

2022

Building sustainable leaders

— ESG BROCHURE



WENDEL

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— MANIFESTO

For Wendel, Environmental, Social and Governance (ESG) responsibility is much more than a mere passing trend. Three centuries of history led by several generations of entrepreneurs, industrialists and investors have forged the Group's line of conduct. Wendel's ESG approach is based on responsibility and is rooted in a firm belief in the core values of Engagement, Excellence, and Entrepreneurial spirit. These values drive Wendel's actions both as a company and an investor to achieve its mission: partnering with talented management teams to build sustainable, leading companies, whose performance in the long term will create lasting value for all stakeholders. In order to carry out its mission, Wendel has defined an ESG strategy. As a professional shareholder investing for the long term, the Group wants to have a positive impact on society and contribute to a sustainable future. Wendel is determined to become a role model for its peers, by having a responsible attitude in the way it conducts its projects and by supporting its companies in their transformation to become sustainable leaders.

“Wendel is committed to promoting sustainable value creation, which means not only seeking financial returns but also implementing solid changes that create long-term value. Wendel's ESG responsibility permeates all levels of the organization, and is reflected in my daily missions as an investor.”

ELISA PHILIP
Senior Associate

To us,
ESG
means...

“We have adopted an exemplary approach towards our stakeholders: we regularly communicate our ESG performance to the financial community, support the main responsible commitments made by our sector, and engage our employees and our value chain in our sustainable practices. On a day-to-day basis, this translates into sustained support for portfolio companies to ensure that their extra-financial information complies with the highest standards of transparency and that their ESG approach is fully integrated into their business strategy.”

CHRISTINE ANGLADE PIRZADEH
Director of Sustainable Development
and Communications, Executive Board Advisor

“For a listed company, ESG is a key element in the decision-making parameters of investors. As both an investor and a listed company, we need to make our ESG strategy efficient, clear and easily identifiable to our credit and equity investors.”

OLIVIER ALLOT

Director of Financial Communication and Data Intelligence

“As a member of Wendel's Supervisory Board and its Governance and Sustainability Committee, and as a representative of its principal family shareholder, I am particularly sensitive to the ESG dimension and am pleased to see the extent to which it has been part of Wendel's policy in recent years. At Wendel, this is reflected at every stage of the investment process, with a responsible investment procedure and the setting and monitoring of demanding ESG objectives for portfolio companies.”

PRISCILLA DE MOUSTIER

Member of Wendel's Supervisory Board, member of the Governance and Sustainability Committee, Chairwoman of Wendel-Participations

“Wendel's emphasis on ESG issues forces us to ask the right questions of the management of our portfolio companies, particularly with regard to the risks and opportunities for value creation in relation to environmental transition issues. On a daily basis, this translates into more rigorous and systematic work, and the construction of action plans with quantified objectives on which we can challenge and support our teams.”

JÉRÔME RICHARD

Operating Partner

ESG, an essential lever for creating long-term value



André François-Poncet

Group CEO

David Darmon

Group Deputy CEO

Wendel's historical long-term approach means that we have always taken into account the "sustainability" of the companies in which we invest, in all its dimensions. Robustness of the economic model, naturally, but also governance and human capital and, of course, environmental impact, are all subjects that cannot be ignored when investing for the long term. What was, for decades, a natural reflex is now a mature, systematic and structured approach, with the objective of building successful companies in the long term.

Driving a commitment to excellence for our portfolio companies

We are convinced that the creation of medium- and long-term value for our portfolio companies necessarily involves a sustainable growth strategy, which we promote as soon as we acquire an equity stake. Our portfolio companies thus formalize an ESG roadmap that is then reviewed annually. The objective is twofold: to increase the resilience of their business model through a better understanding of risks and to make ESG a driver of growth for our companies by making them more attractive to all their stakeholders. This is obviously true for Bureau Veritas, whose business is at the heart of these underlying trends, and which has accelerated with the deployment of its Green Line initiative, its green line of products and solutions. It enables client organizations to implement, measure and achieve their sustainability goals. This is also

a reality for all our portfolio companies, which have significantly improved their ESG scores. To give just a few very concrete examples, Stahl has reduced its carbon emissions by 16% between 2020 and 2021, while Constantia Flexibles has joined the CDP's "A-list", which recognizes its long-term investment towards the circular economy and responsible packaging. Bureau Veritas has once again improved its extra-financial ratings and now occupies the first place in its sector within the DJSI. Far from mere posturing, all these achievements have a genuine value that is perceived by the customers of our portfolio companies.

Wendel sets itself apart through its integrated ESG approach

We are fundamentally committed to consistency between what we expect from our operating subsidiaries and the rules we set for ourselves. Accordingly, our ESG approach has been designed to be directly integrated into all levels of our own activities. We were also one of the first listed investment companies to include ESG criteria in the variable component of compensation for the extra-financial objectives of its top management. In 2021, ESG was present in all dimensions of the remuneration policy of the Executive Board : c. 17.5% of the maximum remuneration of the members of the Executive Board rests on ESG criteria. Last year, we also added ESG objectives to the calculation of the cost of funding for a syndicated loan.

Year after year, these efforts have paid off with Wendel's inclusion in the prestigious Dow Jones Sustainability World and Europe indexes for the second year in a row. Wendel is the only French company, from its category, to be present in these two indices. This recognition compels us and reinforces our mobilization at all levels to act in favor of a sustainable economy, as investors have a key role to play in the development of responsible companies.

Engaging with
entrepreneurial
teams to build
sustainable
leading companies



Engagement

Engagement means first and foremost having a strong sense of responsibility towards the companies, shareholders, employees and other stakeholders of Wendel. The Group's emphasis on building for the long term makes Wendel a special investor. We bring to our investments management expertise, support of acquisitions and investments, and a consistent focus on innovation and ESG. Wendel also pays particular attention to developing the employability of its employees.



Excellence

Wendel has been in existence for over 300 years. This longevity is the result of a culture of excellence, built on relationships of trust, always in compliance with high standards. Wendel strives to achieve this excellence both in its operational and financial discipline and in its analysis of its investment activity. As a listed company, Wendel is committed to being a model for the unlisted companies in its portfolio.



Entrepreneurial spirit

For Wendel, the entrepreneurial spirit is both a state of mind and a behavior that combines courage, reasoned audacity and responsibility. It is also a desire to be useful: to employees, companies and communities.

To be responsible in the face of the needs of each era

From the forges of Hayange to private equity, the Wendel company, but also the members of the family, have constantly acted to promote the humanistic values of mutual aid and social improvement. Often, their initiatives resulted – years or even decades ahead of time – in achievements that society as a whole was aiming for, but struggling to reach without bitter conflict. The main threads of this stubborn quest for progress: child and family protection; healthcare access for all, education and culture; and an unwavering attachment to the native region, in this case Lorraine.

1830–1836

Increased pay with seniority was instituted to alleviate the unfairness of task pay alone, which disadvantaged workers weakened by age. Free assistance was provided for the sick and injured at work.

1850–1856

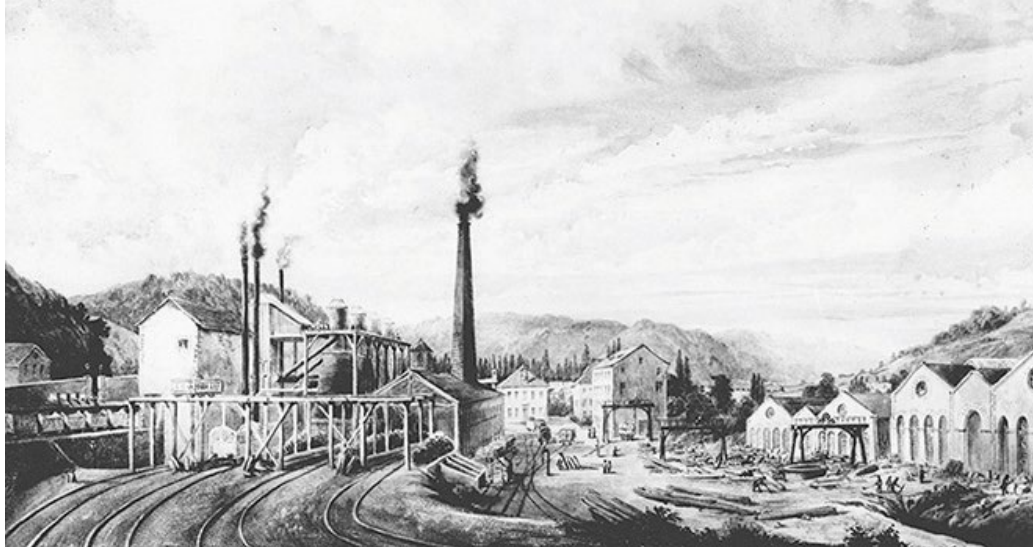
Pensions and retirements were set up for those who worked continuously for the company: after thirty years of uninterrupted service, retirees received half a salary and a reversionary pension in the event of death. An employee statute was published with a scale of functions and wages establishing eight grades according to qualifications and seniority.

1857

Stiring-Wendel, the working-class housing estate built by Charles de Wendel (1809–1870) to accommodate employees, acquired the status of an autonomous municipality. Napoleon III came to inaugurate it in person. Stiring-Wendel had 700 houses with gardens and had a church, a presbytery and two schools paid for by the company. Charles de Wendel created food stores, then cooperatives to provide food at moderate prices to his workers.

1859

An occupational physician was recruited to treat employees and their families. He was assisted by two nurses.



1866

A sickness benefit and family accident assistance plan was established.

1919

L'œuvre des petits lits blancs, intended to help children suffering from bone tuberculosis, was created by Léon Bailby, founder of the newspaper *Le Jour*. To finance this cause, an annual charity gala, the *Bal des petits lits blancs*, was held at the Opéra in the presence of the Parisian elite. Andrée de Wendel became an indispensable host of this flagship charity event of the interwar period.

1906

Berthe de Wendel created a Henri-de-Wendel Fund with one million francs allocated to social aid. Immediate assistance is provided for the families of workers who are victims of an industrial accident, so that they can cope with the time required to establish the statutory compensation.

1925

The Union Lorraine was recognized as a public utility, thus receiving an official consecration. Originally, the mission of the Union Lorraine consisted in regrouping and assisting Lorrain residents in Paris who had been separated from their families by the annexation of 1870. Directed by Berthe and then Andrée de Wendel, the Union focused on improving children's health: in 1917, it opened its first summer camp in Mers-les-Bains (Somme); in 1925, it developed a preventive seawater treatment and opened a second summer camp in Saint-Valéry-en-Caux (Seine-Maritime). During the Second World War, the Union Lorraine moved to Cognac (Charente) to organize social services for evacuees. After the war, the Union Lorraine once again devoted itself to youth work and mutual aid: between 1953 and 1955, it built a "health camp" in Quiberville (Seine-Maritime).

1945

Ségolène de Wendel and Bertrand de Maud'huy created the *Maison des enfants de Pange* in Lorraine to care for children exposed to tuberculosis during the years of deprivation during the Occupation. The Ministry of Health opened an air hospital there in 1948.

2021-2022 – Recognized concrete actions



FEBRUARY 2021

- Wendel organizes a roadshow dedicated to governance topics for its institutional investors and the main proxy advisors.
- Wendel is now a member of the United Nations Global Compact.

MARCH 2021

- The Wendel Group announces the inclusion of ESG objectives in the financial conditions of its €750 million undrawn syndicated loan maturing in October 2024.

SEPTEMBER 2021

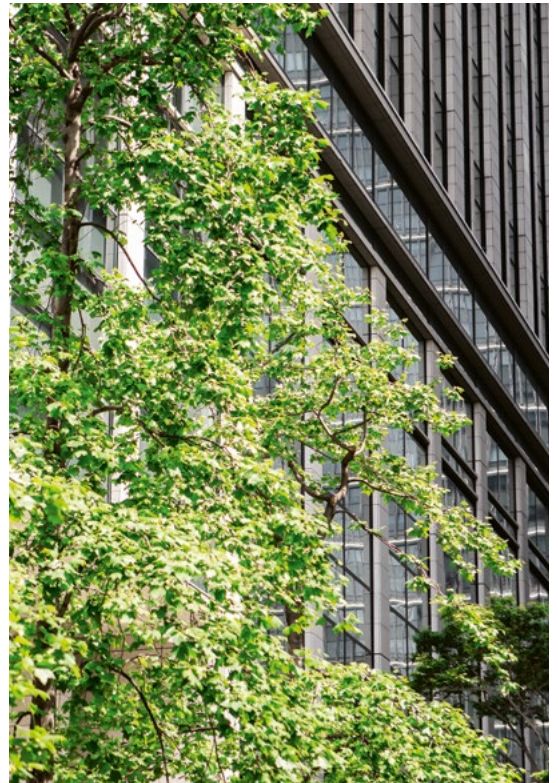
- For the second year in a row, Wendel conducted an internal survey to find out how employees feel about their well-being at work.
- Wendel took part in the European Sustainable Development Week via a dedicated social media campaign. Internally, it is an opportunity for the company to make its employees aware of everyday gestures.
- Every year, the L'Agefi press group organizes its Corporate Governance Awards, during which it rewards the best governance practices of French listed companies. In 2021, the Wendel Group won the award in the “Diversity in management bodies” category.
- Wendel’s Sustainalytics rating was upgraded from Low Risk to Negligible Risk. Wendel is now number two worldwide in the Diversified Financials sector, comprising 767 companies evaluated (vs. 14th last year).

OCTOBER 2021

— Wendel received the *Grand Prix de la Transparence* award, for all categories. This recognition, which ranks Wendel first among all SBF 120 companies, attests to the quality of its practices in terms of financial communication and to the significant efforts made in recent years to deploy and present the Group's ESG strategy.

NOVEMBER 2021

— Wendel improved its score in the Dow Jones Sustainability Indices (DJSI) World and Europe, obtaining a score of 76/100 in the Diversified Financials category. This score is up by five points compared to 2020 (71/100) and places Wendel well above the average for its sector (27/100).



DECEMBER 2021

— Wendel finalizes the analysis of climate change risks and opportunities of controlled companies within the portfolio, launched in early 2021.

— Wendel receives a B- rating in response to the CDP Climate Change 2020 questionnaire.

JANUARY 2022

— Wendel improves its score in the Gaia Rating extra-financial questionnaire from 69/100 to 75/100.

— Wendel participates for the first time in the Financial Times Stock Exchange (FTSE) extra-financial rating exercise and obtains a score of 3.4/5, above the average of 2.4 for its sector.

Wendel's extra-financial ratings



**Dow Jones
Sustainability Indexes**

Inclusion for the second consecutive year in the Dow Jones Sustainability Index (DJSI) with a score of 76/100. Only French Diversified Financials company ranked in the DJSI's Europe and World indices.



AA rating, ranked among industry leaders.



SUSTAINALYTICS

Classified as Negligible Risk. Top 50 ESG performer in 2021.
No. 1 among its peers of the same market capitalization level.



Rated B- for the "Climate Change Management" program.



Score of 75/100.



PART OF
Moody's ESG Solutions

Score of 58/100 in June 2022.
Ranked 4th in its sector.



TRANSPARENCE

Grand Prix 2021, all categories.



WENDEL'S COMMITMENTS SINCE 2020

- Signatory of the France Invest Parity charter
- Member of the United Nations Global Compact
- Signatory of the six United Nations Principles for Responsible Investment (PRI)



Our philanthropic actions

Wendel's commitment to civil society is part of the Group's DNA. Indeed, history has shown that Wendel has been involved in helping resolve social issues. Today, Wendel perpetuates these charitable actions through sponsorship projects via its endowment fund, Wendel Cares.

In early 2022, Wendel officially launched its endowment fund, called Wendel Cares. With Wendel Cares, Wendel wishes to give new impetus to its philanthropic approach by bringing together all of its philanthropic actions within a dedicated structure and by extending its scope of action to other themes in line with the societal challenges of our time.

Historically, Wendel's corporate philanthropy activities have been developed around two pillars: education and culture, through long-term partnerships with the Wendel International Center for Family Enterprise (Insead) since 1996 and the Centre Pompidou-Metz since 2010.

Since 2018, under the impetus of André François-Poncet, Wendel has extended its corporate philanthropy activities to solidarity projects.

Today, Wendel Cares aims to finance initiatives corresponding to one of the five areas in which it has chosen to commit itself:

- Culture;
- Education;
- Equal opportunities and professional integration;
- Medical research and healthcare;
- Protection of the environment.

These projects are studied and then monitored by the fund's Board of Directors, which is currently

made up of nine Group employees. The creation of Wendel Cares also represents a collaborative project for employees that will allow them to devote time, raise funds and rally around common projects.

INITIATIVES SUPPORTED BY WENDEL IN 2021

- Centre Pompidou-Metz (France);
- Insead (France);
- The Bowery Mission (United States);
- Clubhouse France (France);
- La Fondation de la Maison de la Gendarmerie (France);
- iMentor (United States);
- Memorial Sloan Kettering Cancer Center (United States);
- Mosaïques 9 (France);
- Protection Civile (France);
- 914 Cares – Empty Bowls (United States);
- Les Restaurants du Cœur (France).

Mission

Engaging with entrepreneurial teams to build sustainable leading companies

Valeurs

Engagement
Excellence
Entrepreneurial spirit

Governance

SUPERVISORY BOARD⁽¹⁾

12 members,
including 6 members of the Wendel family and 2 employee representatives
40% independent members⁽²⁾
50% women⁽³⁾

Audit, Risks and Compliance Committee

Governance and Sustainability Committee

EXECUTIVE BOARD

2 members appointed
by the Supervisory Board
for a 4-year term

COMMITTEES

Management Committee

Investment and Development Committee

Coordination Committee

ESG Steering Committee
(Environment, Social, Governance)

ESG strategy

EMPOWERING EXCELLENCE & ENGAGEMENT

99% of employees trained
in business ethics

Carbon footprint assessment
and actions to reduce carbon footprint

Signatory of the **France Invest Parity charter**

Employee surveys and initiatives
to promote **quality of life at work**

Skills sponsorship program

57% of staff are women

BUILDING SUSTAINABLE COMPANIES

100% of controlled companies
have formalized an ESG roadmap

75% of controlled companies
have committed to defining a carbon
emissions reduction objective
approved by the Science Based Targets
Initiative (SBTi)

54%⁽⁴⁾ of the Group's consolidated
revenues generated via products
with social and/or environmental
added value

Sponsorships

Launch of the Wendel Cares endowment fund in early 2022

Partnership with Insead since 1996, with the creation of the Wendel International Center for Family Enterprise

Founding sponsor of the Center Pompidou-Metz since 2010

Resources

PERMANENT CAPITAL

Family shareholding

39.3% of share capital
held by Wendel-Participations
and related parties⁽⁵⁾
(reference family shareholder)

Employee shareholding

91% of employees are
shareholders and hold 1.0%
of share capital

Individual investors

20.4% of share capital
held by nearly 25,000 individuals

Institutional investors

36.9% of share capital held,
in 32 countries

Treasury shares

2.4%

Bond investors

accounting for
c. €1.6 billion
of loans

HUMAN CAPITAL

86
employees located in Paris,
Luxembourg and New York

42%
of female managers

42%
of investment team
members are women

(1) The composition of the Supervisory Board is as of 12/31/2021. (2) Percentage excluding members representing employees. Beyond the requirements of the Afep-Medef Code.

(3) Percentage excluding members representing employees; including these members, the percentage rises to 58.3%. Beyond the legal requirements and the Afep-Medef Code.

(4) This ratio is based either on the eligibility ratio of the turnover taxonomy (for Stahl) or on other ratios measuring the contribution to environmental or social objectives other than climate change mitigation and adaptation (environmental objectives currently covered by the EU taxonomy).

Our investments

Wendel invests its capital, generally as a majority or lead shareholder, in companies that are leaders in their sectors or have the potential to become leaders. As it supports these companies, Wendel promotes responsible, sustainable growth for the long term.



BUREAU VERITAS
Certification and verification services
Since 1995



CONSTANTIA FLEXIBLES
Flexible packaging
Since 2015



CRISIS PREVENTION INSTITUTE
Training services
Since 2019



IHS TOWERS
Telecoms infrastructure
Since 2013



STAHL
Coating layers and surface treatments for flexible materials
Since 2006



TARKETT
Innovative flooring and sports surface solutions
Since 2021



WENDEL LAB
Investment in innovation
Since 2013

Acquisition completed in 2022



ACAMS
Anti-money laundering and financial crime training and certification services⁽⁵⁾

Other assets
(treasury, real estate etc.)

Value created with and for stakeholders

Measurement of value creation

Nearly €10 billion of gross assets

Nearly €5 billion in market capitalization

Net Asset Value (NAV) of €188.1/share on 12/31/2021, up 20.1% in 2021 and 18.3% when adjusted for the dividend paid in 2021

Overall yield (dividends re-invested) of 9.9% per annum since 06/13/2002⁽⁷⁾

Payment of a stable dividend at €3.00/share, up 3.4%, proposed to the Shareholders' Meeting on 06/16/2022

More than €5 million distributed to nearly 20 associations since 2010

Support for companies and value sharing

Active and ongoing assistance, discussions on risk taking, sharing of experiences and pooling of financial and technical expertise

Representation on the companies' boards of directors and key committees

Value sharing at the time of exit with the teams of portfolio companies, whenever possible

Shareholder dialogue

Institutional investors: **269 meetings**

Wendel's Shareholder Advisory Committee: **3 virtual meetings**

Letter to shareholders: **2 letters**

Governance roadshows

Independent lead director

Employee development and value sharing

99% of employees trained over the year

Profit-sharing agreement, Group employee savings plan, collective pension fund

89% of employees were awarded stock options and/or performance shares

Reimbursement of daycare expenses

Supplemental insurance, contingency benefits

(5) In accordance with Article L. 233-10 of the French Commercial Code (Code de commerce), the data include Wendel-Participations SE, its Chairwoman, Priscilla de Moustier and Société Privée d'Investissement Mobiliers (SPIM). (6) Acquisition finalized on 03/10/2022. (7) The overall yield is as of 12/31/2021.

Wendel's ESG approach

Wendel has long been convinced that environmental, social and governance (ESG) standards are drivers of sustainable growth. Driven by a three hundred year old culture of excellence, commitment and entrepreneurship, we are committed to doing our utmost in this regard, and continually support talented management teams around the world to build tomorrow's sustainable businesses, leaders in their respective segments.

As a responsible company, Wendel has made important commitments to ensure that its internal operations are consistent with its values and the ESG objectives set within its portfolio of companies.

The Group promotes honest and transparent governance and business ethics, is committed to a stimulating and inclusive work environment, and remains attentive to its environmental and climate footprint.

As a long-term investor, we support the growth and transformation of high-potential companies, in order to provide both a return on investment for our shareholders and to create a sustainable societal impact. We encourage our portfolio companies to make sustainability a driver of innovation and a key part of their internal culture and practices.

PILLAR 1

WENDEL AS A RESPONSIBLE COMPANY

Empowering excellence
and engagement
within Wendel

PILLAR 2

ESG IN OUR INVESTMENT BUSINESS

Building sustainable
leaders within
the portfolio

OUR PRIORITY COMMITMENTS



Equity and diversity

Promoting a better gender mix in the workforce



Climate change mitigation and adaptation

Implementation of actions to reinforce eco-efficiency and environmental management



Health and safety of employees and consumers

Adoption of a continuous improvement approach to health and safety in the workplace



Products and services with added environmental and social value

Offering customers and end-users value-added products and services
with added environmental and/or social value

MEASURABLE ESG PERFORMANCE

Roadmap to 2023

Empowering excellence and engagement

As part of its exemplary approach, Wendel has made major commitments to ensure that its internal operations are consistent with its values and the ESG objectives defined for the companies in its portfolio.

Governance and ethics

As a professional shareholder and listed company, Wendel promotes exemplary governance and risk management. At Wendel's level, this is mainly reflected in a solid governance structure made up of two distinct bodies, an Executive Board and a Supervisory Board, based on clear rules and open dialogue.

In addition, all Group employees are made aware of business ethics through mandatory dedicated training. Wendel's Code of Ethics, revised in 2020, provides a framework for ethical and sustainable business conduct that goes beyond legal requirements.

Respect for the environment

The Wendel Group is aware of the climate emergency and the importance of everyone being involved in mitigating its effects. Each year, the company measures its carbon footprint and implements actions to reduce its CO₂ emissions (supply of renewable energy, responsible selection of suppliers, etc.).

The Group is also committed, at its own level, to reducing the amount of resources consumed and waste generated through its activity.

Employability, inclusion and employee engagement

Wendel invests in the development of individual skills, notably through a personalized skills development plan. The Group cultivates a stimulating and inclusive environment and develops initiatives to promote quality of life at work and gender equality.

Finally, Wendel encourages its teams' commitment to solidarity through initiatives that benefit charitable organizations.

Wendel is committed to promoting the United Nations Sustainable Development Goals (SDGs). Wendel has compiled a list of the goals on which the Group has the greatest impact from the list of Sustainable Development Goals established by the United Nations:



4.4 By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.

5.5. Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.

8.3. Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services.

12.6. Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle.

13. Take urgent action to combat climate change and its impacts.





Equity and diversity

57%

of staff are women

42%

of investment team members
are women

Score of
53/100

on the gender
equality index

29%

of women in the Investment
and Development Committee

40%

of women in the Management
Committee

21%

of women in the Coordination
Committee

50%

of women in the Supervisory
Board



Health and safety of employees and consumers

9 initiatives

in place for the wellbeing
of employees at the workplace

Employee survey

on the quality of life at work

99%

of employees trained over
the year with of 29.5 hours of
training per employee on average



Climate change mitigation and adaptation

Annual carbon footprint exercise:

intensity of CO₂eq emissions
in scopes 1+2+3 per employee

76 tCO₂e

26%

renewable energies
in Wendel's energy consumption

Carbon emissions offsetting program

launched in 2021

100%

of employees covered
by recycling systems

“Parity is a key
priority for
our Group”



Alexina Portal

Director of Human Resources

Our actions

Wendel's industrial past, its illustrious heritage, is at the root of all the attention it pays to health and safety in the workplace, which are major challenges for employee development.

More recently, gender parity issues have been added to previous ones. As a result, these three areas are among the four priorities that the Group has defined in its 2020-2023 ESG strategy.

These issues are a real challenge for Wendel, which is particularly attentive to the skills and profiles of its teams and aims for excellence through individualized talent management to ensure their development and fulfillment at work. It is developing targeted action plans to support the key issues of equality and well-being at work. Alexina Portal, Director of Human Resources since 2020, is in charge, along with the entire HR team, of implementing the actions that will support Wendel in achieving its ambitions.

As Wendel's HR Director, you are in charge of matters relating to employee health and safety. What does this mean in practice?

Whether we are talking about working conditions, psychosocial risks or work/life balance, all of these elements guarantee the long-term commitment of our teams. They are therefore the levers of our HR policy in terms of health and safety.

In 2020 we revised our teleworking charter to offer employees who so wish more flexibility in the way they work. It goes without saying that Wendel has also scrupulously complied with the government's recommendations for monitoring telework since the beginning of the Covid pandemic. In parallel with this development, we stress the importance of employees' right to disconnect. In 2021, the Group continued to make its teams aware of this charter, particularly during periods of confinement or reinforced teleworking.

Concerning paid vacations, a charter, limiting, among other things, the excessive carry-over of vacation days from one period to another, was signed in 2020. This chart aims to ensure that all employees are able to take full advantage of the annual rest periods they are entitled to, and which are necessary for their physical and mental well-being.

We also believe that the work-life balance depends on proper organization of family "logistics" for employees with children. Since 2010, Wendel has offered to finance daycare places for the first three years of a child's life to employees who request them, and is also developing projects to support parenthood. In 2021, a parenting platform was opened for employees. This new service offers parenting coaching, suggestions for additional childcare, examples of workshops for children according to age groups, support for new parents, and conferences on topics dedicated to parenting.

Thus, from an organizational point of view, Wendel offers its employees more flexibility in terms of working conditions, while maintaining its range of parental benefits, achieving a real synthesis between the possibility of taking responsibility for the accomplishment of one's missions, and the possibility of fulfilling oneself in a framework that is not intrusive.

Training is an integral part of our corporate culture. Continuous learning is thus an ambitious part of our approach to employee development. In 2021, Wendel placed considerable emphasis on health and safety training. In particular, the prevention of psychosocial risks has been the subject of a dedicated training course. A large majority of employees in France and Luxembourg, including corporate officers, have been made aware of and trained in psychosocial risks and their implications.

This training is part of a continuous improvement approach to the quality of life at work. To this end, the company has been conducting regular psychosocial risk assessment surveys since late 2019. The last one was conducted in September 2021, after 18 months of the health crisis. For this new campaign, an indicator "ease of remote collaboration" was added. As in previous surveys, the results are very positive and almost similar to the employee feedback as shared in previous surveys (favorable work environment, employees' interest in their work, stress level under control). The results obtained show that the sub-indicators most appreciated by employees are the ease of collaboration, the company's values, the atmosphere and the ratio between workload and autonomy.

Finally, going back to the ancient motto *mens sana in corpore sano* ("a healthy mind in a healthy body") is the best approach, not only

in the interest of Wendel employees, but also to ensure the company's performance.

And when it comes to parity, how does Wendel approach the subject?

The issue of parity, often wrongly summarized as simple gender balance, is in reality broader, and requires that we have a much more comprehensive view of the people who are part of our organization (be it their gender, age, career, etc.). In short, the key word that takes precedence over parity is equality.

In order to meet this ambition, numerous actions are implemented each year and monitored by key performance indicators in terms of recruitment, training, compensation and so on. Every aspect of a career at Wendel is viewed through the prism of equality, for the betterment of everyone.

Parity is a priority for our Group; it is an issue that requires collective effort and ongoing commitment. This is why our company signed the France Invest Gender Equality Charter, published in March 2020.

To learn more, consult Chapter 4 of our 2021 Universal Registration Document.

Building sustainable businesses

Investing to support the prosperity and transformation of companies that respect society and the environment

ESG performance is embedded in Wendel's mindset as a long-term investor. Its permanent capital and the stability of its shareholder base gives it the time and ability to carefully develop and transform the companies in which it invests, providing both a return on investment to its shareholders and lasting benefits to society.

The framework for assessing investment opportunities used by Wendel includes a systematic analysis of ESG risks and opportunities. In strict compliance with its role as a shareholder, Wendel encourages policies and decisions that contribute to the creation of shared and sustainable value, as well as transparency and regular communication on ESG performance.



EXCLUSION POLICY

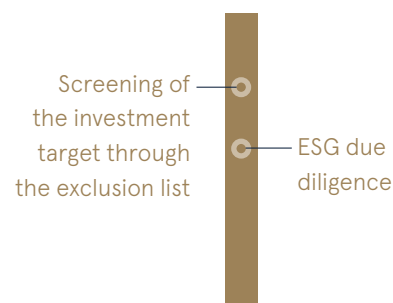
In fiscal year 2021, Wendel updated its Exclusion Policy, which applies to all new investments. This policy was approved by Wendel's Executive Board on November 9, 2021 and will be reviewed annually.

Wendel refrains not only from investing in entities involved in the production, marketing, use or trade of illegal products or activities, but also from investing in entities directly and significantly involved in the production, distribution, marketing or trade of:

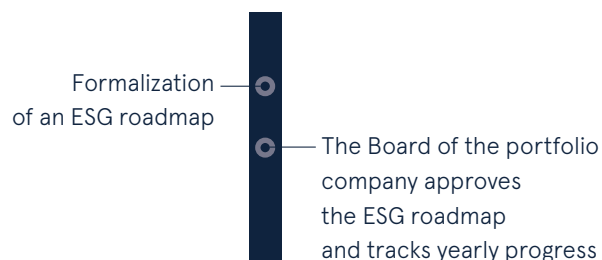
1. tobacco;
2. pornography;
3. controversial weapons, as defined by:
 - the Nuclear Non-Proliferation Treaty (1968),
 - the Biological Weapons Convention (1975),
 - the Chemical Weapons Convention (1997),
 - the Ottawa Treaty (1997) on anti-personnel landmines and the Convention on Cluster Munitions (2008);
4. firearms;
5. gambling establishments or gambling;
6. coal mining and coal-fired power generation;
7. narcotics;
8. fur;
9. asbestos.

Wendel incorporates sustainability issues throughout the investment cycle

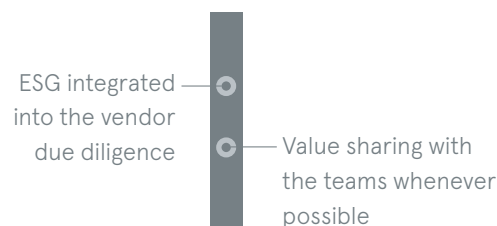
PRIOR TO THE INVESTMENT



HOLDING PERIOD



EXIT



PILLAR 2: ESG in our investment business

Our actions

Summary of the 2021 ESG performance of Wendel's consolidated holdings

    Wendel – Controlled assets portfolio					
 CLIMATE CHANGE MITIGATION AND ADAPTATION					
2021 Emissions	637,513 tCO ₂	1,639 ktCO ₂	597,711 tCO ₂	2,403 tCO ₂	1,614,917 tCO ₂ *
Reduction target	2tCO ₂ /employee by 2025 (currently 2.49 tCO ₂ /employee)	Reduce CO ₂ emissions by 24% by 2030	Reduce CO ₂ emissions by 20% by 2030	5 tCO ₂ /employee by 2024 (currently 8 tCO ₂ /employee)	75% of controlled portfolio companies have committed to defining a reduction target aligned on the Paris Agreement requirements (certified by SBTi)
SBTi commitment	YES	YES	YES	NO	
 DIVERSITY AND GENDER PARITY					
% of women on the board of directors	42%	12,5%	22%	25%	26%
% of women in management positions	23%	20%	25%	54%	23%
Commitment to better gender balance	Reach 35% women in top management positions by 2025	Action plan to increase the share of female managers	25% women in the executive committee in 2023	45% to 50% women in the board of directors in 2024	100% of controlled portfolio companies committed to better gender balance
 HEALTH AND SAFETY					
Frequency rate of accidents at work	0,27**	2,8***	1,37	1,64	1,14
Health and safety management system (OHSAS 18001/ISO 45001)	YES	YES	YES	NA	100% of all companies have included health and safety as a priority in their ESG roadmap
 PRODUCTS AND SERVICES WITH ADDED ENVIRONMENTAL AND SOCIAL VALUE					
% of turnover generated from sustainable products and services	52% (estimate based on 2021 sales)	55% (estimate)	57%	100%	54%
Associated action plans	BV Green Line, sustainable services and solutions	Recyclable flexible packaging solutions	Low-carbon solutions eligible to the EU green taxonomy - high water content	All CPI trainings	100% of controlled portfolio companies have identified action plans to deliver sustainable products and services

*Total consolidated emissions weighted by the ownership stake in each asset.

**The Bureau Veritas accident frequency rate is calculated by including all accidents that occurred, with and without lost time.

***Constantia's accident frequency rate is based on actual, not theoretical, working hours.

Progress of the consolidated portfolio on the 4 ESG priorities defined by Wendel

ESG APPROACH

- **100%** of portfolio companies have an ESG roadmap
- **75%** of the Group's controlled companies have an EcoVadis medal
- **75%** of the Group's controlled companies have committed to defining a carbon emissions reduction objective approved by the Sciences Based Targets Initiative (SBTi)

CLIMATE CHANGE MITIGATION AND ADAPTATION

- **400 tCO₂e** of GHG emissions offset by Wendel in 2021 (tons of CO₂ eq)
- **100%** of the Group's controlled companies have conducted an analysis of the climate risks and opportunities to which they are exposed
- **100%** of controlled companies have defined a target for reducing their emissions

EQUITY AND DIVERSITY

Controlled companies committed to gender parity

2020
80%

2021
100%

Women on the boards of controlled companies

2020
23%

2021
26%

Women in management positions in portfolio companies

2020
24%

2021
23%

PRODUCTS AND SERVICES WITH ADDED ENVIRONMENTAL AND SOCIAL VALUE

Consolidated Group revenues

2020
28%

2021
54%

- **52%** of Bureau Veritas' sales are generated by its Green Line products and services⁽¹⁾
- **55%** of Constantia Flexibles' sales are generated by its recyclable packaging products⁽²⁾
- **57%** of Stahl's sales are generated through water-based coating solutions, which have a smaller carbon footprint than conventional solutions
- **100%** of CPI's sales are generated through training programs designed to reduce violent behavior and improve personal safety.

(1) Bureau Veritas' Green Line is a line of services and solutions dedicated to Corporate Social Responsibility (CSR).

(2) Estimated share of Constantia Flexibles' sales in 2020.

Ratios relating to the recyclability of Constantia Flexibles' solutions are only available for the previous year (2020).

HEALTH AND SAFETY OF EMPLOYEES AND CONSUMERS

Severity rate of work-related accidents

2020
0.03

2021
0.04

Average frequency rate of work-related accidents

2020
1.08

2021
1.14

“Our mission
is to accompany
our companies
into the world
of tomorrow”

Christine Anglade Pirzadeh

Director of Sustainable Development
and Communications, Advisor to the
Executive Board



As an investor for the long term, Wendel's key goal is to support and transform companies with the potential to develop in a changing world and to deliver both return on investment to its shareholders and lasting benefits to society. In other words, Wendel believes that taking ESG criteria into account for its investment activity helps to create near-term, medium-term and long-term value, without sacrificing the future for the present. Wendel believes that this balance requires a pragmatic approach and a desire for lasting innovation.

As a company, how do you see your role in the fight against climate change?

We have placed climate change issues at the heart of our approach, as they are now both a matter for each individual and a collective responsibility. As a company, we need to have the most positive impact possible, which means reducing our footprint as much as possible. As a professional shareholder, our mission is to protect and accompany our companies into the world of tomorrow. The success of our strategy depends on the commitment of our teams, who have contributed greatly to its development. This is why we do not neglect the very functioning of Wendel in our commitments, because the coherence between who we are and how we invest is necessarily linked.

In 2021, you set up a climate plan. What does this entail?

Wendel recognizes the urgency of the fight against climate change and the need to take into account the potential risks and opportunities that it generates in its strategic planning and operational management.

In full respect of its role as a shareholder, Wendel has accompanied its controlled companies in the first stage of the climate plan in 2021, i.e. the analysis of the risks and opportunities of climate change to which each of these companies could be exposed. The objective of this process is to identify the risks with severe economic repercussions, and to anticipate the changes needed to ensure that these companies maintain their resilience and competitiveness in a low-carbon society.

In order to carry out this assessment, Wendel relied on the TCFD (Task Force on Climate-related Financial Disclosure) framework, which has developed recommendations for climate-relevant disclosure.

The TCFD framework assesses climate risk through four themes: governance, strategy, risk management and measurement of objectives.

The objectives of the TCFD (Task Force on Climate-related Financial Disclosure) framework are:

- to promote more informed investment, credit and insurance underwriting decisions;
- To enable stakeholders to better understand companies' exposure to climate-related risks;
- enable companies to integrate climate-related risks and opportunities into their risk management and strategic planning processes.

The conclusions of the analysis conducted allowed Wendel to establish:

1. its alignment with the TCFD recommendations;
2. a table of transitional and physical risks to which Wendel and the controlled companies in its portfolio are exposed;
3. a short- and medium-term action plan to improve the climate resilience of the company and its portfolio.

This diagnostic phase is the first step in a four-year climate plan, on which Wendel undertakes to share its progress annually.

The successful implementation of this climate plan is a condition for the stock option plan (2021-2024 vintage) for the Executive Board and for all Wendel employees, as well as for the employees of the portfolio company concerned.

BUREAU VERITAS



Shaping a World of Trust

STAKE:

35.5%⁽¹⁾

2021 SALES:

€4,989.1m

AMOUNT INVESTED:

€397.3m since 1995 ⁽²⁾

(1) Capital held by Wendel at 12/31/2021, net of treasury stock, for 51.63% of the theoretical voting rights.

(2) Amount of equity invested by Wendel at 12/31/2021.

ITS TRADE

Certification and verification services.

ITS MISSION

As a “Business to Business to Society” company, Bureau Veritas is dedicated to Shaping a World of Trust by ensuring responsible progress. Bureau Veritas helps its clients improve their performance by providing innovative solutions and services to ensure that their assets, products, infrastructure and processes meet standards and regulations related to quality, health, safety, environmental protection and social responsibility.

ITS AMBITION

Bureau Veritas is customer-focused and socially inspired. Its ambition is to contribute to positively transform the world we live in.

SUSTAINABILITY AT BUREAU VERITAS

At Bureau Veritas, sustainability is expressed through two realities:

- Business expertise - through the BV Green Line, a suite of services and solutions that enable its clients to demonstrate the impact of their ESG actions in a measurable way;
- Commitment to corporate citizenship, with its CSR strategy "Building a Better World", which translates into the implementation of ambitious sustainability objectives.

This CSR strategy is built around three pillars:

- Building a Better Workplace;
- Contributing to a Better Protection of the Environment;
- Promoting Best Business Practices.

“As a Business to Business to Society company, we are committed to meeting today’s global challenges in all sectors of the economy. Within the company, we act to be a model for the industry in terms of positive impact on people and the planet.”

DIDIER MICHAUD-DANIEL,
CEO of Bureau Veritas

EXTRA-FINANCIAL RATINGS

DOW JONES SUSTAINABILITY INDEX

Rated 85/100, ranked no. 1 in the Professional Services sector, listed in the Europe and World indexes, Gold Medal in the Sustainability directory.

MSCI

Rated AA, Adjusted industry rating: 8.5.

ECOVADIS

Platinum Medal with a score of 78/100, Top 1%.

CDP

B rated, above the sector average (C).

V.E

Rated “Advanced” with a score of 66/100, Ranked #4 of 103 in its market segment.

SUSTAINALYTICS

Rated “Low Risk” with a score of 13.9, Ranked #3 in Research and Consulting category.

ETHIFINANCE

RATED 89/100.

ISS ESG

Rated “Prime” with a score of C+.



EQUITY AND DIVERSITY

— Achieve a 35% rate of women in senior management by 2025.



CLIMATE CHANGE

— Reduce CO₂ emissions⁽³⁾ to 2 metric tons per employee (per year) by 2025.



HEALTH AND SAFETY OF CUSTOMERS AND EMPLOYEES

— Achieve a total accidents rate (TAR⁽⁴⁾) of 0.26 by 2025,
— Achieve 35 hours of training per employee (per year) by 2025.



PRODUCTS AND SERVICES WITH SOCIAL OR ENVIRONMENTAL ADDED VALUE

— 52% of Bureau Veritas’ sales are generated by its Green Line products and services, a set of services and solutions to support customers in achieving their sustainable development goals.

Bureau Veritas’ commitment to Corporate Social Responsibility (CSR) is to act responsibly to Build a Better World. Bureau Veritas tracks its CSR performance with 5 indicators published quarterly: the rate of work-related accidents, CO₂ emissions, the rate of feminization of management positions, the number of training hours per employee and the percentage of employees trained in the Code of Ethics. These performance indicators are aligned with the four ESG priorities followed by the Wendel Group.

(3) Scope 1, 2 and 3 emissions (emissions relative to business travel)

(4) TAR: Total Accident Rate (number of accidents with and without lost time x 200,000/number of hours worked).

Rethinking
packaging
every day to
make a positive,
sustainable and
meaningful
contribution to
its customers and
the environment

CONSTANTIA FLEXIBLES

ITS TRADE

Flexible packaging.

ITS MISSION

A specialist in flexible packaging for the food and pharmaceutical industries, Constantia Flexibles has set itself the task of rethinking packaging solutions in order to contribute positively to the expectations of its customers and society.

ITS AMBITION

Consolidate the sustainable packaging technologies segment. Increase its capacity for innovation.

ITS ESG STRATEGY

Constantia Flexibles is committed to preventing potential negative consequences of its activity and minimizing existing negative consequences for the environment by:

- striving to continuously improve the environmental performance of its activity in terms of raw materials, emissions, energy and waste;
- by working with its stakeholders to reduce environmental impacts throughout the value chain;
- designing its products on the basis of sustainable criteria with minimal environmental impact, low material use and high recyclability by being a signatory of the New Plastics Economy initiative.

STAKE:

60.8%⁽¹⁾

2021 SALES:

€1,603.4m

AMOUNT INVESTED:

€565m since 2015⁽²⁾

“We are aware of our impact on the environment and society and we are committed to producing high quality products, while recognizing the importance of working in a safe, ethical and sustainable manner.”

PIM VERVAAT,
CEO of Constantia Flexibles

EXTRA-FINANCIAL RATINGS

ECOVADIS

Gold Medal

CDP

“A” climate score



EQUITY AND DIVERSITY

Formalization of a Group action plan to increase the proportion of women managers.



CLIMATE CHANGE

-24%: GHG emission reduction commitment by 2030 and
-49% by 2050 (base year: 2015), approved by the Science-Based Target initiative.



HEALTH AND SAFETY OF CUSTOMERS AND EMPLOYEES

100% of production sites with at least one safety and/or quality certification.



PRODUCTS AND SERVICES WITH SOCIAL OR ENVIRONMENTAL ADDED VALUE

51% of products from the portfolio are recyclable⁽³⁾.

(1) Capital held by Wendel at 12/31/2021.

(2) Amount of equity invested by Wendel at 12/31/2021.

(3) Value for the year 2020. The value for the year 2021 is estimated at 54%.

Giving
professionals
the keys
to improve
their care and
service delivery

STAKE:

96.3%⁽¹⁾

2021 SALES:

\$104.3m

AMOUNT INVESTED:

\$69m since 2019⁽²⁾

⁽¹⁾ Capital held by Wendel at 12/31/2021.

⁽²⁾ Amount of equity invested
by Wendel at 12/31/2021.

CRISIS PREVENTION INSTITUTE

ITS TRADE

Training services.

ITS MISSION

Since CPI's founding, the Institute has played an increasing role in advocacy for the underserved populations and drastically reducing violence in public spaces, workplaces, etc. Its mission is to reduce conflict situations in order to ensure the well-being and safety of all. In this way, CPI's action helps to reassure the public and retain employees in companies and local authorities.

ITS AMBITION

Increase the resilience of CPI and its customers by addressing current societal challenges.

ITS ESG STRATEGY

CPI's sustainable development strategy is based on three main pillars:

— Social commitments

- Create a safe, diverse and fulfilling work environment by promoting:
 - a diverse workforce;
 - occupational health and safety.
- Providing innovative training solutions for safer societies by:
 - a ensuring the highest quality of service;
 - creating positive impacts in the face of current societal challenges.

— Environmental commitments

- Contributing to the climate change mitigation efforts;
- Reducing energy consumption and raw material consumption.

— Governance commitments

- Fighting against bribery and corruption;
- Protecting digital data.

“I believe that focusing on what's best for humanity is the ultimate reward. Our ESG goals are embedded in CPI's mission and training philosophy. Empathy is embedded in the work we do to serve our partners and communities.”

TONY JACE,
CEO of Crisis Prevention Institute



EQUITY AND DIVERSITY

57% of CPI employees are women.



CLIMATE CHANGE

Reduce CO₂ emissions intensity per employee to 5 tCO₂/employee by 2024.

In 2021, CPI's carbon footprint is estimated at 2,403 tCO₂, or 8 tCO₂/employee.



HEALTH AND SAFETY OF CUSTOMERS AND EMPLOYEES

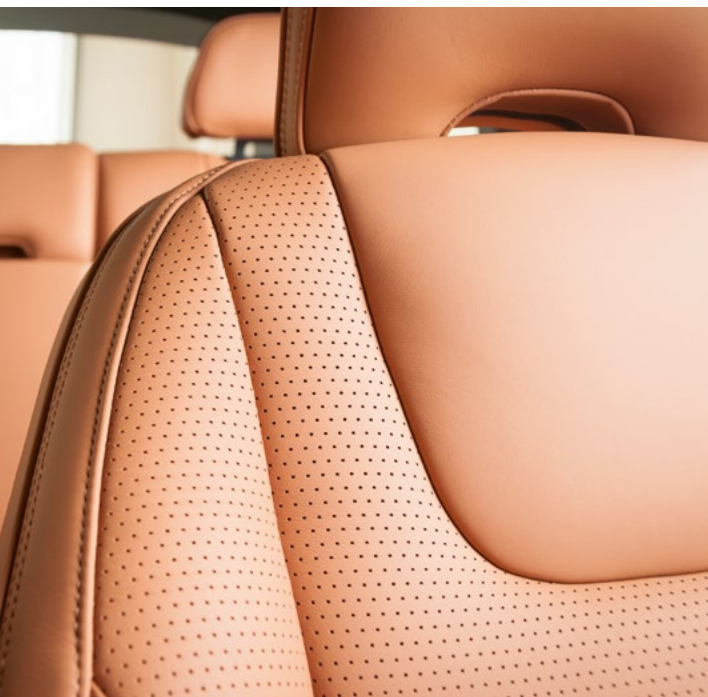
84% of trained staff feel confident in managing moments of crisis, resulting in reduced conflict and violence in the workplace.



PRODUCTS AND SERVICES WITH SOCIAL OR ENVIRONMENTAL ADDED VALUE

Goal of accelerating online training and digital textbooks.

Be the catalyst for positive change



STAKE:

67.8%⁽¹⁾

2021 SALES:

€831.3m

AMOUNT INVESTED:

€221m since 2006⁽²⁾

⁽¹⁾ Capital held by Wendel at 12/31/2021.

⁽²⁾ Amount of equity invested by Wendel at 12/31/2021.

STAHL

ITS TRADE

Coating layers and surface treatments for flexible materials.

ITS MISSION

Products and services for manufacturers of leather, coated fabrics, textiles and other materials used in the automotive, ready-to-wear, footwear, luxury leather goods and furniture industries.

ITS AMBITION

Consolidate its position as market leader with a strong portfolio of environmentally friendly solutions. Consolidate its already strong positions in emerging countries.

ITS ESG STRATEGY

The Group will continue to capitalize on its unique advantage: innovation (innovative, environmentally friendly products and customized technology). To achieve this, Stahl has 11 R&D laboratories where it is constantly improving its processes and working on new materials to meet its environmental commitments.

“As a chemical company, we are committed to limiting the use of potentially hazardous materials throughout our supply chain and to sourcing chemical raw materials from renewable products, using the best available measurement tools and certification standards.”

MAARTEN HEIJBROEK,
CEO of Stahl

EXTRA-FINANCIAL RATINGS

ECOVADIS
Gold Medal



EQUITY AND DIVERSITY

25% of all employees are women.



CLIMATE CHANGE

38% of the total energy consumption comes from renewable sources.



HEALTH AND SAFETY OF CUSTOMERS AND EMPLOYEES

93% of the production volume comes from ISO 14001 certified sites and 99.8% from ISO 9001 certified sites.



PRODUCTS AND SERVICES WITH SOCIAL OR ENVIRONMENTAL ADDED VALUE

1,631 products listed at ZDHC Gateway Level 3 (highest level of compliance).

Uphold the highest governance, ethics, environmental and operational management standards

— GOVERNANCE & ETHICS

Ensure that Wendel employees have the best tools and culture to work in an ethical manner by providing annual training and by supporting the deployment of robust compliance programs

2023 TARGETS	KPIs	2020 VALUES	2021 VALUES
100% of employees signed the Code of Ethics during the current year	% of employees having signed the Wendel Code of Ethics	94%	99%
100% of employees follow Wendel's annual Business Ethics training course	% of employees having followed Wendel's annual Business Ethics training course	98%	99%
Review and strengthen the Code of Ethics annually at Executive Board level to ensure that compliance with the highest standards	Annual review of the Code of Ethics at the Executive Board level [Yes/No]	Yes	Yes
Ensuring that the robustness of our anti-corruption program is assessed annually	Annual audit of Wendel's Anti-corruption Program [Yes/No]	No	Yes

— SOCIAL & ENVIRONMENT

Carefully selecting and collaborating with our suppliers to ensure they meet our ESG standards

2023 TARGETS	KPIs	2020 VALUES	2021 VALUES
Deploy a Responsible Procurement approach	% of suppliers with a "responsible purchasing" approach	27%	Program implemented in 2022. First assessment carried out in 2021 based on suppliers employed in 2020
	% of suppliers with a third-party ESG label	51%	

— ENVIRONMENT

Minimizing our direct environmental impact and our carbon footprint by making eco-efficiency a priority in the decision-making process

2023 TARGETS	KPIs	2020 VALUES	2021 VALUES
Carrying out annual carbon reporting	Direct GHG emissions (scopes 1 & 2) (tons of CO ₂ eq.)	130	128
	Indirect GHG emissions (Scope 3) (tons of CO ₂ eq)	2,978	6,219
	CO ₂ eq emissions intensity scopes 1 + 2 + 3 per employee (tons of CO ₂ eq/employee)	38	75
Reducing our carbon footprint by sourcing 100% renewable energy for Wendel offices worldwide	% of renewable energies in Wendel's energy consumption	21%	26%
Reducing our carbon footprint by: - offsetting all GHG emissions that cannot be avoided or reduced further; - offsetting travel-related carbon emissions	GHG emissions offset (tons of CO ₂ eq)	Program launched in 2021	400
	% of emissions offset	Program launched in 2021	6%
Promoting circular solutions and minimizing office waste going to landfill	% of employees covered by recycling systems	100%	100%
	Total volume of waste recycled per employee (tons)	0.08	0.06
Deploying a plan to reduce the use of paper across all offices	% change in paper used	- 67%	+ 11%

Foster employability, inclusion, wellbeing, and engagement through concrete actions

— G O V E R N A N C E

Nurturing diversity and inclusion to expand the teams' perspectives and skills range

2023 TARGETS	KPIs	2020 VALUES	2021 VALUES
Adding ESG as a key mission of the Wendel Supervisory Board and Wendel Governance and Sustainable Development Committee	Number of meetings of Wendel Governance and Sustainable Development Committee dealing with ESG related matters	3	3
	Number of ESG Steering Committee Meetings	4	7
Maintaining or achieving gender balance, defined as maintaining a percentage of females within the workforce of between 30 and 60%:			
- among all Wendel employees	% of women among all employees	54%	57%
	Gender equality index result	55/100	53/100
- among employees in management positions.	% of women in management positions	37%	42%
	% of women in investment teams	37%	42%
	% of women on the Executive Board	0%	0%
	% of women on the Investment Committee	33%	29%
Among Executive Board and/or Investment Committee and/or Management Committee	% of women on the Management Committee	45.5%	40%
	% of women on the Coordination Committee	26%	21%
- at Supervisory Board level	% of women on Supervisory Board	45%	50%
Initiatives aimed at sparking conversations and inspiring change	Number of initiatives to strengthen diversity and non-discrimination	7	5
Conducting an annual review of progress on diversity	Number of Equal Opportunity Reviews conducted annually by Wendel's governance bodies (Committees, Executive Board, Supervisory Board)	10	20
	Review of salary differences M/F over the year [yes/no]	Yes	Yes
	Review of promotion systems & appointment over the year [yes/no]	Yes	Yes
	Review of M/F hiring rates over the year [yes/no]	Yes	Yes

— SOCIAL

Equipping our teams with lasting professional skills by providing all Wendel employees with a personalized career development plan and professional mentorship

2023 TARGETS	KPIs	2020 VALUES	2021 VALUES
100% of employees have formalized a skills development plan	Number of employees with a skills development plan	85	84
	% of employees with a skills development plan	100%	100%
100% of employees receiving non-mandatory training each year, in line with their career development plan objectives	% of employees trained (non-mandatory training)	98%	99%
	Number of hours of non-mandatory training (soft skills or technical, in alignment with employee career development objectives)	2,514	2,483
	Hours of non-mandatory training (soft skills or technical, in alignment with employee career development objectives)	29.5	29.5
100% of employees receive mandatory training to acquire general or technical skills essential to their performance at Wendel	Number of hours of mandatory training (e.g. annual business ethics training, etc.)	455	371
	Hours of mandatory training (e.g. annual business ethics training, etc.)	5.4	4.4
Conducting quality-of-life-at-work surveys every two years, starting in April 2020	Survey on quality of life at work [Yes/No]	Yes	Yes
	Participation rate in the survey on the quality of life at work of employees (%)	60%	81%
Formalize and deploy employee wellbeing at work action plans addressing survey findings	Number of employee well-being initiatives in place	6	9

— SOCIAL & ENVIRONMENT

Enabling our teams to contribute to causes aligned with Wendel's values

2023 TARGETS	KPIs	2020 VALUES	2021 VALUES
Offering the opportunity to contribute one day per employee per year to non-profit organizations operating in communities where Wendel is present	Hours of volunteer work performed by Wendel employees during working hours (per year)	Deployed in early 2021	8 hours (first launch in 2021)
Establish long-term partnerships with at least two organizations	Number of long-term [> 2 years] partnerships formalized with non-profits [with localization]	3	2
	Amounts (in euros) paid to different community/ philanthropic projects	€881.8 thousand	€834.3 thousand

Investing to support the prosperity and transformation of companies that respect society and the environment

— G O V E R N A N C E

Screening all potential investments using an up-to-date exclusion list reflecting Wendel's values as an investor

2023 TARGETS	KPIs	2020 VALUES	2021 VALUES
100% of investment opportunities reviewed using Wendel's exclusion list and identification of the most material ESG risks and opportunities	% of investment opportunities screened through Wendel's exclusion list	100%	100%
	% of investment opportunities reviewed through identification of material ESG risks and opportunities	100%	100%
Annual review of Wendel's exclusion list and business model resilience test criteria at Investment Committee and Supervisory Board levels	Annual review of the exclusion list by Investment Committee and Supervisory Board (Yes/No)	No as implementation started in early 2020	Yes

Conducting ESG due diligence for all potential investments to confirm that the investment thesis is aligned with long-term trends, as well as full, in-depth ESG and compliance assessments on all new investments

2023 TARGETS	KPIs	2020 VALUES	2021 VALUES
100% of ESG investment opportunities assessed	% of investment opportunities having undergone in-depth ESG and compliance due diligence	100%	100%

Defining precise ESG roadmaps for all portfolio companies

2023 TARGETS	KPIs	2020 VALUES	2021 VALUES
100% of controlled portfolio companies having formalized an ESG transformation roadmap aligned with their global strategy	% of controlled portfolio companies with an ESG roadmap	100%	100%
100% of portfolio companies' progress vis-à-vis this roadmap is reviewed at Company Board level once a year	% of controlled portfolio companies for which progress vis-à-vis this roadmap is reviewed at Company Board level for each company annually	80%	100%
	% of controlled portfolio companies that have had a committee or Board of Directors review an ESG topic	80%	100%

Defining precise ESG roadmaps for all portfolio companies

2023 TARGETS	KPIs	2020 VALUES	2021 VALUES
The progress of all controlled companies in the portfolio with respect to their ESG roadmap is reviewed each year by Wendel's Executive Board	% of ESG transformation roadmaps reviewed each year by Wendel's Executive Board	80%	100%
The progress of all controlled companies in the portfolio with respect to their ESG roadmap is reviewed each year by Wendel's Supervisory Board	ESG roadmaps reviewed each year by Wendel's Governance and Sustainable Development Committee and/or Supervisory Board	Yes	Yes

Hold Wendel & portfolio companies management teams accountable for progress made against ESG transformation roadmaps

2023 TARGETS	KPIs	2020 VALUES	2021 VALUES
100% of portfolio companies' Executive Management teams' variable compensation is partially conditional on progress vis-à-vis their ESG transformation roadmaps	% of CEOs in the controlled portfolio whose variable compensation is contingent on progress on their ESG roadmaps	80%	100%
Wendel's Executive Board's variable compensation is partially conditional on overall portfolio companies' progress vis-à-vis their ESG transformation roadmaps (including climate change and gender equality)	% of total compensation of the Executive Board contingent on progress on ESG issues	Only variable portion indexed to ESG	19.2%
100% of the variable compensation of Wendel's management teams is partially contingent on the progress made by all controlled portfolio companies on their ESG roadmaps	A variable portion of the Coordination Committee's remuneration is contingent upon the progress of all portfolio companies on their ESG transformation roadmaps [Yes/No]	Yes	Yes

Continuously improving the quality of extra-financial portfolio-level information disclosure

2023 TARGETS	KPIs	2020 VALUES	2021 VALUES
Progressively align Wendel's annual extra-financial reporting with international standards, such as the TaskForce of Climate Disclosure (TCFD) reporting framework	Annual PRI score		1 st voluntary participation in 2021 – Score available in 2022
	Alignment with TCFD [Yes/No] Communication on progress (COP) of the United Nations Global Compact KPIs	No	Yes See Section 4.1.9 – Climate Plan of the 2021 Universal Registration Document.

PILIER 2: ESG in our investment business

Roadmap

— ENVIRONMENT & SOCIAL

Assess and address the portfolio companies' exposure to transition and physical climate risks

2023 TARGETS	KPIs	2020 VALUES	2021 VALUES
100% of the portfolio companies have completed their carbon footprint assessment and are committed to reducing their emissions.	% of portfolio companies monitoring their carbon footprint.	60%	100%
	% of controlled portfolio companies calculating their scopes 1 and 2 carbon emissions.	80%	100%
	% of controlled portfolio companies that have estimated their scope 3 carbon emissions.	60%	100%
	CO ₂ eq. emissions of scopes 1+2 (k CO ₂ eq.).	104	128
	CO ₂ eq. emissions of scopes 2 (k CO ₂ eq.).	125	142
	Total scopes 3 CO ₂ eq. emissions (kT CO ₂ eq.) of the portfolio.	1,364	1,993
100% of the portfolio companies have completed their carbon footprint assessment and are committed to reducing their emissions.	Total scopes 1, 2 and 3 CO ₂ eq. emissions (kT CO ₂ eq.) of the portfolio of controlled assets.	1,578,880	1,614,917
	% of controlled portfolio companies with a reduction target in place.	60%	100%
	% of controlled portfolio companies committed to submitting their reduction target to the Science-Based Target Initiative (SBTi).	60%	75%
100% of portfolio companies have assessed their exposure to physical and transition climate change risks and opportunities	% of portfolio companies have assessed their exposure to physical and transition climate change risks and opportunities [Yes/No].	-	100 %
	% of controlled portfolio companies using renewable energy for more than 10% of their energy consumption.	40%	50%
	% of renewable energy among portfolio companies.	36%	36%
	% of controlled portfolio companies with identified climate change risk resilience plans.		Risk analysis finalized in 2021. The action plans will be implemented in 2022.

Promote operational excellence & ESG-driven innovation across the portfolio companies

2023 TARGETS	KPIs	2020 VALUES	2021 VALUES
100% of controlled portfolio companies have implemented actions to improve their eco-efficiency and environmental management	% of controlled portfolio companies that have an environmental management system (in particular via ISO 14001 certification) for all or part of their activities	80%	75%
	Lost-time accident frequency rate (per 1,000,000 hours worked)	1.08	1.14
	Workplace accident severity rate (per 1,000 hours worked)	0.04	0.03
100% of controlled companies in the portfolio that have adopted a continuous improvement approach to health and safety in the workplace	% of controlled companies in the portfolio that have implemented a continuous improvement approach in terms of health and safety in the workplace	80%	100%
	% of controlled portfolio companies with a health and safety management system (in particular OHSAS 18001/ISO 45001) for all or part of their scope of activity	80%	75%
	% of controlled portfolio companies that organize health and safety training	100%	100%
	% of controlled portfolio companies are committed to improving gender balance in their workforce	80%	100%
100% of controlled portfolio companies are committed to improving gender balance in their workforce	% of women in the total headcount	29%	29%
	% of women in management positions	24%	23%
	% of women in shareholder governance bodies (Board of Directors or Supervisory Board as appropriate)	23%	26%
	% of women in operational governance bodies (Management Committee or Executive Committee as appropriate)	22%	21%
	% of controlled portfolio companies have identified priorities for offering sustainable products and services and have defined related action plans	100%	100%
100% of controlled portfolio companies have identified priorities for offering sustainable products and services and have defined related action plans	% of net sales associated with products and services with social or environmental added value	28%	54%

