highest energy-consuming site. The existing water-based cooling system was replaced with a reversible hot/cold VRV² ((Variable Refrigerant Volume) system to improve energy efficiency and employee thermal comfort.

A reduction in gas consumption of 47,000 kWh was recorded in 2025 compared to 2023, against a backdrop of globally comparable site occupancy. Additional settings and adjustments are underway to ultimately replace gas heating entirely.

¹ This calculation takes into account all hours worked, including employees and temporary staff, in 2025.

² The VRV system is designed for optimal energy efficiency in large buildings. By modulating the refrigerant flow rate, it automatically adjusts energy consumption according to actual needs, thereby reducing waste and optimising energy performance.

Development of Photovoltaic Installations

As part of its energy transition approach, Boccard is gradually developing renewable energy production across its sites in order to diversify its energy mix and promote the self-consumption of locally generated electricity.

In Belgium, the Meura sites in Louvain-la-Neuve and Péruwelz were equipped with photovoltaic installations in 2022, which were commissioned in April 2023. Comprising 96 and 896 panels respectively, these installations enabled the self-consumption of approximately 54% of the electricity produced in 2025. To further optimise this renewable energy generation, a project to install a storage battery is currently awaiting administrative authorisation, with the objective of increasing the self-consumption rate and maximising the utilisation of solar energy produced on site.

In France, the Le Coteau site commissioned a photovoltaic installation with a peak capacity of 102.08 kWp in 2024. The majority of the electricity produced was consumed on site. The surplus electricity fed back into the grid occurs mainly during periods of low activity.

In Poland, Boccard Polska has operated a rooftop photovoltaic installation at its Olsztyn plant since 2017. In 2025, this installation generated approximately 20% of the site's annual electricity consumption.



Photovoltaic panels installed in Olsztyn, Poland.

Centrifiltre 4.0: Optimizing Antibiotic Production While Reducing Energy Consumption

The production of antibiotics derived from microbial fermentation currently relies on separation and purification processes carried out in several distinct stages. This setup has significant limitations, particularly regarding overall efficiency, energy consumption, and environmental impact.

Reducing the Energy Consumption of Separation Processes

The Centrifiltre 4.0 project is developing an integrated technology combining centrifugation and membrane filtration within a single piece of equipment. This approach intensifies the process by replacing several conventional filtration stages.

This simplification aims to reduce energy consumption compared to conventional separation technologies and globally optimise the resources mobilised across the entire production chain.

This project is spearheaded by Boccard and TIA, a designer of membrane filtration systems, in partnership with EuroAPI, a manufacturer of active pharmaceutical ingredients and a subsidiary of Sanofi. In this project, Boccard contributes its expertise in engineering, digitalisation, and digital process modeling.

Monitoring and Measuring Energy Savings on an Industrial Scale

The project is based on an initial focus of numerical modeling and simulation using model fluids in order to propose prototype optimizations and a better understanding of the physical phenomena at work within the centrifiltre.

Subsequently, during a second phase, experimental testing using EuroAPI's actual fluids will be carried out on the centrifiltre to validate and optimise the established models. Once the tests are validated, the development phase for the predictive tool will begin through the use of artificial intelligence. This approach aims to continuously optimise production parameters, thereby indirectly contributing to improved control over energy consumption.

Lastly, industrial validation provides for evaluation under real-world conditions, including the quantification of environmental gains.

A Project Selected Under the Important Project of Common European Interest (PIIEC)¹ Health – MED4CURE

Through this combination of process intensification, advanced control, and performance measurement, Centrifiltre 4.0 is set to offer a more efficient and sustainable alternative to existing technologies by 2031, contributing to the transition toward a more energy-efficient pharmaceutical industry.

Financé par



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¹ Initiative supported by the European Union aimed at strengthening Europe's strategic autonomy in the healthcare sector. It encourages innovation and the relocation of the production of medicines and Active Pharmaceutical Ingredients (APIs) to Europe in order to reduce import dependency.

Sinnamary Biomass Plant (French Guiana): Recovery of Submerged Timber

Boccard is involved in the construction of the Sinnamary biomass power plant in French Guiana, leading, as part of a consortium, the implementation of the energy recovery process, in particular the power-generating steam-water cycle, interfacing with the boiler equipment supplied by its partner.

With a capacity of approximately 10.5 MW, this facility will be able to produce over 80 GWh annually and cover up to 8% of the electricity consumption of the Guianese coastline using local resources. It will thus contribute to the decarbonization of the region's energy mix.

The project relies on the valorisation of submerged timber from the Petit-Saut reservoir, created by the impoundment of a dam in 1994, which resulted in the inundation of vast forested areas and the presence of a significant volume of trees preserved underwater. Some of this timber is now being extracted and directed towards timber construction and energy production.

Boccard's teams were involved in the construction and commissioning phases of the process facilities. In particular, they contributed to the testing and start-up of the plant to achieve a reliable, secure level of operation compliant with design objectives.

The transfer of plant operations to Voltalia is scheduled for April 2026. Over the following two years, Boccard's teams will provide technical support, putting their expertise to work to consolidate the plant's performance and reliability.



Sinnamary Biomass Power Plant (French Guiana)

Heat Recovery with Storage: Thermocline™ acclaimed at the CFIA Exhibition

The Thermocline solution optimises the energy efficiency of industrial processes with asynchronous heating and cooling cycles, such as in the agri-food sector where products undergo thermal processing. For example, yoghurt and cheese manufacturing requires heating milk (pasteurisation), maintaining it at a set temperature (fermentation), and then cooling it.

Thermocline is an innovative project aimed at improving an existing Boccard heat recovery and storage solution. Consisting of recovery loops and a storage tank, Thermocline captures heat from the cooling stages and releases it during the heating phases. The improved solution replaces the traditional two-tank system, one hot and one cold, with a single tank.

A Project born from Internal Innovation

Originating within BocLab, the internal competition dedicated to technological innovation, this project mobilised a team for over a year leading up to the design of a pilot demonstrator, which is a first step towards industrial application. Boccard now offers audits and feasibility studies to its clients to evaluate the installation of Thermocline and the associated energy savings.

Multiple Benefits, particularly in reducing GHG Emissions

Thermocline helps reduce floor space requirements and the quantity of materials needed to manufacture the tanks. Both solutions (Thermocline and the 'two-tank' system) save up to 63% in energy and reduce greenhouse gas (GHG) emissions by 600 to 900 tonnes of CO₂e per year.

Recognition by the Agri-Food Industry

At the 2025 CFIA exhibition in Rennes, this innovation was show-cased in the 'Factory of the Future' area. Nominated for the In-novation Awards in the 'Process, Packaging & Equipment' category, it was selected following a rigorous process that included a presentation before a panel of experts, going on to win 2nd prize.



ENVIRONMENT: WATER



2030 Sustainable Development Goals (SDGs).

Preserving Water Resources through better management of usage across our Sites and for our Clients

Water management takes place against a backdrop of mounting pressures linked to climate change, the intensification of usage, and ecosystem degradation: the planetary boundary relating to the freshwater cycle has now been crossed.

These developments heighten the challenges surrounding the availability, quality, and sharing of this essential resource, which is vital for the quality of human life, the functioning of ecosystems, and economic activities.

The preservation of this resource is therefore a major human and environmental challenge. From this perspective, sound water management serves as a key lever for reconciling operational resilience, security of supply, and the mitigation of environmental impacts. This challenge concerns both our own operations and the solutions we design and implement for our clients.

1 Developed by an international scientific community, notably the Stockholm Resilience Centre, planetary boundaries define the thresholds that must not be crossed to preserve the Earth system's major balances. Seven out of nine planetary boundaries are now considered to have been crossed.

Strategy and Commitments

Boccard intends to define a reasoned approach to the use of water resources and monitor its consumption across key sites in order to identify the highest-consuming areas and define improvement actions tailored to local contexts.

Boccard's main commitments are as follows:

- **reduce our water consumption** by 10% between 2024 and 2030;
- **evaluate our sites' exposure to water-related risks** (water stress, pollution risks, etc.) to better guide our prevention and improvement actions ;
- **help raise awareness among our employees** through initiatives such as World Environment Days;
- **continue researching** within the context of designing and constructing industrial facilities for our clients;
- **solutions** to reduce water consumption, promote the reuse of process water, and lower effluent generation.



Gorges of Verdon, Provence

Water audits

In 2025, Boccard's HSE teams carried out an initial water consumption audit across a selection of our main sites. Previously tracked primarily at the individual site level, this data is now integrated into harmonised reporting, providing a comprehensive overview of water usage across our operations.

This work constitutes a necessary first step towards better understanding consumption profiles, identifying the highest-consuming areas, spotting potential optimization opportunities, and guiding future reduction initiatives. It also provides a reliable baseline against which progress towards our objectives can be measured.

Key figures

Water consumption across these sites totalled 9,913 m³ in 2025, with 54.5% consumed in France and 45.5% internationally.

Data analysis highlights a concentration of usage across 5 sites covered by the reporting, which alone account for more than half of the recorded consumption. This distribution makes it possible to prioritise improvement actions on the sites with the most significant consumption levels.

Managing Water Stress Risk

Aware that water is a shared and increasingly strained resource, we initiated an analysis in 2025 into our sites' exposure to water stress risk. This approach aims to anticipate vulnerabilities related to water availability while strengthening the resilience of our facilities.

The analysis is based on the 'Baseline Water Stress' indicator from the WRI Aqueduct 4.0 reference tool, which measures the ratio of total water withdrawals to available renewable water supplies at the catchment scale. Each site was rated based on its GPS location, using a five-tier risk scale ranging from 'Low' to 'Extremely High'.

Our sites' exposure is globally moderate and varies by geography: more than three-quarters of them—particularly those located in Europe generally—fall into the 'Low' or 'Low to Medium' risk categories. Four sites account for the bulk of the risk and are receiving priority attention: Boccard Indonesia in Jakarta, the only site classified as 'Extremely High', along with Boccard Meura Mexico SA located in Querétaro, Boccard Shanghai, and the Meura site in Péruwelz, Belgium, which are classified as 'High'. For these locations, we plan to conduct in-depth assessments in order to define targeted action plans.

This initial mapping serves as a management foundation. It enables us to prioritise our efforts and direct our water-efficiency investments towards the most exposed sites. We will supplement this with local assessments and regular monitoring of changes in water stress, as part of our commitment to the continuous improvement of our environmental performance.

Solutions and Offerings for a more sustainable Water Management

Beyond its own operations, Boccard develops solutions that contribute to more sparing and efficient water management for its clients. These offerings aim to reduce consumption, optimise processes, and limit discharges, in alignment with the challenges of preserving this resource.



Boccard technician monitoring an installation

Meura2001 Filter: Reducing Water Consumption while improving Industrial Performance

Brewing beer involves mixing barley malt with water to form a mash¹. This is then filtered to separate the spent grains (grain residues) from the sugary liquid (wort), which is subsequently fermented to produce beer.

Water Savings through efficient Rinsing and an additional Compression Step

In a conventional filtration system, the mash is transferred to a vessel equipped with a perforated bottom. The solid malt particles gradually form a filter 'cake' through which the wort flows by gravity. Once filtration is complete, the spent grain 'cake' is rinsed to extract residual sugars. Between batches, the bottom of the vessel is also cleaned with water to remove any residues likely to disrupt subsequent filtrations.

In the Meura2001 filter, the mash is not deposited into a perforated-bottom vessel; instead, it is pumped directly onto a filter cloth and compressed using compressed air membranes before being rinsed with water. Once the rinse water has been re-covered, the spent grain is compressed again. Thanks to this final compression, the dry matter content rises from 20% in a conventional filtration process to 27–30%: between 5 and 10 litres of water per hectolitre of wort are recovered during this step.

Crucially, between batches there is no water consumption unlike in conventional filtration. This likewise saves between 5 and 10 litres of water per hectolitre of wort.

In total, between 10 and 20 litres of water are thus saved per hectolitre of wort compared to a conventional filter.

In addition, this solution also helps to reduce raw material and energy requirements, as well as the volume of waste generated during operations.

2,900 Olympic Swimming Pools – Every Year

Approximately 25% of global beer volume is produced in a brew house equipped with a Meura2001. This means an annual water savings ranging from 4.85 to 9.72 billion litres, yielding an average of 7.3 million cubic metres each year, or the equivalent of 2,900 Olympic-sized swimming pools.



Meura2001 filter.

¹ In brewing, this term corresponds to the mixture of hot water and crushed raw materials (mainly malt, sometimes with other cereals) at the start of the beer-brewing process.

² 2024 beer consumption = 194.12 million cubic litres of beer. Source: Kirin Holdings, published on 22/12/2025, equating to approximately 194 billion litres.

Reducing water consumption without compromising on Quality

Cleaning-in-Place (CIP) operations represent one of the main areas of water and chemical consumption in the food and beverage industry. Against a backdrop of growing pressures on water resources and stricter environmental regulations, manufacturers are seeking solutions that enable them to reduce both their water withdrawals and the associated effluent volumes.

Through a structured approach combining Boccard's engineering expertise and the Track Advance^{®1} digital solution, our teams measure performance, detect operational deviations such as excessive cleaning times, and identify opportunities to optimise washing cycles.

The benefits are numerous: a reduction in water consumption and effluents, a decrease in energy requirements associated with heating cleaning solutions, lower chemical consumption, and improved plant availability.

For example, at a dairy processing plant in Korea in 2021, Boccard optimised the management of a key stage in cleaning operations: the 'pulses'—short purges used to remove residues accumulated in hard-to-reach areas (e.g., valve seals, etc.). This optimization prevented the discharge of more than 3.1 million litres of water per year into the wastewater system, equivalent to more than one Olympic swimming pool, while maintaining cleaning efficiency.

Since the cleaning station operates in a closed loop, this same volume no longer needs to be replenished with fresh water, thereby reducing the site's water withdrawals accordingly.

Through this combination of process expertise, digitalisation, and continuous improvement, Boccard supports its clients in transitioning towards an industry with more sparing water consumption.



Home screen of the Track Advance[®] digital solution

¹ Digital decision-support solution developed by Boccard to meet traceability, quality, performance, and operational validation requirements.

ENVIRONMENT: WASTE MANAGEMENT AND THE CIRCULAR ECONOMY



2030 Sustainable Development Goals (SDGs).

Reduce waste at source, improve its recovery, and support our clients in the sustainable management of their resources

The preservation of natural resources is a major challenge in the face of rising global consumption and the growing scarcity of raw materials. The linear economic model, based on extraction, manufacturing, consumption, and the disposal of products, is now reaching its limits due to the pressures it exerts on resources and the quantity of waste it generates.

In this context, the circular economy aims to use resources more efficiently by reducing waste, promoting reuse, repair, and recycling, in order to extend the lifespan of materials and products.

For Boccard, this approach translates into better management of waste resulting from its activities. Beyond managing the waste generated by its own operations, Boccard supports its clients by developing solutions that optimise resource use, reduce material consumption, and limit the waste and effluents generated by industrial processes.

Commitments

Boccard has set itself the objective of rolling out a common waste management system across all its sites, in order to harmonise practices and improve the recovery rate of waste generated by its own activities and those of its clients.

Boccard is therefore committed to:

- **developing a shared culture of waste management;**
- **achieving a 60% recovery rate for its waste, doing so through material recycling and energy recovery.**

Source sorting, raising awareness, and a shared culture

To harmonize practices across all its locations, Boccard is implementing source sorting based on five main streams: metals, wood, paper/cardboard, glass, and plastic. This organization promotes directing waste to the most suitable treatment channels and contributes to the continuous improvement of the company's environmental performance.

Employee awareness-raising also contributes to improving sorting practices. Communication and training initiatives are being deployed to reinforce good sorting practices and promote responsible waste management across all sites. The aim is to develop a shared culture of waste management.

From the most virtuous to the least virtuous waste-management method.

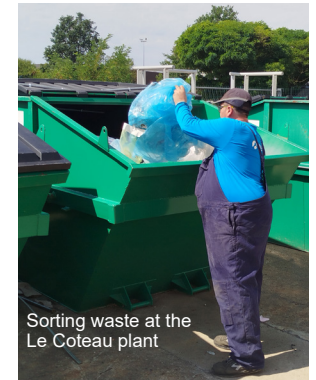


In accordance with the waste treatment hierarchy, priority is given to prevention and source reduction actions, ahead of reuse, recycling, and, as a last resort, disposal.

Internal Audit

In 2025, HSE teams carried out an internal audit of waste management across a selection of Boccard's major industrial sites worldwide. This exercise aimed to consolidate the data tracked by these sites, analyse sorting and waste tracking practices, and evaluate the quality of the information used for environmental reporting.

This assessment made it possible to evaluate existing practices and supplement Boccard's continuous improvement plan. The long-term objectives are to continue harmonising practices, strengthen data reliability, improve flow traceability, achieve a more homogenous overview of waste management performance, and ultimately enhance employee training on the subject.



Sorting waste at the Le Coteau plant

Waste management in figures

In 2025, the activities of the sites included in the audit generated 1,115.8 tonnes of waste, combining both hazardous and non-hazardous waste. Residual waste accounts for 70.67% of the total volume, and hazardous waste accounts for 6.76%. The main recyclable fractions consist of scrap metal (17.22%), wood (2.71%), paper and cardboard (1.46%), plastics (1.15%), and glass (0.02%).

During the financial year, 252 tonnes of waste—representing 22.57% of the waste produced—were therefore directed towards recycling channels. This rate constitutes an initial assessment of recycled waste volumes for the audited entities, with the aim of progressing towards the waste recovery target, which includes both this material recovery share and the energy recovery of waste in the form of electricity and/or heat.

Data relating to other treatment channels, notably energy recovery and landfilling, will be progressively consolidated during future reporting cycles in order to strengthen the monitoring of Boccard's environmental performance.

Continuous improvement to reduce our production of hazardous waste

Boccard's sites in northern France carry out the annual maintenance and cleaning of mechanical parts, which generates mixed grease residues. To reduce this waste, the teams replaced old chemical-based cleaning equipment with new parts washers operating with non-hazardous bio-logical products. These washers use natural micro-organisms, *Bacillus*¹. The latter regenerate the cleaning baths through bioremediation², break down oils and greases, limit sludge and odours, and extend the lifespan of the baths while maintaining cleaning performance.

By the end of 2025, this transition had avoided the use of more than 1,000 litres of hazardous products and reduced waste associated with cleaning mechanical parts by 50%.

Solutions and offerings for more sustainable waste management

Beyond managing the waste generated by its own operations, Boccard supports its clients in re-duc-ing waste at source through solutions aimed at optimising industrial processes and improving resource utilisation.

Whether it is a matter of reducing material losses, limiting effluent volumes, or improving the re-cov-ery of certain streams, these solutions contribute to more sustainable resource management and the reduction of associated environmental impacts.

¹ *Bacillus*: Natural bacteria used to degrade organic pollutants such as oils and fats.

² Bioremediation: A process that uses living organisms, such as bacteria, fungi, or plants (phytoremediation), to decontaminate polluted soils, water, or air.

Enhancing the energy recovery of local waste

Since 2024, Boccard has been supporting Veolia in the modernisation of the Energy Recovery Unit (ERU) in the city of Nîmes, which transforms 114,500 tonnes of household waste into local heat and electricity every year.

Our teams installed a new turbine supplied by the client, an 18 MW hydrocondenser, and an energy recovery loop on the flue gases, thereby optimising the plant's water-steam cycle.

Improving the environmental performance of energy recovery

This modernisation of the flue gas treatment process, which was in the testing phase at the end of 2025 prior to final acceptance, will ultimately increase the site's electricity generation by 45%, bringing it to 63 GWh per year—equivalent to the consumption of 25,000 residents. It will also save nearly 17,000 m³ of water per year, equivalent to seven olympic swimming pools, while cutting the facility's natural gas consumption by 75%.



Boccard
at the heart of the
ERU of Nîmes

Reducing liquid waste volumes through process optimization

On a French plant specialising in the industrial breaking of eggs with separation of whites and yolks, our teams installed a Cleaning-in-Place station¹ ensuring the cleaning of nine items of production equipment and coupled it with Track Advance®, the digital industrial performance monitoring and analysis tool developed by Boccard.

In this station, the equipment is cleaned using, amongst other things, a caustic solution which, once used, is returned to the station. Its return parameters are then continuously measured; it can then either be recycled for subsequent cleaning operations or directed towards effluents if it no longer complies with defined standards—this decision is based on thresholds configured within the installation.

The installation was operating normally from an operational standpoint when an unusual increase in caustic solution consumption was highlighted thanks to the data available in Track Advance®. The client then called upon Boccard's experts to identify the cause of this overconsumption and evaluate its impact.

Identifying sources of waste

Boccard's teams used Track Advance® data to understand the origin of the overconsumption. The analysis of cleaning reports revealed abnormal recycling behaviour. Investigations carried out by Boccard's experts subsequently revealed a modification to the sorting threshold parameters—which was difficult to detect in daily operations—that made the recycling conditions more restrictive than the anticipated market standard.

Consequently, 75% of the caustic solution volumes that were nevertheless eligible for recycling were being directed towards effluents, leading to the premature renewal of the solution and unnecessarily increasing the volumes of effluents to be treated as well as operating costs.

Promoting the recycling of cleaning solutions

Correcting the parameterisation restored the proper functioning of the sorting thresholds and a recycling logic compliant with the conditions defined when the installation was commissioned.

Thanks to Track Advance® data, Boccard's experts simulated the potential impact of this drift and estimated that, in the absence of correction, it could have generated up to 255m³ per year of additional caustic solution consumption (water-caustic soda mixture), as well as a significant increase in the liquid waste generated by the facility.



Tracking
dashboard data

¹ Cleaning In Place (CIP): A process enabling industrial equipment to be cleaned and disinfected by circulating cleaning solutions through the installations without prior dismantling of the equipment



Responsible Purchasing

RESPONSIBLE PURCHASING



2030 Sustainable Development Goals (SDGs).

Balancing the imperative of timeline control, quality requirements, cost management, and social and environmental responsibility in our practice

Responsible purchasing constitutes a key driver of Boccard's CSR approach, reflecting our commitment to embedding industrial excellence within a sustainable trajectory.

Indeed, purchasing accounts for a significant share of Boccard's business activity and carbon footprint. This weight is highlighted by the global carbon footprint assessment carried out in 2025, driven by the procurement of materials, equipment, components, and services within our overall footprint.

In this context, supply chain management represents a structuring pillar, involving the progressive integration of environmental and social dimensions into purchasing practices and supplier relationships.

Boccard favours an approach based on support and partnership with its suppliers, in order to foster lasting relationships and continuous improvement.

¹ Our Key Suppliers are partners representing at least 70% of our purchasing volume in France, equating to 150 suppliers

² The Key Suppliers are our 400 most significant partners in terms of revenue.

Strategy and commitments

As part of the structuring of our global performance approach, we are strengthening the position of CSR within our supply chain. This ambition is reflected in the formalisation of commitments aimed at increasing the maturity of our purchasing function and securing our supplies over the long term.

We have committed to the following areas:

- **train 100% of buyers** in the challenges of responsible purchasing;
- **evaluate our supply chain** by way of a study of the CSR maturity of our Key Suppliers¹;
- **strengthen our requirements regarding partner compliance**: we are targeting a goal by the end of 2026 where a minimum of 50% of our Key Suppliers have signed our Responsible Purchasing Policy, with plans for a 10% increase in this target for subsequent years leading up to 2030.

This roadmap aims to structure supplier relationships that are consistent with our social, ethical, and environmental commitments.

Our actions

Publication of our Responsible Purchasing Policy

Driven by the Purchasing Department, 2025 marked a key milestone in the structuring of our CSR strategy with the formalisation of our Responsible Purchasing Policy. This document outlines Boccard's commitments and expectations regarding its suppliers and subcontractors in terms of protecting the health and safety of individuals, business ethics, respect for human rights, compliance with labour standards, and environmental preservation.

Boccard has opted for a gradual approach: while signing is not imposed coercively, it is strongly encouraged to build long-term relationship.

This approach has yielded results: by the end of 2025, 140 of the 400 Key Suppliers² which received the Responsible Purchasing Policy had signed it.

Upskilling the purchasing function

The operational commitment of the purchasing teams is significant: in 2025, we initiated a training Program dedicated to them. With the support of a specialised consultancy, sessions were designed to integrate environmental and social challenges into commercial and operational decisions.

Accordingly, 11 of our buyers in France were able to explore the subject in depth during a full-day training session on 11 December, which focused in particular on mastering the regulatory framework, identifying risks specific to our supply chain, and mastering our management tools. This momentum will continue with another training session scheduled for 16 March 2026 for 13 additional buyers, thereby strengthening our internal expertise foundation.

By addressing essential themes such as the integration of CSR into our selection processes and the adoption of sector best practices, we are harmonising our working methods with existing standards. This approach, initiated in France, constitutes a first step prior to international deployment planned from 2027 onward.



Assessing the CSR maturity of our partners

In 2025, we launched a CSR maturity assessment campaign among our suppliers. Out of the 150 Key Suppliers solicited, 47 responded by the end of 2025.

This initial phase of analysis, carried out via an assessment questionnaire, made it possible to identify concrete levers for progress: environmental impact risks were noted for 17 suppliers, while 2 of them presented challenges on the social front.

These results form a working basis for our Purchasing teams: although no termination measures or binding action plans have been initiated at this stage, this assessment provides us with an initial level of visibility. It marks the starting point for evaluating the maturity of Key Suppliers, which will allow their CSR areas for improvement to be defined in the coming years.

Evolution of our supplier referencing process

To enhance the sustainability of our activities, we have integrated CSR criteria covering environmental, social, and business ethics aspects into our supplier referencing file.

Currently in a testing phase, these new indicators serve to raise awareness among our partners in order to move towards a shared understanding of CSR challenges while evaluating the robustness of our supply chain. These criteria currently constitute a baseline for observation and dialog, which may eventually become a prerequisite for referencing.

Operational exchanges between the Procurement team and the manager responsible for coordinating engineering, procurement, and prefabrication activities for a project

Priority to local sourcing

Whenever possible, Boccard gives preference to local purchasing. The company has initiated efforts to measure this share, although information systems do not always make it possible to precisely identify the place of production for goods and services.

Within the France scope, this commitment is reflected by a strong indicator: 79% of purchases for our key sites¹ are done locally².



Hardware and equipment in one of our digitalised plants, located in Deeside, Boccard UK.
© Frank Henshall



**Interview with Wissam Dargouth,
Purchasing Manager: Boccard**

Why is responsible purchasing a key driver of Boccard's CSR approach?

Purchasing accounts for a significant share of our projects, ranging between 60% and 70% of our revenue. Beyond the needs related to the operation of our sites, we integrate numerous items of equipment, components, and services provided by external partners into our industrial solutions. Furthermore, our carbon footprint assessment carried out in 2025 on our 2024 data shows that purchasing represents a major share of the overall carbon footprint we were able to measure. Responsible purchasing therefore constitutes a decisive lever for managing our carbon footprint and securing our supply chain.

How can purchasing teams have an influence over the suppliers chosen by clients?

In certain cases, clients favour referenced or historical suppliers. In this context, the role of the Purchasing teams consists of proposing relevant alternatives, by seeking a balance between timelines, quality, costs, and the integration of CSR challenges.

This involves, in particular, the standardisation of certain solutions, the optimization of purchasing volumes, and the identification of suppliers capable of meeting our technical and CSR requirements.

How do you work with your suppliers and partners?

A responsible purchasing approach relies on a relationship founded on both high standards and dialog with our suppliers and subcontractors.

The objective is to structure lasting relationships with a responsible partnership approach based on common principles—ethical, social, and environmental. This initiative forms part of a continuous improvement logic, aiming to reconcile economic performance, responsibility, and risk management within the supply chain.

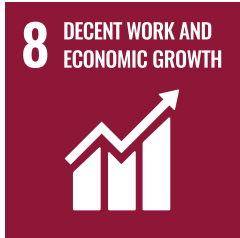
¹ Boccard's head office, which corresponds to the location where strategic decisions are made and key support functions are concentrated, including procurement.

² We define 'local' as any partner whose registered office is established in the country of the ordering entity.



Business Ethics

BUSINESS ETHICS



2030 Sustainable Development Goals (SDGs).

Promoting mechanisms and governance to enable responsible and ethical business

Business ethics constitutes one of the pillars of Boccard's commitment to social responsibility.

Operating within a complex and regulated international environment, Boccard companies rely on a structured ethical framework, formalised within the BocEthic Program, which aims to prevent non-compliance risks, detect high-risk situations, and guide professional conduct. This framework is based in particular on an Ethics Charter and a Code of Conduct applicable to all employees, managers, and partners.

Through this approach, Boccard affirms its determination to conduct its activities responsibly, transparently, and in compliance with current regulations wherever our companies operate.

We are committed to respecting and promoting all Human Rights in accordance with internationally recognised standards, notably the Universal Declaration of Human Rights, the United Nations Guiding Principles, and the fundamental conventions of the International Labor Organization.

Commitments to business ethics

Integrity guides every one of our relationships and projects worldwide. We pay particular attention to issues related to business ethics and strive to promote practices founded on rigor and responsibility. This approach forms part of our desire to conduct our activities responsibly and in alignment with the expectations of our stakeholders. To this end, we are committed to the following objectives:

- **Treat 100% of incidents reported** through our internal channels to ensure systematic responsiveness and handling of each report.
- **Aim for a proven incidents result of 'Zero'** regarding our BocEthic Code of Conduct starting in 2025, marking our requirement for excellence in terms of integrity.
- **Train 100% of our employees** in the fundamental challenges of business ethics by 2028, so that everyone fully embraces our approach in this regard.

Committed governance for sustainable ethics: the BocEthic committee

At Boccard, ethics goes beyond a mere compliance obligation: it is a pillar upon which our operational excellence and the trust of our partners are based.

At the heart of this system, the BocEthic Committee embodies our ambition to strengthen an ethical approach at every level of the organization. This body brings together multidisciplinary expertise, comprising the Legal, Compliance & Insurance Department, the Human Resources Department, the Communication and CSR Department, the Operational Excellence Department, the Finance Department, and the Purchasing Department.

This committee guides and coordinates actions to ensure the dissemination and respect of ethical principles through the application of policies and procedures that everyone must know, respect, and uphold.

Its role includes approving, alongside Executive Management, the constituent documents of the BocEthic Program, as well as supporting the handling of situations or incidents reported via the internal whistleblowing system. Grounded in a logic of compliance, responsibility, and continuous improvement, the BocEthic committee thus contributes to embedding ethical rules within operational practices and the company's culture wherever Boccard operates .

From Principles to Actions

The deployment of our BocEthic Charter and Code of Conduct

In 2024, we reached a decisive milestone in affirming our principles by publishing the BocEthic Charter and Code of Conduct, two inseparable pillars of our integrity.

More than just a formality, the BocEthic Charter defines the fundamental ethical commitments we make to all our stakeholders. To operationalise these principles, the Code of Conduct explains, using precise examples, the good practices to adopt and the behaviours to ban, applicable to all our activities and in every country where we operate.

This set of documents addresses issues essential to the sustainability of our model: the fight against corruption, fraud, harassment, discrimination, and unfair competition; the management of conflicts of interest; respect for human rights; and data protection .

Convinced that our ethical principles are most meaningful when shared, we deployed these documents using a multichannel communication framework, including the involvement of the extended management team—the BocLeadership Team—making the BocEthic Code of Conduct available on the intranet, poster campaigns, direct email communications, and training sessions led by our managers.

Furthermore, in 2025, a project was launched to roll out dedicated e-learning modules throughout 2026 covering conflicts of interest, anti-corruption, and other ethical topics such as responsible communication and marketing.

This engagement dynamic has yielded results, with 40% of our employees signing the BocEthic charter in 2025. Far from being an endpoint, this initial milestone marks the beginning of an ambitious trajectory: we are setting 2026 as a year of acceleration, with the firm determination to see this signature rate increase significantly so that every employee becomes an ambassador for our ethical culture.



Ethics in movement: our actions for sustainable integrity

For us, ethics is not limited to compliance with legal obligations; it constitutes a benchmark framework that guides our activities and contributes to the company's long-term sustainability. In recent years, we have reinforced the structuring of our governance in order to anticipate the challenges of a complex global market and ensure exemplary compliance, particularly with regard to the requirements of the Sapin II¹ bill. To this end, we have strengthened our risk prevention system around four major pillars:

- **Strategic anticipation:** We have implemented an ethical risk mapping tool. This management tool enables us to identify potential vulnerability areas with precision and proactively direct our actions;
- **Shared vigilance:** Because our integrity also depends on that of our partners, we have systematised the ethical evaluation of third parties through the use of a dedicated compliance platform;
- **The operational framework:** To support our teams on a daily basis, we have drafted and published a procedure regarding gifts and hospitality. This document clarifies our principles of action and protects our employees by defining a transparent and unequivocal decision-making framework;
- **Speaking Up:** Finally, we have consolidated our 'right to speak out' through the implementation of the Safecall reporting system. This externalised ethical whistleblowing system guarantees the confidentiality, anonymity, and security of those who report ethical concerns, thereby anchoring a culture of collective responsibility at the heart of our organization.

Through these concrete actions, we are consolidating controlled growth founded on the implementation of high integrity standards.

¹ A French bill passed in 2016 to increase transparency in economic life and the fight against corruption, notably by imposing compliance obligations on companies.

Procedures underpinning our principles

Gifts & Hospitality procedure

To prevent the risks of corruption, influence peddling, and conflicts of interest, we have defined a Gifts and Hospitality procedure integrated into the BocEthic Program.

This procedure specifies the rules applicable to the giving and receiving of gifts or hospitality within the context of professional relationships, clearly defining practices that are authorised, restricted, or prohibited.

It applies to all employees, regardless of their function or level of responsibility, and takes into account cultural contexts and local customs, in compliance with current regulations.

The Gifts and Hospitality procedure is overseen by the BocEthic Committee and contributes to the promotion of transparent and responsible business practices that comply with Boccard's ethical requirements.

Third-party ethical assessment procedure

This third-party ethical assessment procedure aims to protect Boccard against the risks of sanctions or reputational damage linked to the implementation of high-risk practices by its partners within the context of business relationships.

This procedure details the steps of the third-party ethical assessment process:

- Step 1: Identify the third parties concerned;
- Step 2: Use the Partner Compliance platform to assess the integrity of third-parties potentially more exposed to corruption;
- Step 3: Make arrangements for implementing moderate and enhanced due diligence measures;
- Step 4: Repeat, update and log the results of the assessment procedure.

Safecall whistleblowing system

As part of our business ethics framework, we provide our employees, partners, and the general public with a professional alert reporting system, accessible via the external and independent Safecall platform.

Since January 2025, this system has made it possible to report—anonously or otherwise and within a secure framework—any situation or behaviour likely to constitute a breach of the BocEthic Code of Conduct or Boccard's ethical rules.

Alerts received are subject to regulated processing under the responsibility of the BocEthic Committee, guaranteeing the confidentiality of information, anonymity if desired by the whistleblower, and the protection of individuals in accordance with applicable regulation.

This system contributes to the prevention of ethical risks, the detection of sensitive situations, and the continuous improvement of practices across all Boccard entities.



Safecall poster in 8 languages



The BocEthic and Safecall posters are on display in our facilities in France and worldwide

Alerts Status for the year 2025

	2025 (worldwide incl. France)	2025 for France
Number	23 alerts logged (incl. 2 received in 2024 but closed in 2025).	14
Type	9 suspicions of CFSI in the nuclear sector, 8 alerts concerning 'Managerial practices / unfair treatment', and alerts of other natures (HSE, dishonest or inappropriate behaviour).	8 suspicions of CFSI in the nuclear sector and alerts of other natures (HSE, dishonest or inappropriate behaviour).
Response	14 alerts closed as of Dec. 31, 2025, including 2 closed as 'Inadmissible' or 'Duplicate'. 6 substantiated cases, including 2 CFSI cases in the nuclear sector and 2 inappropriate behaviour cases.	8 alerts closed as of Dec. 31, 2025, including 1 closed as 'Inadmissible'. 5 substantiated cases, including 2 CFSI cases in the nuclear sector.

Our whistleblower protection system

Boccard has implemented a whistleblower protection system designed to guarantee the secure and confidential reporting of behaviours or situations contrary to ethical rules and applicable regulations.

This system relies on the external and independent Safecall platform, which is accessible to all employees, partners, and internal or external stakeholders.

This platform is highly visible and easily accessible, whether via poster displays featuring a QR code located across sites and offices, on the intranet, or on the boccard.com website.

Alerts may be submitted anonymously, semi-anonymously, or under a real name, as preferred by the whistleblower and the desired level of confidentiality.

Alerts are handled by the Legal, Compliance & Insurance Department and the relevant members of the BocEthic Committee depending on the nature of the alert, in accordance with the principles of confidentiality, impartiality, and protection against any retaliatory measures.

In the case where an alert concerns a member of the BocEthic Committee, then that person is automatically excluded from handling the alert. This is achieved thanks to a technical configuration of the Safecall platform in order to guarantee the independence and objectivity of the procedure.

his mechanism contributes to the prevention of ethical risks, the detection of risk situations, and the continuous improvement of practices across all Bocard entities.

Alert-processing procedure

Alerts submitted via the Safecall are subject to a structured and supervised process aimed at ensuring confidentiality, impartiality, and diligence in the analysis of reported situations.

1 Logging: Each alert is first received by telephone or in writing on the platform and recorded by independent external professionals specialising in receiving and qualifying alerts: Safecall.

2 Coordination of alert processing: The alert is then forwarded to the Legal, Compliance & Insurance Department, which acknowledges receipt and coordinates the processing while ensuring the whistleblower is regularly informed of developments until the alert is closed.

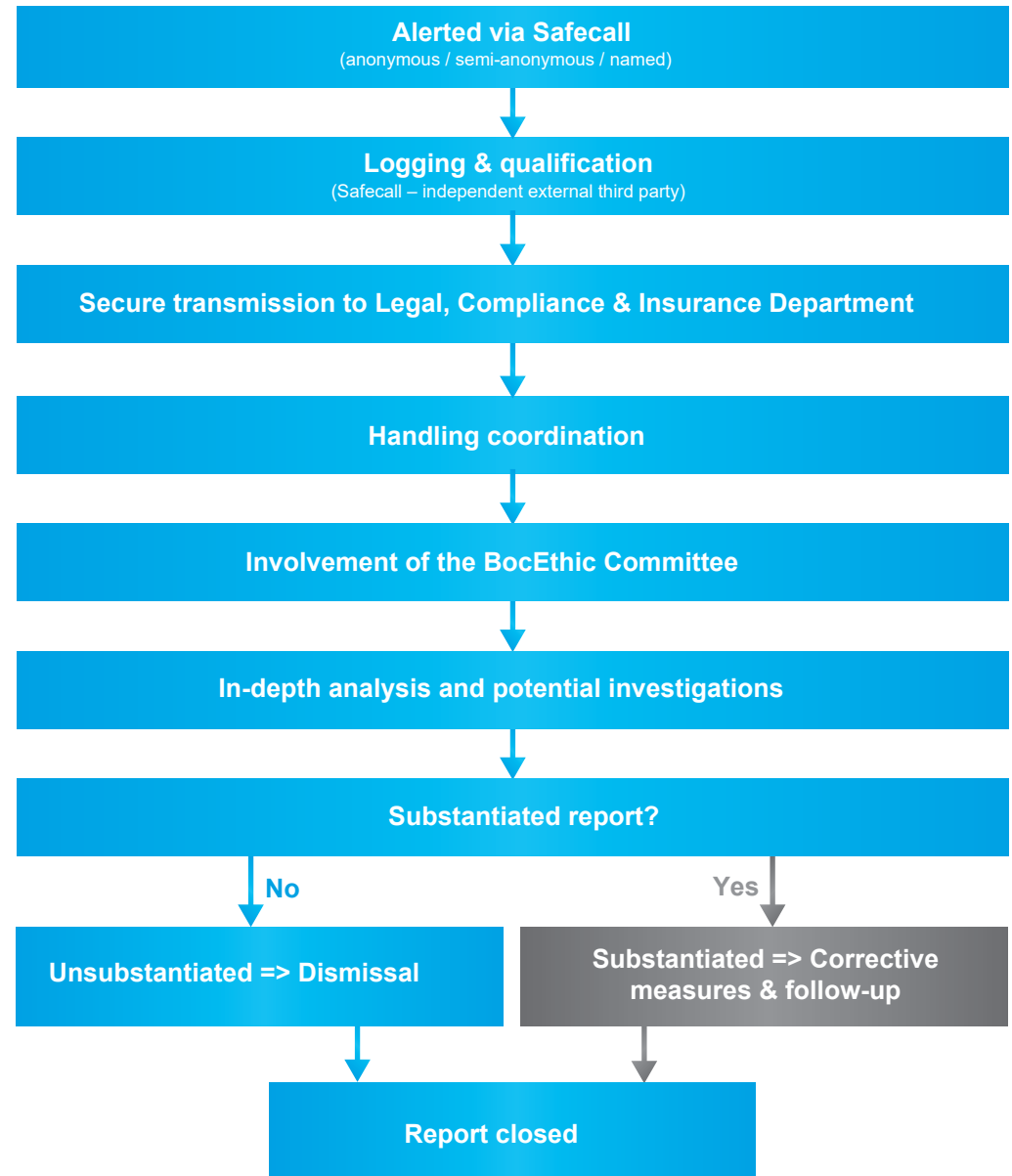
3 Involvement of experts: Depending on the nature of the alert, the Legal, Compliance & Insurance Department calls upon the relevant members of the BocEthic Committee.

4 Analysis: Alerts give rise to in-depth analysis as well as potential investigations. In the latter case, the Legal, Compliance & Insurance Department and the relevant members of the BocEthic Committee identify the investigators to be engaged.

5 Corrective measures and closure: Based on the investigation results, the Legal, Compliance & Insurance Department and the relevant members of the BocEthic Committee define corrective measures, which are subsequently implemented. Alerts are monitored until their closure, and the whistleblower is informed of the closure.

This whistleblowing procedure contributes to the prevention of ethical risks, the detection of non-compliant situations, and the continuous improvement of practices within our companies.

From Logging to Closure



Information systems

Personal data and cybersecurity

In 2025, Boccard continued to strengthen its governance regarding personal data protection and cybersecurity. Work on updating compliance documentation, integrating security requirements into relations with subcontractors, and mapping data continued in order to better manage risks and respond to regulatory developments.

Awareness-Raising & Training

Cybersecurity awareness initiatives continued via the MetaCompliance platform and through regular communication activities. These initiatives aim to reinforce digital best practices and employee vigilance against cyber threats, particularly phishing attempts.

Information systems security

In 2025, Boccard enhanced the management of its IT asset base through the implementation of a centralised platform designed to improve equipment inventory, track security levels, and deploy patches. This project contributes to better management of cyber risks by facilitating the identification and rapid remediation of vulnerabilities.

The year was also marked by the preparation of several projects aimed at strengthening user access security and email protection, the deployment of which began in 2026.

Ethics in figures for 2025

- **Corruption:** zero confirmed cases of corruption and zero contracts terminated for this reason. Zero public legal actions in this regard brought against the company or any employees.
- **Anti-discrimination cases:** zero confirmed cases of discrimination.
- **Data confidentiality :** zero substantiated complaints received regarding breaches of data confidentiality, whether from external stakeholders or regulatory authorities.

Cyber insurance and certifications

As part of its risk management approach, Boccard continued preparatory work for the implementation of cyber insurance, which was finalised in 2026.

Furthermore, Boccard UK obtained Cyber Essentials Plus certification in 2025, attesting to the implementation of recognised cybersecurity measures to protect its information systems against the most common threats.

Incidents

In 2025, Boccard Worldwide recorded 4 confirmed information security-related incidents, including 2 in France. These incidents primarily involved phishing attempts. Thanks to the security measures deployed and employee vigilance, their impact remained limited and without major consequence for the company.

Training Module	Size of the target population	Participation rate
Cyber Security Introduction	1869	79 %
Hybrid Working	1859	85 %
Information Security	1864	85 %
Internet Security	1865	85 %
Malicious Software	1859	83 %
Password Safety	1862	84 %
Phishing Awareness	1852	82 %
Physical Security	1857	83 %
Social Engineering	1858	84 %

- **Compliance with legislation and regulations :** 6 confirmed cases of non-compliance: 5 in France and 1 internationally via the internal whistleblowing system;
- **Sanctions:** Across the Boccard France and international scope, zero fines received for these non-compliances. Across the international scope. Across the international scope, zero non-monetary sanctions applied. Across the French scope, 60% of non-compliances resulted in non-monetary sanctions, with internal disciplinary measures implemented internally and among subcontractors.

¹ Significant instances of non-compliance primarily concern France, linked directly to operational activities within our nuclear business lines regarding CFSI (Counterfeit, Fraudulent and Suspect Items). This risk involves the potential introduction of counterfeit, fraudulent, or suspect components into the supply chain, which could compromise the safety and integrity of nuclear installations.



Appendices

Reporting methodology

The information in this report covers the period from January 1 to December 31, 2025.

The reporting perimeter covers Boccard's main entities attached to H.B.P. S.A., a private, unlisted company held by its historical family shareholders, with its registered office located at 35 rue Glesener, L-1631 Luxembourg. It includes entities with an operational presence in the following fifteen countries: Belgium, Canada, China, Colombia, France, Indonesia, Luxembourg, Mexico, the Netherlands, Poland, Portugal, Romania, Switzerland, the United Kingdom, and the United States.

This perimeter embraces over 95% of Boccard's consolidated revenue and workforce, thus providing a representative reflection of the main challenges and impacts of Boccard's activities. Entities excluded from reporting correspond exclusively to sites whose environmental and social impacts are considered non-significant.

GRI compliance statement

The information appearing in the GRI content index (see pages 97 and 98) was compiled for the period from January 1 to December 31, 2025, taking as a reference the principles and requirements of the GRI Standards.

GLOSSARY

Abbv.	Definition
LCA	Life Cycle Assessment — Multi-criteria evaluation method for assessing the environmental impacts of a product or installation throughout its entire lifecycle, from raw material extraction to end-of-life.
AR6	Sixth Assessment Report — The IPCC's sixth assessment report, used as a reference framework for climate projections in site vulnerability analyses.
BA	Business Area — Organizational level grouping Bocard's activities by domain (Life Solutions, Energy Solutions).
BMS	Bocard Management System — Bocard's integrated management system, which describes and organises the company's management, operational, and support processes.
CDP	Carbon Disclosure Project — International non-profit organization that collects and scores large companies' environmental data on climate, water, and forests based on an annual questionnaire. The scoring system comprises four levels: Leadership (A), Management (B), Awareness (C) et Disclosure (D).
CFSI	Counterfeit, Fraudulent and Suspect Items — Concept components whose origin, compliance, or authenticity cannot be guaranteed; their detection is subject to dedicated reporting.
CoDir	Management Committee — Operational steering body bringing together members of the Executive Committee and the heads of Business Areas and geographical zones.
ComEx	Executive Committee — Bocard's general management body, composed of Executive Directors.
CSE	Social and Economic Committee — Employee representation body in France, competent in matters of work organization, employment conditions, and health and safety.
CSRD	Corporate Sustainability Reporting Directive — European directive on sustainability reporting, which requires affected companies to produce standardised extra-financial reporting based on double materiality.
CSSCT	Health, Safety and Working Conditions Commission — A specialised profiles commission of the CSE dedicated to monitoring health, safety, and working conditions.
DEI	Diversity, Equity, and Inclusion — Set of policies and practices aimed at ensuring equal treatment, the representation of diverse profiles, and an inclusive work environment.
DRIAS	DRIAS, les futurs du clima — Portail French portal, operated by Météo-France, delivering regional-level weather forecasts.
ESG	Environnement, Social, Gouvernance — Three extra-financial dimensions used to evaluate a company's sustainability performance.
ESRS	European Sustainability Reporting Standards — European sustainability reporting standards specifying the information to be published under the CSRD.
GHG	Greenhouse gas — Gases whose presence in the atmosphere contributes to global warming (CO ₂ , methane, nitrous oxide, etc.).
IPCC	Intergovernmental Panel on Climate Change — United Nations body tasked with assessing the state of scientific knowledge on climate change.
GRI	Global Reporting Initiative — International sustainability reporting framework, structured into thematic standards, used as the reference framework for this report (see the GRI content index in the appendix).
HSE	Health, Safety, Environment — Function and scope covering the prevention of occupational risks and the management of environmental impacts.
IRO	Impacts, Risks and Opportunities — Elements identified, qualified, and rated during the CSRD double materiality analysis.
ISO	International Organization for Standardization — International organization for the development of voluntary standards (e.g.: ISO 9001, ISO 14001, ISO 45001, ISO 19443, etc.).
KPI	Key Performance Indicator
MASE	Manuel d'Amélioration Sécurité des Entreprises (Corporate Safety Improvement Manual) — French certification referential for safety, health & envt. mgt. systems.
MWh / GWh	Megawatt-hour / Gigawatt-hour — Units of measurement of energy: megawatt-hour (1,000 kWh) and gigawatt-hour (1 million kWh).
PSIF	Potentially Serious Injuries or Fatalities — Situations that did not result in an accident but could have led to serious or fatal consequences.
QSE	Quality, Safety, Environment — Functional scope covering quality, safety, and environment.

GLOSSARY

Abbv.	Definition
R&D	Research and Development — Bocard has dedicated R&D and innovation centres (brewing technologies, mixing & fermentation, energy processes, special-purpose equipment).
CSR	Corporate Social Responsibility — Bocard's voluntary contribution to sustainable development issues across its social, environmental, ethical, and economic dimension.
EMS	Environmental Management System — Organized framework for identifying, controlling, and reducing the environmental impacts of activities, supported by an annual risk analysis, an indicator dashboard, and internal and external audits.
ISS	Information Systems Security — Scope covering the protection of information systems, data, and cybersecurity.
OHS	Occupational Health and Safety — All provisions aimed at preserving the physical and mental integrity of employees in the workplace.
tCO₂e	Tonne of CO₂e equivalent — Common unit of measurement for greenhouse gas emissions, expressing the impact of each gas in terms of carbon dioxide.
FR1	Frequency Rate 1 — Number of workplace accidents resulting in lost time relative to the number of hours worked.
FR2	Frequency Rate 2 — Number of workplace accidents with and without lost time relative to the number of hours worked.
SR	Severity Rate — Indicator expressing the severity of workplace accidents based on the duration of the resulting sick leave.
ERU	Energy Recovery Unit — Facility that converts household waste into heat and/or electricity.
WRI	World Resources Institute — International research institute, publisher of tools such as the Aqueduct water risk assessment tool.

The 17 Sustainable Development Goals (SDGs), also known as the Global Goals, were adopted by the United Nations in 2015. They are a universal call to action to end poverty, protect the planet, and ensure that all people enjoy peace and prosperity by 2030.

1 NO POVERTY 	End poverty in all its forms everywhere.	Pages: 49, 50, 51, 52, 53, 54, 55.	7 AFFORDABLE AND CLEAN ENERGY 	Ensure access to affordable, reliable, sustainable and modern energy for all.	Pages: 60, 61, 62, 63, 64, 65, 66, 67, 68, 69, 70, 71, 72, 73, 74, 75, 76.	12 RESPONSIBLE CONSUMPTION AND PRODUCTION 	Ensure sustainable consumption and production patterns.	Pages: 60, 61, 62, 63, 64, 65, 66, 67, 68, 69, 70, 71, 72, 73, 74, 75, 76, 77, 78, 79, 80, 82, 83, 84.
3 GOOD HEALTH AND WELL-BEING 	Ensure healthy lives and promote well-being for all at all ages.	Pages: 27, 28, 29, 30, 31, 32, 33.	8 DECENT WORK AND ECONOMIC GROWTH 	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.	Pages: 27, 28, 29, 30, 31, 32, 33, 34, 35, 36, 37, 38, 39, 40, 41, 42, 43, 44, 45, 46, 47, 48, 49, 50, 51, 52, 53, 54, 55, 82, 83, 84, 86, 87, 88, 89, 90, 91.	13 CLIMATE ACTION 	Take urgent action to combat climate change and its impacts.	Pages: 60, 61, 62, 63, 64, 65, 66, 67, 68, 69, 70, 71, 72, 73, 74, 75, 76, 77, 78, 79, 80.
4 QUALITY EDUCATION 	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.	Pages: 44, 45, 46, 47, 48, 49, 50, 51, 52, 53, 54, 55.	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 	Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation.	Pages: 60, 61, 62, 63, 64, 65, 66, 67, 68, 69, 70, 71, 72, 73, 74, 75, 76, 77, 78, 79, 80.	16 PEACE, JUSTICE AND STRONG INSTITUTIONS 	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.	Pages: 86, 87, 88, 89, 90, 91.
5 GENDER EQUALITY 	Achieve gender equality and empower all women and girls.	Pages: 38, 39, 40, 41, 42, 43, 44, 45, 46, 47, 48, 49, 50, 51, 52, 53, 54, 55.	10 REDUCED INEQUALITIES 	Reduce inequality within and among countries.	Pages: 38, 39, 40, 41, 42, 43, 49, 50, 51, 52, 53, 54, 55.			
6 CLEAN WATER AND SANITATION 	Ensure availability and sustainable management of water and sanitation for all.	Pages: 73, 74, 75, 76.	11 SUSTAINABLE CITIES AND COMMUNITIES 	Make cities and human settlements inclusive, safe, resilient and sustainable.	Pages: 49, 50, 51, 52, 53, 54, 55.			

GRI Standards	Statement	sections (page numbers)
GRI 2: General Disclosures 2021	2-1 Organizational Details	7, 93.
GRI 2: General Disclosures 2021	2-2 Entities included in the organization's sustainability reporting	7, 93.
GRI 2: General Disclosures 2021	2-3 Reporting period, frequency and contact point	93, 110.
GRI 2: General Disclosures 2021	2-4 Restatements of information	93.
GRI 2: General Disclosures 2021	2-7 Employees	101, 102.
GRI 2: General Disclosures 2021	2-8 Workers who are not employees	101, 102.
GRI 2: General Disclosures 2021	2-27 Compliance with laws and regulations	86, 87, 88, 89, 90, 109.
GRI 2: General Disclosures 2021	2-30 Collective bargaining agreements	35, 36, 105.
GRI 3 : Thèmes pertinents 2021	3-1 Process to determine material topics	22, 23.
GRI 3 : Thèmes pertinents 2021	3-2 List of material topics	22, 23.
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	88, 89, 90.
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	86, 87, 88, 89, 90, 91, 109.
GRI 205: Anti-corruption 2016	205-3 Confirmed incidents of corruption and actions taken	91, 109.
GRI 302: Energy 2016	302-1 Energy consumption within the organization:	68, 69, 70, 106.
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	73, 74, 75, 76, 108.
GRI 303: Water and Effluents 2018	303-3 Water withdrawal	74, 108.
GRI 303: Water and Effluents 2018	303-4 Water discharge	74, 108.
GRI 303: Water and Effluents 2018	303-5 Water consumption	74, 99, 100, 108.
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	61, 62, 106.
GRI 305: Emissions 2016	305-2 Indirect GHG emissions (Scope 2)	61, 62, 106.
GRI 305: Emissions 2016	GRI 305-3: Other indirect (Scope 3) GHG emissions	61, 62, 106.
GRI 306: Waste 2020	306-1: Waste generation and significant waste-related impacts	77, 78, 79, 80, 107.
GRI 306: Waste 2020	306-2 Management of significant waste-related impacts	77, 78, 79, 80, 107.
GRI 306: Waste 2020	306-3 Waste generated:	77, 78, 79, 80, 107.
GRI 306: Waste 2020	306-4 Waste diverted from disposal	77, 78, 79, 80, 107.
GRI 306: Waste 2020	306-5 Waste directed to disposal	77, 78, 79, 80, 107.
GRI 308: Supplier Environmental Assessment 2016	308-2 Negative environmental impacts in the supply chain and actions taken	83, 108.

GRI Standards	Statement	sections (page numbers)
GRI 401: Employment 2016	401-1: New employee hires and employee turnover	101, 102.
GRI 401: Employment 2016	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	36, 37.
GRI 401: Employment 2016	401-3 Parental leave	105.
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	27, 28, 29, 30, 31, 32.
GRI 403: Occupational Health and Safety 2018	403-2 Hazard identification, risk assessment, and incident investigation	27, 28, 29, 30, 31, 32.
GRI 403: Occupational Health and Safety 2018	403-3 Occupational health services	28.
GRI 403: Occupational Health and Safety 2018	403-4 Worker participation, consultation, and communication on occupational health and safety	27, 28, 29, 30, 31.
GRI 403: Occupational Health and Safety 2018	403-5 Worker training on occupational health and safety	30, 32.
GRI 403: Occupational Health and Safety 2018	403-6 Promotion of worker health	32.
GRI 403: Occupational Health and Safety 2018	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	27, 28, 29, 30, 31, 32.
GRI 403: Occupational Health and Safety 2018	403-8 Workers covered by an occupational health and safety management system	32.
GRI 403: Occupational Health and Safety 2018	403-9 Work-related injuries	29, 103.
GRI 403: Occupational Health and Safety 2018	403-10 Work-related ill health	103.
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	44, 103.
GRI 404: Training and Education 2016	404-2 Programs for upgrading employee skills and transition assistance Programs	41, 46, 47, 48.
GRI 404: Training and Education 2016	404-3 Percentage of employees receiving regular performance and career development reviews	103.
GRI 405: Diversity and Equal opportunity 2016	405-1 Diversity of governance bodies and employees	38, 39, 40, 41, 42, 43, 104.
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	83, 108.
GRI 414: Supplier Social Assessment 2016	414-2 Negative social impacts in the supply chain and actions taken	83, 108.
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	109.
GRI 418: Customer privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	109.

Climate risk analysis

Risk levels:
 Negligible: 0
 Low: 1
 Average: 2
 High: 3
 Very high: 4

Climate risk analysis		Scoring of chronic hazards																			Scoring of extreme hazards										
		Temperature							Wind	Water					Solid Mass			Tempera- ture	Wind			Water			Solid Mass						
		Industrial site Office or R&D	Change in air temperature	Change in freshwater and marine water characteristics	Heat stress	Temperature variability	Permafrost thaw	Changes in wind patterns	Changes in precipitation patterns	Precipitation variability	Ocean acidification	Saltwater intrusion	Sea level rise	Heat stress	Coastal erosion	Soil degradation	Soil erosion	Heatwave	Cold wave/Frost	Fire	Storm (cyclone, typhoon, hurricane, etc.)	Blizzard, dust/ sandstorms	Tornado	Drought	Heavy rains	Flooding	Glacial lake outburst floods	Avalanche	Landslide	Land subsidence	Average
Entity (Country)	Plant - City																														
Boccard Indonesia	Jakarta	■	3	3	3	1	0	3	4	3	2	3	4	4	3	2	2	3	0	1	2	0	1	2	4	4	0	0	2	4	2.25
Boccard Colombia	Cartagena	■	3	3	3	2	0	3	3	3	2	2	3	1	3	2	3	3	0	2	3	0	1	2	3	3	0	0	3	2	2.07
Boccard Shanghai (China)	Shanghai	■	3	3	3	2	0	3	3	3	2	2	3	3	2	1	1	3	2	1	4	1	1	2	3	3	0	0	1	3	2.07
Boccard Life Sciences (USA)	Houston (Texas)	■	3	2	3	2	0	3	3	3	1	2	2	1	1	2	1	4	2	3	4	1	2	3	2	2	0	0	1	3	2
Boccard France	Fos-sur-Mer	■	3	2	3	2	0	3	3	3	1	2	2	1	1	2	2	4	1	4	2	0	1	4	3	3	0	0	1	1	1.93
LLT (France)	Échirolles	■	3	2	3	3	1	2	2	2	0	0	0	1	0	1	2	3	3	2	2	1	2	3	3	1	2	3	1	1.79	
Boccard France	Aix-en-Provence	■	3	1	3	2	0	2	3	3	0	0	0	3	0	2	2	4	1	4	2	0	1	4	3	3	0	0	2	2	1.79
Boccard Life Sciences (USA)	Riverton (Utah)	■	3	2	3	3	0	2	2	3	0	0	0	1	0	3	2	3	2	3	1	2	1	4	2	2	0	1	1	2	1.71
Boccard Meura Mexico	Querétaro	■	3	2	3	2	0	2	3	3	0	0	0	3	0	3	2	3	1	2	1	1	1	4	2	2	0	0	2	3	1.71
Boccard France	Dunkirk	■	2	2	2	2	0	3	2	2	1	3	3	1	3	1	1	2	2	1	3	1	1	2	3	3	0	0	0	2	1.71
Boccard France	St-Valéry-en-Caux	■	2	2	2	2	0	3	2	2	1	2	3	1	3	1	2	2	2	1	3	1	1	2	3	2	0	0	2	1	1.71
Boccard France	Pierrelatte	■	3	2	3	2	0	3	3	3	0	0	0	0	0	2	2	4	2	3	2	0	1	3	3	3	0	0	1	2	1.68
Boccard Netherlands BV	Dronten	■	2	2	2	2	0	3	2	2	1	3	4	0	1	1	1	2	2	1	3	1	1	2	3	3	0	0	0	3	1.68
Boccard Romania	Ploiești	■	3	2	3	3	0	2	2	3	0	0	0	1	0	2	2	3	3	2	2	2	1	3	2	2	0	0	2	1	1.64
Boccard France	Donges	■	2	2	2	2	0	3	2	2	1	2	3	0	1	1	1	2	2	1	3	1	1	2	3	3	0	0	1	2	1.61
Boccard Polska (Poland)	Warsaw	■	3	2	2	3	0	2	2	2	0	0	0	1	0	2	1	3	4	2	2	3	1	3	2	3	0	0	1	1	1.61
Boccard France	Massiac	■	2	2	2	3	0	2	2	2	0	0	0	1	0	1	2	3	3	2	2	2	1	2	3	3	0	1	2	1	1.57
LLT (France)	Nantes	■	2	2	2	2	0	3	2	2	1	2	2	0	1	1	1	2	2	1	3	1	1	2	3	3	0	0	1	2	1.57
Boccard UK	Bristol	■	2	2	2	2	0	3	2	2	1	2	3	0	1	1	1	2	2	1	3	1	1	2	3	3	0	0	1	1	1.57
Boccard Services (Switzerland)	Meyrin	■	2	2	2	3	0	2	2	2	0	0	0	0	0	1	1	3	3	2	2	2	1	2	3	3	1	1	2	1	1.54
Boccard UK	Deeside	■	2	2	2	2	0	3	2	2	1	2	2	0	1	1	1	2	2	1	3	1	1	2	3	3	0	0	1	1	1.54
Boccard Portugal	Constância	■	3	2	3	2	0	2	3	3	0	0	0	0	0	2	2	3	1	4	1	1	1	4	1	1	0	0	2	2	1.54
Boccard Life Sciences (USA)	Dayton (Ohio)	■	2	2	2	3	0	2	2	2	0	0	0	1	0	1	1	2	2	4	2	2	4	2	2	2	0	0	1	1	1.5
Boccard Polska (Poland)	Olsztyn	■	2	2	2	3	0	2	2	2	0	0	0	2	0	1	1	3	4	1	2	3	1	2	2	2	0	0	1	1	1.46
Boccard Life Sciences (Canada)	Montréal	■	2	2	2	3	0	2	2	2	0	0	0	0	0	1	1	2	4	2	2	3	1	2	2	3	0	0	1	1	1.43
Boccard France	Sérémange-Erzange	■	2	2	2	3	0	2	2	2	0	0	0	1	0	1	1	3	3	1	2	2	1	2	2	3	0	0	1	1	1.39
Boccard France	Le Coteau	■	2	2	2	3	0	2	2	2	0	0	0	1	0	1	1	3	2	2	2	1	1	2	2	3	0	0	1	2	1.39
MD Énergies (France)	Trémery	■	2	2	2	3	0	2	2	2	0	0	0	1	0	1	1	3	3	1	2	2	1	2	2	2	0	0	1	2	1.39
HBP (Luxembourg)	Luxembourg	■	2	2	2	3	0	2	2	2	0	0	0	1	0	1	1	3	3	1	2	2	1	2	2	3	0	0	1	1	1.39
Boccard France	Neulise	■	2	2	2	3	0	2	2	2	0	0	0	1	0	1	1	3	2	2	2	1	1	2	2	3	0	0	1	2	1.39
Boccard France	Montauban de B.	■	2	2	2	2	0	3	2	2	1	0	0	1	0	1	1	2	2	1	3	1	1	2	3	2	0	0	1	2	1.39
Boccard France	Marguerite, Villeurbanne	■	2	1	3	3	0	2	2	2	0	0	0	0	0	1	1	3	2	2	2	1	1	3	2	2	0	0	1	2	1.36
Boccard France	Salengro, Villeurbanne	■	2	1	3	3	0	2	2	2	0	0	0	0	0	1	1	3	2	2	2	1	1	3	2	2	0	0	1	2	1.36
Boccard UK	Manchester	■	2	2	2	2	0	3	3	2	0	0	0	1	0	1	1	2	2	1	3	1	1	1	3	3	0	0	1	1	1.36
Studybel (Belgium)	Brussels	■	2	2	2	2	0	2	2	2	0	0	0	2	0	1	1	3	2	1	2	1	1	2	3	3	0	0	1	1	1.36
Meura (Belgium)	Péruwelz	■	2	2	2	2	0	2	2	2	0	0	0	3	0	1	1	2	2	1	2	1	1	2	3	3	0	0	1	1	1.36
Boccard France	Savigny-en-Véron	■	2	2	2	2	0	2	2	2	0	0	0	0	0	1	1	3	2	2	2	1	1	2	2	3	0	0	1	2	1.32
Meura (Belgium)	Louvain-la-Neuve	■	2	2	2	2	0	2	2	2	0	0	0	2	0	1	1	2	2	2	2	1	1	2	3	2	0	0	1	1	1.29

Water stress risk analysis by site

Entity (country)	Plant - City	Industrial site Office or R&D	Major river basin	Minor river basin	Level	Risk category
Boccard Indonesia	Jakarta		Java - Timor	Cisadane	4	Very high
Meura (Belgium)	Péruwelz		Scheldt	Scheldt	3	High
Boccard Meura Mexico	Querétaro		Río Lerma	Laja	3	High
Boccard Shanghai (China)	Shanghai		China Coast	Lake Tai Hu	3	High
Boccard France	St-Valery-en-Caux		France, West Coast	Somme	2	Average
Boccard Polska (Poland)	Olsztyn		Poland Coast	Lyna	2	Average
Meura (Belgium)	Louvain-la-Neuve		Scheldt	Dijle / Demer	2	Average
Studybel (Belgium)	Brussels		Scheldt	Rupel	2	Average
Boccard France	Dunkirk		France, West Coast	Somme	1	Low
Boccard France	Montauban de B.		France, West Coast	Vilaine	1	Low
Boccard France	Le Coteau		Loire	Canal du Centre	1	Low
Boccard France	Fos-sur-Mer		Rhône	Grand Rhône	1	Low
Boccard France	Sérémange-Erzange		Rhin	Moselle 2	1	Low
Boccard France	Aix-en-Provence		France, South Coast	Étang de Berre	1	Low
Boccard France	Massiac		Loire	Allier / Sioule	1	Low
LLT (France)	Échirolles		Rhône	Isère 2	1	Low
MD Énergies (France)	Trémery		Rhin	Moselle 2	1	Low
Boccard Polska (Poland)	Warsaw		Wisla	Wisla 3	1	Low
Boccard UK	Manchester		England and Wales	Bolin / Medlock / Mersey	1	Low
Boccard Romania	Ploiești		Danube	Ialomita	1	Low
Boccard Life Sciences (USA)	Riverton (Utah)		Great Basin	Jordan	1	Low
HBP (Luxembourg)	Luxembourg		Moselle 2	Parisian Basin	1	Low
Boccard Colombia	Cartagena		Caribbean Coast	Colombia West Caribbean Sea Coast	1	Low
Boccard Life Sciences (USA)	Houston (Texas)		Gulf Coast	Buffalo / San Jacinto	1	Low
Boccard Life Sciences (USA)	Dayton (Ohio)		Mississippi - Missouri	Lower Great Miami	1	Low
Boccard France	Neulise		Loire	Canal du Centre	1	Low
Boccard France	Marguerite, Villeurbanne		Rhône	Rhône 1	0	Negligible
Boccard France	Salengro, Villeurbanne		Rhône	Rhône 1	0	Negligible
Boccard France	Donges		France, West Coast	Vilaine	0	Negligible
Boccard France	Pierrelatte		Rhône	Ardèche	0	Negligible
Boccard France	Savigny-en-Véron		Loire	Vienne 2	0	Negligible
LLT (France)	Nantes		Loire	Loire Delta	0	Negligible
Boccard UK	Deeside		England and Wales	Dee	0	Negligible
Boccard UK	Bristol		England and Wales	Bristol Avon	0	Negligible
Boccard Life Sciences (Canada)	Montréal		St Lawrence	Montreal Island	0	Negligible
Boccard Services (Switzerland)	Meyrin		Rhône	Lac d'Annecy / Lac du Bourget / Lac Léman	0	Negligible
Boccard Netherlands BV	Dronten		Rhin	Zuiderzee	0	Negligible
Boccard Portugal	Constância		Tage	Delta du Tage	0	Negligible

Risk level:

- Negligible: 0
- Low: 1
- Average: 2
- High: 3
- Very high: 4

SOCIAL - HEADCOUNT BREAKDOWN			
Indicators	Unit	2025 (Global perimeter)	2025 (France perimeter)
Total number of employees	Number	2481	1561
Headcount women	%	18 %	19%
Headcount men	%	82%	81%
Share of employees aged under 20	%	0.6%	1%
Share of employees aged between 20 and 29	%	16.7%	18%
Share of employees aged between 30 and 39	%	28.6%	27%
Share of employees aged between 40 and 49	%	29.7%	29%
Share of employees aged 50 and over	%	24.3%	24%
Share of employees located in Europe	%	89.80%	
Share of employees located in Asia	%	3.02%	
Share of employees located in Africa	%	0%	
Share of employees located in Oceania	%	0%	
Share of employees located in America	%	7.17%	
Breakdown of workforce on permanent contracts:			
Share of women on permanent contract	%	16.40%	17%
Share of men on permanent contract	%	73.80%	74%
Share of permanent-contract employees located in Europe	%	83.76%	
Share of permanent-contract employees located in Asia	%	1.53%	
Share of permanent-contract employees located in Africa	%	0.00%	
Share of permanent-contract employees located in Oceania	%	0.00%	
Share of permanent-contract employees located in America	%	4.92%	
Breakdown of non-permanent headcount:			
Share of women on non-permanent contracts	%	1.98%	2%
Share of men on non-permanent contracts	%	7.82%	7%
Share of non-permanent contract employees located in Europe	%	6.05%	
Share of non-permanent contract employees located in Asia	%	1.49%	
Share of non-permanent contract employees located in Africa	%	0.00%	
Share of non-permanent contract employees located in Oceania	%	0.00%	
Share of non-permanent contract employees located in America	%	2.26%	

NA : Not available | - : Non-existent | 0 : Data collected and equal to 0 | The term 'employees' refers to all permanent and temporary employees.

SOCIAL - HEADCOUNT BREAKDOWN			
Indicators	Unit	2025 (Global perimeter)	2025 (France perimeter)
Full-time headcount breakdown:			
Share of women working full-time	%	16.44%	17%
Share of men working full-time	%	80.17%	80%
Share of full-time employees located in Europe	%	86.58%	
Share of full-time employees located in Asia	%	3.02%	
Share of full-time employees located in Africa	%	0.00%	
Share of full-time employees located in Oceania	%	0.00%	
Share of full-time employees located in America	%	7.01%	
Breakdown of part-time employees:			
Share of part-time women	%	1.93%	2%
Share of part-time men	%	1.45%	1%
Share of part-time employees located in Europe	%	3.22%	
Share of part-time employees located in Asia	%	0.00%	
Share of part-time employees located in Africa	%	0.00%	
Share of part-time employees located in Oceania	%	0.00%	
Share of part-time employees located in America	%	0.16%	
Breakdown of hires and departures			
Number of hires	Number	1,196	737
Number of departures	Number	956	734
Staff turnover	%	43%	47%
Staff turnover: women	%	26%	23%
Staff turnover: men	%	47%	53%

NA : Not available | - : Non-existent | 0 : Data collected and equal to 0 | The term 'employees' refers to all permanent and temporary employees.

SOCIAL – OCCUPATIONAL HEALTH AND SAFETY			
Indicators	Unit	2025 (Global perimeter)	2025 (France perimeter)
For employees:			
Deaths resulting from a work-related accident	Number	0	0
Rate of deaths resulting from a work-related accident	%	0%	0%
Work-related accidents resulting in lost time	Number	16	8
FR1: number of work-related accidents resulting in lost time per million hours worked	Number/million of hours worked	3.68	4.81
Work-related accidents with and without lost time	Number	40	27
FR2: number of reported work-related accidents per million hours worked	Number/million of hours worked	9.20	16.24
Number of lost days	Number	1551	963.00
SR: number of working days lost per 1,000 hours worked	Number/thousand	0.36	0.58
Deaths resulting from an occupational disease	Number	0	0
Recordable cases of occupational diseases	Number	9	9
Hours worked	Number	4,346,913	1,662,453
For workers who are not employees:			
Deaths resulting from a work-related accident	Number	0	0
Rate of deaths resulting from a work-related accident	%	0%	0%
Work-related accidents resulting in lost time	Number	1	1
FR1: number of work-related accidents resulting in lost time per million hours worked	Number/million	2.20	5.05
Work-related accidents with and without lost time	Number	5	4
FR2: number of reported work-related accidents per million hours worked	Number/million	11.01	20.18
Number of lost days	Number	18	18
SR: number of working days lost per 1,000 hours worked	Number/thousand	0.04	0.09
Deaths resulting from an occupational disease	Number	0	0
Recordable cases of occupational diseases	Number	0	0
Hours worked	Number	453,988	198,191
For clients:			
Number of alerts related to customer health and safety incidents	Number	0	0
SOCIAL – TRAINING AND EDUCATION			
Indicators	Unit	2025 (Global perimeter)	2025 (France perimeter)
Average number of training hours for women	Number	18.70	18.34
Average number of training hours for men	Number	21.75	27.49
Average number of training hours for executive employees	Number	26.26	27.13
Average number of training hours for non-executive employees	Number	18.68	24.67
Share of executive employees receiving performance and career-development reviews	%	69%	66%
Percentage of non-executive employees receiving performance and career-development reviews	%	68%	61%

NA : Not available | - : Non-existent | 0 : Data collected and equal to 0 | The term 'employees' refers to all permanent and temporary employees.

Indicators

SOCIAL - DIVERSITY AND EQUAL OPPORTUNITIES			
Indicators	Unit	2025 (Global perimeter)	2025 (France perimeter)
Breakdown of Executive Committee (COMEX) members:			
Share of women among Executive Committee (COMEX) members	%	0.00%	
Share of men among Executive Committee (COMEX) members	%	100.00%	
Share of Executive Committee (COMEX) members aged under 20	%	0.00%	
Share of Executive Committee (COMEX) members aged between 20 and 29	%	0.00%	
Share of Executive Committee (COMEX) members aged between 30 and 39	%	0.00%	
Share of Executive Committee (COMEX) members aged between 40 and 49	%	0.00%	
Share of Executive Committee (COMEX) members aged 50 and over	%	100.00%	
Breakdown of members of the BocLeadership Team Extended Management Committee:			
Share of women among BocLeadership Team Extended Management Committee members	%	10.00%	9.09%
Share of men among BocLeadership Team Extended Management Committee members	%	90.00%	90.91%
Breakdown of executive and non-executive employees:			
Share of executive female employees	%	7.62%	10.25%
Share of executive male employees	%	25.63%	33.89%
Share of non-executive female employees	%	11.12%	8.71%
Share of non-executive male employees	%	55.62%	47.15%
Share of executive employees aged under 20	%	0.00%	0.00%
Share of executive employees aged between 20 and 29	%	2.90%	4.48%
Share of executive employees aged between 30 and 39	%	9.35%	13.20%
Share of executive employees aged between 40 and 49	%	12.21%	15.57%
Share of executive employees aged 50 and over	%	8.75%	10.89%
Share of non-executive employees aged under 20	%	0.69%	0.90%
Share of non-executive employees aged between 20 and 29	%	14.19%	13.84%
Share of non-executive employees aged between 30 and 39	%	19.27%	14.16%
Share of non-executive employees aged between 40 and 49	%	17.37%	13.65%
Share of non-executive employees aged 50 and over	%	15.28%	13.32%

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Indicators

SOCIAL - DIVERSITY AND EQUAL OPPORTUNITIES			
Indicators	Unit	2025 (Global perimeter)	2025 (France perimeter)
Employees with disabilities			
Number of employees with disabilities	Number	59	52
Share of employees with disabilities	%	2.38%	3.66%
Remuneration			
Ratio of the annual total compensation of the highest-paid individual to the median annual total compensation of all employees	Ratio	NA	4.92
Unadjusted average gender pay gap	%	NA	2.41%
Share of employees receiving a variable remuneration component	%	29.71%	32.02%
Share of employees with a remuneration component tied to extra-financial performance criteria	%	12%	5.28%
SOCIAL - COLLECTIVE BARGAINING			
Indicators	Unit	2025 (Global perimeter)	2025 (France perimeter)
Share of employees covered by collective bargaining agreements		NA	100%
SOCIAL - PARENTAL LEAVE			
Indicators	Unit	2025 (Global perimeter)	2025 (France perimeter)
Number of women entitled to parental leave	Number	98	8
Number of men entitled to parental leave	Number	483	44
Number of women who took parental leave	Number	14	2
Number of men who took parental leave	Number	28	0
Number of women who returned to work during the reporting period following parental leave	Number	7	1
Number of men who returned to work during the reporting period following parental leave	Number	25	0
Number of women who returned to work following parental leave and who were still employed 12 months after their return to work	Number	9	5
Number of men who returned to work following parental leave and who were still employed 12 months after their return to work	Number	19	2

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ENVIRONMENT – RISK ASSESSMENT AND EMPLOYEE AWARENESS			
Indicators	Unit	2025 (Global perimeter)	2025 (France perimeter)
Share of sites assessed for specific environmental risks	%	100%	100%
Share of employees trained on specific environmental issues ¹	%	43%	NA
ENVIRONMENT - ENVIRONMENTAL MANAGEMENT SYSTEM AND CERTIFICATION			
Indicators	Unit	2025 (Global perimeter)	2025 (France perimeter)
Share of ISO 14001-certified sites	%	23.68%	11.76%
Share of MASE-certified sites	%	13.16%	29.41%
Share of ISO 14001 and/or MASE-certified sites	%	36.84%	41.18%
ENVIRONMENT - CLIMATE CHANGE MITIGATION			
Indicators	Unit	2025 (Global perimeter)	2025 (France perimeter)
Total GHG emissions	tCO ₂ e	82,415	30,565
Scope 1 GHG emissions	tCO ₂ e	1,822	1,332
Scope 2 GHG emissions (location-based methodology)	tCO ₂ e	655	89
Scope 2 GHG emissions (market-based methodology)	tCO ₂ e	-	-
Scope 3 GHG emissions	tCO ₂ e	79,938	29,144
Upstream Scope 3 GHG emissions	tCO ₂ e	76,907	27,683
Downstream Scope 3 GHG emissions	tCO ₂ e	3,032	1,461
CDP Climate Change score	Note	C	-
ENVIRONMENT - ENERGY MANAGEMENT			
Indicators	Unit	2025 (Global perimeter)	2025 (France perimeter)
Total energy consumption	MWh	6,572	3,860
Percentage of total energy consumption from renewable sources	%	14.61%	15.40%
Energy intensity	kWh / hour worked	1.37	2.07
Share of electricity consumption without a green electricity certificate	%	49.67%	51.09%
Share of electricity consumption with a green electricity certificate	%	7.11%	12.77%
Share of self-generated electricity consumption (photovoltaic installation)	%	7.50%	2.62%
Share of gas consumption	%	32.70%	31.13%
Share of fuel oil consumption	%	3.03%	2.38%

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ENVIRONMENT - WASTE MANAGEMENT			
Indicators	Unit	2025 (Global perimeter)	2025 (France perimeter)
Total quantity of hazardous and non-hazardous waste	Tonnes	1,115.80	402.51
Total quantity of non-hazardous waste	Tonnes	1,040.35	370.96
Total quantity of hazardous waste	Tonnes	75.45	31.55
Share of scrap metal waste	%	17.22%	22.20%
Share of paper and cardboard waste	%	1.46%	5.72%
Share of plastic waste	%	1.15%	0.05%
Share of wood waste	%	2.71%	10.91%
Share of glass waste	%	0.02%	0.01%
Share of biowaste	%	0.00%	0.00%
Share of hazardous waste	%	6.76%	18.74%
Share of residual waste	%	70.67%	53.28%
Quantity of recycled waste	Tonnes	252	156.5
Share of recycled waste	%	22.57%	38.88%
Quantity of composted or methanized waste	Tonnes	0.00	0.00
Quantity of composted or methanized waste	%	0.00%	0.00%
Quantity of waste incinerated with energy recovery	Tonnes	NA	NA
Share of waste incinerated with energy recovery	%	NA	NA
Quantity of waste incinerated without energy recovery	Tonnes	NA	NA
Share of waste incinerated without energy recovery	%	NA	NA
Quantity of waste sent to landfill	Tonnes	NA	NA
Share of waste sent to landfill	%	NA	NA

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ENVIRONMENT - WATER MANAGEMENT			
Indicators	Unit	2025 (Global perimeter)	2025 (France perimeter)
Total volume of water withdrawn	m ³	9,913	5,407
Share of water withdrawn from surface water	%	0.00%	0.00%
Share of water withdrawn from groundwater	%	0.19%	0.00%
Share of water withdrawn from the sea	%	0.00%	0.00%
Share of water withdrawn from the municipal water network	%	99.81%	100.00%
Total volume of water withdrawn in areas under water stress	m ³	2 210	0
Share of water withdrawn in areas under water stress from surface water	%	0.00%	0.00%
Share of water withdrawn in areas under water stress from groundwater	%	0.19%	0.00%
Share of water withdrawn in areas under water stress from the sea	%	0.00%	0.00%
Share of water withdrawn in areas under water stress from the municipal water network	%	22%	0.00%
Total water consumption	m ³	9 913	5 407
Total volume of water consumed in areas under water stress	m ³	2 210	0
Total volume of water recycled and reused	m ³	0	0
Total volume of water discharged	m ³	9 913	5 407
Share of water discharged into surface water	%	0.00%	0.00%
Share of water discharged into groundwater	%	0.00%	0.00%
Share of water discharged into the sea	%	0.00%	0.00%
Share of water discharged into the water utility network	%	100.00%	100.00%
RESPONSIBLE PURCHASING			
Indicators	Unit	2025 (Global perimeter)	2025 (France perimeter)
Share of buyers trained in responsible purchasing	%	NA	100 ¹
Share of major suppliers signatories to the responsible purchasing policy	%	-	35
Share of Key Suppliers evaluated on their CSR approach	%	-	31
Number of Key Suppliers evaluated on their CSR approach	Number	-	150
Share of strategic suppliers subject to an on-site CSR audit	%	-	0.00
Share of strategic suppliers with a certified / labeled CSR approach	%	-	20
Share of strategic suppliers with contracts containing clauses on environmental, labor, and human rights requirements	%	-	100

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HUMAN RIGHTS AND BUSINESS ETHICS			
Indicators	Unit	2025 (Global perimeter)	2025 (France perimeter)
Total number of sites assessed for business ethics risks	Number	38	17
Share of Executive Committee (COMEX) members to whom business ethics policies and procedures have been communicated	%	100%	
Share of employees to whom business ethics policies and procedures have been communicated	%	100%	100%
Share of Executive Committee (COMEX) members trained/sensitized on business ethics	%	17%	
Share of employees trained/sensitized on business ethics	%	40%	71%
Code of conduct signature rate	%	40%	71%
Share of at-risk suppliers covered by a due diligence process regarding corruption or information security	%	100%	100%
Number of incidents reported through the whistleblowing procedure	Number	23	14
Number of confirmed corruption incidents	Number	0	0
Number of confirmed information security incidents	Number	4	2
Number of proven cases of corruption resulting in employee dismissal or disciplinary action	Number	0	0
Number of proven cases of corruption resulting in the termination or non-renewal of contracts with business partners	Number	0	0
Number of proven cases of discrimination	Number	0	0
Number of substantiated complaints received regarding breaches of customer data privacy from external stakeholders and/or regulatory authorities	Number	0	0
Number of identified leaks, thefts, or losses of customer data	Number	0	0

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Thanks To:

This report was produced thanks to the engagement of all Boccard entities, in particular the business lines and functional departments that contributed to data collection, analysis, and consolidation. We would like to thank the employees, thematic experts, and internal stakeholders who participated in its production, as well as the teams in charge of reviewing and validating the information. Publishing Director: Frédéric Ganet - Editorial Direction: Aude Charlotte - Support:

New-e - Graphic Design: JPD - Printer: Feuilles de saison



Contacts:

Boccard France, 158 avenue Roger Salengro, 69100 Villeurbanne
(+33) 4 78 93 34 35 - boccard.com