

EXTRA-FINANCIAL PERFORMANCE STATEMENT

2025

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DAMART

X ANDRES
BELGIUM

COOPERS
OF STORTFORD

3PAGEN
prilje! praktički! precizno!

VITRINE
magique

almadia
Accounting for the last years of economic

santéol

MSANTÉ

Editorial

We are living in a period of great instability, marked by geopolitical, environmental, social and economic crises. In this context of uncertainty, and aware of our role in the transition to a more sustainable and resilient economy, we are publishing this Statement of Non-Financial Performance.

In the face of these upheavals, our status as an independent family business is a strength. Rich in our heritage, our values and our commitment to seniors, we have once again shown resilience and continued our transformation this year.

To support this ecological and social transition, our CSR policy, Change Our World, is at the heart of our strategic plan. It is both centralized — to define the material issues, the strategy and the indicators — and decentralized in the implementation and management of action plans by the subsidiaries. This year, we strengthened its governance with the creation of the CSR Committee, which embodies a shared vision of sustainability as a strategic necessity.

In this dynamic, we have also deepened our regulatory anticipation and strategic alignment approach, by conducting an analysis of our impacts, risks and opportunities using a double materiality approach. This work has reinforced our priorities and highlighted levers for improvement to refine our objectives and indicators from next year.

Our ambition is not to change the world, but to make our contribution around four structuring commitments:

- Reducing our environmental impact
- Responsible Business Conduct
- Promote the company's human capital
- Be a Corporate Citizen

These commitments are reflected in concrete progress, made for and with our stakeholders: reducing our carbon footprint, developing a more responsible offering, respecting human rights throughout the value chain, including senior citizens, etc.

This report presents the results of our action plans and demonstrates our commitment to profound transformation. We know that there is still a long way to go, but we are moving forward with pride, sincerity and humility towards a more responsible model that creates value and meaning.

Joséphine Biernacki, CSR Director of the Damartex Group

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The Damartex Group

Key figures and business lines

DAMARTEX EN CHIFFRES




521,2 M€
de C.A.


15,8 M€
d'EBITDA
soit 3% du CA

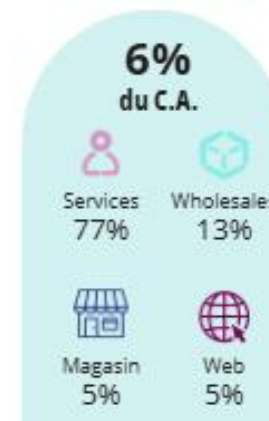

2 500
collaborateurs en Europe


2,1 M€
de ROC
soit 0,4% du CA

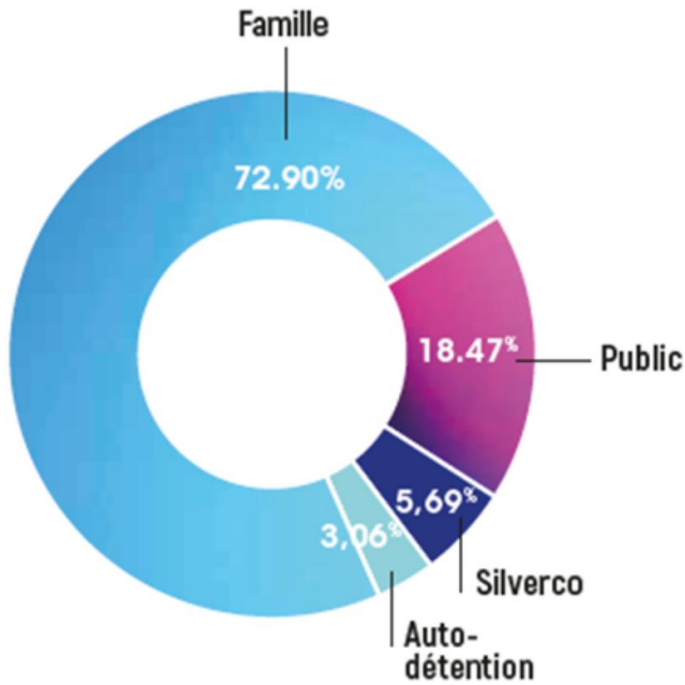

119,6 M€
d'endettement financier net


7,5 millions
de clients

3 verticales métiers



Un actionnariat majoritairement familial



UN GROUPE ENGAGÉ

Une Fondation
On Seniors'side

Réduction de
25%
de l'empreinte
carbone d'ici 2026
sur les 3 scopes



LA SILVER ECONOMIE, UN MARCHÉ D'AVENIR

3%
c'est le rythme de croissance annuelle
du marché de la Silver economy, qui
pèsera 109 milliards d'euros d'ici 2026.

Source : Xerfi.

Fashion



Home & Lifestyle



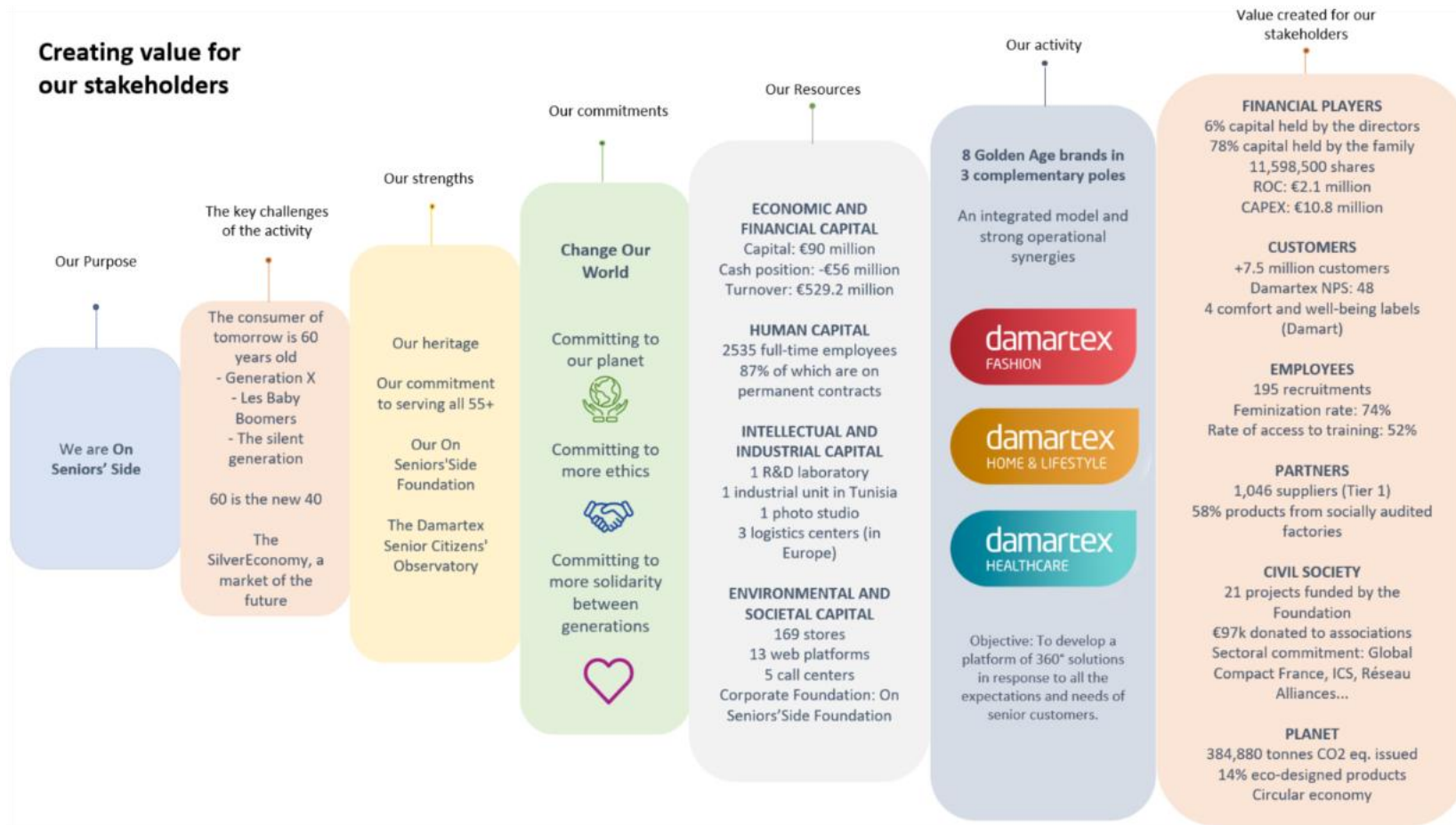
Healthcare



The value creation model

Damartex, a solid model based on 3 complementary business lines at the service of a market of the future: *the Silver Economy*.

With 70 years of expertise in the senior market and a sustainable model based on 3 business lines and 8 powerful brands, **Damartex** is developing in a structurally growing market of the future. Its mission: to offer 55+ the best in progress, fashion, home equipment and health solutions that make everyday life easier or more enjoyable. **Damartex** is a young group with an entrepreneurial and family DNA, which is developing through an ambitious external growth policy in Europe.



Governance Structure for Sustainability

The **Damartex Group** is a company with a majority family shareholding, with a two-headed governance composed of a Management Board and a Supervisory Board, ensuring a clear separation between operational management and strategic supervision.

The governance of sustainability issues is integrated at several levels of this structure.

- ⇒ **The Supervisory Board** supervises sustainability issues as part of its general missions. Twice a year, when the CSR report and roadmap are presented, it is specifically mobilised to examine progress and validate the proposed strategic orientations.
In 2025, its members also benefited from two half-days of training on CSRD and ESG issues, strengthening their capacity to exercise informed supervision. The Board relies on the recommendations of the CSR Committee to guide its decisions.
- ⇒ **The CSR Committee**, created in 2025, is the body dedicated to reviewing the Group's sustainable development strategy. It examines the objectives, the extra-financial performance indicators, the double materiality matrix and the associated means of measurement. A real strategic space for retreat, it plays a role of prioritization and arbitration on ESG issues. It makes recommendations to the Supervisory Board, which it informs in its decisions. Its first meeting, in June 2025, provided an opportunity to draw up an initial assessment of CSR actions and to frame its missions.
- ⇒ **The Risk Committee**, for its part, validated the double materiality matrix in November 2024 and oversees ESG risks.
- ⇒ **The Ethics Committee** ensures the application of the ethics charter and deals with ethics-related alerts, including ESG topics.
- ⇒ **The Audit and Accounts Committee** monitors the process of preparing financial and non-financial information in coordination with the CSR Committee.
- ⇒ **The Executive Committee (COMEX)** formalized its commitment via a CSR manifesto published in April 2025, committing each member to integrate sustainability into strategic decisions. It puts CSR on the agenda of the management bodies and actively supports initiatives in the divisions.
- ⇒ **The Corporate CSR Department**, which reports directly to the CEO, leads a network of business and subsidiary referents (climate, foundation, purchasing). It coordinates broadcasting rituals such as newsletters and events, and ensures the follow-up of the CSR Must Win Battles defined by each entity.

The governance of sustainability data is based on a network of 80 contributors, with consolidation via the Toovalu tool. This data is audited by independent third parties.

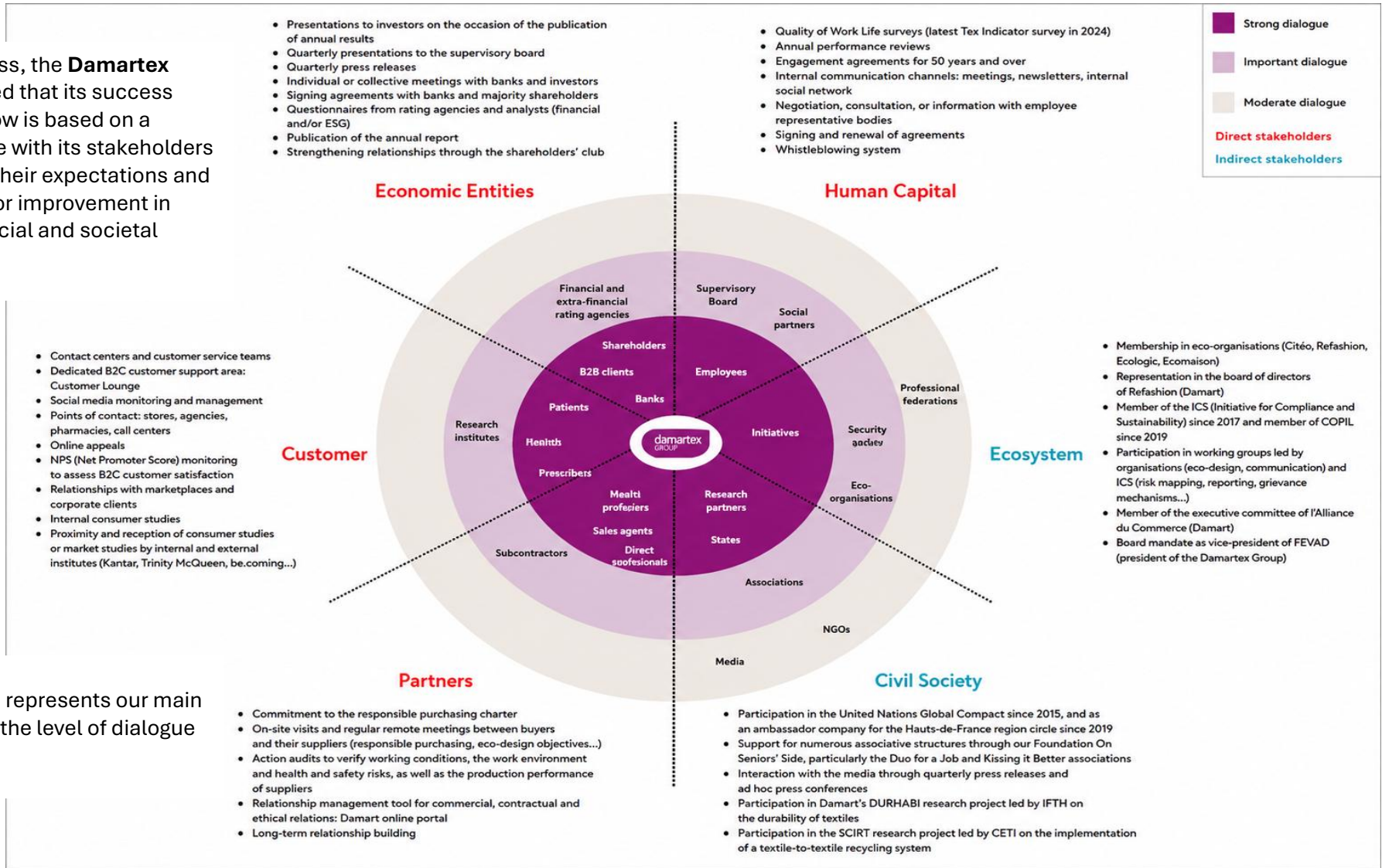
A cross-cutting working group; composed of the CSR, Finance and Internal Control teams, manages compliance with the CSRD.

Because ESG issues are at the heart of the Group's strategy, the organisation put in place promotes fluid and regular communication between the various committees. This fluidity is ensured in particular by the cross-presence of certain members within several bodies. Thus, this integrated governance, from strategic to operational, allows Damartex to manage its sustainable transformation with coherence, high standards and ambition.

Stakeholder mapping

We make progress in CSR for and with our stakeholders, convinced that it is collectively with all our partners that we will achieve better results.

As a family business, the **Damartex Group** is convinced that its success today and tomorrow is based on a sustained dialogue with its stakeholders in order to gather their expectations and identify its areas for improvement in environmental, social and societal matters.



The map opposite represents our main stakeholders and the level of dialogue maintained.

IROs Identification and Double Materiality Methodology

The **Damartex** Group conducted a double materiality analysis to identify the most significant ESG issues in terms of its activities, its value chain and its stakeholders. This analysis forms the basis of this reporting and directly feeds into its CSR strategy, risk governance and operational action plans.

The process is based on the principles of the CSRD. He distinguishes between two complementary dimensions:

- **Impact materiality**, which assesses the actual or potential effects of the Group's activities and its value chain on the environment, society and human rights.
- **Financial materiality**, which identifies ESG risks and opportunities that may affect the Group's financial performance, value or economic flows.

The analysis was conducted in several structured steps:

1. **Participation in the sectoral work** of the Trade Alliance, which resulted in a sectoral grid of double materiality for brands in the textile, household linen and footwear (TLC) sector, including a consultation of external stakeholders (NGOs, investors, suppliers).
2. **Adaptation of this grid to the specific context of Damartex**, in collaboration with the CSR departments of the divisions and the general management of the Home & Lifestyle division, in order to reflect the specificities of the business model (senior positioning, omnichannel, own brands), products and areas of operation.
3. **Identification of ESG issues** based on the sub-themes of the ESRS, supplemented by Damartex-specific issues .
4. **Definition of IROs (Impacts, Risks, Opportunities)** for each issue, in connection with the Group's activities.
5. **Evaluation of IROs** according to the criteria of severity, extent, irremediability and probability for impact materiality, and according to their potential financial impact on financial materiality.
6. **Review by the Risk Committee**, which set the materiality threshold and proposed the final matrix.
7. **Presentation and validation by the Supervisory Board and the CSR Committee**

The results of this analysis have made it possible to identify the significant ESG issues for the Group. They are presented in the table below, together with a description of the associated impacts, risks and opportunities for each of them.

Stake	Description of the impact	Risk description	Opportunity Description
Climate change <i>Medium and Long Term</i>	GHG emissions across the entire value chain (production, transport, use). Dependence on high-emitting processes, and energy consumption	Supply (plant closures), rising costs (raw materials, energy, insurance), economic disruption (store closures), regulatory pressure and reputational risks	Development of eco-designed offers, relocation, image gains, access to economic incentives (eco-modulation bonuses), attraction of a committed clientele.
Water pollution, microfibres and substances of concern <i>Short and Medium Term</i>	Discharges of chemical substances and microfibres into waters causing degradation of aquatic ecosystems (pesticides, dyes, microfibres). Use of substances with risks impacting human health and the environment, during the production, processing and use of raw materials	Supply difficulties and production stoppages in the event of pollution peaks, penalties in the event of non-compliance with regulations, reputational risk leading to a loss of ESG value and a drop in sales.	Eco-design, image gains, access to economic incentives (eco-modulation bonus). Attraction of a committed clientele.
Water Consumption <i>Short, Medium and Long Term</i>	Intensive consumption of water in the production, manufacture and use of products, contributing to the depletion of water resources, especially in areas of water stress.	Supply difficulties, production stoppages and decline in the quality of raw materials due to droughts. Regulatory tightening and non-compliance with the duty of vigilance exposing them to sanctions that could affect financing and economic performance.	Expectations of a committed customer base, differentiation in the market, access to economic incentives (eco-modulation bonus).
Deforestation and biodiversity <i>Short, Medium and Long Term</i>	Deforestation, land artificialisation, pressure on biodiversity linked to the cultivation of raw materials and the construction of infrastructure	Supply shocks and declining quality of raw materials linked to the overexploitation of natural resources. Regulatory tightening and non-compliance with the duty of vigilance exposing them to sanctions. Risk of loss of ecosystem services, reputational	Development of short circuits, biomaterials and eco-designed products that meet the expectations of a committed clientele. Valuation of natural capital as a strategic asset. Access to economic incentives such as eco-modulation bonuses.
Circular economy <i>Short and Medium Term</i>	Overproduction, unsold products and low recyclability generate unrecovered waste and overexploitation of resources. Putting on the market items that are not very robust and difficult to repair, encouraging overconsumption. Positive participation in the development of collection, sorting and recycling sectors creating employment and economic activity.	Depletion of resources, dependence on scarcely available recycled raw materials and increased costs related to competition. Regulatory tightening and breaches of the duty of vigilance exposing to sanctions. Risks of malus, loss of ESG value and damage to image in the event of a scandal.	Development of new circular offers (second-hand, repair, eco-design) attracting a committed clientele. Reduced material and packaging volumes, resulting in cost savings. Access to economic incentives such as eco-modulation bonuses.

Stake	Description of the impact	Risk description	Opportunity Description
Skills Development <i>Medium term</i> <i>Clean Operation</i>	Loss of know-how, obsolescence of skills and disengagement of teams in the face of changes in work. Automation of certain tasks that modify working conditions in stores or warehouses. Possible positive impacts through the protection of know-how and support for professional development.	Turnover, loss of know-how and loss of quality due to the obsolescence of skills. Degraded work climate that can lead to absenteeism, loss of productivity and disengagement. Lack of attractiveness and poor employer brand impacting reputation.	Employee loyalty and skills development promoting adaptation to changes in the sector. Strengthening HR attractiveness and employer branding. Enhancement of the company's social and reputational commitment. The expertise of employees allows the company to remain innovative.
Employee representation and protection <i>Short and Medium Term</i> <i>Clean Operation</i>	Degraded working conditions, precarious contracts, accidents and disengagement. Risks related to the obstruction of social dialogue, geopolitical insecurity and the mismanagement of personal data. Possible positive impacts through job creation, protection of know-how and contribution to local wealth.	Social disputes, strikes and a deteriorating work climate leading to loss of productivity and disengagement. Regulatory non-compliance (successive fixed-term contracts, GDPR, gender equality) exposing them to financial penalties. Reputational risks related to a poor employer brand or media coverage of harassment or inadequate working conditions.	Strengthening social dialogue and employee engagement. Improvement of the employer brand, a source of loyalty and attractiveness. Enhancement of corporate social responsibility.
Living wage and working time <i>Short and Medium Term</i> <i>Clean Operation</i>	Low wages, non-compliance with working hours and pressure on leave leading to precariousness, burn-out and work/life imbalance. Increased risks of disengagement and turnover. Possible positive impacts through a fair compensation policy and rewarding benefits.	Strikes, social disputes and disengagement, with loss of productivity and turnover. Economic costs related to absenteeism, loss of know-how and compensation in the event of disputes. Regulatory non-compliance (working time, equal pay) exposing to financial penalties. Reputational risks linked to a degraded employer brand and the media coverage of inadequate working conditions.	Loyalty, attractiveness, peaceful social climate.
Diversity and inclusion <i>Short and Medium Term</i> <i>Clean Operation</i>	Discrimination in hiring, non-accessibility for people with reduced mobility and significant wage gaps limiting equal opportunities, representativeness and inclusion. Impact on social cohesion, team motivation and collective performance. Regulatory non-compliance.	Social disputes, disengagement and a deteriorating work climate. Regulatory non-compliance (gender representation, equal opportunities) exposing to financial penalties. Reputational risks related to a weakened employer brand and media coverage of discriminatory practices. Recruitment difficulties and compensation in the event of litigation.	Enhanced inclusion fostering a positive work climate and better team cohesion. Diversity of profiles stimulating innovation, creativity and collective performance. Enhanced employer brand, reinforcing the attractiveness and loyalty of talent.

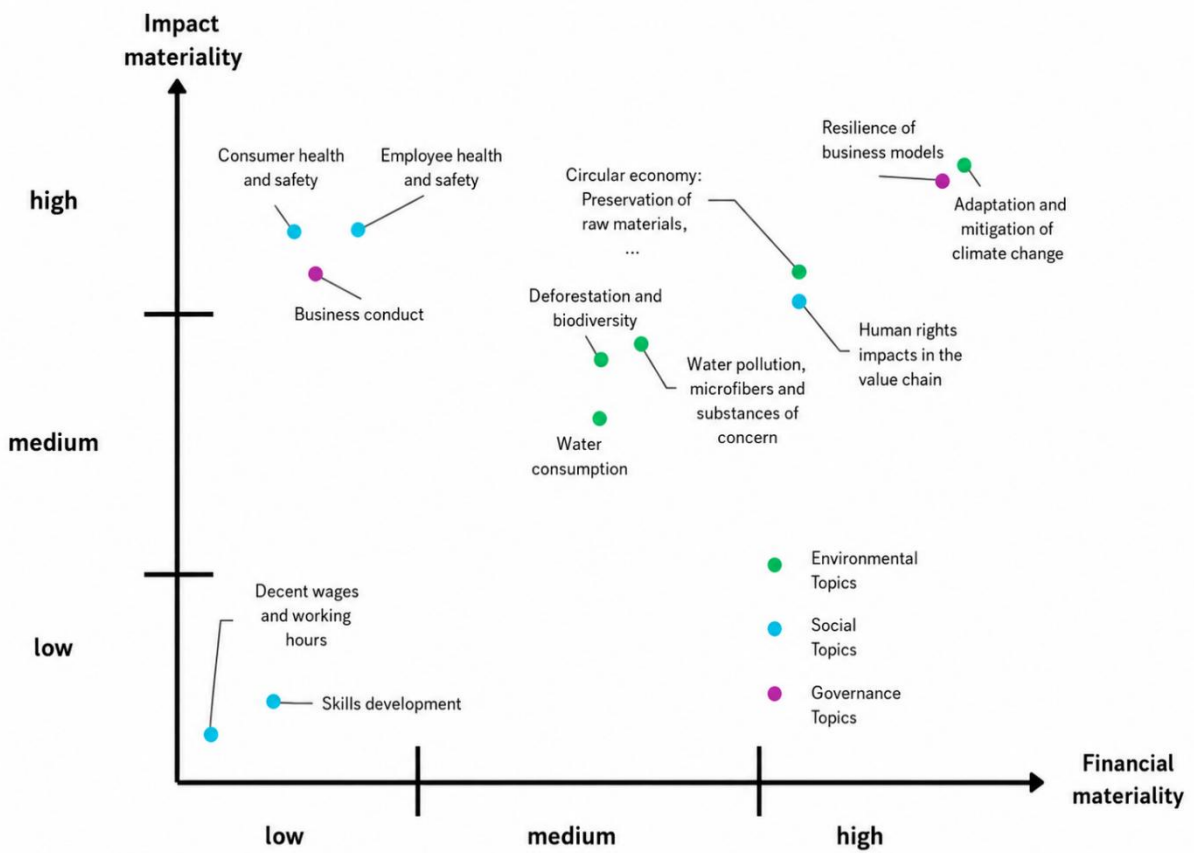
Stake	Description of the impact	Risk description	Opportunity Description
<p>Human rights, health, safety and working conditions</p> <p><i>Short, Medium and Long Term</i> <i>Upstream value chain</i></p>	<p>Violations of fundamental rights (forced labour, child labour, violence, hindrance to social dialogue) reinforced by the opacity of value chains. Degraded working conditions (accidents, illnesses, exposure to toxic substances, non-compliance with safety standards, unpaid overtime) affecting the physical and mental health of workers.</p> <p>Precarious employment (informal work, unclear contracts, abusive terminations) and wages below subsistence level contribute to the impoverishment of local populations. Conversely, responsible practices can generate positive impacts: creation of indirect jobs and contribution to local wealth.</p>	<p>High-profile scandals (e.g. Rana Plaza), serious accidents or human rights abuses that can lead to production stoppages, poor brand image and loss of stakeholder confidence.</p> <p>Regulatory non-compliance (minimum wage, safety, etc.) exposing them to legal sanctions and financial repercussions.</p> <p>Poor ESG rating leading to funding losses and a drop in value. Industrial action or plant closures disrupting the supply chain and affecting productivity.</p>	<p>Enhanced traceability and compliance throughout the value chain, fostering stakeholder trust.</p> <p>Implementation of responsible working conditions allowing for secure supplies, better product quality and respect for deadlines.</p> <p>Enhancement of the company's social commitment, contributing to a better brand image and sustainable performance.</p>
<p>Working conditions, health and safety of employees</p> <p><i>Short, Medium and Long Term</i> <i>Downstream value chain</i></p>	<p>Presence of harmful substances or allergens, lack of transparency on the origin and conditions of production, and accidents of customers at the point of sale that can harm the physical health and confidence of consumers.</p> <p>Promotion of unrealistic standards of beauty that can affect mental health, especially among vulnerable populations.</p>	<p>Regulatory non-compliance (prohibited substances, environmental labelling, GDPR, AGEC, digital passport) exposing to fines, prosecution and litigation in the event of damage to customers' health. Product recalls, accidents or scandals (dangerous, discriminatory products) leading to a loss of trust, a boycott and damage to the brand image.</p> <p>Restrictions on chemicals impacting product formulation and continuity of supply.</p> <p>Poor ESG rating linked to irresponsible practices, which can lead to loss of funding and a drop in value.</p>	<p>Strengthening regulatory compliance (authorised substances, environmental labelling, GDPR, digital passport) to reduce legal risks and avoid fines.</p> <p>Improved traceability and product quality, strengthening consumer confidence and brand loyalty.</p> <p>Responsible and transparent offer that enhances the company's image and contributes to better ESG performance.</p>

Stake	Description of the impact	Risk description	Opportunity Description
<p>Business Conduct</p> <p><i>Short, Medium and Long Term</i></p>	<p>Lack of control over the supply chain, unethical practices (corruption, animal suffering, plagiarism), lack of internal communication on values, and violations of confidentiality or intellectual property that can lead to social, environmental and reputational abuses.</p>	<p>Ethical scandals, regulatory non-compliance, and deteriorating supplier relationships expose the company to sanctions, supply disruptions, financial losses, and lasting damage to its reputation and stakeholder trust.</p>	<p>Strengthening compliance and transparency, enabling supply chain security, risk management, and strengthened supplier relationships, while consolidating stakeholder confidence.</p>
<p>Business Model Resilience</p> <p><i>Short-term</i></p>	<p>Maintaining a viable business model in the face of market transformations (ageing population, digitalisation, ESG expectations, changes in consumer purchasing power). Dependence on external sources of financing (bank loans, investors). Vulnerability to economic or sectoral crises affecting profitability, cash flow, solvency and job retention.</p>	<p>Loss of confidence of investors and financial partners in the event of a model deemed unsustainable. Obsolescence of the economic model in the face of changing societal and regulatory expectations. Difficulty in transforming the model.</p>	<p>Ability to overcome economic crises by ensuring business continuity. Easier access to sustainable finance (green loans, grants, responsible bonds). Competitive advantage by demonstrating financial strength and a long-term vision.</p>

The matrix below summarizes the results of this analysis, cross-referencing the dimensions of impact on the environment and society, and potential materiality on the Group's financial performance for each issue.

This matrix will be re-evaluated in the coming year, to take into account the changing regulatory environment, stakeholder expectations and changes in the business model.

Double materiality matrix of key issues for the Damartex Group















Our CSR policy

Damartex is accelerating its transformation plan to achieve its mission by taking care of the planet and people, wherever the Group operates. Convinced that business and sustainable development are inseparable, we place CSR at the heart of our model, contributing to the Sustainable Development Goals (SDGs)* and prioritizing them according to strategic issues.

Change Our World

damartex
GROUP

	Limiting our environmental impact	Responsible Business Conduct	Promoting human capital	Developing our social commitment
Strategic issues	<ul style="list-style-type: none"> Designing more responsible collections Reinventing manufacturing processes Marketing more responsibly Raising awareness among our customers about more responsible consumption 	<ul style="list-style-type: none"> Engaging our partners in our responsible purchasing policy Treating and Considering Our Clients Facilitating relations with our ecosystem 	<ul style="list-style-type: none"> Improving the quality of life at work and working conditions Supporting the development of men Promoting diversity, equal opportunities and inclusion Developing the employer brand 	<ul style="list-style-type: none"> Ensuring that all seniors are respected and served Carrying out solidarity actions Growing the On Seniors' Side Foundation
Ambitions 2026	Reduction of our CO2eq emissions by -25% (compared to the initial 2020 measure)	80% of our products from 30/06/2026 socially	100% of employees committed to CSR	Making the Group and its Foundation a leading player in the inclusion of seniors
Levers of action	<ul style="list-style-type: none"> Measuring our greenhouse gas emissions Implement action plans on energy efficiency, transport, the circular economy, etc. Innovating with responsible products Limiting packaging waste 	<ul style="list-style-type: none"> Ensuring decent work conditions throughout the supply chain Communicate transparently and in a helpful way with our customers Ensuring ethical practices are followed 	<ul style="list-style-type: none"> Regularly measure and improve the QWL of our employees Offering training throughout the career and promoting the reception of young people Ensuring fair working conditions internally 	<ul style="list-style-type: none"> Acting beyond business for the inclusion of seniors Building partnerships for the SDGs
Sustainable Development Goals	    	 	  	 



We are proud to announce that **Damartex** has obtained, for the second year in a row, the GOLD level following the CSR assessment "Scoring by Positive Company" carried out on the 2023-2024 data. This year, our score has increased by 7 points, thanks in particular to a better formalization of our CSR challenges and commitments. This recognition is based on the main themes of ISO 26000 (Activity, Governance, Social, Environmental, Societal) and evaluates our responsible and ethical approaches.

In this dynamic of progression, **Xandres** is also proud to announce that it has been awarded the EcoVadis Gold Medal in 2024, marking a new milestone after the silver medal obtained in 2023 (and bronze in 2021). With this distinction, **Xandres** is now positioned in the top 5% of the more than 130,000 companies evaluated in 180 countries and 220 sectors. This remarkable result reflects the continuous efforts in terms of environmental responsibility, ethics, responsible purchasing, as well as respect for human rights and working conditions.



Finally, **Damartex** won the Silver – CSR Award at the Favor 'i 2025 awarded by the FEVAD jury, for its eco project, an initiative to recycle textile scraps from the production of Thermolactyl underwear, while maintaining the quality and thermoregulatory properties of the fibers.

Part 1 - Limiting our environmental impact

Our ambitions:

- Designing more responsible collections
- Reinventing manufacturing processes
- Marketing more responsibly
- Raising awareness among our customers about more responsible consumption

To 2026:

- Reduction of our CO₂eq emissions by -25% (constant Group scope)

We carried out our first scope 1-2-3 carbon assessment at Group level in 2020 (based on our 2018-2019 data). This assessment has allowed us to become aware of our CO₂eq emission volumes, and to understand their distribution in the life cycle of our products. Last year, we measured our carbon emissions across the entire value chain for the third time. The Group emitted **384,880 tonnes CO₂ eq¹**, or **0.72 kg CO₂ eq** per € of revenue in the 2023-2024 financial year (relative uncertainty of **37%**).

In 2024-2025, we focused our analysis on the direct (scope 1) and indirect energy-related (scope 2) emissions of the **Damartex** group and its entities in the Fashion (**Damart, Xandres**), Home & Lifestyle (**3Pagen, Coopers of Stortford**) and Health (**Almadia, Santéol, Msanté**) business divisions). We have chosen to calculate scopes 1 and 2 every year, and scope 3 every two years, in order to allow time for remediation and to observe the effects of the policies put in place.

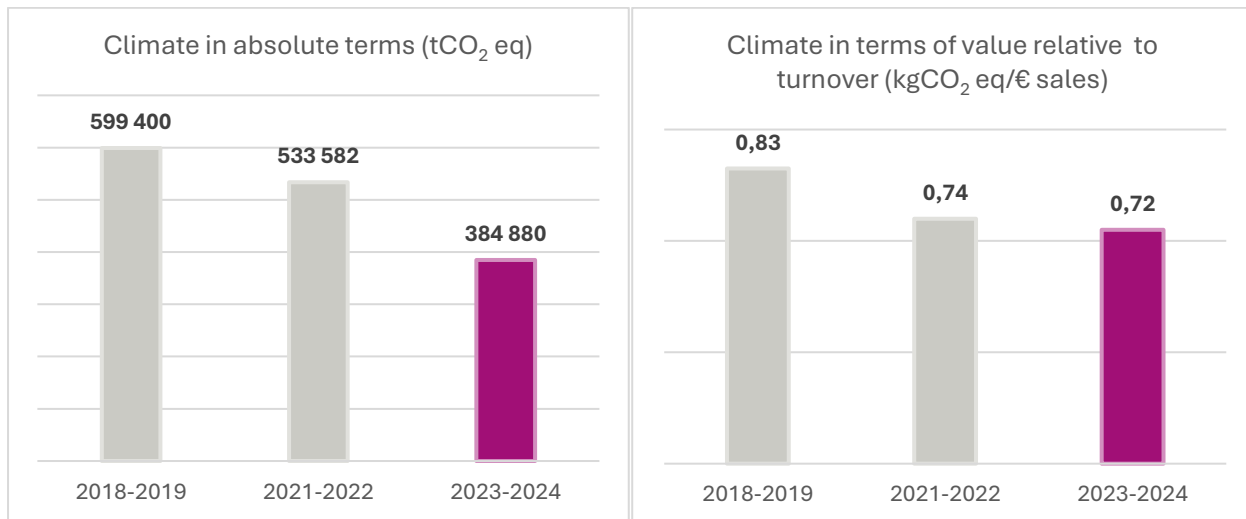
EVOLUTION OF CO₂EQ EMISSIONS

We are committed to reducing our CO₂eq emissions by -25% by 2026 (compared to the 2020 measure).

The graphs below represent our real trajectory in absolute value and in relative value per € of turnover on the 3 scopes of the carbon footprint.

¹ During the analysis of the BGES 2023-24 and following the publication of our DPEF 2024, some anomalies in the data relating to the calculation of emissions in the categories "Product purchases" and "Product use" for the **3Pagen subsidiary** were identified and corrected. At the consolidated level, the carbon footprint of the **Damartex** group varied by about 8%.

Figure 1. Evolution of our Group CO₂ eq emissions in absolute and relative terms per € of revenue between 2018-2019 and 2023-2024



Although our turnover decreased by 26.5%, we reduced our CO₂eq emissions by 36% in absolute terms in the 2023-2024 financial year compared to 2018-2019. This decline is partly explained by the contraction in our business, which automatically leads to a decrease in emissions related to production and distribution. However, it is important to note that even taking into account this drop in turnover, we are recording a relative reduction in our emissions of 13% compared to our initial measurement. This means that, despite an incompressible share of fixed emissions inherent to our operations, we have continued our efforts to improve our carbon performance. This evolution reflects the effectiveness of the actions taken by the Group to reduce its footprint, regardless of the economic context

During the exercise, **Xandres** decided to go further by setting ambitious and achievable goals for each scope. After establishing a quantified action plan, an initial projection of the carbon footprint for 2026 and 2030 was made, with the objectives of a 60% reduction in absolute value on scopes 1 and 2, a 40% reduction in relative value for products sold on scope 3, and a 50% reduction in relative value to **Xandres'** turnover in 2030 compared to the initial 2019 measure.

KEY IMPACTS IDENTIFIED

The Group's environmental impacts come mainly from greenhouse gas emissions related to the life cycle of products purchased or leased: raw materials or finished products, shaping and assembly, use and end-of-life at customers' sites, which represent more than **85% of emissions** at the time of our last measurement for the 2023-2024 financial year.

The next largest emission items are digital (**6.3%**), transport (**4.5%**) and energy (**2.2%**). The table below summarizes the distribution of the Group's emissions across the entire value chain.

Table 1. Distribution of the Damartex Group's greenhouse gas emissions across the entire value chain

	2018-2019	2021-2022	2023-2024 ²
Total emissions (tonnes CO2 eq)	599 400	533 582	384 880
Scopes 1 & 2³	1,5%	1,7%	2,1%
Scope 3⁴	98,5%	98,3%	97,9%
• Of which Purchase of products or services	45,3%	50%	76,2%
• Of which Upstream freight transport	0,8%	1%	1,5%
• Of which Downstream freight transport	0,8%	2%	2,6%
• Of which Visitor and customer transport	5,2%	5%	<1%
• Of which commuting	0,6%	<1%	<1%
• Of which waste	0,2%	<1%	<1%
• Of which Use of products sold	45,2%	37%	8,2%
• Of which End of Life	1,0%	2%	2%
• Of which Digital	/	/	6%

This year, we assessed only our direct (Scope 1) and indirect energy-related (Scope 2) emissions. The data were collected in the rolling period from 01.06.24 to 31.05.25 (for data relating to gas and electricity consumption) or in the fiscal period from 01.07.24 to 30.06.25 to reflect an entire year and facilitate reporting.

The relative uncertainty on the Damartex group's scope 1 and 2 emissions this year amounts to **5.2%**.⁵

² During the analysis of the BGES 2023-24 and following the publication of our DPEF 2024, some anomalies in the data relating to the calculation of emissions in the categories "Product purchases" and "Product use" for the **3Pagen subsidiary** were identified and corrected. At the consolidated level, the carbon footprint of the **Damartex** group varied by about 8%. The scope of measurement has been modified from that of 2018-2019 and 2021-2022. The Healthcare division was integrated in 2023-2024, while Afibel is no longer part of it following its exit from the Group.

³ "Scope 1" corresponds to direct emissions related to the combustion of fossil fuels (oil, gas, coal) used in the Group's buildings and those generated by refrigerant leaks from the facilities; this scope also includes the emissions of vehicles that the Group owns or controls. "Scope 2" corresponds to indirect emissions linked to the purchased production of electricity, heating and cooling.

⁴ "Scope 3" corresponds to other indirect emissions, including purchases of raw materials, finished products, packaging, upstream and downstream transport. Some quantified but negligible emissions have not been included in the table above (fixed assets of assets, other indirect emissions, etc.).

⁵ The uncertainty rate on Scope 1 and 2 emissions was estimated on the basis of the quality of the data and the emission factors used (from the ADEME Carbon Database®).

Table 2. Distribution of Damartex's greenhouse gas emissions on scopes 1 & 2 (in tonnes CO₂eq)

	2018 - 2019	2021 - 2022	2022 - 2023*	2023 - 2024	2024 - 2025**	Share (%)
Oil and gas	2 907	3 523	3 099	3058	3076	45%
Renewable fuels (biofuel, HVO, etc.)	/	/	/	343	53	1%
Refrigerant leaks	1 518	1 691	206	710	6	<1%
Fuel consumption of the vehicle fleet	625	391	1 160*	1501	1336	20%
Total Scope 1	5 050	5 605	4 466	5612	4471	66%
Purchased electricity generation	2962	3 055	3 002	2617	2315	34%
Consumption of steam, heat or cold purchased	464	334	102	/	/	/
Total Scope 2	3 426	3 389	3 104	2617	2315	34%
TOTAL	8 476	8 994	7 570	8229	6786	

*The Santéol and Msanté entities (Healthcare Division) have been included in the calculation since 2022-2023.

**Damart France's stores are excluded from the scope this year due to the unreliability of the data due to an internal reorganization. In 2023-2024, they accounted for 2% of Scope 1 & 2 emissions.

Total Scope 1 and 2 emissions reached **6,786 tonnes of CO₂eq** in the 2024-25 fiscal year, a significant decrease of 17.5% compared to 2023-2024. This positive development reflects the impact of energy sobriety, optimisation of uses and more detailed monitoring of the most emissive items, in particular air conditioning, whose emissions have fallen by more than 99% (controlled leaks and lower use). Details of the changes by emission item are available in the report. The breakdown of these emissions by major business area provides a better visualization of the current dynamics within the Group.

Table 3. Distribution of Damartex's greenhouse gas emissions on scopes 1 & 2 by business unit (in tonnes CO₂eq)

Pole	2023-2024	2024-2025*	Change (%)
<i>Fashion</i>	5 767	4 850	- 16%
<i>Home & Lifestyle</i>	1 039	884	- 15%
<i>Health</i>	1 413	1 037	- 27%
Damartex Corporate**	10	15	+ 50%
Total	8 229	6 786	- 17,5%

* Excluding **Damart stores** in France

** Damartex **Corporate's emissions** correspond exclusively to the company vehicles used by the Group's support business teams.

These results demonstrate a concrete commitment to our operational emissions, but it should be remembered that the bulk of our carbon footprint remains related to products (extraction and processing of raw materials, shaping and assembly, use and end-of-life at customers). Efforts on Scopes 1 and 2 are therefore part of a global approach to reducing the environmental footprint, complementary to the levers of action identified on the value chain.

DEFINE OUR STRATEGIC REDUCTION PRIORITIES

The "Change Our World" CSR program is a shared strategic priority within the Group. Each subsidiary has defined concrete actions, called Must Win Battles, to meet climate challenges, by combining initiatives common to all the divisions and others, specific to their local and operational realities.

In addition, we have integrated the ESRS E5 ("Resources and Circular Economy") indicators of the CSRD directive to sustainably manage the use of resources: reduction in the use of virgin resources, increase in recycled materials, extension of the life of products, reduction of waste. This approach reinforces the transparency of our non-financial reporting and aligns us with European sustainability objectives.

Table 4. Financial resources allocated to the action plan related to the use of resources and the circular economy, only Fashion **cluster**

CAPEX ⁶ allocated between 01.07.24 and 30.06.25 to the action plan related to the use of resources and the circular economy	6 k€
OPEX ⁷ allocated between 01.07.24 and 30.06.25 to the action plan related to the use of resources and the circular economy	60 k€

No capital expenditure (CAPEX) was made in the 2024-2025 financial year by **Damart**. On the other hand, **Xandres** has incurred investment expenses related to the development of its second-hand corner in its Bruges store (**page 50**). In addition, the operational expenses (OPEX) recorded over the year mainly concern **the GOTS/GRS certification** carried out by a third party (**page 28**), the implementation of a repair service in partnership with Les Réparables ⁸ (**page 56**), as well as the conduct of durability tests (**page 32**). At **Xandres**, these include services related to repair services, the organisation of Green Friday (**page 56**) and participation in the SCIRT project⁹ (**pages 48-49**).

Among the upcoming projects at **Xandres** : launch of an online second-hand service in partnership with Faume¹⁰, upcycling project, rental service, implementation of a traceability and environmental labelling project as part of the deployment of the Digital Product Passport¹¹ on a European scale. **Damart** is also part of this dynamic and plans to renew the initiatives in place, while adding new actions such as the deployment of an internal training module on CSR, the acquisition of traceability software to facilitate regulatory compliance, as well as the installation of permanent collection terminals in stores.

The various subsidiaries have thus placed the design of more sustainable products, more virtuous manufacturing processes, less impactful marketing, and awareness of more responsible consumption at the heart of their action plans. Rules adapted to each sector of activity have been defined, they relate to materials and materials, labels, manufacturing processes, origin and durability of products. Below we detail the actions carried out under each of our four areas of commitment.

⁶ Capital expenditures incurred to finance assets or projects.

⁷ Operational expenditure.

⁸ A French company specializing in textile repair, Les Réparables offers circular sewing services to extend the life of clothing.

⁹ The SCIRT (System Circularity & Innovative Recycling of Textiles) project is a European initiative to develop circular and innovative textile recycling solutions to accelerate the transition to a more sustainable fashion industry.

¹⁰ Faume is a digital platform that supports brands in setting up their online second-hand service, by ensuring the return, sorting, resale or recycling of clothes.

¹¹ The Digital Product Passport is a digital tool developed as part of the European Green Deal regulations, aimed at centralizing and sharing information on the composition, origin, environmental footprint and circularity of products in order to promote transparency and traceability throughout their life cycle.

1.1. Designing more responsible collections

Overall, **15.3%** of the references purchased in the 2024-2025 financial year fall into the category of more responsible products according to the framework set by the Group and described in the methodological note (page 119 Fashion division, page 120 HLS division), particularly in terms of raw materials and origin. The table below shows a difference in maturity depending on the brand.

Table 5. Rate of more responsible references purchased in 2024-2025¹²

Fashion Division		HLS cluster	
DAMART*	XANDERS	3 PAGEN	COOPERS OF STORTFORD
43,9 %	77,3 %	8,7 %	9,82 %

***Damart** has chosen to go beyond the group instructions by counting only French origin as an eco-design criterion.

As part of our commitment to the marketing of sustainable products, **Damart** has used the Sustainability criterion based on the specifications of the eco-organization Refashion¹³ in the indicator for monitoring more responsible products. This criterion encourages the design of textile products with an optimised lifespan. This concerns **40** references for the year 2024/2025.

In the spirit of mutualisation, we have strengthened the exchange of good practices between entities. In November 2024, a Damart and **Home & Lifestyle** purchasing/product meeting focused on environmental logistics (reduction of packaging plastics): visit to the Damart France **warehouse** and concrete feedback.



At the same time, several committees were held during the year bringing together the Group's Climate Superheroes around key themes: eco-design of products, decarbonization trajectory, promotion of eco-driving, actions initiated on scopes 1 and 2, etc.

¹² The scope of calculation of the rate of more responsible products has changed this year: based on the quantities marketed/sold in previous years, it is now calculated on the volumes purchased over the current period (or seasons). Comparability with the year 2023-2024 is therefore obsolete. See the methodological note for more details.

¹³ Refashion is the state-approved eco-organization for the textile industry in France, responsible for supporting brands in the management of the end-of-life of textile products, from sorting to recycling, within the framework of Extended Producer Responsibility (EPR).

1.1.1. MATERIALS, MATERIALS AND LABELS

In the **Fashion** sector, as in the **Home & Lifestyle** sector, the product and purchasing teams are fully involved in the development and sourcing of products:

- Incorporating recycled, bio-based and alternative materials of natural origin in a proportion of at least 30% of the weight of the product.
- Certified with eco-labels.

Table 6. Incoming resources used in 2024-2025¹⁴, only **Fashion division**

Total weight of textile fibres purchased	3,904 tons
Percentage of organic textile fibres	25 %
Percentage of textile fibres recycled	19 %



To help them in this area, internal and external training has been provided to the product and purchasing teams and a practical eco-design guide has been distributed.

Damart has focused on 3 labels more specifically:

- STANDARD 100 by OEKO-TEX® to guarantee a process of traceability, safety and go beyond the most restrictive regulations
- GRS (Global Recycled Standard) and GOTS (Global Organic Textile Standard) to guarantee the recycled or organic origin of the fibres used and a production that respects rigorous environmental and social criteria. Damart has been GOTS and GRS accredited for three years.

A collection of certificates has also been set up throughout the process of creating and purchasing products, and the teams concerned were made aware last year regarding document control and communication.

For its part, **Xandres** has defined a matrix of raw materials to be prioritised. This matrix is a living document that aims to guide the creative team to help them make sustainable choices when it comes to fabric sourcing.

¹⁴ Weight purchased for AW24-SS25 seasons.

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HOME & LIFESTYLE

The **Home & Lifestyle** teams also adapted the rules to their product types, during a cross-functional working group made up of the Purchasing, Quality and Product teams. Criteria related to materials (recycled, organic or alternative), and labelled to be favoured in the selection of products have been adopted in accordance with the sector of activity.

At the beginning of 2024, the purchasing teams of **Coopers of Stortford** and **3Pagen** were trained in the eco-products rules validated for the division. These new rules are based on the following criteria: raw materials, labels, country of manufacture, and products that allow responsible consumption.

To go further, tools are also being finalized by the teams to facilitate dialogue with suppliers: an FAQ to answer suppliers' questions as well as a guide with details of the various certifications and labels have been built.

1.1.2. ANIMAL WELFARE

The Group's **fashion** brands have been committed for several years to rejecting any use of animal fur in their collections. **Damart** wants to go further in its responsible approach and has banned angora wool since 2018 and exotic leather.

For the **Home & Lifestyle** brands, all beauty product ranges comply with the current European regulations on animal welfare. **3Pagen** prohibits the distribution of wool-based products from Australia because of the practice of mulesing, angora wool and goose feather products because of live plucking.

The ban on the use of animal fur in collections, and more specifically for **Damart** suppliers, angora wool and exotic leather is mentioned in the Responsible Purchasing Charter, a document attached to the framework contract for suppliers.

1.1.3. INNOVATION

After the commitment to materials, we also value innovation, thus illustrating our third lever of action. Our actions in this area are specific to the **Group's** Fashion division.

Xandres has created the "**Xandres Lab**", to dedicate itself to experimentation and innovation. This means moving from a linear design-make-dispose model to a system that avoids waste and reuses and recycles end-of-life items. This year, with this in mind and as part of the SCIRT project¹⁵, a limited-edition set recycled from post-consumer textiles has been created. In addition, **Xandres** has launched a collection of recyclable sunglasses by the Antwerp brand Yuma Labs, demonstrating its commitment to sustainable and environmentally friendly accessories.



Convinced that the reduction of environmental impact will also be achieved through innovation, the R&D department is at the heart of the **Damart brand strategy**.

Damart's Research and Development department is composed of 2 engineers, experts in their field, whose mission is to enable the **Damartex** group to strengthen its leading position in the areas of "customer benefit" with:

- Thermal comfort clothing (Thermolactyl®, Climatyl® and Evolutyl®)
- Morphological comfort clothing (Perfect Body®, Perfect Fit®)
- Comfort of fit and walking (Amortyl®)
- Body and skin care textiles (Thermolactyl Sensitive®)

Today, these innovations and labels represent **26%** of the references purchased by **DSB**, Damart's **support services entity**, in the 2024-2025 financial year.

All new developments and new innovations are carried out from a more virtuous perspective with regard to the environment:

- ⇒ Thermolactyl® recycled fibres: after successfully replacing all polyester with recycled polyester (about 70% of annual volumes), the substitution of conventional acrylic to integrate acrylic fibres of recycled origin has been developed and industrialised in a definitive way.
- ⇒ Recylactyl®: As a continuation of research on the "closed loop" recycling and upcycling of Thermolactyl cutting scraps produced at **DMT**, Damart's **R&D team** has launched the Recylactyl project. In this context, we have now laid the foundations of our value channel: by federating and convincing renowned partners to join us, we have taken another decisive step. Thanks to their commitment, we are already achieving our first results in the development of high value-added commercial products. The real strength of this project lies not so much in the recycling itself as in the demonstration, for all industrial players, that it is possible to transform our textile waste into resources and to achieve this in practice. Now, we are building several flow channels for these

¹⁵ The SCIRT (System Circularity & Innovative Recycling of Textiles) project is a European initiative to develop circular and innovative textile recycling solutions to accelerate the transition to a more sustainable fashion industry.

regenerated wires, and we hope to see the first commercial products completed by winter 2026. This approach was welcomed by the Federation of E-Commerce and Distance Selling (Fevad), which awarded **Damartex** the Silver CSR Prize at the Favor'i 2025 Grand Prix (**page 19**). This recognition testifies to the company's commitment to a more sustainable and solidarity-based e-commerce.

- ⇒ **Damart Sport®**: The requirement is maintained with 100% of the new products always developed by integrating fibers of recycled origin or less impactful for the environment. In the same perspective of impact reduction, tests are underway to produce some of our products in France.

1.1.4. SUSTAINABILITY AND SAFETY OF PRODUCTS AND SERVICES

Ensuring safe and sustainable products is part of our brands' DNA. A quality item is made to last, which extends its life for the consumer. Each brand has a Quality department dedicated to this objective.



The Group's brands are committed to a more responsible and sustainable fashion approach, as opposed to Fast-Fashion, by offering quality clothes made to last.

Damart's approach is described below. All products and their components (Materials; Supplies; Accessories) are subject to precise technical requirements based primarily on international standardised tests on:

- Strict compliance with the regulations in force (Reach; Pop; Security, etc...)
- Performance in use and maintenance
- Sustainability (program described below "Made to Last" Guarantee longevity of our underwear)
- The veracity of the allegations (GOTS; Recycling; Antibacterial; Combed cotton...)

The Matter Division of the Quality Department plays a central role in the scientific monitoring of industrial solutions that emerge regularly, since the need for sober technologies has become both a strategic and fiscal priority for retailers. Our materials experts ensure the real environmental effectiveness of the solutions proposed, in order to promote reliable labels to the creative teams.

Similarly, the "Made to last" project, which began two years ago, aims to reassure our customers about the quality and longevity of products around 4 guarantees:

- "Appearance" guarantee: resistance to pilling, colour fastness, appearance after washing
- "Fit" guarantee: dimensional stability in washing and twisting
- "Sensoriality" guarantee: soft touch maintenance
- "Thermolactyl" guarantee: thermal performance maintenance

Damart is also part of the brand commission and actively participates in the IFTH's DurHabi collective project, which brings together 53 brands and 5 suppliers. The aim of this project to assess the lifespan of textile and clothing articles is to find a method for calculating the longevity index of a textile. The results were published in April 2025, and now allow participating brands to draw inspiration from the

specifications established by product family, according to international standards, in order to better formulate their product longevity requirements with their industrial suppliers.

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HOME & LIFESTYLE

The Purchasing teams are working on writing sustainability criteria for products and small household equipment. The idea is to think about the introduction of thresholds that can be verified by laboratory tests or quality inspections, a guarantee of a product life that is longer than that of the market.

➤ Product Safety

Product safety issues are strategic for Damartex and meet the transparency requirements of the CSRD. With this in mind, the ESRS E2 (water pollution, substances of concern and microfibres) and S4 (consumer health and safety) standards are considered material standards for the group.

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FASHION

Within the Fashion division, orders are subject to online and/or pre-shipment and/or on-receipt checks on technical compliance, non-defects, regulatory control (REACH/POP Directive), and logistics (Packing & Packaging).

Damart has also established a list of prohibited chemical substances within its specifications, in accordance with the SVHC. These include two of the most common per- and polyfluoroalkyl substances (PFAS): PFOA and PFOS, which have been classified as "carcinogenic to humans" and "possible carcinogenic" by the International Agency for Research on Cancer.

SVHC, what is it? An SVHC (Substance of Very High Concern) is a chemical substance identified as posing serious risks to human health or the environment, according to the European REACH regulation.

In addition to the management of chemical substances, the Group's brands are also committed to controlling other environmental impacts, such as the problem of microplastics. To date, there is no approved methodology or standardised scientific model to precisely quantify microplastic emissions from the release of microfibres. However, the literature agrees on the extent of the phenomenon, which occurs at all stages of the life cycle of products: during their production (particularly in third countries), their use (by dispersion in the air and in washing water) and their end of life (in landfills).

In accordance with the AGEC law, **Damart** meets its obligation to inform consumers about the possible presence of microfibers in its products composed of more than 50% synthetic fibers.



For the **Home & Lifestyle** activity, the conformity of the products placed on the market is verified on the basis of European and national regulations in the countries of sale, brand specifications and customer satisfaction. For this reason, all suppliers must strictly comply with the regulations in force (e.g. REACH & POP regulations, cosmeto-textiles, biocides, etc.) and sign the required certificates.

Regulatory documents such as CE, RohS, LfgB standards are verified and kept in the product management system to ensure the customer's safety. Upstream checks before sending the products are carried out by third-party bodies.



For the **Healthcare Cluster**, a team of health professionals (including pharmacist, nurse, dietician and occupational therapist) has joined **Almadia**. With their experience and their different areas of expertise, they are regularly called upon to select, test and validate medical devices.

➤ **Safety of services**

Product safety issues are strategic for Damartex. As part of the double materiality analysis carried out in a process of regulatory anticipation and alignment with the CSRD, the ESRS E2 (pollution, substances of concern and microfibers) and ESRS E4 (impacts on biodiversity) standards stand out as material for the Group. These issues also cover health dimensions, particularly in relation to consumer health and safety (ESRS S4). They direct our actions towards a reduction of substances of concern, an improvement in the traceability of components, and increased vigilance on the potential effects of our products throughout their life cycle.

Within the **Healthcare Division**, the **Santéol** and **M santé** entities have ISO 9001 – Quality Management certification, which guarantees that the products and services delivered are in line with customer quality requirements.

1.1.5. BIODIVERSITY

Aware of the impact of the manufacture and marketing of products (throughout their life cycle) on the degradation of biodiversity, the teams are trained to better understand these issues. As an extension of our CSRD (ESRS E4 Deforestation & Biodiversity) compliance, we are increasingly integrating biodiversity issues into our approach.

While some of the pressures exerted on biodiversity are not directly related to the activities of the various subsidiaries (land/agricultural practices), other levers are already being activated via complementary policies. For example, the efforts made to reduce greenhouse gas emissions, limit the extraction of

resources through the circular economy, paper management, or services around the second life of products or their repairability.

In this context, **Damartex** has joined the "Environmental Issues" Working Group organized by the United Nations Global Compact - Réseau France (within the Steering Committee) which offers members support on environmental issues, such as climate and biodiversity. Content relating to the adoption of an approach to systemic environmental issues is proposed, promoting the testimony of companies through feedback: webinar, workshop, round table and presentation of tools.

At the same time, internal actions have been carried out to raise awareness among employees of the challenges of biodiversity. By strengthening the understanding of the links between nature, human activities and individual responsibilities, these initiatives contribute to developing the skills of teams and anchoring an environmental culture:

- On the occasion of World Biodiversity Day (22 May), educational exhibitions were set up in the meeting rooms of the sites (with the support of the Climate Super-Heroes) to raise awareness of ecosystem services. A digital module was also proposed.
- At the **Damart Manufacturing Tunisia (DMT)** plant, more than 200 employees participated in interactive sessions on biodiversity. Presentations and a "biodiversity wall" (posters created by the teams) illustrated the concrete actions of preservation and the collective commitment.



1.2. Reinventing manufacturing processes

The choice of production countries, the partnership with our suppliers for more responsible manufacturing processes and the exemplary nature of our **DMT** production plant are the levers of action for reducing the impact of the manufacture of our products.

1.2.1. COUNTRIES OF PRODUCTION

The choice of the country of production, guided by its energy mix, is structuring to achieve our objectives of reducing our carbon footprint. Worldwide, 56% of GHGs linked to the cotton supply chain are linked to electricity consumption.

The Group considered that the origin of the country of manufacture of the products fell into the responsible product category provided that the country benefits from a favorable energy mix (less impactful than the European average):

- **Fashion division:** The following countries could therefore be taken into account: Albania, Croatia, Denmark, Hungary, France, Latvia, Norway, Netherlands, Slovakia, Slovenia, Sweden, Switzerland. For its part, **Damart** has chosen to restrict this criterion to manufacturing in France: this concerns **14 references** purchased for the 2024-2025 collections.
- **Home & Lifestyle division:** Depending on the raw materials and specific know-how, given the typology and diversity of Home & Lifestyle products, it has been considered that a product manufactured in a country with an energy mix that is more favourable than the European average (and therefore less emissive) can be considered more responsible. Thus, Vietnam could be taken into account. The Purchasing and Sourcing teams of the Home & Lifestyle Division are developing new partnerships to reduce the impact of product manufacturing.

1.2.2. PARTNERSHIP WITH SUPPLIERS

At **Damart**, Life Cycle Assessments were carried out by 2 specialized research firms a few years ago to reduce the impact of two iconic products: the Thermolactyl blend of underwear and the Perfect Fit pants. Thanks to the results of these analyses, beyond the modification of the compositions in recycled materials, the washing technique has been modified towards less impactful solutions and thanks to the cooperation with the main denim supplier in Bangladesh, **Damart** now uses a washing technology that uses less water and energy.

To renew **Damart's GOTS accreditation**, new requirements have been added to the list of criteria. Thus, a questionnaire was drawn up including quantitative and qualitative questions relating to the environmental policy of the suppliers concerned by the production of these labelled products. Indicators are to be built with **Damart's** Purchasing team, to perpetuate this practice around the analysis of the environmental performance of suppliers to then support them in reducing their water and energy consumption.

1.2.3. THE EXEMPLARY NATURE OF THE DAMART MANUFACTURING TUNISIA FACTORY

The Damart **Manufacturing Tunisia** (DMT) production plant has implemented its environmental policy as part of the MESQ (Environmental, Social and Quality Management) project, which began in early 2023.

In May 2021, the plant had already volunteered to carry out a first environmental audit (under the ICS standard) as a starting point for the launch of the project. Since then, several steering committees have been held bringing together the Tunisian teams and the support teams in France concerned by the project. In particular, it was agreed that three quality, environmental and occupational health and safety management systems will be put in place.



Significant advances in environmental policy have taken place in recent years:

- Creation of a documentary system in order to formalize the procedures of the environmental policy
- Creation of an environmental committee composed of the co-management, the CSR team of **Damartex Corporate** and the DMT support teams based in France
- Installation of water meters and monitoring of consumption by department
- Refrigeration Equipment Inventory
- Monitoring of electricity and natural gas consumption
- ISO14001 training on 4 levels of proficiency
- Preparation of an awareness plan for all **DMT** staff, covering the environmental aspects identified in the ICS environmental audit
- Indicators related to the implementation of an Environmental Management System
- Environmental Performance Indicators
- Action plan for the implementation of environmental actions suggested by the committee and the follow-up of environmental audits in order to reduce negative impacts

An action plan has been drafted and implemented, including the different types of documentation of indicators related to the implementation of an Environmental Management System. All the members of the environment committee set the definition of missions, the validation of the action plan and environmental indicators, the creation of the environmental committee within the plant, and ultimately, the implementation of the environmental policy.

All **DMT** teams have also been made aware internally about water consumption, ozone-depleting substances, greenhouse gases, and the energy used by transport.

1.3. Marketing more responsibly

Responsible marketing brings together our efforts to reduce the environmental impact of our non-manufacturing activities: building energy (headquarters, warehouses, stores), employee travel, upstream/downstream transport, and waste management.

1.3.1. ENERGY

➤ Buildings

We strongly believe that the transition to more energy-efficient buildings is not only an environmental responsibility, but also a strategic opportunity for our company. All the Group's brands are committed to reducing their energy consumption.

Energy has an impact equivalent to **5,450 tonnes¹⁶ of CO₂eq** over the past financial year compared to 6,728¹⁷ tonnes of CO₂ eq in 2023-2024, a decrease of 19%.

The Group's main sources of energy consumption are related to tertiary uses (heating, lighting, office automation), building technical equipment, as well as the specific needs of logistics and industrial activities. Significant efforts have been observed in several areas: a 99% reduction in refrigerant leaks linked to the use of air conditioning, an improvement in energy performance and better management of uses. Thus, electricity shows an overall decrease of 11%, fuel oil by 24% and natural gas by 6%, illustrating the combined effect of energy sobriety and decarbonisation measures in the mix.



Aware of the urgent need to seek energy sobriety, reduction action plans have been drawn up by all the Group's brands for several years.

For several years now, **Damart UK** has replaced the use of fuel oil at its headquarters site with HVO (Hydrotreated Vegetable Oil). It is a renewable biofuel, produced from vegetable oils or organic residues treated by hydrogenation. HVO has the advantage of being able to replace traditional fuel oil directly, while reducing greenhouse gas emissions by up to 90%¹⁸ over its entire life cycle.

In France (**Damart, France, DSB**) and the United Kingdom (**Damart UK** and **Coopers of Stortford**), in accordance with the sobriety actions acclaimed by governments, a number of actions have been put in place:

- Internal communication to raise awareness of eco-gestures
- Reduction of outdoor lighting (parking lots and signs)
- Temperature reduction instructions, heating and switching to reduced mode at night and on weekends if possible thanks to timers
- Optimisation of building occupancy, to reduce heating
- Replacement of existing lighting with LEDs
- Verification of the operating modes in economy for the warehouse equipment

¹⁶ Excluding **Damart stores** in France

¹⁷ The value published in the 2024 DPEF excluded refrigerant leaks. The correction was made this year. Emissions from these leaks amounted to 710 tonnes of CO₂eq in 2023-2024.

¹⁸ [How HVO Fuel Is Made | HVO Expert](#)

- Installation of motion sensor lighting in all common areas
- Building insulation

As part of this approach to reducing energy impacts, **Damart** has broadcast, on all its internal screens in France, a series of educational videos from the French government's official campaigns on eco-gestures (energy consumption, waste sorting, etc.). This action is part of a broader desire to change employees' habits to strengthen the company's environmental culture.

Eco-gesture posters have been made available to the subsidiaries by the Group's CSR team to raise employees' awareness of good environmental practices on a daily basis. This practice will be replicable and disseminated in all entities, and the posters will focus on topics related to waste sorting, responsible energy use, good green IT practices, etc.



In addition, thanks to the consumption savings achieved following the installation of a new boiler on the DA site, we were able to undertake an in-depth study in collaboration with Smart Impulse¹⁹. The aim of this study was to understand in detail the main electricity consumption items within the building and to identify opportunities for optimisation. The results of this analysis revealed a crucial point: a significant part of the electricity, i.e. 48%, is consumed when the building is unoccupied, outside the hours when employees are present. This discovery highlighted a significant potential for reducing energy consumption and a number of initiatives were implemented to reduce electricity consumption by 7%.

➤ Points of sale

For several years, the **Damartex group** has been committed to making its physical points of sale responsible, a channel that is still widely acclaimed by our customers.



Damart, the Group's historic brand, has 92 stores in France and 56 in Belgium. They are located in city centres, in business parks (*"Retail parks"*) or in shopping centres.

In these points of sale, the lighting is gradually replaced by LEDs and the illuminated signs are switched off 30 minutes before opening and after closing during periods of low activity. In line with the legal recommendations of the French government's energy sobriety plan, a guide to good practices related to energy savings has been shared and applied in all stores in France.

In addition to these improvements in energy management, the majority of furniture supplies to stores come from Europe (86%).²⁰ This furniture is made primarily from recycled materials, including steel and wood, which are reused as soon as possible.

¹⁹ Smart Impulse is a company that offers a solution for measuring and analysing electricity consumption by use, in order to help tertiary buildings reduce their energy consumption accurately and efficiently.

²⁰ Example on the Quimper store

➤ Digital fingerprinting

With the increasing use of digital technologies in all our activities and with all our stakeholders, it has become essential to make our employees aware of these impacts.

The digital carbon footprint and IT equipment contribute significantly to Damartex's overall **CO2eq emissions**. Together, these two emission poles accounted for more than 6% of the total emissions measured in 2023-2024.

Faced with the observations of the environmental impact of digital technology, 3 years ago, employees of Damart's French, Belgian and English subsidiaries were invited to join the Digital Cleanup movement, an initiative aimed at raising awareness of the growing environmental impact of digital technology. Simple best practices, without constraints of place or time, have been disseminated to encourage the cleaning of their digital equipment.

Since last year, we have extended this initiative to all the Group's entities thanks to the involvement of superheroes. Thus, all employees were invited to participate in the "**Damartex** Digital Clean up Challenge": every day for a week, challenges in the form of quizzes or actions to be carried out were broadcast. Across the Group, about 200 participants completed at least one proposed challenge on the subject.



1.3.2. WATER CONSUMPTION

Water consumption at the sites operated by the Group (headquarters, warehouses, stores) remains limited and is not currently considered a major material issue. With the exception of the plant located in Tunisia, no site is located in a water-stressed zone according to international standards. Thus, on the **DMT** site and as part of the ISO 14 001 Environmental Management System certification process, meters have been installed and consumption monitoring by department has been set up in order to identify the main consumption items and initiate reduction actions.

Although this indicator is not yet the subject of consolidated reporting at Group level, these approaches foreshadow a more structured management in the medium term, particularly on sites exposed to an increased risk of pressure on the resource. In addition, the bulk of **Damartex's** water footprint remains concentrated upstream in the value chain, mainly during the cultivation and processing stages of textile raw materials.

- *Water consumption of sites (headquarters, warehouses, stores, production plant) for the 2024-2025 financial year at Group level: **15,530 m3***

1.3.3. EMPLOYEE TRAVEL

➤ Business travel

The **Damartex** group wants to promote the use of electric vehicles internally, the installation of electric terminals on the headquarters of each entity, and favor the use of trains over aerial vehicles.

Particular attention is paid to the vehicles of technicians and sales representatives of the brands of the Healthcare Division who make rounds at patients' homes. Thus, at **Almadia**, a new route optimization tool has been created using AI (Artificial Intelligence) to simplify and automate planning. It allows teams to quickly view all routes and optimize vehicle schedules and capacity. At **Santéol**, a training project in eco-driving is currently under discussion.

In 2024-2025, emissions from the use of operated vehicles amounted to **1,336 tonnes of CO₂eq**, compared to 1,500 tonnes of CO₂eq in the previous year, a decrease of 11%. This decrease can be explained by several factors: better control of business travel and a gradual rationalization of the fleet according to the different entities. The management of fuel use remains a central lever for achieving our low-carbon objectives in the short term.

➤ Commuting

The private car remains the most used means of transport by employees, accounting for **97%** of emissions related to commuting on our latest GHG assessment.

All brands encourage their employees to favour alternative modes of transport to the private car and to work from home. Teleworking is practiced in all Group companies at a rate of 8 to 16 days per month.

In addition, incentives for the use of an electric vehicle (**Damart UK**) or a bicycle (**Coopers of Stortford**, **Xandres**), in particular through financial aid, have been set up for employees. For their part, the employees of the sites in France took part in the Hauts de France Mobility Challenge last September.

To focus on sustainable mobility solutions, **Damart UK** has partnered with Working Works, a UK association that promotes everyday walking for healthier journeys, with the association providing walking circuit maps for the region. Teams are encouraged to take advantage of breaks, lunches and even meetings on foot to get going. The benefits are numerous: better physical and mental health, more concentration at work, positive impact on the environment... To support this dynamic, the site's showers have also been completely renovated to encourage soft mobility such as walking or cycling.

In this context, **Damart UK** employees were also invited to participate in the "Cycle to Work Day", the British national day dedicated to cycling, on Thursday 1 August 2024, a great opportunity to test cycling as a mode of commuting. Finally, the British Government's "Cycle to Work Scheme" allows access to advantageous discounts for the purchase of a bicycle, with the aim of making this transition more accessible.



"Cycle to Work Scheme", what is it? It is a benefit offered in the United Kingdom that allows employees to buy a bike and accessories at a reduced price, thanks to a deduction from their gross salary (tax savings). The payment is spread out, interest-free, and the bike can be kept at the end for a small amount.

In addition, as of July 1, 2024, **Damart France**, **DSB** and **Damartex Corporate** have strengthened their commitment to sustainable mobility for commuting, through two concrete measures for employees:

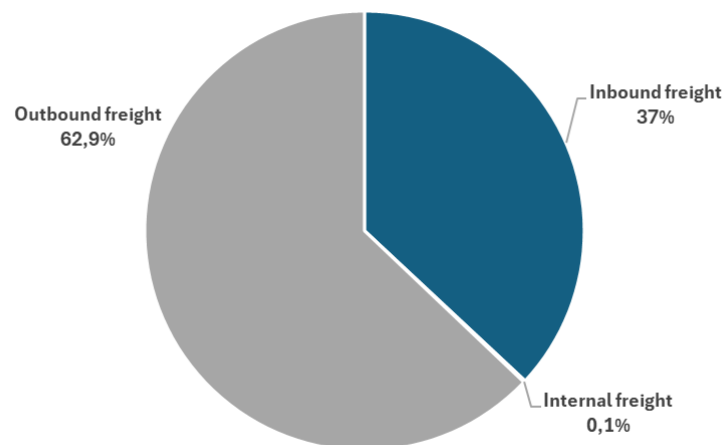
- The share paid by the employer on public transport subscriptions up to 60%
- A Sustainable Mobility Package (FMD), on an experimental basis for two years, to encourage the use of public transport without a subscription

1.3.4. UPSTREAM AND DOWNSTREAM TRANSPORT

As part of our commitment to reducing impacts on our value chain, the management of the transport of our products is of paramount importance. Upstream transport is concerned with the transport of our products to our warehouses, while downstream transport is concerned with the distribution of these finished products to our points of sale and end customers.

The transport and logistics to transport the products had an impact equivalent to **15,855 tons of CO2eq** at the Group level during the last measurement in 2023-2024 (excluding **Msanté**).

Figure 2. Distribution of the impact of transport at Group level in 2023-2024 (in tonnes of CO2eq)

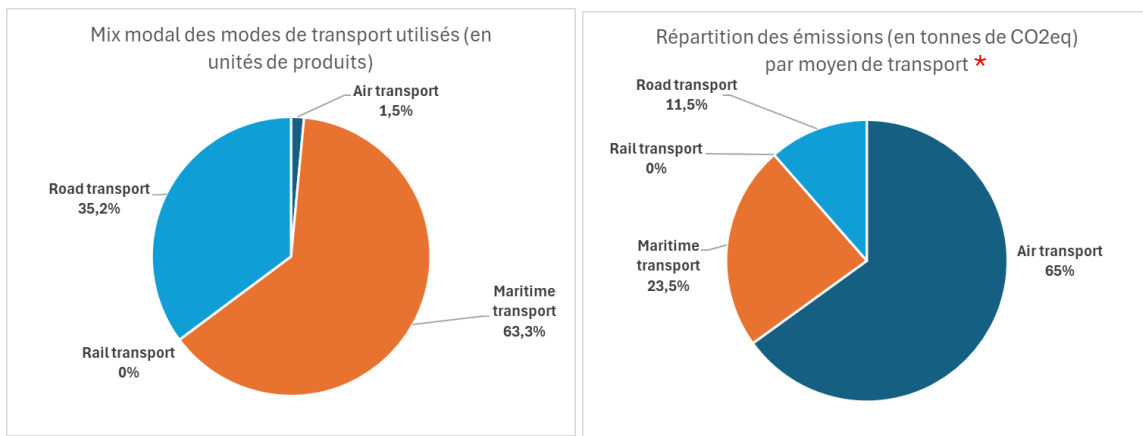


The courier vehicles used by **Damart France** for internal transport between the different sites are now electric. In the same vein, **Almadia** has acquired 5 hybrid vehicles.

➤ **Upstream transport: from suppliers to warehouses (which accounted for 37% of the impact of the position in 2023-2024)**

The maritime route, which is economical and has a reduced environmental impact (the lowest ratio of tonnes CO₂ eq to tonne.km) is by far the preferred mode of transport for intercontinental connections for all the Group's brands. Despite a very limited use of air transport (only 1.5% of the volume transported), it represents 65% of the overall impact of upstream transport (in tonnes CO₂ eq).

Figure 3. Distribution of transport modes used for upstream freight at Group level in 2023-2024 (in product units and tonnes of CO₂eq)



* Excluding **Coopers**, whose upstream transport emissions are consolidated.

Damart has long-term relationships with its carriers, which tend towards the use of alternative fuels.

This year, the use of the train has been generalized for transport flows between the factory in Tunisia and the **Damart** warehouse in France. As the volume of cardboard transported in a conventional trailer is equivalent to that of a rail cab, this alternative could be implemented. From now on, 1 to 2 weekly deliveries to France are made by rail, in addition to maritime transport, saving about 585 kg of CO₂eq²¹ per trip. England also uses rail transport, a mode that has historically been more developed in the United Kingdom.



- **Downstream transport: from warehouses to customers (which accounted for 62.9% of the impact of the position in 2023-2024)**

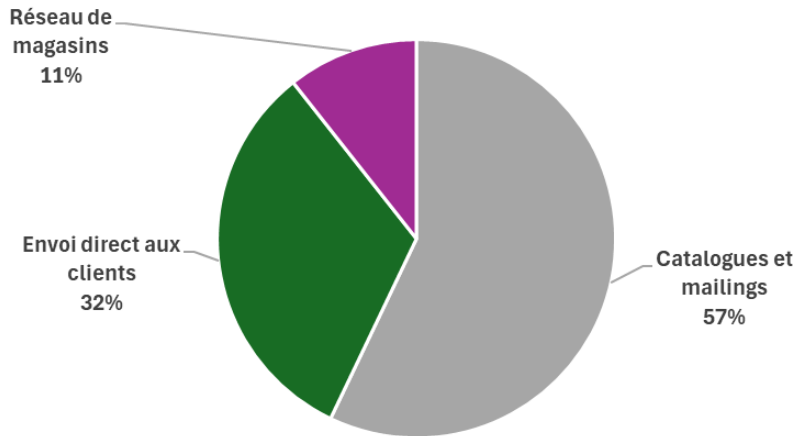
Downstream transport concerns the supply flows from warehouses to points of sale or customers' homes. This transport is carried out entirely by truck. The pace of replenishments is managed by the Group, but delivery is provided by external service providers.

We have chosen to distinguish between the different downstream transport flows (which depend on our activities):

- Store distribution network (11% of the impact related to downstream transport in 2023-2024)
- Sending mailings and catalogues to customers (57% of the impact related to downstream transport in 2023-2024)
- Orders sent to customers (32% of the impact related to downstream transport in 2023-2024)

Chart 4. *Distribution of the impact of downstream freight at Group level in 2023-2024 (in tonnes of CO₂eq)*

²¹ A rail transport consumes +/- 943 kg of CO₂eq for a full body while a road transport for a full trailer consumes +/- 1528 kg of CO₂eq



By joining the Carbon Offsetting approach of La Poste's Mail and Parcel Services, the amount of residual and incompressible emissions linked to the sending of all our catalogues in France (**Damart**, **Almadia** and **Vitrine Magique**) is offset for the benefit of environmental projects.

In 2024, we met with **Damart France**'s carriers to discuss their CSR policy. Their strategy includes an energy mix between conventional and alternative biofuels, equipping them with electric vehicles for the last mile and bulk delivery to improve the filling rate of trucks.

Almadia, in partnership with OCP, has implemented an initiative to optimize pharmacy deliveries. Indeed, OCP and **Almadia** found that the two companies served the same pharmacies for a quarter of **Almadia**'s orders. By pooling their delivery efforts, they have succeeded in considerably reducing the necessary journeys, thus reducing greenhouse gas emissions related to downstream transport. This synergy not only improves logistics efficiency, but also demonstrates their shared commitment to environmental sustainability.

1.3.5. END OF LIFE OF PRODUCTS AND WASTE RELATED TO THE ACTIVITY

Even if the end of life of products marketed by the Group's brands represented only 2% of the carbon footprint last year, it remains a lever for reducing our impact on the planet, in particular by acting on the recyclability of our packaging, the recovery of unsold products and the collection of used products.

➤ Activity-related waste

- *Packaging waste*

Through its omnichannel distributor of products for seniors, the Group generates plastic packaging waste (at the warehouse, in stores or at customers' sites).

In accordance with the Anti-Waste for a Circular Economy Act (AGEC), no more plastic film for mail and catalogues was used in the 2024-2025 financial year by the Group's French subsidiaries.

All brands are working to remove single-use plastic packaging from their processes. The first step in this reduction strategy is to remove them (when possible). The second step is to replace them with recycled plastic or paper or cardboard.

Table 7. Inbound resources used in 2024-2025 for plastic packaging* at Group level, excluding Mhealthcare

Total weight of plastic packaging purchased	158 tons²²
Percentage of bio-based materials used in purchased plastic packaging	0 %
Percentage of recycled materials used in plastic packaging purchased	29 %

*This indicator, newly integrated this year as part of the CSRD requirements, remains to be refined, particularly in terms of completeness and reliability. At the same time, the indicator on the quantities of plastics placed on the market (page 47) was already monitored in previous years. A convergence of the two approaches is planned to improve the consistency and robustness of the data from next year.



For **Damart**, polybags were replaced as soon as possible by recyclable cardboard packaging, glassine paper or kraft packaging. The remaining plastic polybags contain 30% recycled material. Deliveries of **Damart** and **Xandres** products without polybags for non-sensitive textile products were also made.

In order to ensure the recycling of plastics at the warehouse, the plastic bags of textile items received at the **Damart France warehouse** are collected before being sent to the store and sent to a recycling service provider.



Exemple de polybags en glassine et kraft



Sachets compactés à l'entrepôt Damart



Sachet d'expédition Damart

²² For **Damart**, the quantities of plastics purchased taken into account in this indicator relate exclusively to shipping bags used for shipments to customers in France.

Regarding the bags used for shipping parcels and customer returns, **Damart France** and **Damart Belgium** only use plastics made of 60% recycled material, of which 20% are post-consumer.

Post-consumer, what is it? These are materials from products that have already been used for their original purpose and are then collected to be reintroduced into the production cycle.

Xandres, **on the other hand**, exclusively uses cardboard boxes for its deliveries, in which the products are wrapped in tissue paper personalised with the brand's logo, recycled and from sustainably managed forests (FSC labelled).



Coopers of Stortford has reduced the use of plastic for mail and packaging, with a noticeable reduction in plastic packaging.

Table 8. Outgoing resources in 2024-2025 at Group level, excluding **Healthcare** and **Damart Belgium**

Total weight of plastic packaging placed on the market	316 tons
Rate of recyclable content in plastic packaging placed on the market	56 %

For the **Damartex** Group, packaging is considered recyclable when it is made of a single type of plastic material and an operational recycling channel exists, as is the case for PET, PE, PP or PS plastics. Conversely, materials such as PVC, ABS or PLA are not considered recyclable.

- *Papers marketed*

Aware of the amount of paper waste generated by our marketing communications and the associated impact on deforestation, we have taken several concrete steps to reduce our footprint. One of the first actions was to limit the sending of letters and catalogues, thanks to better targeting of customers. In France, all catalogues are now printed on certified paper (PEFC or FSC), without recycling disruptors, in conjunction with approved eco-organisations. **Almadia** is also testing the dematerialized sending of commercial documents to pharmacies, significantly reducing systematic printing.

- Tonnes of paper related to the activity marketed in 2024²³: **12,300 tonnes** (excluding **Msanté** and **Santéol**)



To support this transformation, a cross-functional team of the Group is dedicated to the challenges related to the printing of commercial media (paper, POS, printing techniques, etc.) for several entities (**Almadia**, **Damart France**, **Damart Belgium**, **3Pagen** and **Vitrine Magique**). This team manages the purchase of raw materials according to strict standards, promotes the choice of nearby production sites to reduce transport distances, and ensures the environmental and social compliance of suppliers. Particular attention is also paid to grammage: the use of thinner paper reduces the overall tonnage, which limits the impacts related to manufacturing, transport and storage. In addition, the in-house production of POS at **Damart** FR has reduced waste and material waste by adapting manufacturing to real needs.

➤ Textile and electronic products

The **Damart**, **Xandres** and **Almadia** brands have historically been members of the REP (Extended Producer Responsibility) Refashion (Textiles, Household Linens, Shoes) sector in France. **Damart** is also one of the historical partners and, since June 2024, a member of the Board of Directors. Through their eco-contributions, these brands participate in the transformation of the textile sector towards the circular economy with innovation, eco-design, environmental labelling and the integration of recycled materials from used TLC as priorities.

The amount of TLC (Textile, Household Linen, Footwear) eco-contributions from the Group's French brands for the year 2024 amounts to approximately **€390,000**²⁴.

Eco-modulation criteria have been defined by Refashion according to the State's specifications, which allows us to benefit from financial incentives to promote our efforts in terms of more responsible production. Damart's accreditation to the GOTS and GRS labels as well as the sustainability tests have made it possible to obtain a bonus rewarding the eco-design efforts of the products.

The subsidiaries' brands also participate through their contribution to the recycling of electrical and electronic products, lamps, batteries and portable accumulators (Products subject to an EPR sector).

- Product recyclability

Given the diversity of products placed on the market and the complexity of consolidating data across all Group entities, the indicators relating to the weight and recyclability of products will not be published this year. However, the Group remains attentive to the transparency requirements introduced by the

²³ Paper tonnages are calculated on the basis of EPR (Extended Producer Responsibility) declarations drawn up in the calendar year.

²⁴ This amount is calculated on the basis of EPR declarations made in the calendar year, in accordance with the requirements of the Refashion reference eco-organisation.

CSRD Directive and is committed to evaluating the conditions for publishing this data in the years to come.



The recycling of materials is one of the major challenges of the textile sector. Committed to a circular economy approach, **Xandres** has been participating for several years in the European SCIRT (System Circularity & Innovative Recycling of Textiles) project, which brings together eighteen partners. The aim is to create circular items from used clothing by collaborating with research institutes, recycling companies and other European brands.



In this context, **Xandres** first studied a prototype of trousers. Initial lessons had been learned about the complexity of material recycling, design for longevity and the technological developments of recycling. Following these initial results, **Xandres** has taken a new concrete step in 2024, with the launch of an exclusive circular capsule. Available online and in-store, a cardigan and skirt made from recycled yarns from post-consumer clothing (17% recycled wool, 36% recycled polyester, supplemented with virgin fibers) were offered to customers in a limited edition.

In addition, **Xandres** has also contributed to the development of the "True Cost Calculator", a self-assessment tool developed within the framework of SCIRT, developed to enable fashion professionals to effectively measure, compare and minimise the environmental and social impact of garments throughout their life cycle.



(RE)CYLACTYL



Cap sur la mode circulaire



The Recylactyl® project deployed by Damart's R&D department, and described previously in the innovation section, contributes to the circularity of the model. A change of scale would allow for an almost total reuse of cutting scraps and would be a first step in starting the second phase of the project: the post-consumer recycling of Thermolactyl products.



The rental model of the **subsidiaries Almadia** and **Santéol**, which specialises in home care through the rental of large medical equipment, is distinguished by its many ecological and economic advantages. By choosing to rent rather than buy, users have access to high-quality medical equipment without the significant upfront costs, making it easier for more people to access home care.

This model promotes optimized use of resources. Indeed, the equipment is used by several patients during its lifetime, which significantly reduces the demand for new production. This reuse not only reduces the consumption of raw materials but also the energy required to manufacture new equipment, thus contributing to the reduction of greenhouse gas emissions.

In addition, by committing to rigorous maintenance and regular maintenance of the equipment, it extends its life and guarantees its efficiency and safety for successive users. At the end of its life cycle, equipment is recovered and managed responsibly.

This cycle of renting, multi-use and recycling fits perfectly into a sustainable circular economy, reducing waste and maximizing the use of existing resources. The virtuous and responsible approach contributes to the reduction of the ecological footprint while offering effective and accessible solutions for home care.

- Recovery of unsold and defective items

Table 9. *Unsold rate by brand excluding Xandres and the Healthcare division (for the 2024-2025 financial year)*

DAMART				3PAGEN	COOPERS OF STORTFORD
FR	BE	UK	DSB		
8,64%	2,26%	8,46%	7,4%	0,92%	25,45%

On this basis, all the Group's brands seek to optimise the use of unsold products at the end of the collection, and thus avoid any destruction:

- In the Fashion sector, overstocks are either resold via internal channels (stores, parcel inserts, web bargains) or externally (discounters, discounts, etc.) or given to associations. On the other hand, **Damart** organized factory sales open to customers in France and Belgium, allowing the sale of more than **36,600 pieces**. At **Damart**, with regard to second-choice products (with minor conformity defects) following quality controls and customer feedback, partnerships with associations are established. At **Damart**, more than **60,900 pieces** were redistributed to associations in France and the United Kingdom during the year.
- Home & Lifestyle **brands** do not suffer from "fashion" phenomena, and can therefore offer customers products developed previously. No product is destroyed: unsold products are reused by discounters, or destocked during flea markets.

- *Used Product Collection*



In 2024, **Xandres** launched the "Xandres preloved" project. Its principle is simple: highlighting second-hand, customers can bring back **Xandres** clothes that they no longer wear. Within the limit of 5 items, customers can make an appointment in the stores in Bruges or Ghent to drop off their clothes, once a month. Thanks to this gesture, customers give a second life to their clothes and leave with a voucher valid on the new collection in store and on the website.

**X A N D R E S
PRELOVED**

- *Number of products collected via the Xandres preloved programme during the financial year: **1980 pieces** (858 in 2023-2024)*
- *Number of products resold via the Xandres preloved program over the year: **822 pieces** (207 in 2023-2024)*



Almadia **and** Santéol **technicians** take back equipment from the patient. After recovery, they ensure that the products received comply with the standards in force. This is why they are stored and handled carefully in a decontamination airlock, and are subject to regular checks before being offered back to other customers.

In addition, a reflection is underway on the second life of medical equipment that customers want to get rid of. The aim is to guide them in order to recycle the products thanks to the collecting body.

1.3.6. SITE WASTE MANAGEMENT

The **Damartex** Group generates waste from its activities. The table below details the distribution of the waste produced at Group level and how it is treated.

Table 10. Waste generated in the 2024-2025 financial year at Group level, excluding **Damart Belgium, Coopers of Stortford and 3Pagen**

Hazardous waste	10.1 tons	0,63%
<i>Diverted from elimination</i>	7.2 tons	0,45%
<i>Eliminated oriented</i>	0.9 tons	0,06%
<i>Treatment unknown²⁵</i>	1.9 tons	0,12%
Non-hazardous waste	1598.7 tons	99,39%
<i>Diverted from elimination</i>	1446 tons	89,88%
<i>Eliminated oriented</i>	78.9 tons	4,90%
<i>Treatment unknown²⁶</i>	73.9 tons	4,59%
Total	1608,814	-
Non-recycled waste	79.8 tons	5 %

Hazardous waste constitutes a very marginal share of the waste generated by the Group, representing less than 1% of the total. Conversely, non-hazardous waste, mainly composed of paper, cardboard and plastic, comes mainly from offices and represents almost all the volumes collected. Overall, 95% of waste, whether hazardous or not, is directed to recovery channels (recycling or reuse), reflecting the efforts made in terms of sorting and reduction at source. Finally, a little more than 4% of the waste could not be traced this year in terms of its final treatment. These volumes, from the **Healthcare division**, reflect an ongoing structuring phase in terms of the division's environmental reporting.

As part of the MESQ (Environmental, Social and Quality Management) project of the **DMT** plant in Tunisia, described previously in the manufacturing processes, all the plant's staff was made aware of waste management. Training in these environmental areas is an internal requirement at **DMT**, scheduled at specific intervals: every two years and for each new recruit.



Storage areas have also been defined, resulting in an update of the waste monitoring and management procedure. A list of waste by storage area identifying the different types of industrial waste existing at **DMT** was drafted, making it a topic of environmental awareness of waste management.

²⁵ DASRI (Waste from Healthcare Activities with Infectious Risks) generated by the entities **Msanté** and **Santéol**.

²⁶ Site waste generated by **Almadia** and **Santéol**. Data excluding **Mhealth**, for which information could not be collected this year.

In addition, all the subsidiaries have set up a waste sorting system in the offices and warehouses in order to reduce waste and optimise the collection of recoverable waste (cardboard, paper, glass, aluminium, others, etc.). During the financial year, **Almadia** partnered with ELISE, a company that manages waste responsibly, and supports the employment of people in a situation of professional reintegration. For its part, **Damart** in France has partnered with Lemon Tri²⁷ to optimize the management and sorting of its site waste. In addition, a study on waste sorting was carried out within the Mulhouse branch of **Santéol**, chosen as a control agency in order to assess the practices in place and identify areas for improvement.

Awareness-raising initiatives have also been put in place:

- At **Almadia**, a collection and sorting system for batteries has been set up. This is an opportunity to raise awareness among the teams of the importance of citizen eco-gestures, but it also allows the After-Sales Service (SAV) teams to recycle the batteries of the products returned.
- Some volunteer employees of the **DSB** and **Damartex Corporate** entities participated in the 7th edition of the World Clean Up Day, the world day to clean up our planet in September 2024 for the third consecutive year. It is a universal, unifying, educational and friendly event that raises awareness about waste and raises awareness through action. Nearly 285kg of waste was collected.



***World Clean up Day, what is it?** World Cleanup Day is a global initiative mobilizing citizens to clean up abandoned waste that pollutes the environment: [Home - World Cleanup Day - France](#)*

²⁷ Lemon Tri is a company specialising in the sorting, collection and recycling of waste

1.4. Raising awareness among our customers about more responsible consumption

Damartex attaches great importance to its communication strategy towards its customers. On a daily basis, employees are in direct contact (stores, call centers) with nearly 40,000 customers and as many opportunities to make them aware of responsible consumption.

CSR communication is visible on the commercial websites of the **Damart** and **Xandres** brands, with pages dedicated to the approach and commitments of each brand.

1.4.1. CONSUMER INFORMATION

On the French market as part of the Anti-Waste Law for a Circular Economy,

- Sorting instructions (packaging and product) are displayed directly on the product or on the packaging in order to simplify the sorting gesture for consumers, through the TRIMAN signage and information specifying the adjoining sorting methods.
- A quality and environmental characteristics sheet is available for each product on the **Damart website**. This sheet contains several pieces of information about the product and the packaging:
 - o % recycled content (if any)
 - o Microfiber rejection
 - o The presence of hazardous substances
 - o The countries of the main processing stages (tailoring, dyeing or printing and weaving or knitting).

Regarding the packaging, the percentage of recycled material must be specified if it contains any.

The communication teams have also been made aware of the updating of standards on environmental claims by the Group's legal department through the production of an internal guide. In order to reinforce the operational rigour of this approach, since 2023, all the texts relating to the new references (Clothing and Home) have been proofread each season in close collaboration with the Editorial team.

Finally, the products of **the Damart** brands resulting from our responsible products policy are stamped with a logo on the site and in the catalogues to allow the customer to identify them.

1.4.2. USE

The use and maintenance of our products are energy and chemical intensive. It is the second largest item of emissions in our carbon footprint.

We try to make our customers aware of this issue by offering them:

- For **the Fashion part**: wash clothes at a lower temperature and dry them flat to avoid ironing and tumble drying, limit detergent consumption, extend shelf life...
- For **the Home & Lifestyle part**: to choose from the offer of less energy-consuming products (low-energy LED bulbs, batteries, or products that run on solar energy).

Within the Fashion division, the use of products represents around **30,000 tonnes of CO₂eq**, or 11% of the overall emissions measured in 2023-2024. It is the second main item of emissions after purchases. These emissions are mainly related to the maintenance of products.

The Group's fashion brands have a page on their website dedicated to advice on how to wash, dry, iron or repair their clothes or on how best to store them in their wardrobe. At **Xandres**, additional information has been added about wool and cashmere, as they are more fragile fibers that require special care.

At **Damart**, a customer study was carried out in 2023 among consumers in the 3 countries: France, the United Kingdom and Belgium in order to better understand the care habits of their clothes. After an analysis of the results, this year the "Smart Care by **Damart**" maintenance guide was developed and put online in the "**Damart Engages**" tab of the sales website. It is full of simple, concrete gestures that are easy to implement at home to better care for clothes.

Damart has also launched a campaign to modify the washing instructions with a recommendation of 30°C. In addition to limiting energy consumption, this change in the care method of clothing extends its life.

The **Healthcare sector**, due to its specificity focused on the rental of medical equipment, generates the majority of its emissions through the consumption of electricity by patients. This is due to the continuous and often intensive energy consumption of medical machines. To reduce these emissions, it could be considered to improve the energy efficiency of the equipment used.

1.4.3. REPAIR



damartex
FASHION

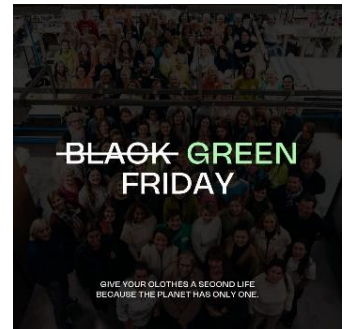
As part of the Anti-Waste Law for a Circular Economy, the public authorities have asked the textile industry, through its eco-organization Re-fashion, to encourage repair by creating a fund that allows a bonus to be awarded to consumers who use a repair service. As a partner and member, **Damart** fulfils its obligation and is a contributor to this fund.

With this in mind, the brand has launched the "Smart repair" project and has signed a partnership with the "Les Réparables" workshop. A launch event took place last August in our store in Lille, where, for two days, the repair was offered to our customers. Via a QR code, the customer reaches a platform that allows him to send his item to be repaired to our partner, describing according to a digital nomenclature the type of repair to be carried out among the 7 proposed. Finally, the bonus granted by Re-fashion will be deducted from the cost of the repair charged to customers.



For several years, **Xandres** has implemented a "Repair & Care" program to help customers extend the life of their garments. The brand is committed to repairing clothes on an unlimited basis regardless of the date of purchase. **693 parts** were repaired in the 2024-2025 financial year.

In this context, last November and for the fourth year in a row, **Xandres** celebrated Green Friday by closing its stores and website on November 29. Instead, all the teams met in the Destelbergen workshop to repair the clothes brought by customers free of charge. In total, more than 500 pieces were repaired that day, and for every garment restored, **Xandres** planted a tree through the Go Forest initiative, with which they have been associated since 2023.



The day was also an opportunity to offer workshops on Repair & Care, bringing together employees and partners such as Repair&Share, Thomas More, VITO and many others. These workshops provided an opportunity to share practical knowledge about repairing, upcycling and caring for garments, thus strengthening the collective commitment of **Xandres employees**.

damartex
HEALTHCARE

The **Almadia** warehouse has taken a valuable initiative by implementing a reconditioning program for rented products, aimed at extending the life of machinery and medical equipment. This project has made it possible to revitalize and reuse the equipment, thus guaranteeing better performance and greater longevity of the products. By adopting this sustainable approach, **Almadia** not only optimizes its resources, but also demonstrates its commitment to the circular economy and environmental preservation.

The environmental transition cannot be achieved without collective mobilization. This is why, beyond reducing our environmental impacts, we place people at the heart of our transformation. Our employees are the first actors of change: their health, commitment, well-being and skills development are essential to achieve our ambition for a more sustainable model. As such, we will detail our human capital commitments and actions in Part 2 of this report.

Part 2 - Promoting human capital and valuing corporate culture

Our ambitions:

- Improving the quality of life at work and working conditions
- Supporting the development of men
- Promoting diversity, equal opportunities and inclusion
- Developing the employer brand

To 2026:

- Employee engagement rate of more than 75%
- 100% of employees committed to CSR, in particular *through* participation in the Climate Fresk

CSRD Readiness – Social Data:

As part of the preparation for compliance with the Corporate Sustainability Reporting Directive (CSRD), this part constitutes a first version of the recitals of this new regulation concerning the requirement to publish social information "S1: workforce of the company". It combines quantitative indicators and qualitative information to report on our social policies, their implementation and the results achieved. In addition, we are making a transition from monitoring in full-time equivalents (FTEs) to a presentation in physical numbers (total employees). It should be noted that this change may limit comparability with historical data.

2.1. Human Resources Management and Social Dialogue

2.1.1. PRESENTATION OF HR POLICIES

Human capital is at the heart of our success: to engage, develop and retain talent in an environment conducive to innovation, while valuing diversity and inclusion. As of June 30, 2025, **Damartex** had **2,803 employees** (90% of whom were on permanent contracts²⁸).



The strategic plan "Dare. Act. Impact. 2026" structures our decisions around the omnichannel customer/patient experience and investment in people through Shared Leadership. Our priorities are: to speak the truth, to strengthen transparency and to develop the leadership of the new generations. A unified HR community and HR Board ensure alignment between business and HR issues (fundamentals, transformation,

leadership, quality of life).

The entities of the **Damartex** Group base their employee management and protection policy on respect for the fundamental rights of employees, as defined by the International Labour Organization (ILO) and the United Nations Guiding Principles on Business and Human Rights. These commitments are formalized in the Group's Human Rights policy (see Part 3 of this DPEF) and set out in the HR policies specific to each brand. The latter contribute to Sustainable Development Goals (SDGs) n°3 "Good health and well-being", n°4 "Quality education" and n°5 "Gender equality".



In a context where the Group's performance, competitiveness and attractiveness are based above all on the quality of life of its employees, well-being at work is a major lever. The Group has deployed a voluntary approach aimed at promoting exchanges between the HR community and thus disseminating good well-being practices in each of our subsidiaries. To strengthen the balance between professional and personal life and encourage everyone's autonomy, teleworking is now generalized as soon as the nature of the mission allows it.

Occupational health and safety are also part of our priorities and the issues are addressed in the internal regulations or codes of conduct of the brands. The Group is committed to preventing occupational risks by implementing appropriate measures. In the event of an accident at work, a systematic declaration is made for rapid care, in accordance with the legislation in force. The Group is also committed to analysing the causes of accidents in order to implement corrective and preventive actions.

With a constant concern for equal opportunities and inclusion, we deploy targeted actions against all forms of discrimination, from the recruitment and integration phases. These initiatives nurture a corporate culture based on respect and diversity. Indeed, promoting equal opportunities means ensuring that all individuals have the same opportunities, the same opportunities for social development, regardless of their social origin, gender, their parents' financial means, their place of

²⁸ Excluding **Santéol**

residence, their ethnic origin, their sexual orientation or any disability, in order to guarantee them equal treatment.

In addition, the entities of the **Damartex** group invest heavily in the development of their employees' skills, whether through continuous training, coaching, professional conferences or leadership programs. This investment contributes to increasing everyone's employability, promoting internal mobility and strengthening the collective agility essential to meet the challenges of tomorrow.

These specific policies for each subsidiary are formalized in internal documents and communicated to all employees in each entity via intranets, welcome booklets or information meetings.

These policies are then translated into actions.

2.1.2. DIALOGUE WITH EMPLOYEES AND THEIR REPRESENTATIVES

As part of our continuous improvement approach, and in line with the Shared Leadership pillar of the "Dare. Act. Impact. 2026", the **Damartex** group carried out the "Tex Indicator" survey this year. Intended for all Group entities, this anonymous survey aimed to understand the state of mind of employees with regard to the company. The results have been shared with the teams via meetings, and guide HR actions (training plans, working conditions, management methods,...).

This first edition, carried out during the financial year, highlighted several strong points, including the strong sense of usefulness in daily assignments, the high personal commitment of employees to their work, and overall positive working relationships within the teams. Areas for improvement have also been identified, in particular on the dimension of trust in the company, which will be the subject of specific work in the coming months, through team exchanges and targeted actions.

The renewal of this study will be carried out annually, in a logic of regular monitoring and sustainable managerial management to improve the sense of belonging of employees.



In addition to this survey, the Group's entities organise regular consultations with staff representatives (trade union delegates, CSE). These exchanges reinforce the definition of HR actions (training, management methods, working conditions) and are described in sections 2.1.3. and 2.1.5. of this report.

2.1.3. LISTENING TO AND MANAGING EMPLOYEES' CONCERNS

Employees can report any concerns via the Transparency system, to their CSE representatives or to designated HR referents. There are also informal channels (manager referents, field visits), completing this feedback system.

➤ Escalation and processing of alerts (Transparency)

The Group has set up an internal system for collecting and processing whistleblowing, in accordance with regulatory requirements and its commitment to ethics. Detailed information on this scheme is presented in section 3.3.2. (**Page 100**) of this Non-Financial Performance Statement.

➤ Role of the CSE (Social and Economic Committee)

At **Damart France**, the members of the CSE and the members of the CSSCT are informed and consulted, in the most transparent way possible, and on a regular basis via health commissions. Thanks to these regular meetings, all employees are now covered by the provident agreement, which covers the risks of long illness, disability or reduced work. Each store also has an occupational doctor depending on its location and an occupational doctor is available for the Roubaix and Hem establishments. A nurse and a social worker are also available for all employees. The operation is identical for **Damart Belgium** with the PPT (Committee for Prevention and Protection at Work).

2.1.4. SOCIAL DIALOGUE AND COLLECTIVE BARGAINING

Social dialogue is also an essential component of the quality of life at work, as it demonstrates the capacity for expression, attention and action in relation to the quality of labour relations and working conditions.

The Group's companies are constantly seeking to maintain a close relationship with the social partners. Any opportunity to exchange with them is used in a way that maintains the link and discussion.

Frequent exchange and working meetings are organised with the various committees of each French entity concerned: the CSE, the Health, Safety and Working Conditions Commission, with elected representatives and representatives of trade unions. In Belgium, elected employee representatives meet with the Works Council once a month and the Occupational Safety Committee and the Trade Union Delegation on a recurring basis.

The Group has also negotiated and signed various collective agreements over the past year (teleworking agreement, phased retirement agreement, salary agreement, right to disconnect, etc.).

- *Share of French employees covered by collective agreements at Group level as of 30/06/2025:*
100%

- Share of Belgian employees covered by collective agreements at Group level as of 30/06/2025: **84.6%**
- Share of German employees covered by collective agreements at Group level as of 30/06/2025: **0%**²⁹
- Share of Tunisian employees covered by collective agreements at Group level as of 30/06/2025: **100%**
- Share of English employees covered by collective agreements at Group level as of 30/06/2025: **0%**³⁰

As part of its Home Care business, **Almadia** has finalised the restructuring plan initiated the previous year in the Distance Selling segment. This system was accompanied by individualised monitoring of the employees concerned, in order to facilitate the construction and implementation of their professional project (training, internal or external mobility, redeployment). This strategic refocusing now allows the company to focus its resources on the development of home care, through the opening of new agencies and the optimization of the organization of the teams. Throughout this process, a regular and constructive social dialogue has been maintained, reconciling the interests of employees and the strengthening of the company's position in its market.

Table 11. Coverage of collective bargaining and social dialogue by country at Group level as of 30/06/2025

Coverage rate	Collective Bargaining		Social dialogue
	Employees – EEA ³¹	Employees – non-EEA	Workplace representation ³² (EEA only)
0 %	Germany (3Pagen)	United Kingdom (Damart UK, Coopers of Stortford)	-
1 – 39%	-	-	-

²⁹ In Germany, membership of a collective agreement depends heavily on the voluntary membership of the employer in a signatory employers' association. In this case, **3Pagen** is not affiliated to an employers' organisation that has signed a collective agreement, which explains the lack of formal coverage. However, the working conditions are governed by German labour law and internal company agreements.

³⁰ The UK system is mainly based on individual agreements or company practices, with a weak tradition of sectoral collective bargaining outside of certain public or highly unionised sectors. The Group's UK entities, **Damart UK** and **Coopers of Stortford** are not currently engaged in such collective bargaining, explaining the lack of coverage.

³¹ EEA: European Economic Area

³² Excluding **Health**

40 – 59%	-	-	-
60 – 79%	-	-	Germany (3Pagen)
80 – 100%	Belgium (Damart Belgium, Xandres), France (Almadia, Damartex Corporate, Damart France, DSB, Msanté, Santéol)	Tunisia (DMT)	Belgium (Damart Belgium, Xandres), France (Damartex Corporate, Damart France, DSB, Santéol)

2.1.5. WORKING CONDITIONS AND QUALITY OF LIFE AT WORK

Numerous actions are put in place to improve the impact on employees within the Group's subsidiaries (QWL, teleworking, health and safety, diversity and inclusion, skills development, employee engagement) and their effectiveness is evaluated by indicators (for example, the level of satisfaction and trust from the annual Tex Indicator survey described above).

➤ Well-being at work

The issue of well-being at work is a *sine qua non* condition for the Group's future, a guarantee of performance, competitiveness, but also attractiveness to new talent. For the Group, this is based on a voluntary and sustainable approach by the company, a key factor in the success of today and tomorrow.

Damartex relies on "the QWL wheel" and its 9 sources to evaluate the quality of life at work: the meaning, the content of the missions, the role, the recognition, the atmosphere, the working conditions, the processes, the work-life balance and the sense of belonging.

For **Damart**, the key to sustainable success is motivated, competent teams that are good at their job and their company. At **Damart France** and **DSB**, the "**Damart** attitude" is a source of well-being and contributes to giving meaning, to promoting teamwork, agility, innovation and listening to others and to oneself. It is all the more important in the context of the transformation of the company and the multiplication of cross-functional projects.

Unifying activities took place within the Group's various brands to strengthen the quality of life at work, particularly in terms of pride, belonging, sharing, better knowledge of each other and conviviality:

- In France, at **Damart**, as part of the merger of the DA, FAC and CLEM sites, where the employees of **Damart France, DSB** and **Damartex Corporate** were located, the Rubix project was designed as a major lever to strengthen team cohesion. In order to support employees in this transition, several communication actions have been put in place: an internal magazine has made it possible to centralise and share all practical information (moving schedule, access maps, description of the various services and activities, etc.), information meetings and an update of the welcome booklet. At the same time, several "neighbours' cafés" took place, offering a convivial moment to welcome newcomers, exchanges and creation of inter- to welcome facilitate encourage the team links.



- At **Damart UK**, there have been many QWL initiatives: yoga sessions led by colleagues to promote relaxation and team cohesion; volunteer activities (tree planting, restoration of wild meadows and woodland areas); hosting local arts and crafts associations that organise workshops for families on our premises; participation in cultural events such as 'Crane' supported by Bradford 2025.
- At **Damart France, DSB and Damartex Corporate**, employees once again had the opportunity to participate in support courses with WeTalk, the first digital platform for inter-company group support dedicated to mental health, offering collective coaching and speaking paths led by certified professionals. Themes such as stress and emotional management, the search for meaning and leadership were addressed. The feedback underlines the benevolent atmosphere and the encouraged listening.
- At the **Almadia** site, employees were invited to participate in the "Santé Vous Bien" week. For three weeks, employees were able to benefit from multiple workshops focused on well-being, such as a fruit bar, muscle awakening sessions, osteopathy, massages, group walking, and many other initiatives promoting physical and mental health.



- On the occasion of Mental Health Awareness Week, **Damart UK** has set up a series of positive and inspiring initiatives. Each day of the week was punctuated by concrete actions to take care of one's mental health. On the program: access to practical sheets, useful resources and inspiring readings via the internal website, express yoga sessions and wellness walks, or a face-to-face and online meditation break.



- In January 2025, the **Damart production plant, DMT**, celebrated its 15th anniversary with a beautiful collective celebration, bringing pride and momentum for the future. On this occasion,

the factory opened its doors to several guests, who came to share this moment with the teams to discover or rediscover the various industrial processes of the factory.

➤ **Telecommuting**

Even though teleworking was already practiced in some of the Group's companies before the lockdown, the Covid-19 crisis has accelerated the evolution of this mode of operation. Teleworking has become widespread and collaborative digital work, *in particular via* the Teams tool, is being generalised throughout the Group. **Damart France, Damart Belgium**, Damart's support services entity (**DSB**), **3Pagen** and **Damartex Corporate** have set up an agreement on teleworking on the basis of a rhythm of 8 to 12 days per month. The spirit of the agreement is to promote flexibility and therefore well-being at work, while remaining based on voluntariness. The essential thing is communication with one's manager: the notions of trust, exchange and autonomy were strongly emphasized.

For **Damart France**, the agreement was the subject of an amendment in 2023, concerning the possibility of teleworking, which was increased from 8 days to 12 days per month for employees at the end of their careers and employees in the event of pregnancy, which represents an average of two additional days per month.

➤ **Health and Safety**

Our industrial activity is located in Tunisia, in this country the Health and Safety policy is led by the Human Resources department and has the slogan "Safety is our Priority". It is based on:

- The improvement of working conditions, particularly in terms of the ergonomics of workstations, the adequacy and maintenance of equipment and tools, the cleanliness of the workshops, and the hygiene of the premises.
- The organization of first aid training. The OHS policy is posted and communicated to plant employees.
- The organisation of fire prevention and firefighting training
- The organisation of weekly awareness sessions: "Safety Wednesday" in the form of videos relating to safety in the workplace (handling, falls, staff responsibility, etc.)
- Presentation of the safety policy during the integration of each new hire
- The organisation of periodic medical examinations every fortnight (Occupational Doctor)

As part of their commitment to health and safety at work, the other entities regularly organise Occupational First Aid (SST) training courses in order to strengthen accident prevention and ensure rapid intervention in the event of an emergency.

Occupational First Aid Rescuer, Kesako : A Occupational First Aid (SST) is a member of staff who volunteers or is designated to provide assistance in the event of an accident. He or she is subject to training to maintain and update skills.

Currently, for Damart's French sites, there are **49 SSTs**. During the period, two training sessions to maintain and update skills in the development of first aid while waiting for help took place for a total of 9 OHS employees.

In France, each work accident is analysed as soon as it occurs by the head of department and a member of the CSSCT. These accidents are then studied at the quarterly meetings of the CSSCT, in the presence of the occupational physician, in order to define the measures to be put in place to prevent them from happening again. The analysis of these accidents also makes it possible to regularly update the Single Risk Assessment Document. A psychosocial risks commission has been created and its members trained.

➤ Diversity and inclusion

The Damartex **group** is very committed to valuing personalities to develop a culture of openness and seeks to make differences an opportunity *through* an egalitarian policy (diversity, parity of treatment, employability of seniors, etc.).

A "Shared Leadership for Women" group was launched this year, covering **Damart France & Belgium, DSB, Damartex Corporate, Almadia** and **3Pagen**, in order to strengthen the promotion of female leadership. It is part of the "Shared Leadership" pillar of the strategic plan, by promoting the autonomy and responsibility of female employees. This collective aims to promote the careers, skills and influence of women in key positions.

The French entities of the **Damartex** group have signed the charter of commitments to promote the place of +50 years in the company. This unprecedented act is broken down into 10 key commitments around Recruitment, Training, Job Retention, Career Development Support, Well-being at Work, Retirement and Awareness of Age-Related Stereotypes. In this context, **Damart** has chosen to focus its actions on supporting employee caregivers, in line with the commitments of our *On Seniors' Side* Corporate Foundation. An internal awareness campaign was carried out, accompanied by a questionnaire to better understand the expectations of the employees concerned. These initiatives have made it possible to make several advances: an agreement on teleworking for family carers (in a broader sense), the creation of a *Parenting Guide* integrating leave related to parental caregiving, the opening of negotiations on the donation of leave, as well as the deployment of the Welii platform, in partnership with our provident provider, offering services to alleviate the mental load (cleaning, childcare, etc.).

On the other hand, **Damart France** has signed an amendment to the phased retirement agreement for all employees in distance selling as well as in stores.

In addition to its attachment to the senior target, the Group's brands are committed to:

- Develop and promote a culture of diversity and equality, equity, integrity and dignity.
- Prevent all forms of discrimination and address these issues in a consistent, timely and effective manner.
- Raise awareness and train colleagues on equality and diversity.

At **Damart France**, an e-learning module in favor of diversity has been made available to managers who are recruiting. With this in mind, what matters is the adequacy between what the candidate is looking for and the company, to build a sustainable path. As for the specific actions in favour of seniors, they mainly concern job retention, thanks to an active policy of job adaptation, and continuous improvement of working conditions.

To encourage the development of collective and individual skills, in line with the evolution of the professions, the development of each individual, and in recognition of the contribution, each year employee reviews are held at **Damart France** and **DSB**. They bring together managers from the same department, who together share and enrich the evaluation of the skills of each member of the team and decide on the individual increases validated as part of the Mandatory Annual Negotiations. This collective process makes it possible to make coherent decisions, based on objective criteria: the level of the employee's contribution to the company's expectations, on the business skills and soft skills dimensions, the level of his or her remuneration in line with his or her level of responsibility and its developments in recent years. These criteria allow for equity in individual increase decisions.

➤ **Employee development**

By prioritizing the autonomy and fulfillment of its employees, **Damartex's** ambition is to gain in performance and agility every day. This involves the development of women and men, the ability to detect talent and help them grow by supporting them and allowing them to evolve in a secure environment, where it is good to work and where everyone has a chance.

The personal development of employees through skills consists of assimilating know-how and interpersonal skills that are useful in the professional context. It is a question of acquiring, updating or perfecting the knowledge necessary for the successful performance of one's current or future position and thus developing one's employability.

Skills development can be done *through* different means, *via* professional training, but also through conferences, coaching, professional forums, trade fairs, formal or informal events as well as in all situations conducive to the exchange of good practices.

By investing in skills development, in part through its skills plan, the Group increases its efficiency and the motivation of its employees. Thus, by focusing on the individual, the collective is positively impacted. Skills development concerns all individuals, regardless of their level of initial training and their position.

This year, the focus was particularly on the Leadership Development Program, which aims to accelerate the Group's transformation through leadership development among the company's top 80 employees. It is an engaging 10-month program that allows cohorts of 10 people to work on themselves as a leader

➤ Mobilization for a just transition

Damartex's **Executive Committee** has formalized its CSR Manifesto, a structuring document, written and presented to the teams, in which the management undertakes to maintain the necessary resources to achieve its carbon transition and social responsibility objectives. This Manifesto marks a strategic turning point: it triggers concrete actions and commitments on the part of the Management, and reflects the group's desire to transform the intentions of the Executive Committee into operational actions.



Thus, there are two types of employee commitment: commitment to one's work and mission and commitment to one's company. These actions contribute to improving the Group's employer brand overall.

- *To nurture the **commitment of employees to their work and mission**, communities have been deployed at Group level and in all subsidiaries.*

An internal Climate Superhero Community has been launched. They are dedicated and invested in their mission to deploy the various climate action plans. This team is made up of 10 committed and volunteer actors from across the Group. Thus, their mission is as follows: *"To raise awareness among all employees and share best practices between subsidiaries to implement a solid culture around climate issues"*.

In all the brands, CSR ambassadors have been identified and trained to deploy the CSR roadmap. These teams are made up of business experts and meet regularly to raise awareness or monitor ongoing projects. Referents from the "On Seniors'Side" Foundation as well as sponsors have also been identified within the Group, embodying a concrete commitment to societal and intergenerational projects.

- *Then, to develop the **commitment to the company**, we roll out the Change Our World program to everyone.*

This includes internal communication, the organization of events and forums for the exchange of best practices between the Group's brands, and training and awareness-raising for employees:

- Internal communication

The entities of the **Damartex** group provide their employees with a variety of tools to share their CSR challenges and actions. A "CSR Newsletter" distributed several times a year to the subsidiaries presents the main orientations, while each entity offers its own monthly newsletter to relay projects and local news.

Intranet platforms such as the **Damart** Hub (UK) and the DSB Box include a "Change Our World" space dedicated to good practices and CSR resources.

In addition, regular meetings, in particular the "**Damart** Breakfast" and "HLS Breakfast", bring together face-to-face and remote teams to discuss CSR progress.

Finally, videos are continuously broadcast on the screens installed in all sites (headquarters, warehouses, stores) in order to reach all employees, including those without computer access.

- CSR events for employees

In addition to communication tools, internal events are offered to employees throughout the year.

For several years, the Group's CSR team has been organizing events on the theme of climate to raise awareness among all employees in all subsidiaries. Following the Climate Summit and Earth Day, a third edition was organised in 2024 to present the results of the latest measurement of the carbon footprint, this time on the theme of emotions, freely inspired by the universe of a film revolving around them. The objective: to explore the link between individual emotions and collective commitment, to encourage a more human, sincere and mobilizing sustainable transition within the Group.



Other initiatives described in part 1 of this report have been carried out: **Damartex** Digital Clean up Challenge, exhibition on the theme of biodiversity, awareness campaigns on screens, etc.

- Developing CSR expertise

Since the 2022 financial year, internal facilitators have been trained in the animation of the Climate Fresk to raise awareness among employees in the various subsidiaries. At Group level, **188 employees** attended a workshop on this exercise (605 in 2023-2024).

Climate fresco, what is it? This 3-hour workshop, participatory, fun and collaborative, is based on 42 cards to take ownership of the challenge of climate change and write action plans to reduce the carbon footprint of your activity.



Notably, since May 2024, three internal facilitators have been working to lead Climate Fresk workshops for **Xandres** employees: from the headquarters in Destelbergen to the stores in Belgium. This fun and enlightening device made it possible to raise awareness of **climate issues among all Xandres** employees before the end of 2024.

In addition, in line with the exchange sessions at the end of the workshop and the proposals for actions that we can take in our business model, various departments of **Damart France** and **DSB** were consulted, from upstream transport to IT, energy and stores. These exchanges made it possible to compare the ideas put forward with the projects in progress and the experiments already carried out, thus ensuring a first step in the promotion of the ideas and skills acquired during the Climate Fresk.

In addition, to raise employees' awareness of environmental issues, a series of educational content on the greenhouse gas balance and on the types of energy and their carbon impact are available on Damart France's e-learning platform. A module on Damart's CSR strategy has also been drafted and is currently being validated, it will be available for the next financial year.

2.2. Profile and diversity of the workforce

2.2.1. CHARACTERISTICS OF THE GROUP'S EMPLOYEES

Within the **Damartex** Group, employees stand out for their curiosity, involvement, versatility, creativity and autonomy. Beyond their backgrounds and experiences, they are committed personalities who actively contribute to the Group's transformation.

Table 12. Presentation of the workforce at Group level by gender as of 30/06/2025

Gender	Number of employees
Men	717
Wives	2 086
Total	2 803

Figure 5. Breakdown of the workforce at Group level by gender as of 30/06/2025

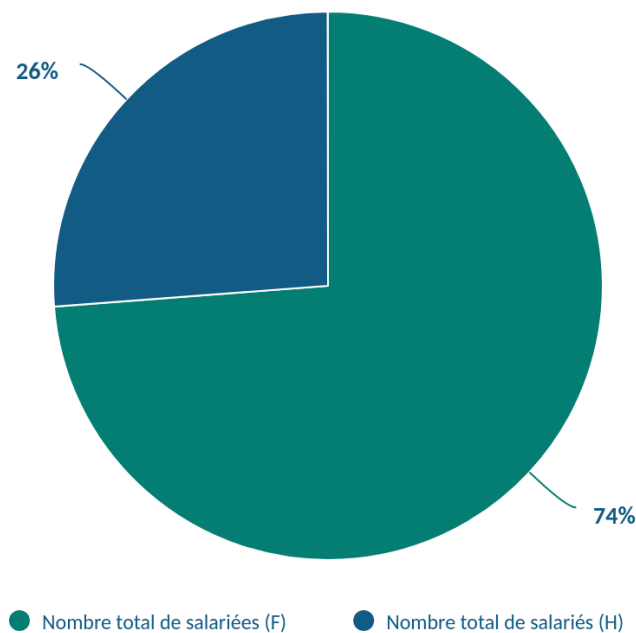


Table 13. Breakdown of the number of Group employees as of 30/06/2025 in countries where the company has at least 50 employees, representing at least 10% of total employees

Country	Number of employees			Share of employees
	Men	Wives	Total	
France	340	864	1204	43%
United Kingdom	164	334	498	18%
Belgium	29	458	487	17%
Germany	88	226	315	11%
Tunisia	96	192	288	10%

The major human challenge is to place each employee in the conditions favorable to his or her success in his or her mission, within his or her team and in the company. This implies paying particular attention to the knowledge of each person: their background, their skills and the environment in which they flourish.

- Employee turnover rate at Group level in 2024-2025, excluding **Santéol** : **35%**³³

All of the Group's brands are committed to guaranteeing equal opportunities and promoting internal mobility as a lever for professional development. All employees have access to the opportunities offered by the Group's various French brands. A procedure governing international mobility as well as a dedicated charter have also been put in place. This dynamic is based on a structured workforce organization.

Table 14. Breakdown of the number of employees by type of contract broken down by gender, at Group level, excluding **Santéol** as of 30/06/2025

Wives	Men	Total	Total share
Total number of employees			
2086	717	2 803	-
Number of permanent employees³⁴			
1807	608	2 415	90%
Number of temporary employees³⁴			
150	32	182	7%
Total number of employees with non-guaranteed hours³⁴			
72	3	75	3%

³³ Last year, the data on departures included certain special cases, such as the end of contracts of trainees converted into fixed-term contracts within DSB. This can affect the interpretation of changes in headcount from one year to the next.

³⁴ The total share is based on a workforce of 2,672 employees excluding **Santéol** for a greater accuracy in the distribution of the figures.

In a context of a tight labour market and recruitment difficulties, some entities such as **Almadia**, **Damart France** and **DSB** have set up co-optation systems for employees in the form of internal challenges for certain professions.

2.2.2. PROFILE OF EXTERNAL WORKERS

In terms of external staff, the texts governing our obligations envisage a gradual dissemination of the different categories of data. Quantitative information on external workers will not be included in this exercise. However, identifying the composition of this population is relevant to understanding these new publication obligations. The main types of self-employed staff within the subsidiaries of the **Damartex** Group are as follows:

- Temporary employees, mobilized during peaks of activity or to compensate for absences in our warehouses and points of sale
- External service providers, in charge of IT systems and digital support
- External contractors for the maintenance, security and upkeep of warehouses, stores and administrative premises
- External call platform providers, who carry out customer relations missions
- Consultants solicited for one-off projects as well as interim managers

2.2.3. DIVERSITY INDICATORS

At **Damartex**, diversity according to age is an essential lever of our HR policies. This ensures a balanced representation of generations within the Group and targets concrete actions to strengthen inclusion and intergenerational transfer.

Table 15. Group-level headcount breakdown as of 30/06/2025 by age group³⁵, broken down by gender, excluding **Santéol**

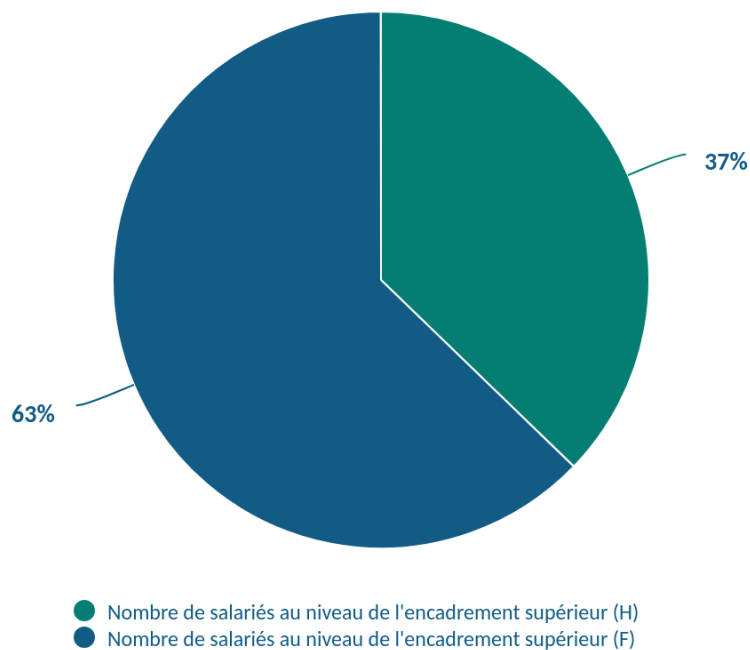
Wives	Men	Total	Total share
Number of employees under 30 years of age			
268	111	379	14%
Number of employees aged 30 to 50			
834	327	1161	45%
Number of employees over 50 years of age			
856	210	1066	41%

³⁵ The total share is based on a workforce of 2,606 employees, excluding **Santéol** and excluding contracts with a number of hours not guaranteed for **Damart Belgium**, whose age information is not known.

The Damartex Group's **workforce** is characterized by a very strong female presence since women represent **74%** of employees as of 30/06/25. Each level of the organization reflects this regularity of female proportion.

- Share of women on the Executive Committee: **50%**
- Share of women on the Supervisory Board: **27%**

Figure 6. Breakdown of the Group's senior management by gender as of 30/06/2025



➤ Gender Equality Index

In France, companies with more than 50 employees are required to publish an index, which measures the efforts of French companies in terms of equal pay between women and men. **Damart Belgium** has also chosen to calculate it voluntarily.

- **Damart France: 100%** (2023-2024: 94%)
- **DSB : 72%** (2023-2024: 84%)
- **Damart Belgium: 94.2%** (2023-2024: 94%)
- **Almadia : 91%** (2023-2024: 91%)

The Equality Index was designed as a simple and practical tool to advance equality between women and men within the company. It measures the pay and situation gaps between women and men. It highlights

the points of progress on which to act when these disparities are unjustified. The criteria are as follows: pay gap, difference in the distribution of individual increase rates, distribution of promotions, difference in increases on return from maternity leave, parity among the highest salaries.

Regarding DSB's gender equality index, we have seen a drop in our performance on the indicator relating to the gap in the rate of individual increases. Forced by the economic context, a freeze on salary increases was carried out for the year. Only employees who have been promoted or whose responsibilities have changed have been affected by individual increases. At the same time, several internal reorganizations have been carried out, resulting in a lot of mobility, particularly within the information systems department, which is predominantly male. However, given that there are more women than men in **DSB**, this distribution mechanically generated an unfavourable gap in the calculation of the indicator, and led to a decrease in the score obtained on this criterion compared to the previous year, when more women had benefited from increases.

2.2.4. PERSONS WITH DISABILITIES

Disability is no exception to the Group's support approach, even if there is still a lot of progress to be made in this direction.

- In France and Belgium, adjustments to working hours and positions for workers with disabilities have been put in place to encourage them to remain in employment (modulation of working hours, etc.) at the request of the employee.
- Awareness-raising activities on the RQTH (Recognition as a Disabled Worker) were also carried out this year at **DSB**, including explanations and a testimonial to raise awareness of this status.
- *Share of employees with disabilities at Group level at 30/06/2025, excluding **Msanté** and **Santéol** : 4%*
- *Share of employees with disabilities in the Group's French subsidiaries as of 30/06/2025, excluding **Msanté** and **Santéol**: 8%*

2.3. Working conditions and remuneration

2.3.1. DECENT WAGES

The **Damartex** Group guarantees that all its entities apply the minimum wage in force, thus ensuring a decent remuneration for all its employees according to the applicable standards (S1-10-69).

2.3.2. SOCIAL SECURITY COVERAGE

- All employees of the Damartex group's subsidiaries are covered, as soon as they join the company, against loss of income related to illness, through public schemes or offered benefits. All entities confirmed the presence of a social protection floor covering this risk.
- All of the Group's subsidiaries, with the exception of the **DMT** production plant in Tunisia, have confirmed that all their employees are covered, as soon as they join the company, by public schemes or benefits offered, against the loss of income related to unemployment. Indeed, Tunisia does not currently have a legal and compulsory unemployment insurance scheme systematically covering employees in the private sector.
- All of the Group's subsidiaries, with the exception of **Coopers of Stortford** and **Damart UK** in the United Kingdom, have confirmed that all of their employees are covered, as soon as they join the company, against loss of income related to an accident at work or acquired disability, through public schemes or benefits offered. The UK-based subsidiaries indicated that they were not able to meet this criterion because of the specific functioning of the UK social security system. This provides for schemes offering partial and conditional coverage. These benefits may vary according to seniority, the amount of contributions or the nature of the contract, and do not systematically guarantee protection equivalent to that of other European countries.
- The majority of the Group's subsidiaries have confirmed that all their employees are covered, as soon as they join the company, against the loss of income related to parental leave, via public schemes or benefits offered. However, three entities located in France (**Damartex Corporate**, **Damart France** and **DSB**) have indicated that they are not in a position to meet this criterion favourably. This situation can be explained by the specificities of the French system: parental leave is a right, but it is not necessarily compensated by the employer. The financial support is mainly based on aid paid by the State *via* the Family Allowances Fund, subject to conditions of previous activity and means, and this aid does not constitute full compensation for the loss of income.

2.3.3. HEALTH AND SAFETY INDICATORS

The **Damartex** Group is committed to scrupulously applying the regulations in force relating to the health and safety of people at work, at the head office, store, factory and warehouse levels, regardless of the country.

- Share of employees benefiting from a health and safety management system at Group level as of 30/06/2025: **82%**
- Number of deaths due to occupational accidents or diseases at Group level in 2024-2025: **0**
- According to the CSRD methodology, the rate of accidents at work at Group level in 2024-2025, **excluding Santéol** : **14.8%**
- Number of cases of occupational diseases at the Group level in 2024-2025: **4**
- Number of days lost due to occupational accidents or diseases at Group level in 2024-2025: **7,710**

2.3.4. WORK-LIFE BALANCE INDICATORS

Work-life balance is a major challenge for the quality of life of the Damartex Group's employees.

Table 16. Indicators relating to family leave at Group level in 2024-2025, disaggregated by gender, excluding **Health**

Wives	Men	Total
Share of employees entitled to family leave		
-	-	92,2 %
Share of employees who have taken family leave		
13,1 %	10,6 %	12,8 %

2.3.5. REMUNERATION INDICATORS

According to an INSEE study, for the same volume of hours, women had a salary 15.5% lower than men in 2021. To increase transparency on this data, almost all of our subsidiaries have calculated this gap.

- Gender pay gap at Group level in 2024-2025, excluding **Santéol** : **15.21%**

The gender pay gap is the difference between the average gross pay of women and that of men, compared to the average male wage. This gap means that, on average, women earn 15.21% less than men across the Group.

The observed pay gap is partly explained by the lower representation of women in management positions, with a differential of 10 percentage points to their disadvantage compared to the distribution of employees in the company, all levels combined. In addition, family leave is more often taken by women (13%), which can have an impact on their career paths and their salaries. Finally, a significant proportion of temporary contracts (82%) are held by women, which also contributes to weakening their

average salary position. These findings call for action to be taken to promote better gender diversity at all levels, a balance in life and sustainable support for women's professional careers.

The annual remuneration ratio between the Group's highest-paid person and the median remuneration of all employees has not been published this year. This decision is based on confidentiality considerations, in order to protect sensitive data relating to individual remuneration. However, the Group remains attentive to the transparency requirements introduced by the CSRD Directive and is committed to evaluating the conditions for the publication of this indicator in the years to come.

2.3.6. MANAGEMENT OF HUMAN RIGHTS WHISTLEBLOWING WITHIN THE GROUP

The management of cases, complaints and serious human rights impacts is an essential issue for the Group's social responsibility.

An incident can be reported informally (e.g. in direct discussion with HR departments) and does not necessarily go through a complaint channel. Conversely, a complaint corresponds to a formal report, made via a structured channel (internal whistleblowing mechanism, industrial tribunal, etc.).

- *Total number of incidents of discrimination (including harassment) reported in fiscal year 2024-2025 at the Group level: **12***
- *Number of complaints filed through channels for employees to raise concerns in the 2024-2025 fiscal year at Group level: **11***
- *Total amount of fines, penalties, and compensation for damages resulting from complaints during the 2024-2025 financial year at Group level: **€15k***

To date, only one final conviction for discrimination and harassment has been handed down against **Damart France**. The entity having taken note of this judicial decision has strengthened its prevention and awareness-raising actions in order to avoid the recurrence of such behaviour.

2.4. Training and skills development

The acquisition and development of skills are essential levers for the success of the Group's transformation strategy. Thus, each subsidiary offers everyone all the keys to their success by providing a set of training systems to develop their skills. To provide these trainings, each brand calls on external service providers who are experts in their field but also on internal trainers who are keen to share their know-how. The pedagogical approaches are diversified: face-to-face, distance or e-learning, in short format or for a whole day... Always by promoting experimentation and the sharing of experiences and skills.

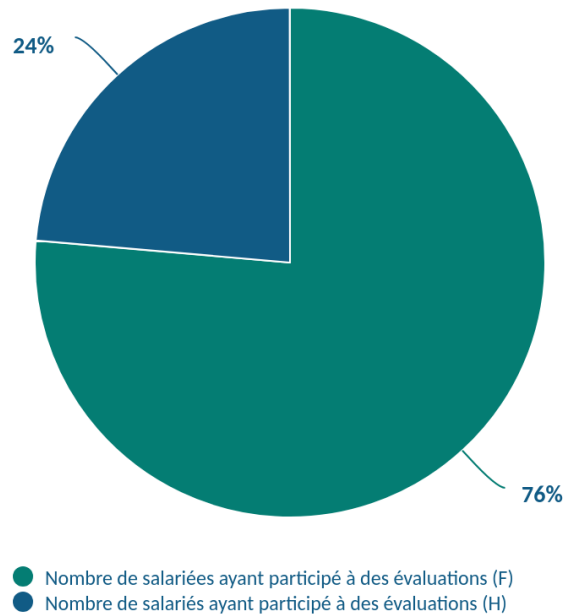
Individual training needs are identified during annual interviews with managers.

- At **Damart France, DSB and Damartex Corporate**, the Development Interview (EDD) and the Professional Interview (EP) are transparent annual interviews, focused on the employee who speaks first. They make it possible to summarise the preferred or difficult moments during the year and to position oneself in relation to the roles of the "**Damart Attitude**" (inspiring, cooperater and entrepreneur) and to identify the training needs to support the employee's professional career. This year, HR teams released a survey on these annual campaigns. 64 responses were obtained, providing valuable and diversified feedback on strengths and areas for improvement. For the 2024 campaign, several new features have been integrated:
 - o A simplification of the interview grid has been implemented, making the process more fluid for employees and managers,
 - o A practical guide has been developed to make it easier to understand the objectives of the interview, encourage constructive discussions and ensure that the interviews are conducted instinctively.
- At **Damart Belgium**, it is the EDP (Progress Interview) that makes it possible to identify training needs, at the request of the employee or manager, whether they are internal training (called "informal" training such as the integration course) or external training ("formal" training).

Table 17. Group-level employees who participated in performance or career development evaluations during the 2024-2025 financial year, excluding **Msanté** and **Santéol**

Gender	Number of employees assessed	Share of employees assessed
Men	296	46,2%
Wives	958	47,6%
Total	1 254	47,2%

Figure 7. Distribution of employees who have participated in regular evaluations of their performance and career development by gender, excluding **Msanté** and **Santéol**



At the same time, the needs for collective training within a department or cross-functional within a brand are defined with the Directors. Skills development plans are then built, budgets arbitrated and validated. The validated actions are communicated to employees at the beginning of the year. The training is then provided.

Table 18. Average number of hours of training per employee at Group level in 2024-2025

Gender	Average Training Hours
Men	4.37 hours
Wives	6.08 hours
Total	5.74 hours

Damart launched the "**Damart & Moi**" training course in France and Belgium last year. This training is aimed at teams in direct contact with customers: stores and contact centers. It includes a complete course for the teams. The desire is to move from sales advice to a solid relationship.



This involves adapting communication to the customer's needs, using emotional intelligence, among other things. This project mobilised the store and distance selling teams in France and Belgium, supported by Sobox (a training organisation specialising in the development of soft skills), through a course structured in 5 key phases: a "Kick-off" communication time, the training of ambassadors and trainers, the training of managers and teams, and finally the creation of an e-learning module. The initial results are very encouraging, with 100% of sales teams becoming ambassadors and a 4.1 point increase in store NPS.

A "training book" is also available to **Damart employees** on the DSB, VAD and Store boxes. This standard catalogue can be adapted to any type of profession and brings together all the information relating to the continuous development of skills. Among collective and cross-functional training, the priority is to support the development of the skills necessary for the transformation: soft skills in connection with the "**Damart Attitude**" and training to support the evolution of professions, tools and organizations (office automation, languages, etc.).

Thus, in an approach to support the development of language skills, **Damart France, DSB and Damartex Corporate** have launched the mini English workshops. These friendly 2-hour workshops, led by a qualified trainer, are organized in small groups of 8 people maximum in order to promote oral practice. Three levels are offered (A2, B1, B2) around various themes such as professional English, everyday conversation or business vocabulary.

In the same logic of targeted skills development, **Damart** has launched the ICE workshops (for *Inspiring, Cooperator, Entrepreneur*), in direct connection with the "**Damart Attitude**" for its French subsidiaries. These short and concrete sessions, led by the HR team, aim to develop key skills around the three roles embodied on a daily basis. In 3 hours, participants leave with tools, methods and contributions that can be immediately mobilized in their professional practice. For this first edition, two themes are proposed, focused on the development of cooperation.



It should be noted that at **Damartex UK**, mandatory training is provided to each new arrival. They include, for example, the prevention of sexual harassment, data protection, modern slavery and equality, diversity and inclusion.

In addition, **Damart France** and **DSB** employees have permanent access to the e-learning platform, Eureka. The latter offers **57** online training modules, concise and targeted content, and wishes to promote flexibility and the continuous development of teams' skills. The objective of the platform is to continuously develop employees' skills around corporate culture, products, innovation, finance, or the GDPR (General Data Protection Regulation). **Coopers of Stortford** employees now also have access to an online training tool with various modules.

Finally, this year **Almadia** launched SMA (Adapted Medical Solutions), a Qualiopi-certified training organization³⁶, intended to support health professionals and medico-technical companies of PSDMs (Service Providers and Equipment Distributors) and PSAD (Home Health Providers) in their continuing education. This dynamic has also been deployed internally with the creation of the SMA Academy, a training platform dedicated to **Almadia's** employees. It aims to facilitate the integration of newcomers by providing them with the skills necessary for the success of their mission, but also to support the professional development of teams through the continuous development of skills. A 100% in-house training portal has been set up in this context. It brings together the entire SMA catalogue, direct access to the e-learning platform, as well as a personal space allowing each employee to follow his or her progress.



³⁶ Qualiopi certification is a quality certification mark for training providers, mandatory since 2022 for any organization wishing to access public or mutualized funds. It aims to ensure the quality of the processes of training, reception, support and evaluation of learners.

2.5. Corporate Culture

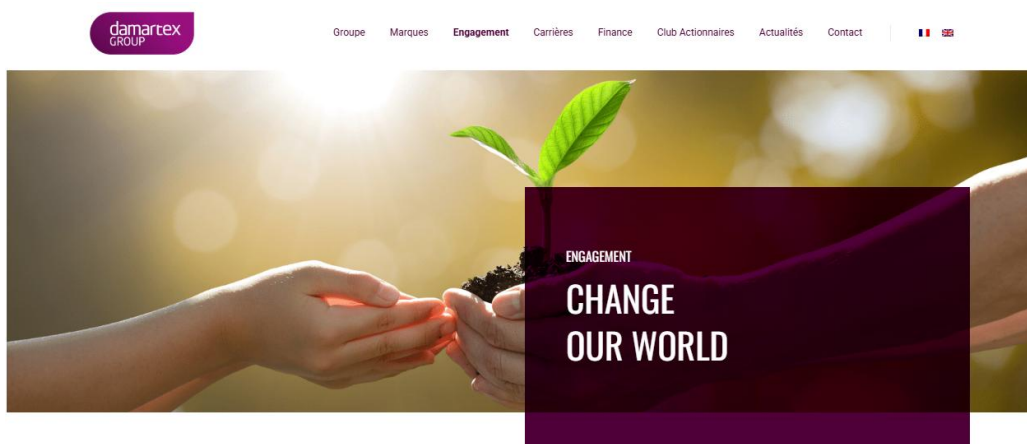
Damartex's **corporate culture** is rooted in a strong family history, a territorial anchoring in Roubaix, and a clear mission: to improve the quality of life of people aged 55 and over. This mission permeates all of the Group's activities, which are structured around three divisions (Fashion, Home & Lifestyle, Healthcare) and are supported by eight complementary brands.

Driven by the strategic plan "Dare. Act. Impact. 2026", this culture translates into a decentralized organization, ethical governance and a strong culture of commitment. The Change Our World program, a pillar of the CSR strategy, mobilizes employees around four axes: environment, human capital, responsible business conduct and societal commitment.

The Group's identity is embodied by concrete initiatives:

- Lively and transparent internal communication with all employees described above (**Pages 60-70**), via newsletters, intranets, videos, unifying events (**Damart** Breakfast, Earth Day, Human Weeks) and awareness-raising tools such as the Climate Fresk
- Committed communities, such as CSR ambassadors, climate superheroes or the referents of the On Seniors' Side Foundation, who locally lead the Group's commitments
- A shared managerial culture, based on Shared Leadership, which values transparency, autonomy and talent development
- A strong inclusion policy, with concrete actions in favour of caregivers, seniors, gender equality and intergenerational diversity.

Externally, the corporate culture is reflected in the Group's active participation in collective initiatives (United Nations Global Compact, ICS, various federations, etc.) and in transparency via the "Commitment" page of the Corporate website, which promotes the Group's CSR actions and is updated regularly.



External communication on the LinkedIn network (on the Damartex group page) supports the highlighting of brand news, the publication of internal events, and the sharing of the Foundation's posts.

This lively and embodied corporate culture is a strategic lever for strengthening the attractiveness, loyalty and commitment of employees, while affirming **Damartex's uniqueness** as a pioneering and responsible player in the Silver Economy.

The year 2025-2026 will mark a structuring turning point for the Group. Indeed, following the arrival of a new CEO in April 2025 and as the end of the "Dare. Act. Impact. 2026", in-depth work will begin at the end of August on the redefinition of our vision, mission and corporate culture. This collective approach will aim to lay the foundations for the next strategic cycle, in line with the transformations undertaken and the aspirations of employees.

Valuing human capital and promoting an inclusive and respectful corporate culture are essential foundations for ensuring the sustainability and accountability of our organization. However, beyond internally, our commitment to human rights and ethics also extends to all of our business practices. This is why it is essential to adopt ethical business conduct, which reflects our values and ensures the conformity of our relationships with our partners, suppliers and customers, while contributing to a responsible and transparent economic environment.

Part 3 - Ethical Business Conduct

Our ambitions:

- Engaging our partners in our ethical purchasing policy
- Treating and Considering Our Clients
- Facilitating relations with our ecosystem

By 2026: 80% of our products come from socially audited factories

[3.1. Engage our partners in our ethical purchasing policy \(excluding the Health division\)](#)

The **Damartex** group subcontracts the production of the majority of the products it markets (excluding **Almadia, Santéol, Msanté**). In this context, a significant part of the Group's societal impact depends on the activities of its suppliers and subcontractors. The risks associated with purchasing are significant due to the distance between the **Damartex** headquarters and the factories (quality, non-compliance, human rights violations). This could harm the Group's stakeholders and reputation and thus compromise its ability to attract new investors, employees and customers.

To improve the control of its supply chain, **Damartex** has implemented an ethical purchasing policy since 2013. Working in a close, long-term partnership with suppliers who share the Group's ethical requirements is the basis of this approach. **Damartex** wants to be able to guarantee its customers and employees that the women and men who have manufactured its products are treated with respect and that this production has in mind the limitation of impact.

This ethical purchasing policy is based on 3 pillars: the Responsible Purchasing Charter, the involvement of buyers and social audits.

Damartex is a member of the Initiative for Compliance and Sustainability (ICS), **Damart** since 2017, **3Pagen** since 2019, **Xandres** and **Coopers of Stortford** since 2021 for the performance of social and environmental audits. The 70 member brands of this initiative act together to sustainably improve human conditions at work and to support suppliers responsibly, in order to make them actors in their progress process. In 2024, more than 4752 social audits were carried out under the ICS standard, by all brands.



In addition, anticipating legislative progress, the **Damartex** group has begun to work on an initial vigilance plan. This will mainly consist of a mapping of non-financial risks and the measures backed by

these risks to protect against them as best as possible. This plan will thus make it possible to better identify the main impacts of our activities on people and the environment.

3.1.1. MAPPING AND RISK ASSESSMENT

All of the Group's brands pay great attention to the selection of suppliers for each type of product. The **Damartex Group** works with **944 Tier 1 suppliers** (active during the reporting period). Some suppliers are common to several brands, but the mismatch between the information systems of each brand does not make it possible to identify duplicates. The rate of new suppliers to the Group's brand network was **1.5%**.

The mapping of non-financial risks highlights the risks that our activities pose to women and men in terms of human rights and fundamental freedoms, health and safety, and the environment. A risk study at Group level is carried out based on the country risk mapping resulting from the ICS analysis updated annually. These structural risks are linked to the national contexts of the production sites: public institutions, ratification of ILO conventions, social and democratic tradition, stability of the law, quality of infrastructure, CSR maturity, etc. The countries in which ICS members produce are evaluated according to data from major international institutions, cross-referenced with the consolidated results of ICS audits, and making it possible to produce an advanced risk matrix. The latter allows us to classify our sourcing countries according to 3 levels of risk: risky, moderately risky, and low-risk.

Our mapping cross-references ICS's country risk mapping and the volume of purchases³⁷ made by **Damartex** in these countries. We have chosen a scope of 10 countries: Bangladesh, China, France, India, Malaysia, Pakistan, Portugal, Tunisia, Turkey, Vietnam. These represent the sourcing areas with the highest volumes.

Table 19. Share of purchase volumes ordered in 2024-2025³⁸ by risk level

	DAMART	XANDERS	3PAGEN	COOPERS OF STORTFORD
Risky Countries (1)	88,11%	10,15%	73,15%	95,33%
Medium-risk countries (2)	10,8%	70,37%	3,44%	3,01%
Low-risk countries (3)	1,01%	0%	20,06%	0,3%
Countries without ICS listing*	0,1%	19,49%	3,34%	1,36%

*Hong Kong and Taiwan

³⁷ For the Fashion division: volume of purchases ordered for the AW24-SS25 seasons. For the Home & Lifestyle division: volume of purchases ordered between 01/07/2024 and 30/06/2025.

³⁸ For the Fashion division: volume of purchases ordered for the AW24-SS25 seasons. For the Home & Lifestyle division: volume of purchases ordered between 01/07/2024 and 30/06/2025.

➤ General analysis by country

China thus presents the greatest risk, both in terms of occurrence and impact. This is explained by the large volume of purchases made by the group in this country, where country risk (according to the ICS map) is high. It is also the country where the most audits are carried out under the ICS standard (1863 audits in 2024), by all brands. The main risks concern the lack of transparency, in particular undeclared subcontracting, but also the massive use of excessive working hours.

Secondly, even if the textile sector has evolved a lot in Bangladesh, it presents many risks. Today, the textile industry is considered to be rather safe, with a strengthening of CSR policies and an increase in the minimum wage. However, as in China, regularly exceeding legal working hours leads to many safety and health risks.

Tunisia is a particularly important sourcing country for **Damartex**. The Group has its own Damart Manufacturing Tunisia (DMT) factory there. The textile sector is now booming and the risks are significant in terms of health and safety.

Finally, even if the volume of purchases is smaller, Pakistan, Turkey, Poland and Malaysia expose risks to be monitored. Poland presents significant risks in terms of health and safety. Pakistan and Turkey are also considered to be countries at risk, particularly in terms of working hours and health and safety.

3.1.2. RISK MITIGATION ACTIONS

Many actions are being taken to protect against these risks.

As part of its membership of the United Nations Global Compact, the Group's CSR team participated in the Business & Human Right (BHR) accelerator program in 2024. The objective of this program was to

show companies the good practices they can adopt in terms of human rights and to build an action plan by involving all stakeholders related to these issues. During the new promotion of the BHR accelerator, the Group CSR team had the opportunity to share the actions deployed regarding the monitoring indicators and the internal alert system.

[United Nations Global Compact, kesako?: this initiative, launched in 2000, aims to encourage companies of all sizes and in all sectors to adopt, on a voluntary basis, a framework of commitment based on ten principles in order to respect human rights, labour rights, environmental law and to act in the fight against corruption. UN Global Compact - Network France | From principles to action](#)

➤ **Risks to human rights and fundamental freedoms**

It was in 2014 that **Damartex**, via its subsidiary **Damart**, launched its ethical purchasing policy. This policy has been extended to the Group's other brands in recent years.

The Group's various purchasing items are now included in this approach: products from the collections, well-being and home objects, promotional items. By integrating them into the scope, we want to centralize and harmonize all product purchases, in order to integrate social impacts into all our transactions.

- *Responsible Purchasing Charter*

The Group has written its responsible purchasing charter based on the ten principles of the United Nations Global Compact. Within the charter, the Group requires its suppliers to ensure the effective application of fundamental workers' rights in compliance with International Labour Organization (ILO) conventions and national legislation. The charter is annexed to the general terms and conditions of purchase of the various brands. The target signature rate is 100%.



CHARTRE DES ACHATS RESPONSABLES



Chartre charter de référence et condition en langage français
Tous les autres documents sont des traductions de cette version anglaise. En cas de doute ou litige, la version française est la seule référente.

The responsible purchasing charter was updated at the end of 2024 and is currently the subject of a new signature campaign with suppliers; The figures presented therefore do not yet include this update.

Table 20. Share of the Fashion Cluster's suppliers who have signed the responsible purchasing charter as of 30.06.25

DAMART	DMT	XANDERS
52,8%	48,72%	100%

(2023-2024 : 55,97%)	(2023-2024 : 100%)	(2023-2024 : 100%)
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For 3Pagen, it was not possible to provide the data.

For **Coopers of Stortford** as part of its contractual quality requirements, they implement a systematic process prior to any collaboration with a supplier. This is based on the mandatory completion of a supplier manual covering ethical and anti-slavery commitments, quality expectations, and terms and conditions. The signed and duly completed transmission of this document is an imperative prerequisite: no supplier referencing is carried out until this step is finalized. This requirement applies in addition to obtaining a valid audit of the production plant of the items concerned. This protocol is applied to **100%** of suppliers as part of the quality contract.

- *Buyer Involvement*

The purchasing teams are particularly involved in this ethical purchasing policy. They have been trained to visit factories from a CSR perspective. Indeed, they have a checklist with the points of vigilance to check during the workshop tour. In addition, buyers have CSR criteria to take into account in the selection of their suppliers. For example, suppliers must submit a valid audit, or undergo an audit (see Appendix 1), before joining the supplier fleet.

- *Participation in the Initiative for Compliance and Sustainability (ICS)*

ICS, what is it? *The Initiative for Compliance and Sustainability (ICS) is a multi-sectoral initiative dedicated to improving working conditions and respect for the environment in global supply chains. ICS is therefore made up of 70 retail brands in the textile, footwear, electronics, food and furniture sectors.*

ICS allows member companies to collaborate with shared tools, and to pool audits via a common database, and thus help reduce the number of simultaneous audits in factories. CSI members share their knowledge and best practices. [Initiative for Compliance and Sustainability | ICS](#)

This multi-sectoral initiative allows members to collaborate, work together, share knowledge and best practices and pool audits and common tools.

In this context, **Damartex** has been involved in numerous working groups: environment, human rights, audit monitoring, allowing in particular the updating of the audit grid and the accreditation of new audit firms or alert mechanism.

On the other hand, the ICS team produces a watch that is communicated to the members of the initiative. Media alerts are sent regularly in the event of incidents in factories (fires, accidents, strikes, etc.). These are transmitted to the purchasing teams, who are in direct contact with suppliers and factories. In addition to this shared monitoring between members, this initiative makes it possible to agree on common positions on geopolitical issues.

- *Social audit campaign*

Social audits are conducted as part of ICS membership. They first of all allow us to evaluate our suppliers on an ethical level, but also to support them in a continuous improvement process, with the implementation of Corrective Action Plans (CAP). Suppliers' factories are evaluated on 8 chapters: Management System, Transparency and Traceability; Forced labor; Discrimination; Disciplinary practices, harassment and abuse; Freedom of association and alert mechanism; Working hours and overtime; Remuneration and benefits; Health and safety.

Initial work is carried out to determine which factories should be audited as a priority each year. Risk mapping makes it possible to identify the riskiest countries in order to conduct audits mainly in these countries. The table below presents an analysis of the volumes of purchases from audited factories according to the structural country risks identified by the ICS.

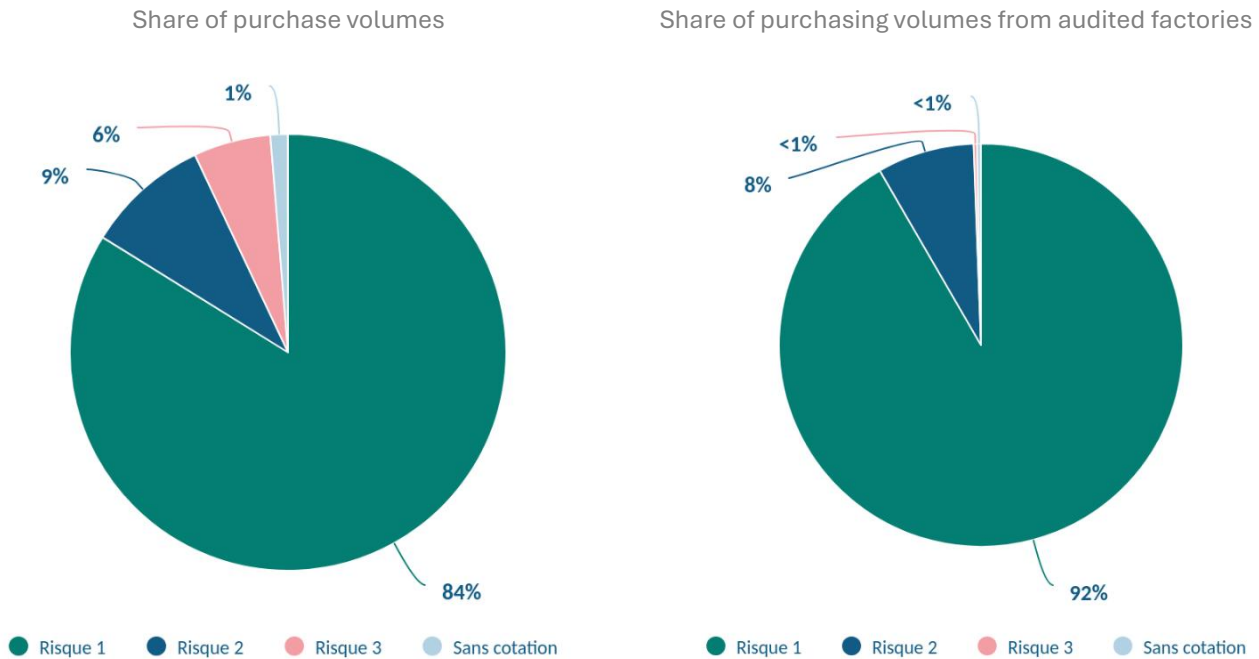
Table 21. Share of purchase volumes ordered in 2024-2025 and audited at 30.06.25 by level of risk*

	DAMART	XANDERS	3PAGEN	COOPERS OF STORTFORD
Risky Countries (1)	92,36%	8,57%	100%	99,95%
Medium-risk countries (2)	7,32%	75,4%	-	-
Low-risk countries (3)	0,32%	-	-	-
Countries without ICS rating	-	16,03	-	0,05%

*In the absence of the use of traceability software at the factory, purchasing volumes are consolidated at the level of the supplier's country.

The graphs below represent the breakdown of Group-wide purchasing volumes and audited purchasing volumes by risk level.

Figure 9. Breakdown of Group-level purchasing volumes ordered in 2024-2025 from audited factories at 30.06.25 by risk level



The Group has set itself the ambition of reaching 80% of products placed on the market from socially audited factories by 2026.

To this end, the framework has been defined as follows:

- Type of audits and certifications accepted: Social audits under the ICS and Amfori BSCI (Business Social Compliance Initiative) standards, SA 8000 certification (once obtained) and OEKO-TEX Step (levels 2 and 3).
- Rule for accepting an audit: semi or unannounced, carried out less than 2 years ago (less than 1 year if it is a BSCI C), with a corrective action plan in progress if it is not A or B.

Following the reflections on the management of our audit campaigns, two documents have been formalized, in the form of processes, to guide the Purchasing teams and suppliers to appropriate the Group's rules concerning the follow-up of audits and the cases of attempted corruption that may occur during an audit, based on ICS guidelines. They are available in the appendices (**Page 134**).

The social audit under the ICS standard follows a methodology common to all brands and is always at the initiative of the brand and not the supplier in order to guarantee objectivity.

Table 22. Number of valid social audits and share of the volume of purchases from audited factories at 30.06.25

	DAMART	XANDERS	3PAGEN	COOPERS OF STORTFORD
Valid audits³⁹	187 audits (including 113 ICS)	18 audits (including 10 ICS)	3 audits (including 1 ICS)	140 audits (including 1 ICS)
Purchasing volume from audited factories	86,28% (75.58% in 2023-2024)	83,92% (30.75% in 2023-2024)	18,68% (18.33% in 2023-2024)	34.04% (42.95% in 2023-2024)

Despite these changes in the number of audits and the volume of purchases audited, the level of compliance of the audited factories over the period remained high, with an average **of 93.33%** for all the Group's brands. The analysis below by letter gives a more precise overview of the distribution of the notes of the audits carried out over the period for the group.

Table 23. Distribution of ICS audit scores at Group level, valid as of 30.06.25

	Distribution of ICS audit scores
Has	6%
B	38%
C	51%
D	2%
E	4%

- The organization of the supply of the DMT (**Damart Manufacturing Tunisia**) plant

The plant reports a duty to set an example: a social audit was carried out in 2025, with an excellent level of compliance (**99%**) and a minor degree of non-compliance (**B**). The social audit highlighted the progress made (2-point improvement in the score). The DMT factory also has subcontractors and suppliers, in Tunisia but also in other countries.

Table 24. Breakdown by zone of the volumes of purchases ordered from DMT's subcontractors and suppliers in 2024-2025 and from factories audited at 30.06.25

	In Tunisia	Outside Tunisia
Breakdown of purchasing volumes and external services (in €)	79%	21%
Volume of purchases from audited factories (in €)⁴⁰	100%	0,05%

In addition, it should be noted that all garment manufacturers in Tunisia are visited by internal teams.

³⁹ According to Group rules

⁴⁰ The volumes of purchases from audited factories result from the calculation of the volume of purchases in (or outside) Tunisia, divided by the total volumes of purchases made in (or out) Tunisia.

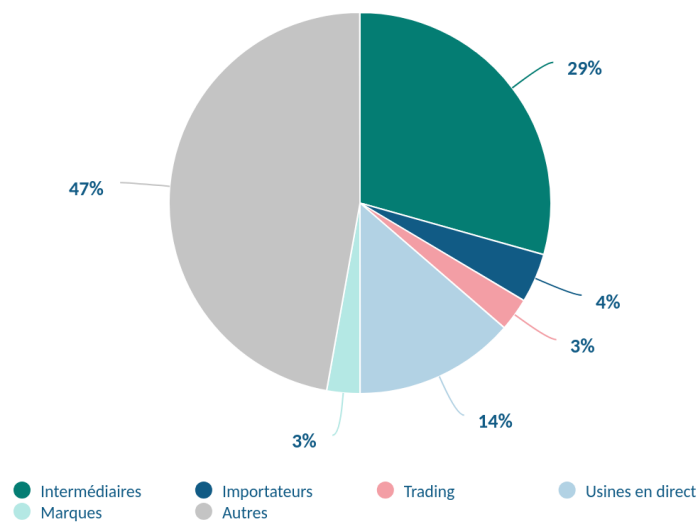
- *Transparency and traceability projects*

In order to protect yourself from serious damage, it is necessary to have a good knowledge of your entire value chain, rank 1 as well as the lower ranks.

In this context, **Damart** has implemented an approach based on the identification of Tier 1 suppliers, with the objective of gradually covering the lower tiers. This aims to ensure that at least 80% of the volumes produced come from audited and validated sites, thus strengthening the control of social risks within the supply chain.

To achieve this objective, close coordination with the purchasing department is put in place, allowing data to be synchronized and the audit standards used (ICS, BSCI, SA8000, etc.) to be harmonized. This solid foundation paves the way for a more automated management of supplier management, as part of a logic of continuous improvement of social compliance and transparency of the value chain.

Figure 10. Typology of DSB's active suppliers* in the 2024-2025 financial year

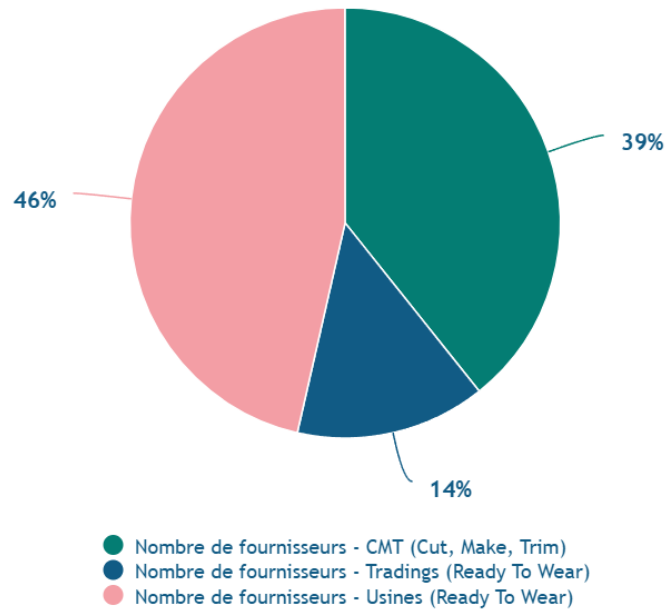


*excluding in-house suppliers and promotional items

As part of its transparency approach, the **Xandres** brand has undertaken a detailed classification of its partners according to their role in the value chain. This typology makes it possible to distinguish three main categories: CMT (Cut, Make, Trim) suppliers, which represent 39% of the panel, Trading (central purchasing or intermediary groups) representing 14%, and direct factories (Ready To Wear), which make up the majority with 46%.

This distinction in the typology of suppliers reflects differentiated organizational models within the group. In a logic of enhanced transparency and traceability, it is essential to identify these specificities in order to have a clear vision of the risks and opportunities specific to each brand.

Figure 11. Typology of **Xandres' active suppliers** in the 2024-2025 financial year



With this in mind to increase traceability and transparency, subcontracting must be declared in the Factory Profile. This form contains the most important information about the supplier. Thus, the latter must mention its various subcontractors.

Damart's own plant, DMT, began a traceability project at the plant in 2021 as part of ICS membership. This Sustainability Map made it possible to identify the plant's subcontractors (dyers, spinners, etc.). Today, **26 suppliers** are attached to this map.

- *Supplier skills development schemes*

As part of its relationships with its suppliers and production units, **Xandres** uses a "Score Card". This document allows suppliers to be rated according to delivery, quality, production execution, and social and environmental certifications/audits held by the supplier who obtains a rating: Bronze, Silver and Gold according to each of these categories. Thus, this document provides a detailed knowledge of **Xandres'** supplier fleet, spread over several years.

In 2023, the **Damart** teams updated the supplier framework contract, and the **DMT** teams updated the purchasing contract. Thus, the CSR part has been expanded by the addition of legal elements relating to the AGECE law and environmental elements such as the conditions of manufacture and transport of raw materials, water and energy consumption and the management of waste entering or resulting from the manufacture of its products. In connection with this update, another tool has been updated: the **Damart** Roadbook, which is available on the supplier relationship management portal. A very useful tool for raising awareness and informing suppliers of **Damart's** practices and their evolution, it consists of

several chapters, including one of them devoted to **Damart's ethical and environmental requirements**.

➤ **Environmental risks**

Today, **Damartex** does not conduct environmental audits of its suppliers. However, membership of the ICS allows you to collect them, made by other brands. To date, **18 factories** producing for **Damartex** have a valid environmental audit. These audits make it possible to control various parameters, such as environmental management, energy and transport, greenhouse gas emissions, water use, discharges, waste management, hazardous or potentially hazardous substances. As the main environmental risks are rather upstream in the value chain, **Damart** ensures that the dyeing plants of the DMT production plant are well audited. The overall compliance rate of these environmental audits is **76.72%**.

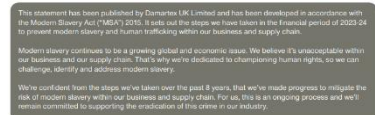
In addition to the environmental audits shared between ICS members, a new tool called "Environmental Checklist" has been tested on some **Damartex** plants. It collects quantitative data on the water and energy consumption of factories. To date, **29 factories** working for **Damart** have been invited to complete this environmental checklist with a response rate of **46%**. The approach is entirely voluntary and declarative on the part of the factories. This is part of a partnership between brands and suppliers.

➤ **The specificity of the subsidiaries in Great Britain**

The two English subsidiaries **Damart UK** and **Coopers of Stortford** adhere to the Modern Slavery Act. The MSA Statement 2024 is published on the corporate website of **Damart UK** and **Coopers of Stortford**, including all the actions of supplier awareness, training and internal communication.



DAMARTEX UK LIMITED MODERN
SLAVERY STATEMENT 2023/2024



At **Damart UK**, all employees are made aware of these issues by signing the Code of Conduct (with a chapter dedicated to "Modern Slavery"), the explanation of the Transparency process and the "Modern Slavery" chapter, and an E-learning module.

Finally, raising suppliers' awareness of these issues involves signing the Ethical Purchasing Charter (with a chapter dedicated to Modern Slavery). Indeed, a common purchasing center for the collection has been set up at the level of **Damart**, but the business units (United Kingdom, France and Belgium) buy their promotional items and practical life products individually. The suppliers with the highest risk must attest to a valid social audit. A manual has also been produced to highlight the social compliance rules for suppliers. Today, **100%** of local purchasing suppliers have signed the responsible purchasing charter.

3.2. Treating our customers with consideration and consideration

3.2.1. DATA CONFIDENTIALITY

Since 2018, the Group has implemented actions to comply with the GDPR in all subsidiaries.

Since January 2021, a decentralized governance of data protection has been put in place: DPOs (Data Protection Officers) have been appointed in each subsidiary. Their role is to advise and provide independent oversight on the implementation of privacy regulations. In 2023, an IT solution (Smart Global Governance) was acquired to enable the digitization of documents (Processing Register, Incident Register).



The responsibilities of each DPO are as follows:

- Inform and advise the data controller, who is the decision-maker of the purposes and data processing (often the corporate officer or the company director of each BU),
- Disseminate the culture and rules of data protection to all those who process personal data within the BU,
- To monitor compliance with regulations related to personal data,
- To serve as a point of contact for requests from natural persons regarding the processing of their personal data and the exercise of their rights,
- Cooperate with data protection authorities and act as a point of contact for questions relating to processing,
- Ensure the documentation of data processing.

➤ Internal Audit Plan

In accordance with the audit plan validated by the Group Audit Committee, internal audits on compliance with the GDPR are carried out in all Group entities:

- Fiscal year 2023/2024: **2 audits carried out**
- 2024/2025 financial year: **monitoring the implementation of action plans**

The results of these audits and the associated action plans are presented to the Group Audit Committee. Regular reporting to the Group Risk Committee is also in place to ensure the positive progress of the subsidiaries' compliance.

➤ Customer/patient communication

The personal data policy of each entity in France is available on request in store, on the internet or by phone. In this way, every customer can be informed about the processing of his or her personal data and his or her rights arising from it.

Within the Healthcare division, the entities of the Damartex **group** are required to process medical data relating to patients. Compliance actions have been put in place to take into account the sensitive nature of this data and the additional requirements provided for by the regulations.

3.2.2. HOLDING OUR MARKETING PRACTICES ACCOUNTABLE

In a continuous improvement approach, the **Damartex** group places customer satisfaction at the heart of its responsible marketing practices. Understanding expectations, analysing feedback and acting on major irritants are all levers used to offer an ever more qualitative experience, faithful to the Group's commitments.

➤ Customer satisfaction

Customer satisfaction is a major concern for the Group's companies because it consists of the adequacy between the customer's expectations and the perceived performance of the service or product offered. Measuring customer satisfaction is a crucial step in delivering positive experiences. The two satisfaction indicators used internally are NPS and customer feedback analysis.

In March 2025, there was a change in the tool for measuring customer satisfaction. We wanted to go further in the analysis of the verbatim left by customers following the satisfaction questionnaire. To better understand what insights we could draw from this feedback, which is a real mine of information, and also, how to prioritize the most irritating topics for customers, implement actions to address these topics and improve the customer experience.

As part of this, **Damart UK** was again awarded the "ServiceMark" accreditation in 2023, awarded by the UK Institute of Customer Relations, a demanding recognition, awarded on the basis of rigorous investigations and regular audits. This renewal illustrates the constant commitment of the teams to customer satisfaction, with the achievement of the best score ever: a customer rating of 8.9/10 higher than the national average for the sector.



Measuring customer satisfaction is a crucial step in delivering positive experiences. The two satisfaction indicators used internally are NPS and return rate analysis.

- NPS

Since 2013, the Group has been measuring customer satisfaction with the Net Promoter Score (NPS) tool. After purchase, customers are asked to rate their probability of recommending the brand to their friends and family from 0 to 10. "Promoters" are those who gave a score of 9 or 10, "detractors" are those who gave a score of 6 or less. NPS is the difference between the percentage of promoters (scores of 9 and 10/10) and the percentage of detractors (scores of 0 to 6/10).

The NPS of the **Damartex group** for the 2024-2025 financial year is **51**, up from the previous year (48).

Table 25. NPS by entity in the 2024-2025 financial year

DAMART	XANDERS	3PAGEN	COOPERS OF STORTFORD
53 (2023-2024 : 50)	68 (2023-2024 : 69)	27 (2023-2024 : 25)	57 (2023-2024 : 47)

The changes are impacted in a way that:

- Positive by: the welcome and friendliness of the teams, the quality of the products, the availability of the staff and their advice.
- Negative by: delivery times or delays, product availability, and the quality of certain products.

The Damartex **group's objective** of reaching an NPS of +50 in 2025 has therefore been achieved.

- *Return rate*

The return rate is another good indicator of customer satisfaction with the perceived quality of products. Each season, a multidisciplinary team analyzes the high customer return rates and conducts the necessary action plans with the suppliers concerned.

In the world of textile products, customer returns are numerous, up to 23% in France. Our goal is to reduce these rates to satisfy the customer and reduce costs. Several tools allow us to analyze return data, stock exits and the products concerned by these returns. Then, action plans are defined by the quality teams, pattern makers, category managers and stylists. These analyses are carried out every season to measure the benefits of the actions carried out the previous season.

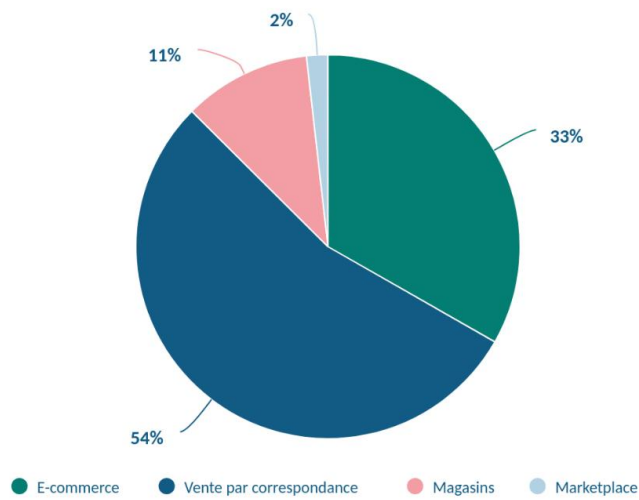
As you can see below, our strategies are paying off: we are seeing lower return rates so our customers are more satisfied with the products.

Table 26. Return rate by brand for the 2024-2025 fiscal year

DAMART			3PAGEN	COOPERS OF STORTFORD	XANDERS
FR	BE	UK			

6,44% (6.63% in 2023-24)	3,69% (3.77% in 2023-24)	19,4% (20.83% in 2023-24)	7,44% (6.45% in 2023-24)	3,42% (3.42% in 2023-24)	5,91% (6.3% in 2023-24)
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Figure 12. Distribution of returns by sales channel for the 2024-2025 financial year



3.3. Facilitating relations with our ecosystem

3.3.1. GOVERNANCE AND VALUE SHARING

CSR is at the heart of our model, so a CSR criterion is integrated into the remuneration of the Group's senior executives.

In France, several value-sharing mechanisms make it possible to associate employees with the performance and capital of the company. Certain schemes were offered to the Group's employees over the period: profit-sharing and profit-sharing.

- Profit-sharing is an employee savings plan that allows employees to receive a bonus proportional to the results or performance of their company in order to associate employees with the company's objectives and results. An agreement between the French entities (**DSB**, **Damart France**, and **Damartex Corporate**) and the employees or their representatives allows the employees to benefit from it.
- Profit-sharing is a mandatory employee savings agreement that allows part of the company's profits to be redistributed to employees. The employees of **DSB** and **Damartex Corporate** were able to use it.

3.3.2. CORRUPTION AND BUSINESS PRACTICES

With a large presence in Europe, Tunisia and China and with a business model based on the purchase of products and then resale, the Group could face situations of corruption or conflict of interest. These situations could be illustrated by an arrangement during a price negotiation, the favouring of a supplier during a call for tenders or an increase in purchases from a supplier in exchange for remuneration. In the event of one of these situations, the **Damartex** Group would face an image and reputation risk, associated with financial impacts.

Without waiting for the emergence of a potential threat to the conduct of business, the Group has always placed ethics at the heart of its relations with its employees, third parties and stakeholders. And, these practices are now formalized as part of the compliance with the Sapin 2 anti-corruption regulations.

No convictions for breaches of anti-corruption legislation were recorded during the financial year, and no fines were therefore to be deplored.

➤ **Corruption risk mapping**

The annual update of the Group's corruption risk mapping takes place every two years. The last update took place for the 2023/2024 financial year. It took into account changes in the scope of the **Damartex group** with the integration of the entities of the Healthcare division. The activities of the Healthcare division present specific corruption risks that it was necessary to include in the anti-corruption system.

In accordance with the SAPIN 2 regulation and the recommendations of the French Anti-Corruption Agency (AFA), interviews were conducted with operational staff to identify situations at risk of corruption as well as to identify third parties who may be involved in these situations. On the basis of the elements collected, the impact, the probability of occurrence of these situations as well as the potential aggravating factors were evaluated.

Anti-corruption risk mapping is the cornerstone of the anti-corruption system. It makes it possible to target action plans (e.g. strengthening of accounting controls in the Healthcare division) and awareness-raising actions (e.g. raising awareness among exposed people such as buyers for the Fashion and HLS divisions).

➤ Alert system

The Group has developed its own whistleblower system called Transparency and is available at the following address: transparency@Damartex.com.

This system was launched at the Group level in autumn 2018 in the Group's six languages (French, English, German, Dutch, Chinese and Arabic) and was the subject of an internal communication campaign (posting on sites and distribution of explanatory brochures). This system is also available to external suppliers, suppliers and customers, through a brochure delivered at your discretion or a communication on the Group's website.



The alerts reported through Transparency relate to any breach of probity as well as the following elements:

- Fraud (corruption, conflict of interest or influence peddling),
- Theft of confidential data (customer or employee data),
- Moral or sexual harassment of a Group employee or service provider,
- Behavior contrary to the ethics and code of conduct of the Damartex **Group**.

The handling of the reports received is now the responsibility of the Group Ethics Committee. The members of the Group Ethics Committee undertake to respect the confidentiality of the author of the report, the facts constituting the report and the persons targeted by the report.

On the basis of the analysis of alerts, the Group Ethics Committee is also responsible for identifying corrective measures to limit the recurrence of risk situations (reinforced internal control, training, etc.). Reporting is carried out periodically with the Group Risk Committee and the Group Audit Committee.

➤ Code of Conduct

The Sapin 2 regulation requires the implementation of a code of conduct defining and illustrating the different types of behaviour to be prohibited. The latter must be seen as the materialization of the anti-corruption approach of the governing body.

It has been implemented for all of the Group's French subsidiaries. This code is binding and is incorporated into the rules of procedure.

➤ **Fir II Training**

Sapin II training actions are regularly implemented within the **Damartex group**. In 2023, a SAPIN 2 training course was provided by the Middlenext organization. It has made it possible to train the directors and managers of the entities of the Healthcare division as well as the French-speaking directors who are most exposed to Sapin 2 and who have not yet been able to benefit from training.

For the 2023-2024 and 2024-2025 financial years, targeted actions to raise awareness of the Transparency internal whistleblowing system were deployed in all Group entities. These actions were carried out by the Internal Audit & Risk Management team or by the local teams (HR relays).

At Group level, **77** people come from positions identified as at risk regarding anti-corruption. No anti-corruption training programme was deployed during the financial year: neither the functions identified as at risk at Group level, nor the members of the administrative, management or supervisory bodies were covered at this stage.

The monitoring of compliance with the Sapin 2 regulations is managed by the Group Risk Committee on a quarterly basis.

3.3.3. PAYMENT POLICY

The **Damartex** Group ensures that it maintains relationships of trust with its customers and partners in all areas, including payment practices.

➤ **Receiving payments from customers**

There is currently no Group policy for customer payments, which are managed independently by the subsidiaries' finance department. The subsidiaries use different payment methods related to the distribution channels (stores, web, mail order). The Group's treasury teams regularly report on payment defaults and fraud by means of payment:

- Historically a mail-order chain, catalogue sales still represent **36%** of the Group's sales and payments by cheque and credit card are the most at risk. The **Damartex group** suffers less than **4%** fraud.
- Regarding transactions carried out on websites, which have a strong development potential to secure payments, **Damart** and **3Pagen** now have two-factor authentication for new customers.

3.3.4. TAXATION

The **Damartex** Group is transparent about its taxation and wants its tax policy to be fully in line with its corporate responsibility strategy. The Group therefore adopts a civic attitude consisting not only of respecting the legislation but above all of making a fair contribution to the countries in which it operates. Thus, the Damartex **group** pays the taxes due in the countries where it is established. It thus contributes to their development and to maintaining, in these countries, a stable economic environment, with quality public services (health, education, security, transport) that benefit everyone, including the Group itself.

3.3.5. INFLUENCE POLICY

The Damartex **Group** is working on the deployment of a public affairs and influence communication strategy and is committed to:

- Be part of the public debate, in relation to their sector of activity;
 - o In the course of his duties within federations, unions and organizations:
 - **Damartex** is a member of the board of directors of the recly
 - **Damart** is a member of the Board of Directors of Refashion and the Alliance du Commerce
 - **Almadia** is a member of the Board of Directors of Synalam, a member of the Executive Committee of FedePSAD and chairs the mobility and disability commission and represents it on the inter-union MAD commission FedePSAD-UPSADI
 - o As part of its positions and response to the calls for contributions set up by the Government
 - Specifications of the Refashion eco-organisation
 - Consultation on the draft CSRD regulation within Middenext
- Be part of the solution, i.e. contribute to the debate, by showing a willingness to try and engage, as opposed to defensive lobbying;
 - o As part of **Damart's** participation in the ADEME working group, Mirror Group for French Environmental Labelling or in the DURHABI project.
- Be part of the community to enhance your territorial roots by getting to know the local ecosystem
 - o As part of its action with the city of Roubaix, the city that hosts the head office, in particular with Damart's annual participation in the World Cleanup Day.

During the 2024-2025 financial year, no political, financial or in-kind contributions were made at Group level.

*After examining our commitments in terms of doing business, it is natural to extend this reflection to another pillar of our responsibility: solidarity. Indeed, ethics is not limited to our internal practices, it also extends to the way we contribute to the well-being of society. The solidarity initiatives carried out by the companies of the Damartex **group**, as well as by the On Senior's Side Foundation, illustrate our desire to develop our societal commitment.*

Part 4. Developing our social commitment

Our ambitions:

- Ensuring that all seniors are respected and served
- Carrying out solidarity actions
- Growing the On Seniors' Side Foundation

2026: Make the Group and its Foundation a leading player in the inclusion of seniors

4.1. Ensure that all seniors are respected and served

More than a signature, our raison d'être: "On Seniors' Side" is a commitment to respect and serve all people aged 55 and over, from the youngest still active to the oldest with a loss of autonomy. The **Damartex** Group 's mission is to offer them the best in progress, fashion, products and services that make their daily lives easier. Each of the group's brands has always had an emotional, complicit, authentic and lasting bond with its customers. This is what inspires and guides the actions of all the Group's employees on a daily basis.

The **Damartex** Group ensures that the collections meet the specific needs of consumers and allows everyone to find their style by imagining high-quality pieces for everyone, adapted to all sizes, morphologies and skin tones. It also means promoting access for all by making its offer of affordable quality products accessible.

This inclusivity is also found in the new **Damart** stores, which has renovated its stores to better adapt. With more airy circulation spaces, this new concept adapts to the needs of customers. The alcove systems delimit the different major universes, and the spacious cabins welcome customers to facilitate their fitting and provide them with hangers, shelves and a bell button that allows them to call a saleswoman.

With inclusivity in mind, **Damart** has partnered with Acceo, a telephone and physical accessibility solution. The service allows the deaf or hard of hearing, deafblind and aphasic public to exchange free of charge during an on-site reception and a face-to-face exchange.

4.1.1. COMMITTED BRANDS FOR THE 55+

The Group's brands, by their DNA, are resolutely focused and committed to the over 55s.



DAMART

XANDRES

⇒ **Damart: the heritage brand and benchmark in comfort, leader in textile innovation since 1953**

Damart has been cultivating a taste for well-being for 70 years and today provides well-being and comfort, summer and winter. **Damart's** well-being also means offering its customers the opportunity to choose well: at home, in front of the staged products presented in the catalogue and the website, or in the friendly atmosphere of the stores, helped by the advice of qualified staff.

The teams of in-store advisors, renowned for their expertise, are trained to best understand the challenges faced by customers. The "**Damart & Moi**" training, described previously in part 2, focuses on the development of the omnichannel relationship. In this context and thanks to the experience of **Damart Belgium, Damart France** now offers a click & collect option.

Throughout the year, various events animated the stores in France and Belgium: fashion shows, Operation Mother's Day, and much more. On social networks, Live Shopping sessions with Virginie Fauconnier and video advice on Instagram enriched the customer experience.

Finally, **Damart France** has been integrating an interactive audio widget on its website for 2 years in partnership with Ekoo. This tool, presented in the form of a clickable button on each product sheet, allows detailed information to be provided in an interactive way.

⇒ **Xandres: the ready-to-wear brand "affordable and responsible luxury"**

The history of the Belgian fashion house **Xandres** dates back to 1927. At the time, it produced workwear under the name Andres & Co. Since then, the company has been offering high-end products and is aimed at a younger, more affluent demanding customer. Well known in Belgium and developing in Germany,

Xandres stands for high quality, comfort and timeless design. With a strong presence on social networks, the brand is undergoing its "green" revolution to assert itself as a cutting-edge and sustainable fashion brand.

With the slogan "We are all **Xandres**", the Belgian brand addresses every woman. Diversity and inclusion are not seen by **Xandres** as trends to follow, but as an imperative. The "Inspiring Women" program highlights inspiring women, their stories and their favorite pieces.

In a quest for perfect omnichannelity, customers have the option of ordering online directly from their fitting room if the desired size is not available in store. The **Xandres** app also gives them the option to prepare their fitting list by scanning the barcodes of the items and selecting the appropriate sizes. The selected parts are then waiting for them directly in the cabin.



3PAGEN
pfiffig | praktisch | preiswert!

COOPERS
OF STORTFORD

VITRINE
magique

The **Home & Lifestyle division** adopts practices focused on respect for seniors, transparency and trust in every interaction: newsletters, clear offers, reasonable promotions, competitions and promotions supervised without manipulation.

Omnichannel distribution (catalog, e-commerce, calls, stores) is designed for a transparent and fluid journey, with accessible and caring customer service.

⇒ **Coopers of Stortford: finds for the home**

Coopers of Stortford offers a "so British" art of living acclaimed by the 55+ by marketing innovative items for well-being, leisure, health, decoration or cooking *via* its catalogue, its website and in its store. The brand's vocation is to considerably improve the lives of seniors at home, thanks to useful products that bring real added value on a daily basis.

⇒ **3Pagen and Vitrine Magique: good decorating, cooking and well-being plans**

3Pagen is one of the leading mail-order players for kitchen, decoration, home and wellness products. **3Pagen** offers a range of practical items with excellent value for money: clever, inexpensive products designed to beautify the home and make life easier for all seniors.

Vitrine Magique offers its customers a wide range of objects for the kitchen, garden, decoration at low prices, whether they are products for maintenance and storage, kitchen accessories, products for leisure, personalized objects, products for well-being.



⇒ **Almadia: home care**

Almadia wants to make it possible for seniors to "Live well at home". It is to allow a convalescent, elderly or disabled person to continue to live at home in their familiar environment, with their memories, their landmarks and their lifestyle habits. It means respecting her choice not to want to be placed in a specialized institution, by providing her with solutions and services so that she can remain as independent as possible and for as long as possible. With this in mind, **Almadia** has launched SMA (Adapted Medical Solutions), a training organization designed to support health professionals and medico-technical companies in the development of their skills.

At **Almadia**, a buying guide has been set up, which consists of blog articles providing advice in response to customer questions. The topics covered are incontinence, daily life, fall prevention, lingerie, bathroom, health, mobility, Alzheimer's disease.

The Home Return and Support Unit (URMAD) is a service in **Almadia** dedicated to facilitating the discharge from hospitalization and home care of patients. As an expert in coordination and medico-technical equipment, URMAD offers personalised solutions to guarantee a safe and adapted living environment, in close collaboration with health professionals. Intervening mainly in the Nord, Pas-de-

Calais and Somme regions, URMAD offers tailor-made support, adapting to each situation to ensure optimal follow-up and an improved quality of life at home.

⇒ **Santéol: the respiratory home health benefit (PSAD)**

Santéol is a medical and technical service provider specialising in the fitting and home monitoring of patients suffering from respiratory and sleep disorders. **Santéol** offers therapeutic solutions that improve the health of each patient through its diagnostic, treatment and follow-up activities. Dedicated teams are available to patients. Available 24 hours a day, 365 days a year if needed, several specialized technicians answer patients' questions.

⇒ **Msanté: the home health benefit (PSAD) infusion/nutrition**

Msanté is a home care provider, specializing in infusion and nutrition. Known for simplifying and optimizing patient support in increasingly complex medical protocols, its team, composed mainly of nurses and nutritionists, is patient-centered. By creating a link between the patient at home and the hospital services, the organization of home care and communication are facilitated.

4.1.2. KNOW YOUR CUSTOMERS

To ensure that the proposed offer is in line with the needs of customers/patients, the Group must carry out and multiply actions to have a detailed knowledge of their expectations. This involves customer relations centers for each brand, a place for exchanges and dialogue with customers ("The Customer Lounge") to capitalize on human relations, customer studies via e-mail and membership in market distributor panels.

➤ **The Customer Lounge**

With the aim of always better serving its customers, the **Damartex** group created a specific space in mid-2018 to welcome and listen to them: the Customer Lounge. The room can accommodate up to ten customers, accompanied by five members of the **Damartex** teams.

The **Damartex** group was able to receive customers in October 2024 for **Damart**.

A focus group on expectations in terms of digitalization took place in October in the Customer Lounge room on the **Damartex** premises. An opportunity to talk to our customers about their digital habits (social networks, apps, web browsing, etc.). A moment of exchange between the teams and the selected customers. Always very enriching for us! The workshops allow internal teams to better understand customer expectations and guide the strategy to meet them.

All these actions give meaning and allow us to serve customers on a daily basis. **Damartex** employees are in direct contact (stores, call centers) daily with nearly 40,000 seniors in Europe.

➤ **Creation of a "Customer Culture Ambassadors" community**

In January 2025, **Damart** launched a strong new initiative: the creation of its "Customer Culture Ambassadors" community. It brings together volunteer employees from all the France teams, united by a common ambition: to place the customer ever more at the heart of the company. The ambassadors are intended to talk about our customers, to actively listen to their feedback, to share the irritants identified, and to build concrete responses together. Each of them acts as a relay in the field, in close collaboration with the other internal teams, to challenge existing practices, propose targeted action plans and drive sustainable changes.

➤ **Customer understanding**

– *Brand Tracker Survey – Fashion Division*

Every two years, the image and notoriety barometer is set up for the brands in the **Fashion division**. A study that allows us to compare our brands to competing brands in all our countries (France, Belgium, United Kingdom) on the perception that customers and non-customers have of them. A change in methodology was made in 2022: 100% online survey and targeting of 50 to 70 year olds.

The objectives are to:

- Understand the current and future target,
- Monitor the evolution of results and compare them,
- Identify areas for improvement and challenge the teams to confirm that the strategy is going in the right direction.

A total of 4,000 respondents participated in the study on the 3 countries.

– *Kantar market data*⁴¹

For a better understanding of the fashion market and our place in the market over 50 years, we receive the market shares of Kantar's France and UK fashion brands every year. This allows us to compare ourselves to our competitors and to see how the brands have evolved over time with our target.

⁴¹ Kantar is a global leader in market research, data, and consulting, helping companies better understand consumer behaviors to guide their strategic decisions.

4.2. Carrying out solidarity actions

In line with the actions carried out by the Foundation and in line with the Group's raison d'être: "On Seniors' Side", the Group's subsidiaries are mobilising through various solidarity operations.

- The Pink October campaign

Pink October is a major communication campaign in favor of breast cancer prevention and screening that aims to inform, raise awareness and raise funds for research. This is an important event internally, and all the teams are mobilized for this cause that is particularly close to their hearts. This year again, **Damart** has decided to participate in the Pink October operation throughout the month of October. This collective dynamic made it possible to collect more than €60,000, exceeding the amount of the previous year (€55,120). An internal Pink March was also organized and brought together 53 employees from the FAC, DA and CLEM sites.



Almadia also raised more than 100 euros internally for the benefit of the Pink Ribbon association.



As part of this Pink October campaign, Damart UK's ready-to-wear team took part in the annual charity fashion show organised by the Bosom Friends Bradford association, marking the 30th anniversary of this committed event. The show featured women who have been or are currently facing breast cancer. **Damart UK** had the honour of dressing them in a selection of day and night outfits, praised for their comfort and elegance. The event made it possible to highlight the resilience of these women, while strengthening the links between the company and the actors of the territory engaged in the fight against the disease.

- A food collection

On the occasion of Eid, a solidarity collection was organised at our Steeton and Bingley sites at **Damart UK**, to support people in precarious situations. This initiative, placed under the sign of sharing and generosity, has made it possible to mobilize employees around a common objective: to collect non-perishable food items for the benefit of the Bingley Food Bank. Donation trolleys were made available on each open floor, allowing a wide participation of employees.

- *Product donations*

We try as much as possible to anticipate our sales volumes and thus avoid unsold (or overstock) which represents an important social and environmental issue. However, at the end of the season, we sometimes have unsold items. Over the year, for example, they represented 8% of our goods at Group level.

In order not to destroy these new products, **Damart** is developing donation partnerships with local associations in France and the United Kingdom, to fight against exclusion and precariousness. The products thus find a second life and are offered to the most disadvantaged at very low prices. More than **60,000 pieces** were redistributed this year to the Red Cross in France, and Hope for Tomorrow, Nathan's wastesavers and Cancer Research UK in England.

- *De Warmste Week: a unifying solidarity in Belgium*

As part of De Warmste Week, **Damart Belgium** has mobilised around a collective and creative project: the making of the "longest scarf in Belgium". Launched in partnership with the VRT, this initiative invited customers and employees to knit scarves to then drop off in **Damart** stores. For each scarf received, **Damart Belgium** donated €2 to the De Warmste Week fund, to support projects that fight against isolation and loneliness in society. In addition, the sale of Thermolactyl socks in Christmas colors made it possible to donate €1 per pair to the association. In addition, donations at the checkout were offered to customers, and festive events were organized in the stores to strengthen the sense of collective commitment. This operation illustrates the importance of social ties and shows how a brand can unite around the values of local solidarity in a different way.



4.3. The On Seniors' Side Foundation

The existence of our Corporate Foundation is a strong societal commitment to a fairer, more united and more responsible world. Its mission is to move the lines in favor of the place of the over 55s at the heart of our society.

Changer le regard de la société sur les seniors et agir ensemble pour leur bien-être



ON SENIORS' SIDE FOUNDATION

Intergenerational solidarity, social isolation, health, loss of autonomy, active ageing are all issues that are topical for seniors and that are being taken up by the associative sector. These are also the issues that the On Seniors' Side Foundation has been trying to face for the past 6 years.

4.3.1. THE GENESIS OF THE FOUNDATION

The creation of the Foundation in 2019 was motivated by the **Damartex** group's desire to develop partnerships with charitable organizations to go beyond a simple business issue, to be at the side of the elderly. Its action is driven by the commitment of employees from all the subsidiaries who have immense respect, knowledge and a real passion for seniors.

Each **Damartex** subsidiary is a founder of the Foundation and contributes financially to its operation and local actions. This year, following a change in governance, the members of the new Board of Directors reviewed the vision and mission of the Foundation.

4.3.2. THE FOUNDATION'S VISION

Because the Foundation is "On Seniors' Side", it is committed to building a caring, supportive and inclusive society in which every person aged 55 and over is recognized, autonomous and can live and flourish with dignity. Thus, **each senior is an actor in his or her ageing well.**

4.3.3. THE FOUNDATION'S MISSION

" **Acting to change society's view of seniors and supporting initiatives that contribute to ageing well** " is the Foundation's mission. It is aimed at all seniors and, to fulfil its mission, supports projects in the countries where the group is established: France, Tunisia, Belgium, the United Kingdom and Germany.

To fulfil this mission, the Foundation finances projects carried out by associations around the three identified areas:

- Encouraging the activity of seniors to improve their well-being
- Helping seniors to invest in society and encouraging intergenerational links
- Promote good health at home and support caregivers.

4.3.4. THE ORGANISATION OF THE FOUNDATION

➤ Governance

The Foundation is managed by a Board of Directors and is managed by a Committee made up of employees from each subsidiary.

- *The Board of Directors*

The Foundation's Board of Directors is made up of 9 members, 5 of whom are internal to the Damartex **group** and representatives of the Founders, and 4 are external and qualified, with expertise in seniors or charitable actions. The Council was renewed this year for 1/3 of the members and changed its presidency.

The Board of Directors meets twice a year. He is the guarantor, guide and relay of the Foundation and aims to

- Ensure the execution of the Foundation's mission and the implementation of the program defined within the 3 axes.
- Define strategic choices and major orientations.
- Vote on the budget and validate the accounts.
- Affirm and uphold the Foundation's commitment and values.

- *The Steering Committee*

The Foundation's Steering Committee is made up of 9 members: The Ambassadors and the Director of the Foundation. The Foundation's ambassadors are the privileged interlocutors of employees who wish to play a role and invest in the Foundation.

The Steering Committee meets three times a year to examine the applications submitted by employees and select projects that meet the Foundation's values.

➤ The role of ambassadors

- Promoting the Foundation internally
- Creating commitment for the Foundation
- Represent their company with the Foundation

- Participate in working groups aimed at the continuous improvement of the Foundation's operations

➤ **The role of project sponsors**

All projects financed by the Foundation are sponsored by a Group employee, in order to offer them the opportunity to invest in the benefit of seniors and to maintain the benevolence, respect, empathy and passion that constitute the basis of the brands' values.

Supporting a project as a sponsor means being a privileged interlocutor of the association and the Foundation, ensuring the smooth running of the project and communicating the progress to the Foundation. Thus it is:

- Be the Foundation's representative to the association and its privileged interlocutor,
- Be an actor in the progress of the project
- To be the transmission belt of information and communication elements between the association and the Foundation.

4.3.5. THE PROJECTS FUNDED DURING THE YEAR

This year, the Foundation has participated in the financing and support of **24 projects** in 5 countries for an amount of **€120,000**.

This financial aid has enabled the associations to purchase equipment, organise activities and events in order to share moments of life as well as training and support.

The On Seniors' Side Foundation continued its commitment to ageing well, supporting both new projects and long-standing partnerships:

- We continued to support a small group of seniors in accessing the **Damartex gym** in Roubaix, thanks to the funding of a coach from the Siel Bleu association. This weekly meeting has become an eagerly awaited moment, synonymous with well-being and conviviality.
- Our premises have been opened to the Duo for a Job association, offering the pairs a meeting place conducive to exchange and intergenerational transmission.
- We have also strengthened our partnership with Kissing it Better, which began three years ago. This project allows seniors to stay connected to their community, valuing intergenerational ties and actively fighting against isolation.
- Support for the Babalias, these surrogate grandmothers supported by the European Grandparents' School, continued. This project, emblematic of our action, continues thanks to our loyal commitment.

In parallel with this long-term support, new projects have been launched this year, around the link between generations: shared meals, reading workshops, tutoring, etc. so many initiatives that promote encounters and transmission.

Finally, we have supported concrete actions to allow seniors to experience moments of joy and discovery: stays in the mountains, cinema screenings, home concerts, etc. Because aging well also means continuing to live life to the fullest.

All the beneficiaries of these projects are senior people to whom we wish to give back an active place in our society and allow the construction of the project of a benevolent, supportive and inclusive world towards seniors. There will be more than **9,000 beneficiaries**.

4.3.6. THE FOUNDATION'S COMMUNICATION

Beyond funding, our ambition is to forge lasting and meaningful links with the associations we support. We deeply believe in the strength of the collective, and that is why we involve **Damartex** employees in projects, particularly through the role of sponsors. Their commitment gives another dimension to our action: it values their personal involvement, while making the Foundation known internally and externally. This dynamic contributes to strengthening the Foundation's reputation and creating a committed and supportive corporate culture.

As part of our ambition to become a leading player in the inclusion of seniors, we have set up a communication plan whose ultimate objective is the creation of an On Seniors' Side community.

- *Number of articles published on social networks: **72 articles***
- *Number of visits to the Foundation's website over the period: **1271***

Methodological note

The social, environmental and societal information presented in this report has been prepared for the year ended June 30, 2025 in accordance with Articles L.225-102-1 and R.225-105-1 of the French Commercial Code.

- The DPEF 2024-2025 scope corresponds to the Group scope as defined in the financial statements.
- Given the nature of the Group's activities, the following themes: the fight against food waste, the fight against food insecurity, responsible, fair and sustainable food, actions to promote the link between the nation and the army and to support commitment to the reserves, are considered irrelevant and do not warrant a development in this report.

Preparing for the CSRD

As presented in the introduction to the report, the **Damartex Group** conducted a double materiality analysis for the 2024-2025 financial year on all its activities, outside the scope of the Healthcare division, in anticipation of the CSRD directive.

This approach has made it possible to identify the most significant ESG issues in terms of their impact on society and the environment, as well as their impact on financial performance.

The results of this analysis have guided the structuring of this DPEF, both in the prioritization of issues and in the selection of indicators. The scope will be gradually expanded in future publications.

In line with our CSRD compliance roadmap, we have chosen to integrate several indicators from the European Sustainability Reporting Standards (ESRS) this year.

The first indicators published concern standards:

- ESRS E5: Resources and Circular Economy
- ESRS S1: Working conditions of employees
- ESRS G1: Business Conduct

Identified as significant in our double materiality analysis, these indicators are detailed in this note. This first voluntary publication marks a step towards progressive compliance with the requirements of the CSRD.

Limiting our environmental impact

Tonnes CO₂eq: CO₂ equivalent emissions measured on the Group's scopes 1 and 2 in the 2024-2025 financial year according to the GHG Protocol method, for the Group scope (Fashion, Home & Lifestyle, Healthcare divisions).

- *Data sources: internal sources (internal databases, financial reports, internal questionnaires, monitoring registers, etc.) and external sources (public databases, academic publications, etc.)*
- *Emission factors: updated from the latest version of the ADEME Empreinte database (V.23.4).*
- *Scope: data collected during the rolling period from 01.06.24 to 31.05.25 or during the tax period from 01.07.24 to 30.06.25.*
 - o *The data collected during the rolling period concern:*
 - *Fuel consumption of **Xandres, Almadia***
 - *Electricity and gas consumption of DMT, **Damart** France, DSB, **Damart UK, Damart** Belgium, **Xandres, Almadia, Msanté, and Santéol***
 - o *DMT's fuel consumption is an estimated value based on the various technical inspections and overhauls carried out over the course of a year.*
 - o *The electricity and gas consumption of **Damart's** stores in France could not be counted this year.*

Rate of more responsible references in the collection: total number of references classified as more responsible ordered during the reference period from 01.07.24 to 30.06.25. / total number of references ordered during the reference period from 01.07.24 to 30.06.25.

A product is defined as more responsible according to the following framework:

- **For the Fashion sector:**
 - o *More responsible raw materials: number of references containing 50% (if single-component) or 30% (if multi-component) of recycled, organic, alternative material (natural: flax, hemp, kapok, sisal, banana plant, cypress, jute, raffia, linen or bio-sourced synthetic).*
 - o *Trustmarks: GOTS, GRS, Oeko-Tex, RWS, RDS, LWG, GCS.*
 - o *More responsible production: techniques aimed at reducing water or energy consumption (waterless, vegetable tanning, laser washing, mass dyeing, etc.).*
 - o *Lifespan greater than market criteria: number of references meeting Refashion's sustainability eco-modulation specifications (laboratory product tests meeting the criteria of dimensional stability, abrasion resistance, tear resistance, appearance stability and color retention after a number of cycles of 3 washes).*
 - o *Manufacturing countries at the European level with an energy mix below the European Union average: number of references manufactured in Albania, Austria, Belgium, Croatia, Denmark, Spain, France, Hungary, Italy, Latvia, Luxembourg, Norway, Netherlands, Portugal, Slovakia, Slovenia, Sweden, Switzerland.*

- **For the Home & Lifestyle sector:**

- *More responsible raw materials: recycled or upcycled materials (rubber, etc.), organic and natural materials (cotton, etc.), alternative materials (pineapple or apple leather, sisal, coconut fibre, etc.)*
- *More responsible products: natural (beeswax candles, etc.), reusable containers (flasks, bulk bags, etc.), washable and recyclable hygiene products (make-up remover pads, reusable cotton buds, menstrual pads, etc.), water savings (mixer tap, etc.)*
- *Low energy consumption products: solar, LED, etc.*
- *Manufacturing countries worldwide with an energy mix below the European Union average: number of references manufactured in Vietnam, Pakistan, Ukraine, Japan, the Netherlands, Luxembourg, Italy, Sri Lanka, Denmark, Slovenia, Hungary, Myanmar, Portugal, Spain, Finland, Latvia, Belgium, Austria, Brazil, France, Switzerland, Lithuania, United Kingdom.*

Rate of unsold products : total number of unsold products during the reference period from 01.07.24 to 30.06.25 / total number of products sold during the reference period from 01.07.24 to 30.06.25.

Return rate : number of items returned during the reference period from 01.07.24 to 30.06.25 / number of items sold during the reference period from 01.07.24 to 30.06.25.

Total quantity of paper marketed: total mass of paper expressed in tonnes, marketed and made available to consumers by companies under Extended Producer Responsibility (EPR) or not, during the last calendar year (2024).

The data, based on the mandatory EPR declarations of companies in France, England, Germany and Belgium, are harmonised for the calendar year 2024 despite methodological differences between countries and the possible absence of EPR.

CSR – ESRS E5

E5-02-19 Current financial resources (Capex) allocated to the action plan related to resource use and the circular economy: amount of investment expenditure incurred to finance assets or projects related to the circular economy during the reference period from 01.07.24 to 30.06.25, expressed in €.

E5-02-19 Current financial resources (Opex) allocated to the action plan related to the use of resources and the circular economy: amount of operational expenditure incurred over the reference period from 01.07.24 to 30.06.25, dedicated to the action plan, expressed in €.

→ RM E5-04: Inbound Resources

E5-04-31a Total weight of products used during the reference period (inward resources): total mass, expressed in tonnes, of products purchased during the reference period from 01.07.24 to 30.06.25.

For all of the indicators related to the following outputs, a distinction was made according to the main activities:

- **For the Fashion sector:**
 - Weight of textile fibres purchased for the manufacture of the collection.
 - Total weight of other finished products in all categories (gifts and practical life, accessories, jewellery, etc.).
- **For the Home & Lifestyle sector:**
 - Total weight of finished products excluding textiles in all categories (home, garden, lightning, etc.).
 - For textile products: weight of fibres purchased.

E5-04-31b Percentage of organic materials used to produce products (incoming resources): weight of materials of biological origin integrated into the manufacture of products purchased during the reference period from 01.07.24 to 30.06.25 / total weight of products purchased during the reference period from 01.07.24 to 30.06.25.

E5-04-31c Percentage of materials reused or recycled in products (incoming resources): weight of reused or recycled materials integrated into the manufacture of products purchased during the reference period from 01.07.24 to 30.06.25. / total weight of products purchased during the reference period from 01.07.24 to 30.06.25.

E5-04-31ai Total weight of plastic packaging used during the reference period (inbound resources): total mass, expressed in tonnes, of plastic packaging (*mailings, polybags, shipping bags, pouches used in stores, etc.*) purchased during the reference period from 01.07.24 to 30.06.25.

E5-04-31bi Percentage of bio-based materials used to produce plastic packaging (incoming resources): weight of bio-based materials used in the manufacture of plastic packaging (*mailings, polybags, shipping bags, pouches used in stores, etc.*) purchased during the reference period from 01.07.24 to 30.06.25. / total weight of plastic packaging purchased during the reference period from 01.07.24 to 30.06.25.

E5-04-31ci Percentage of reused or recycled materials in plastic packaging (incoming resources): weight of reused or recycled materials used in the manufacture of plastic packaging (*mailings, polybags, shipping bags, bags used in stores, etc.*) purchased during the reference period from 01.07.24 to 30.06.25. / total weight of plastic packaging purchased during the reference period from 01.07.24 to 30.06.25.

→ **RM E5-05: Outbound Resources**

E5-05-36c Rate of recyclable content in plastic packaging of products (outgoing resources): weight of recyclable materials integrated into the plastic packaging of products sold or marketed (*mailings, polybags, shipping bags, pouches used in stores, etc.*) during the reference period from 01.07.24 to 30.06.25 / total weight of plastic packaging of products sold during the reference period from 01.07.24 to 30.06.25.

Packaging is considered recyclable when it is monomaterial and a recycling channel exists (PET, PE, PP, PS plastic). Excluded: PVC, ABS, PLA (source: Citéo).

E5-05-36c Rate of recyclable content of products (outgoing resources): share of recyclable materials integrated into products sold during the reference period from 01.07.24 to 30.06.25 / total weight of products sold during the reference period from 01.07.24 to 30.06.25:

- **For the Fashion sector:** weight of products for which a recycling channel exists (e.g. jeans sector), or mono-material products without external (hard points: fasteners, closures, details, etc.) and internal (lurex, elastane) disruptors.
- **For the Home & Lifestyle sector:** total weight of products corresponding to categories of widely recycled materials: monomaterial plastic (PET, PE, PP, PS), solid wood or wood panels certified recyclable, FSC-certified paper/cardboard, metals (steel, aluminum), untinted glass, recyclable textiles (same criteria as for the Fashion division), etc.

→ **RD E5-05 (continued): Waste**

E5-05-37a Total quantity of waste : Total mass of waste from sites, hazardous or not, generated during the reference period from 01.07.24 to 30.06.25.

- **Hazardous waste** is defined as waste that poses a risk to human health or the environment due to its properties (toxicity, flammability, corrosiveness, etc.). They come mainly from our cutting and knitting factory in Tunisia, where they are mainly related to the products used (solvents, oils, etc.). In our headquarters in France, England, Germany and Belgium, the production of hazardous waste is very marginal.
- **Non-hazardous waste** includes all waste that does not present a particular risk (paper, cardboard, plastics, etc.) produced by our head offices.

E5-05-37b Hazardous waste diverted from disposal: quantities of waste, classified as hazardous, that have been redirected to recovery operations (recycling, reuse, energy recovery, etc.) rather than to traditional disposal during the reference period from 01.07.24 to 30.06.25.

E5-05-37b Non-hazardous waste diverted from disposal: quantities of waste, classified as non-hazardous, that have been redirected to recovery operations (recycling, reuse, energy recovery, etc.) rather than to traditional disposal during the reference period from 01.07.24 to 30.06.25.

E5-05-37c Hazardous waste destined for disposal: quantities of waste, classified as hazardous, which were sent to traditional disposal (landfill or incineration) during the reference period from 01.07.24 to 30.06.25.

E5-05-37c Non-hazardous waste destined for disposal: quantities of waste, classified as non-hazardous, that have been disposed of in a traditional way (landfill or incineration) during the reference period from 01.07.24 to 30.06.25.

E5-05-37d Percentage of non-recycled waste: site waste generated during the reference period of 01.07.24 to 30.06.25 not subject to a recycling process / total site waste generated during the reference period.

E5-05-39 Total quantity of hazardous waste: total mass of site waste classified as hazardous generated during the reference period from 01.07.24 to 30.06.25.

Promote the company's human capital

Share of women on the Executive Committee (in %): ratio between the number of women on the Executive Committee and the number of members of the Executive Committee.

Share of women on the Supervisory Board (in %): ratio between the number of women on the Supervisory Board and the number of members of the Supervisory Board.

Gender equality index: a legal obligation for French subsidiaries, four indicators are evaluated (*pay gap, career development, recruitment and allocation of exceptional increases*) in order to measure parity within the company. The indices relate to the calendar year 2024.

Number of employees who have received cybersecurity training: number of employees who have participated in cybersecurity training (*risk prevention, detection of phishing attempts, secure use of digital tools, etc.*).

CSR – ESRS S1

As part of the preparation for compliance with the Corporate Sustainability Reporting Directive (CSRD), this part is a first version of the recitals of this new regulation concerning the S1 publication requirement: company workforce. It combines quantitative indicators and qualitative information to report on our social policies, their implementation and the results achieved. In addition, we are making a transition from monitoring in full-time equivalents (FTEs) to a presentation in physical numbers (total employees). It should be noted that this change may limit comparability with historical data.

→ DR S1-06: Characteristics of the company's employees

S1-06-50a Total number of employees (F/M): all total employees in the workforce as of 30.06.25, broken down by gender (men and women).

S1-06-50a-04 Number of employees by country of establishment: geographical distribution of the workforce in the main countries of establishment (France, Belgium, England, Tunisia, Germany) as of 30.06.25, broken down by gender (men and women).

S1-06-50b Number of employees with a non-guaranteed number of hours (F/M): employees whose employment contract does not set a guaranteed number of working hours on 30.06.25, broken down by gender (men and women).

S1-06-50b Number of employees on permanent contracts (F/M): employees with a permanent contract (CDI) as of 30.06.25, broken down by gender (men and women).

S1-06-50b Number of employees on temporary contracts (F/M): employees with a fixed-term contract (CDD), a work-study contract or an internship contract, as of 30.06.25, broken down by gender (men and women).

S1-06-50c Number of employees who left the company: total number of departures (whether voluntary, involuntary, retirement-related, etc.) that occurred during the reference period from 01.07.24 to 30.06.25.

S1-06-50c Employee turnover rate: number of employees who left the company during the reference period from 01.07.24 to 30.06.25 / total number of employees on 30.06.25.

→ **DR S1-08: Coverage of collective bargaining and social dialogue**

S1-08-60a Share of employees covered by collective agreements in France: total number of employees in France of the company benefiting from collective agreements on 30.06.25 / total number of employees in France on 30.06.25.

S1-08-60b Share of employees covered by collective agreements in Belgium: total number of employees in Belgium of the company benefiting from collective agreements on 30.06.25 / total number of employees in Belgium on 30.06.25.

S1-08-60c Share of employees covered by collective agreements in France: total number of employees in Germany of the company benefiting from collective agreements on 30.06.25 / total number of employees in Germany on 30.06.25.

S1-08-60d Share of employees covered by collective agreements in France: total number of employees in Tunisia of the company benefiting from collective agreements as of 30.06.25 / total number of employees in Tunisia as of 30.06.25.

S1-08-60e Share of employees covered by collective agreements in France: total number of employees in the United Kingdom of the company benefiting from collective agreements as of 30.06.25 / total number of employees in the United Kingdom as of 30.06.25.

S1-08-63a-01 Overall percentage of employees represented by employee representatives in France, Belgium, Germany: number of employees in France, Belgium and Germany who are represented by employee bodies (union delegates, elected representatives, etc.) as of 30.06.25 / total number of employees in these three countries as of 30.06.25.

→ **RM S1-09, S1-11 and S1-12: Diversity**

S1-09-66a Share of women in senior management: number of women in senior management positions as of 30.06.25 / total number of employees as of 30.06.25.

S1-09-66a Share of men in senior management: number of men in senior management positions as of 30.06.25 / total number of employees as of 30.06.25.

Senior management positions correspond to employees in a hierarchical position one or two levels lower than that of the administrative and supervisory bodies (ELT level).

S1-09-66b Distribution of employees under 30 years of age, between 30 and 50 years of age, over 50 years of age (M/F): number of employees under 30 years of age, between 30 and 50 years of age, over 50 years of age as of 30.06.25, broken down by gender (M/F) / number of employees under 30 years of age, between 30 and 50 years old, over 50 years old on 30.06.25.

S1-10-69 and S1-11-74: *These qualitative indicators aim to assess the fundamental social conditions offered to employees. They cover the guarantee of a decent wage as well as universal access to social protection in the face of life's main risks: illness, unemployment, accidents at work, parental leave and retirement.*

S1-12-77 Share of employees handicapés: number of employees who declare themselves to be disabled on 30.06.25./ total number of employees on 30.06.25.

→ **RD S1-13: Training and Skills Development**

S1-13-83a Share of employees who participated in regular evaluations: number of employees who benefited from a regular evaluation process of their performance and career development during the reference period from 01.07.24 to 30.06.25, broken down by gender (men and women) / total number of employees as of 30.06.25.

S1-13-83b Average number of hours of training per employee: Total number of hours of training provided during the reference period from 01.07.24 to 30.06.25, broken down by gender (men and women) / total number of employees on 30.06.25.

→ **RM S1-14: Health and Safety**

S1-14-88a Percentage of employees covered by a health and safety management system: number of employees with medical coverage as of 30.06.25 / total number of employees as of 30.06.25.

S1-14-88b Number of deaths due to occupational accidents and diseases: total number of deaths among employees during the reference period from 01.07.24 to 30.06.25.

S1-14-88c Rate of work-related accidents among employees: (total number of work-related accidents among employees during the reference period from 01.07.24 to 30.06.25 / theoretical hours worked) * 1,000,000.

These rates represent the number of cases per million hours worked. A rate based on 1,000,000 hours worked indicates the number of work-related injuries per 500 people working full-time over a one-year period.

S1-14-88d Number of cases of occupational diseases that can be counted among employees: total number of cases of occupational diseases (acute, recurrent or chronic health disorders) that occurred among employees during the reference period from 01.07.24 to 30.06.25.

S1-14-88e Number of days lost due to accidents at work and occupational diseases: total number of days of absence recorded as a result of accidents or occupational diseases occurring among employees during the reference period from 01.07.24 to 30.06.25.

→ **DR S1-15: Work-Life Balance**

S1-15-93a Share of employees entitled to family leave: number of employees entitled to family leave (maternity leave, paternity leave, parental leave, carers' leave, etc.) as of 30.06.25 / total number of employees as of 30.06.25.

S1-15-93b Share of employees who took family leave: number of employees who actually used their right to family leave (maternity leave, paternity leave, parental leave, carers' leave, etc.) during the reference period from 01.07.24 to 30.06.25, broken down by gender (M/F) / total number of employees on 30.06.25.

→ **RM S1-16: Compensation Metrics**

S1-16-97a Gender pay gap: (average level of gross hourly earnings of male employees - average level of gross hourly earnings of female employees) during the reference period from 01.07.24 to 30.06.25 / average level of gross hourly earnings of male employees during the reference period from 01.07.24 to 30.06.25. *The remuneration is expressed in €.*

S1-16-97b Ratio of the total annual compensation of the highest paid person to the median annual total compensation of all employees: total annual compensation (base salary, cash benefits, in-kind

benefits, annual incentives, etc.) of the highest paid person in the company / median level of total annual compensation (excluding the highest paid individual). *The remuneration is expressed in €.*

→ **DR S1-17: Cases, Complaints and Serious Human Rights Impacts**

S1-17-103a Total number of incidents of discrimination (including harassment) reported during the reporting period: The total number of incidents related to discrimination (including harassment) that were reported during the reporting period of 01.07.24 to 30.06.25.

S1-17-103b Number of complaints filed through channels for company staff to raise concerns (including grievance mechanisms) and, to national contact points: number of complaints made by employees through official channels made available to them during the reporting period from 01.07.24 to 30.06.25.

S1-17-103c Total amount of fines, penalties and compensation for damages resulting from incidents and complaints: total amount of fines, penalties and compensation, related to incidents and complaints of discrimination, expressed in €.

Responsible Business Conduct

Share of purchase volumes by risk level: volume of purchases of products from risky, medium-risk or low-risk countries / total volume of purchases.

- **For the Fashion sector:** quantity of products ordered for the AW24-SS25 seasons.
- **For the Home & Lifestyle sector:** quantity of products ordered during the reference period from 01.07.24 to 30.06.25.

Our sourcing countries are classified according to 3 levels of risk, defined from the **structural country risk mapping resulting from the ICS analysis** dating from 2023, which evaluates the countries of production of ICS members according to data from major international institutions (ratification of ILO conventions, stability of law, quality of infrastructure, CSR maturity, etc.), cross-referenced with the consolidated results of ICS audits. Thus, risk 1 represents the highest risk, risk 2 represents a medium risk, and risk 3 represents a moderate risk.

Share of suppliers by type : number of suppliers by type / total number of suppliers during the reference period from 01.07.24 to 30.06.25.

- **Damart:** intermediaries, importers, traders, direct factories, brands, others.
- **Xandres:** contract suppliers (CMT), direct ready-to-wear production plants, ready-to-wear trading.

Rate of suppliers who have signed the charter: total number of suppliers who have signed the **Damartex** Way responsible purchasing charter / total number of suppliers.

Purchase volume from audited factories: volume of product purchases from factories with a valid ICS audit or BSCI audit / total product purchase volume.

- **For the Fashion sector:** quantity of products ordered for the AW24-SS25 seasons.
- **For the Home & Lifestyle sector:** quantity of products ordered during the reference period from 01.07.24 to 30.06.25.
- **Valid ICS audit :** Unannounced or semi-announced audit of less than 2 years.
- **Valid BSCI audit :** an unannounced or semi-announced audit of less than 2 years if rated A or B or less than one year if rated C.
- **Oeko-Tex STeP certification:** certificate of less than 3 years, level 2 or 3.
- **SA8000 certification:** certificate of validity.

Audited Plant Compliance Level : Average percentage of the score obtained in a valid ICS audit.

NPS (Net Promoter Score): % of brand promoters - % of brand detractors

The notions of promoters and detractors are evaluated on the basis of the question: "On a scale of 0 to 10, what is the probability of recommending the brand to your friends and family?" asked after purchase to customers:

- **Promoters :** Customers who gave a score of 9 or 10.
- **Detractors :** Customers who gave a rating of less than 6

CSRD – ESRS G1

→ RD G1-03 and 04: Corruption and Bribery

G1-03-21b Percentage of high-risk functions covered by anti-corruption training programmes: number of persons from functions identified as at risk (concerning corruption) covered by anti-corruption programmes during the period from 01.07.24 to 30.06.25 / total number of persons from functions identified as at risk (concerning corruption).

'High-risk functions' means those functions that are deemed to be at risk of **corruption** and **bribery as a result of the tasks and responsibilities performed**.

G1-03-21c Proportion of persons from administrative, management and supervisory bodies who have completed the anti-corruption training programme: number of persons from administrative, management and supervisory bodies who have completed the anti-corruption training programme during the period from 01.07.24 to 30.06.25 / total number of persons from administrative, management and supervisory bodies.

G1-04-24a Amount of fines for infringement of anti-corruption legislation: total financial penalties paid by the company for corruption-related offences during the period from 01.07.24 to 30.06.25, expressed in €.

G1-04-24a Number of convictions for offences against corruption legislation: total number of court decisions that resulted in a conviction in connection with acts of corruption involving the company during the period from 01.07.24 to 30.06.25.

Developing our social commitment

Number of listening sessions at the Group-level Customer Lounge: Number of sessions or customer sharing in the 2024-2025 financial year.

Number of customers listened to at the Group-level Customer Lounge: Number of customers who participated in at least one session in the 2024-2025 fiscal year.

Number of projects funded by the Foundation: total number of projects funded by the Foundation in the 2024-2025 fiscal year.

Total amount distributed to associations: sum of the amounts paid to associations by the Foundation as part of a project funded in the 2024-2025 financial year.

Number of articles published on social networks over the period: number of articles published on the Foundation's social networks over the 2024-2025 financial year.

Number of visits to the Foundation's website over the period: number of external visits recorded on the Foundation's website in the 2024-2025 financial year.

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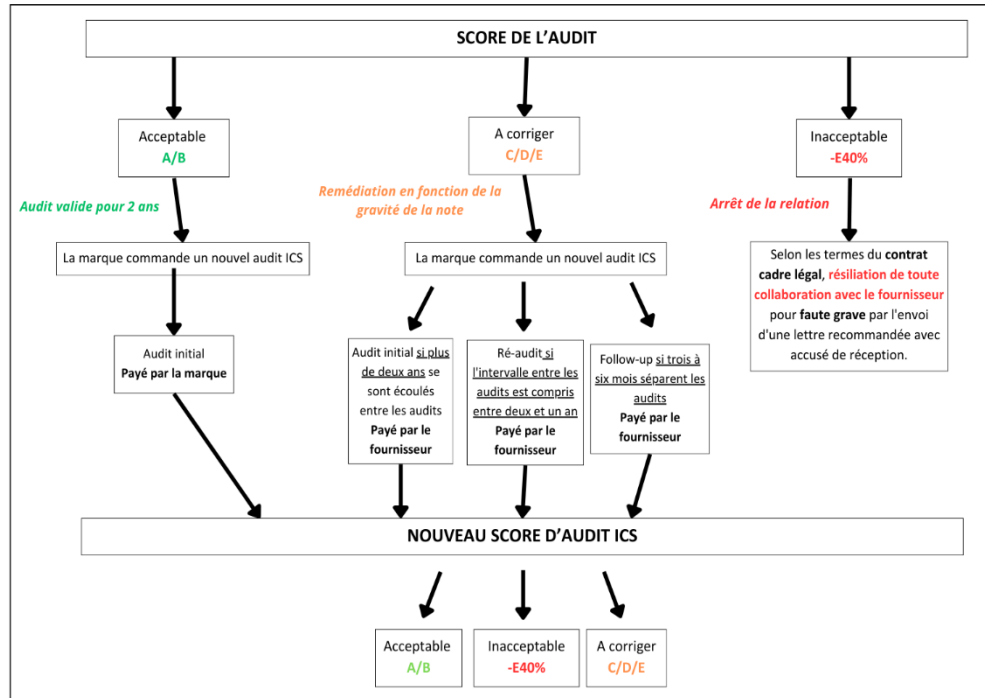
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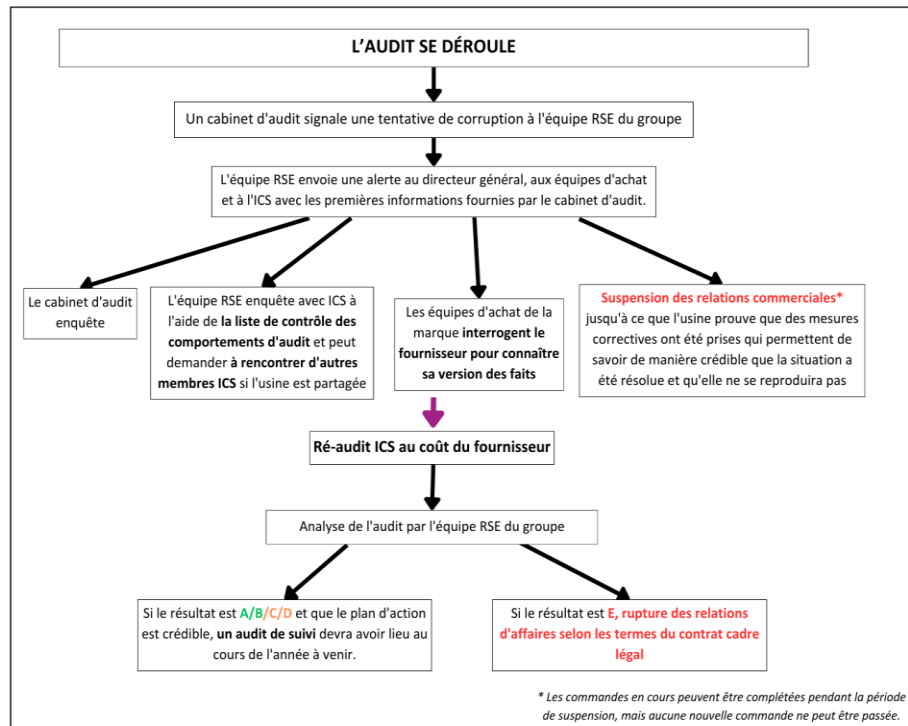
Appendix 1: Follow-up process for the Group's social audits

PROCESSUS DE SUIVI DES AUDITS



Appendix 2: Procedure in case of attempted bribery during a social audit

PROCÉDURE LORS D'UNE TENTATIVE DE CORRUPTION



Lexicon

CSRD : Corporate Sustainability Reporting Directive

ICS : Initiative for Compliance and Sustainability

EUDR: European Deforestation Rules

FAC: Damart **France** head office

CLEM : logistics warehouse of **Damart** France and **Damart** Belgium

DA: DSB and **Damartex** headquarters

DMT: **Damart** Manufacturing Tunisia – Damart's own factory in Tunisia

MESQ : Environment, Social and Quality Management Project of the production plant in Tunisia

VAD : Distance Selling

DSB Box: digital toolbox available to DSB and **Damartex** Corporate employees

HLS : Home & Lifestyle

B2B: Business to Business

ELT: Executive Leader Team

ZAN: Zero net artificialisation