

An aerial photograph of a rugged coastline. The top half shows deep blue water meeting a rocky shore. Below the rocks is a lush green hillside. At the bottom, a paved road with white dashed lines runs horizontally. A blue Lyreco truck is driving on the road, moving from left to right. The Lyreco logo is visible on the side of the truck. The overall scene is bright and clear, suggesting a sunny day.

# Lyreco

WORKING TOGETHER  
FOR TOMORROW

# CORPORATE SOCIAL RESPONSIBILITY REPORT 2020

[lyreco.com](http://lyreco.com)

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**CORPORATE  
SOCIAL  
RESPONSIBILITY  
REPORT 2020**

“

In line with our company vision, sustainability is a fundamental part of the “Great Working Day” that we strive to deliver to all customers and employees.

”





# EDITORIAL

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As an international leader in the workplace supplies market, we have been committed for decades to ensuring that every step we take to satisfy our customers is carried out with the utmost respect for people and for the planet.

In line with our company vision, sustainability is a fundamental component of the “Great Working Day” that we strive to deliver to all our customers and employees. This is why sustainability is a pillar of Lyreco’s mission: pioneer in delivering sustainably what any workplace needs so its people can focus on what matters most”.

In 2020, we are taking a major step forward by making the Circular Economy a priority lever to deliver even more sustainable products and solutions and achieve ultimately responsible growth.

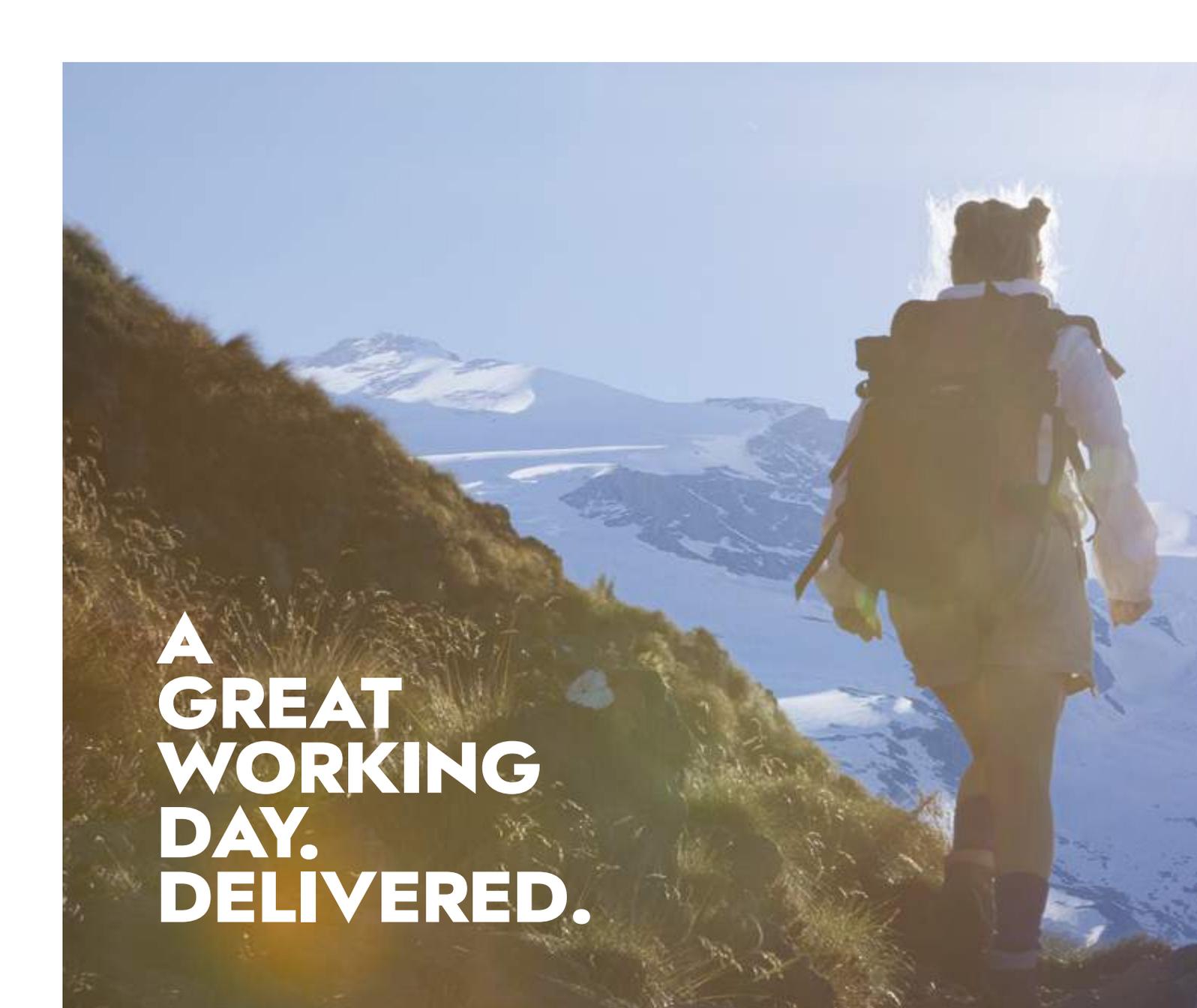
Through our Circular Economy Pledge, we will, together with our co-workers, suppliers and partners, develop by 2025 fully “circular” solutions, from products, to packaging, from the collection of used workplace supplies to recycling solutions.

This commitment is now a priority action in our Corporate Social Responsibility strategy 2019-2025 and a strong lever of progress for our sustainability performance.

I wish you all a Great Working Day!

Grégory LIENARD · CEO

A handwritten signature in blue ink that reads "Grégory". The signature is stylized and includes a period at the end.



# A GREAT WORKING DAY. DELIVERED.

**The Lyreco group is the European leader and the third largest distributor of workplace products and services in the world. The group directly operates in 25 countries in Europe and Asia and covers 17 additional markets on 4 continents through a network of distribution partners.**



As a specialist of the work environment, Lyreco's expertise keeps on extending to cover all workplace needs.

A privately owned company since 1926, Lyreco has constantly adapted to the evolutions of workplace and work practices thanks to its constant focus on excellence in customer experience, strong partnerships with renowned suppliers, and efficient logistics.

Lyreco's 10,000 employees share a common mission: pioneers in delivering sustainably what any workplace needs, so that its people can focus on what matters most.

As a leading player on the workplace market, we support our customers and all our stakeholders in making workplaces a lever of sustainability performance.



# VISION & GOVERNANCE

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## KEY FACTS AND FIGURES



Privately-owned  
company



**25**  
countries in  
Europe and Asia



**17**  
additional markets  
through our  
partner network



**10,000**  
Employees

# DELIVERING SUSTAINABLY

WHEREVER WE OPERATE

## 15 SUBSIDIARIES & 1 SAFETY EXPERTISE CENTER 25 COUNTRIES

**Cascading and adapting to local rules  
Lyreco Group CSR strategy**

### EUROPE

Austria, Belgium, Czech Rep., Denmark, France, Finland, Germany, Hungary, Ireland, Italy, Luxemburg, The Netherlands, Norway, Poland, Portugal, Slovakia, Spain, Sweden, Switzerland, UK

### ASIA

Hong-Kong, Korea, Malaysia, Thailand, Singapore

## 15 DISTRIBUTION PARTNERS IN 17 COUNTRIES

Dialoguing and fostering commitment to CSR  
tangible actions

### NORTH AMERICA

Canada, United States

### EUROPE

Estonia, Latvia, Lithuania, Romania, Russia, Turkey

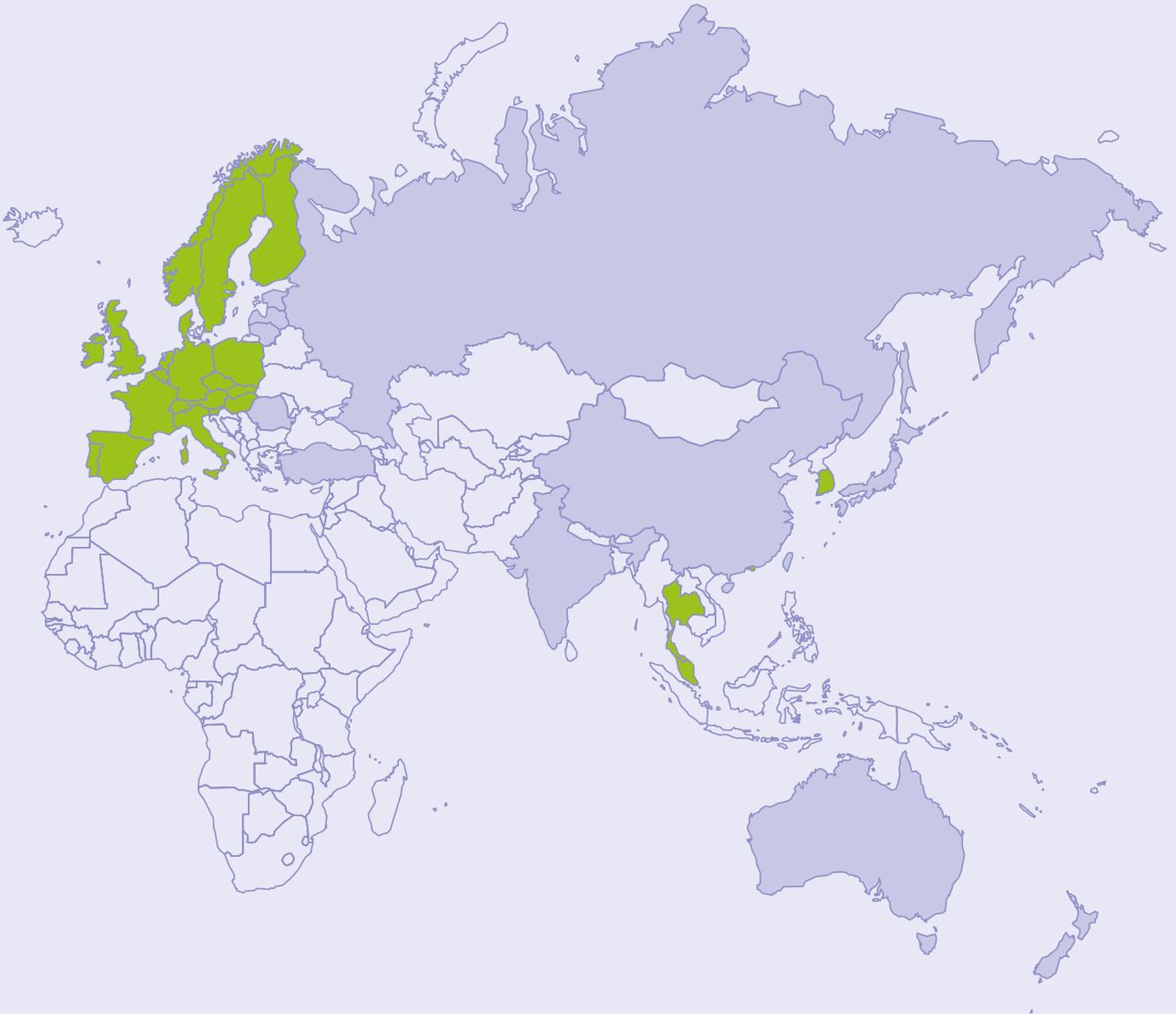
### ASIA-PACIFIC

Australia, China, India, Japan, New-Zealand, Taiwan

### SOUTH AMERICA

Argentina, Brazil, Mexico





### Scope of reporting

The scope of this 2020 report covers our 15 Lyreco subsidiaries' operations in 25 countries in Europe and Asia.

# MAKING WORKPLACES A LEVER OF SUSTAINABILITY PERFORMANCE

**Our clients aim to provide their employees with a working environment that brings a tangible contribution to reducing their environmental impact. Beyond Lyreco's own responsibility as a company and as a civil society player, supporting our customers to develop sustainable working practices is the driving force behind our CSR commitments.**

## DELIVERING EXCELLENCE UP TO SUSTAINABILITY

Delivering excellence is about quality products and outstanding services. It is also about ensuring that every step we make to surprise and delight our customers is achieved in the most sustainable way:

By continuously improving our process, all along the customer journey, from ordering to delivery to product end-of-life, with the objective to reach climate and environmental neutrality

By constantly improving our process, all along the customer journey

By ensuring ethics and compliance across our supply chain

With the objective to reduce continuously our impact on the planet



**Ensuring ethics and compliance in the supply chain, wherever we operate.**



**Providing a sustainable alternative for all product ranges.**



**Reducing packaging,**



**Offering collection solutions for used-products.**



**Developing low-emission delivery solutions.**

# TACKLING GLOBAL WARMING WITH A PIONEER STATE-OF-MIND



CSR VISION &  
GOVERNANCE

## **CIRCULAR ECONOMY** — **A MAJOR STEP TOWARDS RESPONSIBLE GROWTH**

**In February 2020, the members of our Executive Committee have officially pledged to develop by 2025 fully “circular” solutions for our customers, from products to packaging to products end-of-life management.**

The acceleration of Climate Change and its dramatic impacts remind us more than ever our duty to RESPECT the Environment, and to support our customers and suppliers in their ambition to act in this way.

We truly believe that the Circular Economy is the best way to achieve responsible growth. By converting our business to the Circular Economy by 2025, we are taking a decisive step on the path to conciliate even further our performance objectives with our sustainability commitments.

To promote this engagement to all our stakeholders - all employees, customers & prospects, suppliers and manufacturers, strategic partners - we have defined a Pledge that covers 5 priorities that we will develop over the next 5 years.

More information on page 36.

# GLOBAL COMPACT COMMITMENT

## A CONTINUED SUPPORT

**In 2004, Lyreco was the first company in the Office Supplies industry to join the UN Global Compact Initiative, demonstrating the company's long term commitment to sustainability.**

By joining the UN Global Compact, Lyreco commits to integrating 10 principles in the areas of Human Rights, labour, environment and anti-corruption into its strategy, policies and procedures to establish a culture of integrity.

This document is Lyreco's Communication on Progress (COP) 2020 and can be found both on the UN Global Compact and Lyreco's website.



**United Nations**  
Global Compact



## 10 GLOBAL COMPACT PRINCIPLES



### HUMAN RIGHTS

Support and respect the protection of internationally proclaimed Human Rights

Make sure that they are not complicit in Human Rights abuses



### LABOUR

Support and uphold the freedom of association and the effective recognition of the right to collective bargaining

Support the elimination of all forms of forced and compulsory labour

Support the effective abolition of child labour

Support the elimination of discrimination in respect of employment and occupation



### ENVIRONMENT

Support a precautionary approach to environmental issues

Undertake initiatives to promote greater environmental responsibility challenges

Encourage the development and diffusion of environmentally friendly technologies



### ANTI-CORRUPTION

Work against corruption in all its forms, including extortion and bribery



# SUSTAINABLE DEVELOPMENT GOALS



## SUSTAINABLE DEVELOPMENT GOALS

The 2030 Agenda for Sustainable Development, adopted by all United Nations Member States in 2015, provides a shared blueprint for peace and prosperity for people and the planet, now and into the future. It includes 17 Sustainable Development Goals (SDGs) and 169 targets. They cover the three interconnected dimensions of sustainable development: economic, social and environmental.

This commitment calls for the shared and collaborative contribution from Governments, NGOs, Companies and citizens.

### THE 4 UN SDGs WE FOCUS ON

As an international private company and a leader on the workplace market, directly or indirectly operating worldwide, Lyreco has a particular responsibility in contributing to the 2030 Sustainable Development Goals defined by the United Nations.

As a player in the distribution of products and solutions for the working environment, we focus particularly on 4 Sustainable Development Goals.



# THE SDGs WE FOCUS ON

AS A WORKPLACE PRODUCT DISTRIBUTOR AND A LOGISTICS ACTOR

**Lyreco offers an extensive range of workplace products under its own private label. Ensuring that its manufacturers and importers respect human rights and the environment throughout the supply chain is of utmost priority. These requirements are applied in all our subsidiaries. Suppliers that would not comply with Lyreco policy in this field are black-listed.**

## MANUFACTURERS AUDITS & IMPROVEMENT PROGRAMME

100% of Lyreco product manufacturers operating in risk countries\* are audited each year by duly recognized audit firms or directly at the production site by the Group QSS team. The audit process uses de SEDEX SMETA 4-pillars and BSCI as international standards.

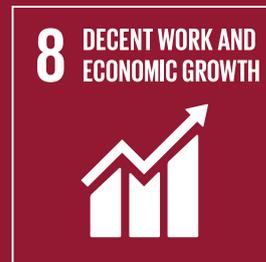
These audits are accompanied by an improvement programme and the monitoring of suppliers' progress.

## VIGILANCE PLAN

Produced yearly this vigilance plan aims to identify the risks of potential severe impacts on human rights, fundamental freedom, health and safety of its direct and indirect activities.

## SUPPLIER CODE OF ETHICS & FRAMEWORK AGREEMENT

Together with the supplier Code of Ethics, the Lyreco Business Supplier Agreement sets up the principles in terms of business ethics, compliance on working conditions and human right that apply to all suppliers.



## THE OBJECTIVES WE CONTRIBUTE TO

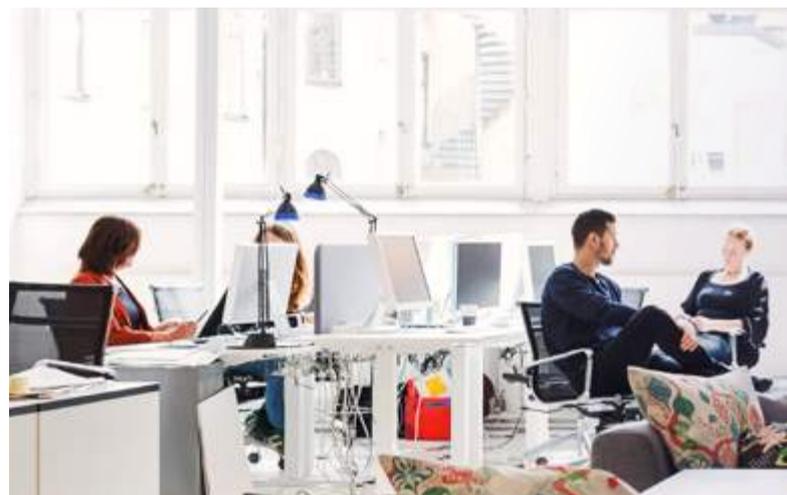
- 8.5 · Achieve full and productive employment and decent work for all women and men.
- 8.7 · Take measures to eradicate forced labour, modern slavery.
- 8.8 · Protect labour right and promote safe & secure working environments.

## KPI

Factories audited: 100%

Supplier sustainability assessment: 3,32/5\*

\*1 being the best score





## THE OBJECTIVES WE CONTRIBUTE TO

- 12.1 · Implement the 10 - year programme on Sustainable consumption and production.
- 12.2 · Sustainable management and efficient use of natural resources.
- 12.5 · Reduction of waste generation through prevention, reduction recycling and reuse.

### KPI

Green Tree products sales: 42,6% of total sales, in progression of 34,8% since 2012.

Waste recycling: 90% of waste generating by Lyreco recycled in 2019.

**From paper to plastic items such as pens and office stationery, most workplace supplies have a short lifespan, are disposable and natural resource consuming. Continuously promoting to all our customers worldwide more sustainable products and solutions has been a major commitment for Lyreco for many years.**



### LYRECO GREEN TREE

In 2012, Lyreco was the first company in the workplace supply industry to develop its own methodology and label: LYRECO GREEN TREE. The goal is to support customers in selecting sustainably-preferred products. The methodology covers both officially eco-certified products and self-claimed ones.

### CIRCULAR ECONOMY

In 2020, Lyreco has pledged to convert its offer to the Circular Economy by 2025. This major step towards a zero-waste alternative has as an ambition to cover all product categories, providing recycle-ready alternatives, extended collection and recycling solutions for used-items.

### COLLECTION OF USED PRODUCTS

To promote and encourage recycling of paper, plastic cups and bottles, Electronic devices, used-products collectors and reverse logistics solutions are regularly extended to new product categories.



# THE SDGs WE FOCUS ON

AS A WORKPLACE PRODUCT DISTRIBUTOR AND A LOGISTICS ACTOR

**Reducing CO2 emission across the entire value chain, from our suppliers to our customers, is a priority goal in our efforts to mitigate Lyreco environmental impact. In 2019, Lyreco reduced its Greenhouse Gases emission by 19,3% compared to 2010.**

## NEW CLIMATE POLICY

In 2020, new Science-based CO2 reduction targets in line with the Paris Agreement on Climate Change will be set to extend the scope of measurement and reduction to Scope 3 (indirect emissions) for Lyreco own brand products.

## LOW-EMISSION TRANSPORT & LOGISTICS

Lyreco subsidiaries develop low-emission solutions with a focus on urban delivery, sales cars and delivery trucks fleet and route optimization.

## SUPPLIER PERFORMANCE IMPROVEMENT PROGRAMME

Sustainability represents 25% of the evaluation criteria, at equal level with Competitiveness, Category Management and Logistics.

## CIRCULAR ECONOMY

The ultimate goal of our commitment to convert our offer and business to Circular Economy by 2025 is obviously to significantly reduce our carbon print.



## THE OBJECTIVES WE CONTRIBUTE TO

13.1 · Strengthen resilience to climate-related hazards.

13.3 · Improve education and awareness-raising.

## KPI

CO2 emission: - 19,6% since 2010

Supplier Performance Improvement Programme on Sustainability: 100% Group suppliers assessed

## ENDORSEMENT OF THE NEW YORK DECLARATION ON FORESTS

Through this endorsement, Lyreco commits to joining the efforts of stakeholders already engaged in tangible actions to halve deforestation by 2020 and to end it by 2030.



## THE OBJECTIVES WE CONTRIBUTE TO

4.1 - Ensure that all girls and boys complete free, equitable and quality primary and secondary education.

### KPI

3 million euros raised since 2008

116 572 children enrolled in schools

60 schools built or renovated

**Education is a long term commitment and a cause supported across all Lyreco subsidiaries**

### LYRECO FOR EDUCATION

Since 2008, this programme has been supporting the development of projects and infrastructure in the poorest countries.

Funds are mainly raised internally through fundraising actions organised by Lyreco teams in all our subsidiaries

Lyreco For Education has intervened in 6 countries in Asia, Africa and South America: Bangladesh, Vietnam, Brazil, Togo, Madagascar and Cambodia.

### CONTRIBUTION TO LOCAL EDUCATIVE PROJECTS

In addition to this common programme, Lyreco subsidiaries are developing local charity actions in this field.



© Nicolas Axelrod

# CERTIFICATIONS

A LONG-TERM COMMITMENT TOWARDS SUSTAINABILITY



## GLOBAL COMPACT

Lyreco is the first company in the Office Supplies industry to join the UN Global compact.



## EU ECOLABEL

Lyreco starts to apply the EU Ecolabel for its own branded products.



## GREEN TREE LABEL

Lyreco implements its unique green products assessment methodology and its own Green Tree label.



## SEDEX & BSCI

Lyreco selects SMETA (Sedex Members Ethical Trade Audit) and BSCI as validated standards for the social accountability audits of the factories that manufacture Lyreco branded products.



## EU PEF

Lyreco joins the EU PEF pilot phase.

2004

2009

2012

2013

2014



**HUMAN RIGHTS CLUB**

Lyreco joins the Human Rights Club of the UN Global Compact.



**NORDIC SWAN**

Lyreco selects the Nordic Swan label for its remanufactured toner cartridges.



**FSC**

Lyreco becomes a member of FSC



**EU PEF**

Lyreco is the first company to assess the Lyreco laundry liquid with the European Product Environmental Footprint (EU PEF) methodology



**NYDF**

Lyreco endorses the New York Declaration on Forest whose goal is to halve deforestation by 2020 and end it by 2030.



**CIRCULAR ECONOMY**

Lyreco launches its circular economy pledge, committing to a more sustainable production, use and reuse of workplace products



**SBTi**

Lyreco endorses the Science-Based Targets Initiative (SBTi) to define its new CO2 reduction targets.

2017

2018

2019

2020

# CERTIFICATIONS

## COMMITMENTS AND ACTIVITIES

### ENDORSED INITIATIVES



#### UN Global compact

Launched in 2000, the United Nations Global Compact is both a policy platform and a practical voluntary framework for companies that are committed to sustainability and responsible business practices. In 2004, Lyreco was the first company in the Office Supplies industry to join the UN Global compact and it keeps on strengthening this commitment publishing its Sustainable Development report on the Global Compact platform every year.



#### New York Declaration on Forests

The New York Declaration on Forests is a voluntary partnership of governments, companies, indigenous communities, organizations and NGOs who strive to halve deforestation by 2020 and to end it by 2030. By joining the declaration, companies like Lyreco commit to creating responsible partnerships with forest countries and taking deforestation out of their supply chains, tipping the balance against forest disappearance.



#### Human Rights Club

The United Nations Human Rights Club is a place of exchange and expertise for the members to jointly progress on this theme. In 2017, Lyreco joined the Human Rights Club of the UN Global Compact, strengthening its commitment towards prevention, management and development of Human Rights by companies.



### AUDIT STANDARDS



#### SEDEX

SEDEX is the world's largest collaborative platform to share responsible sourcing data on supply chains, used by more than 43,000 members in over 150 countries. In 2013, Lyreco selected SMETA (Sedex Members Ethical Trade Audit) as a validated standard for the social accountability audits of the factories that manufacture Lyreco branded products.



#### BSCI

The Business Social Compliance Initiative is a leading supply chain management system that supports companies in their drive towards social compliance and to make improvements at the factories in their global supply chains. In 2013, Lyreco selected BSCI as a validated standard for the social accountability audits of the factories that manufacture Lyreco branded products.

### LIFE-CYCLE ENVIRONMENTAL IMPACT MEASUREMENT



#### EU PEF

The European Union Product Environmental Footprint is a European Commission initiative which aims at developing a harmonised methodology for the calculation of the environmental impact of a product, based on a 14-point assessment of all its lifecycle's steps. In 2014, Lyreco joined the EU PEF pilot phase.



## ECO LABELS



### EU Ecolabel

SEDEX is the world's largest collaborative platform to share responsible sourcing data on supply chains, used by more than 43,000 members in over 150 countries. In 2013, Lyreco selected SMETA (Sedex Members Ethical Trade Audit) as a validated standard for the social accountability audits of the factories that manufacture Lyreco branded products.



### Nordic Swan

The Business Social Compliance Initiative is a leading supply chain management system that supports companies in their drive towards social compliance and to make improvements at the factories in their global supply chains. In 2013, Lyreco selected BSCI as a validated standard for the social accountability audits of the factories that manufacture Lyreco branded products.



### FSC

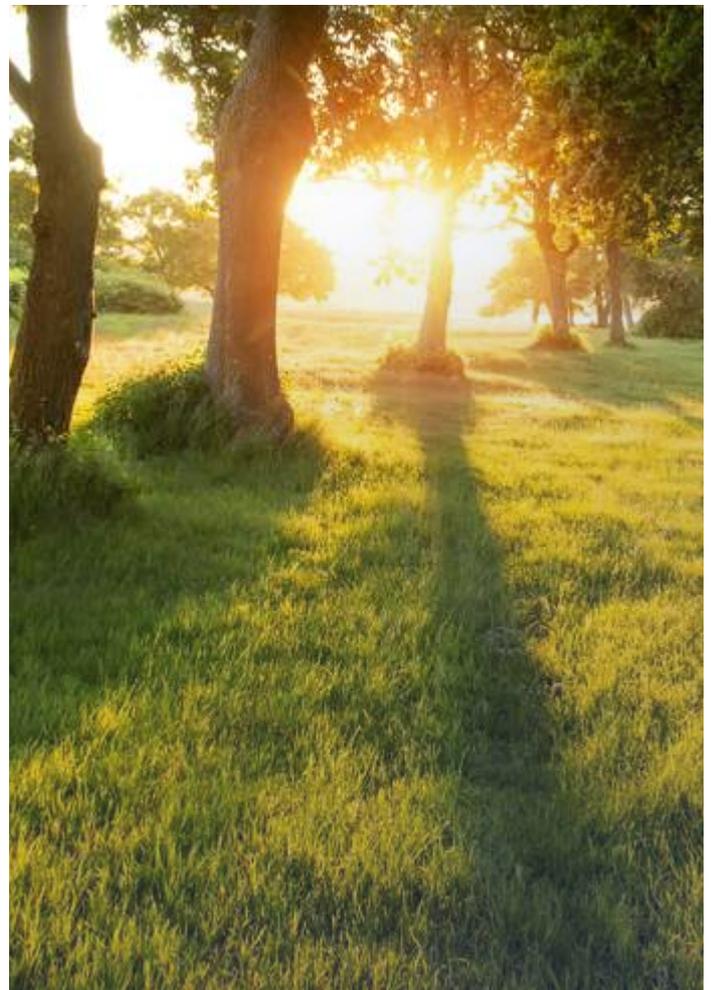
The Forest Stewardship Council (FSC) and the PEFC are environmental labels whose purpose is to ensure that the production of wood-based products (mostly paper) comply with procedures that ensure sustainable forest management. In 2018, Lyreco became a member of FSC.

## FOLLOW THE GREEN TREE!



### Lyreco green products

Since 2012, green products assessed by Lyreco are identified by a specific icon, a green tree, indicating that Lyreco's assessment methodology is applied. The "Lyreco Green Product Assessment" has been reviewed by SGS and was found to be in general compliance with the principles of the ISO 14020 standard and the ICC (International Chamber of Commerce) framework for environmental claims.



# SUSTAINABILITY GOVERNANCE

## AN INTEGRATED MANAGEMENT SYSTEM

### GOVERNANCE BODIES

Sustainability management is fully integrated in the organization of the Group Operations, led by a Group Chief Operating Officer. The strategic execution of the Corporate Responsibility policy is led by a Group QSS director. Each of Lyreco entities includes a QSS director. At the Group level, the mission of the Group QSS director is:

To define and implement a CSR strategy that ensures that key business decisions include Quality, Environment, Health, Safety, Sustainability and Ethics aspects.

To ensure the Group standards are respected by our internal and external operating stakeholders.

To manage international best practices, action plans and internal communication.

#### Chief Executive Officer



### CERTIFICATION PROCESS

To ensure a common qualitative and environmental practice across our subsidiaries, Lyreco uses the recognised international standards ISO 9001 and ISO 14001 to which the Integrated Management Systems are certified.

This ensures that quality and environmental matters are handled at a level trusted by interested parties and understood by employees. Aligned with the Quality & Environmental Management System, Health & Safety management is based on Lyreco's guidelines referring to the OHSAS 18001 standard and local legislation, applied in the subsidiaries by the Senior Management Teams.

In 2012, ISO 26000, the guideline for Corporate Social Responsibility, was adopted to provide structure to the sustainability journey. In addition, some countries have also chosen to obtain further certifications.



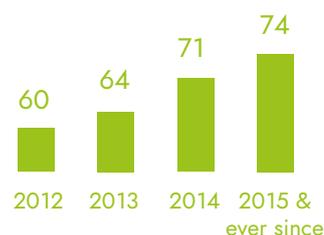
EcoVadis is an independent, non-financial rating agency that monitors the sustainability ratings at global organisations.

Its methodology is based on international Sustainable Development standards such as ISO 26000, the Global Reporting Initiative and the United Nations Global Compact.

It is overseen by a scientific committee of CSR and Supply Chain experts to ensure a reliable third-party CSR assessment. Lyreco is now part of the top 1% of companies evaluated by Ecovadis.

#### An on-going increase of our rating

**TOP 1% IN JUNE 2019**





## WORLDWIDE CERTIFICATION

ISO 26000 guidelines  
(not subject to certification)



ISO 9001



ISO 14001

### CERTIFICATION DEPENDING ON THE COUNTRY

OHSAS 18001/ISO 45001 (Occupational Health & Safety Management System)

—

ISO 50001 (Energy Management Standard)

—

FSC CoC Certification (Forest Stewardship Council – Chain of Custody)

—

AEO (Authorized Economic Operator):

The AEO status is an internationally recognized quality mark. It indicates that the company's role in the international supply chain is secure, and that customs controls and procedures are efficient and compliant.



OHSAS 18001  
ISO 45001



FSC  
CoC



ISO  
50001



AEO

# SUSTAINABILITY GOVERNANCE

# AN INTEGRATED MANAGEMENT SYSTEM

## HOW DO WE WORK WITH OUR STAKEHOLDERS

Engaging our stakeholders over the long-term in our Corporate Responsibility strategy and actions is essential to reach our sustainability goals and to support continuous improvement across all of our activities.

## OUR KEY STAKEHOLDERS and the way we engage with them



### OUR CUSTOMERS

Omni-channel Customer Service.

---

Satisfaction surveys.

---

Thematic events and meetings.

---

Environmental calculation tools.

---

Sustainable days and Sustainability awards.

### 10,000 EMPLOYEES

Dialogues with social partners.

---

Annual performance reviews.

---

Internal, change and M&A communication.

---

CSR actions involvement.

---

Internal Opinion Barometer (IOB)  
for continuous improvement.

---

International meetings with all subsidiaries.



### INNOVATION ECOSYSTEM

Hackathon.

---

Circular economy think tank.

### MULTI-STAKEHOLDERS INITIATIVES

Global compact membership.

---

Human Rights Club membership.

---

New York Declaration on Forests.

---

Rajouter FSC Membership.

### GOVERNMENTS & LEGAL AUTHORITIES

Secretariat member to EU Product Environmental.

---

Footprint pilot phase.



### COMMUNITIES

Lyreco For Education programme in partnership with NGOs.

---

Local communities programme.

---

Partnership with social enterprises.



### 97 BRAND INTERNATIONAL SUPPLIERS

International continuous improvement programme.

---

Suppliers' Day and awards.

---

Purchasing policy.

---

Code of Ethics.

---

Green products.

---

Sustainability due diligence.

### 40 LYRECO OWN BRAND SUPPLIERS

Sustainability audits.

---

Social audits.

---

Continuous improvement programme.

---

Code of Ethics.

### OUR LOGISTICS PARTNERS & SUPPLIERS

Co-development of low-emission projects.

---

Sustainability clauses in contracts.

### 15 DISTRIBUTION PARTNERS

Dedicated Lyreco coordinator.

---

CSR policy review.

---

Yearly progress monitoring.



### CERTIFICATION BODIES, ESG RATING AGENCIES

Audits.

---

Assessments.

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Ecovadis · BSCI · SEDEX

# STAKEHOLDER'S VOICE

## LYRECO AND INTERSAFE SUPPLIER

A supplier of Intersafe and Lyreco Benelux, EMMA Safety Footwear (Hultafors Group)'s mission is to develop and produce the safest foot protection in a socially responsible manner.

In 2019, EMMA Safety Footwear achieved its ambition to develop a 100% Circular shoes collection.

“ \_\_\_\_\_

As distributors of Personal Protection Equipment, Lyreco has a leading role in increasing awareness around sustainable and circular workwear.

\_\_\_\_\_ ”

**Iris van Wanrooij**  
Program Manager Corporate Social Responsibility, EMMA Safety Footwear



## NEDERLANDSE SPOORWEGEN

For their office supplies, NS (Nederlandse Spoorwegen), the Dutch national railway, chose Lyreco as a recognized supplier because of its sustainable vision and approach in the field of workplace solutions. In addition to the sustainability of the products, the circular characteristics of a product are also considered.

“ \_\_\_\_\_

When collecting small office equipment, Lyreco ensures that as many products as possible are recycled and the raw materials are returned to producers for new products.

\_\_\_\_\_ ”

**Leo Stoelinga**  
Procurement manager



## LYRECO CUSTOMERS

### RAMBOLL

Ramboll is a major Lyreco international customer in Scandinavia, Finland and the UK. Ramboll is constantly working to raise the level of sustainability in the company, so that equipment for the employee is optimized, especially in relation to Circular Economy.

“

The total consumption of office supplies has an impact on the environment. It is our responsibility to ensure that eco-friendly purchases are made. Lyreco constantly provides us with information on what makes sustainability and circular economy possible in the workplace and highlights areas for improvement.

”

**Helene Byskov Christiansen**  
Lead Consultant Global Procurement, Ramboll



## IDEA BANK

Idea Bank has been cooperating with Lyreco for more than 10 years and considers Lyreco as a business partner with significant experience in CSR.

To support IDEA BANK in reducing the use of disposable plastic bottles by employees, Lyreco Poland proposed Idea Bank to replace them with glass jugs.

“

**By replacing them with glass jugs, we reduced by more than 60% the use of plastic bottles in our workplaces.**

”

# MATERIALITY MATRIX

**The strategic issues on which Lyreco focuses its corporate responsibility are based on the most relevant matters to stakeholders and the company itself.**

The fundamental environmental, social and economic challenges that are linked both to the way Lyreco manages its business and to the changes in our customers' working environment have long been integrated into our sustainability strategy. These main issues were reflected in our 2012-2018 ECO FUTURE strategy and the related data monitored over the last 7 years.

In 2017, a materiality matrix involving our main stakeholders has raised additional challenges that have led us to extend our responsibility and sustainability commitments.

## 11 SHARED PRIORITIES

11 priorities issues have been identified. They are the foundation of our new corporate responsibility guiding principles and strategy that have become effective since January 2019.

1. Customer satisfaction
2. Employee health and safety
3. Human Rights in the supply chain
4. Regulatory compliance
5. Ethical business practices
6. Product & service quality
7. Employee well-being
8. Environmental standards in the supply chain
9. Social standards in the supply chain
10. Human capital management
11. Customer partnership concerning on sustainability

**Based on these priorities, we have defined 6 guiding principles driving our new CSR strategy launched in January 2019.**



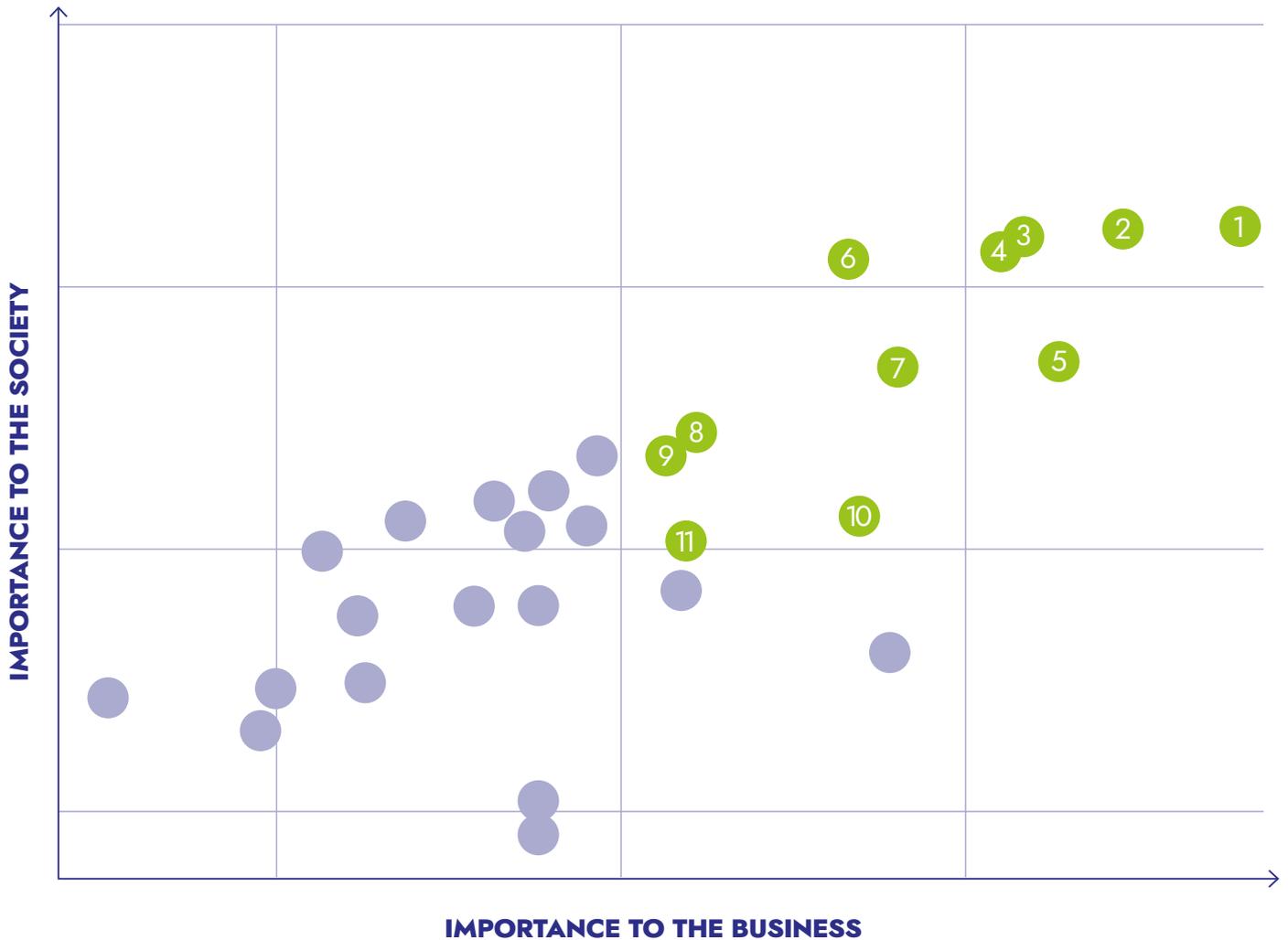
### ECONOMICS

Develop customer excellence and promote a sustainable-preferred offer.



### ENVIRONMENT

Minimize Lyreco's environmental impacts across the entire value chain, from our suppliers to our customers.



**PEOPLE**

Offer the greatest employee experience. So that our people delight our customers.



**COMMUNITY**

Place education as the core of the Lyreco Charity Programme at the global and local levels.



**SUPPLY CHAIN**

Develop a sustainable and ethical preferred supply base that enhances Lyreco’s competitiveness and innovation, and bolsters the success of our customers.



**GOVERNANCE**

Conduct risk and compliance management programmes as an integrated part of the business.



# KEY PERFORMANCE INDICATORS

## 2020 RESULTS



### ECONOMICS



**8,53/10**

Recommendation rate

**42,66%**

Sales of green products

### ENVIRONMENT



**-3%**

CO2 emissions  
compared to 2018

**1**

Product assessed by  
the EU PEF method

# CSR STRATEGY 2019-2025

## SUPPLY CHAIN



**3,32/5\***

Supplier Sustainability Assessment Score

**22**

Awareness and action Programmes

\*1 being the best score

## PEOPLE



**40,5**

Days of recruiting time

**18,73%**

Turnover rate

**2,24%**

Absenteeism rate

## GOVERNANCE



**2**

Areas covered with a Risk management approach. (quality and environment)

## COMMUNITY



**249,043 €**

Raised for our Charity programme

# GOALS & KPI

## ECONOMICS

**Develop customer excellence and promote to all our customers an always more sustainable preferred offer, in strong cooperation with our business partners.**

Delivering excellence is about quality products and outstanding services. It is also about ensuring that every step we make to surprise and delight our customers is achieved in the most sustainable way.

### 2 OBJECTIVES

Maintain and develop excellence all along our customers' journey, from ordering to delivery and beyond.

Promote and support Environmental preferable products purchasing

### KEY ACTIONS

Proximity and efficiency in logistics

Products and services in line with all usages

Digital transformation

Develop and promote sustainable product alternatives in all categories

Convert our products and services offer to the Circular Economy.

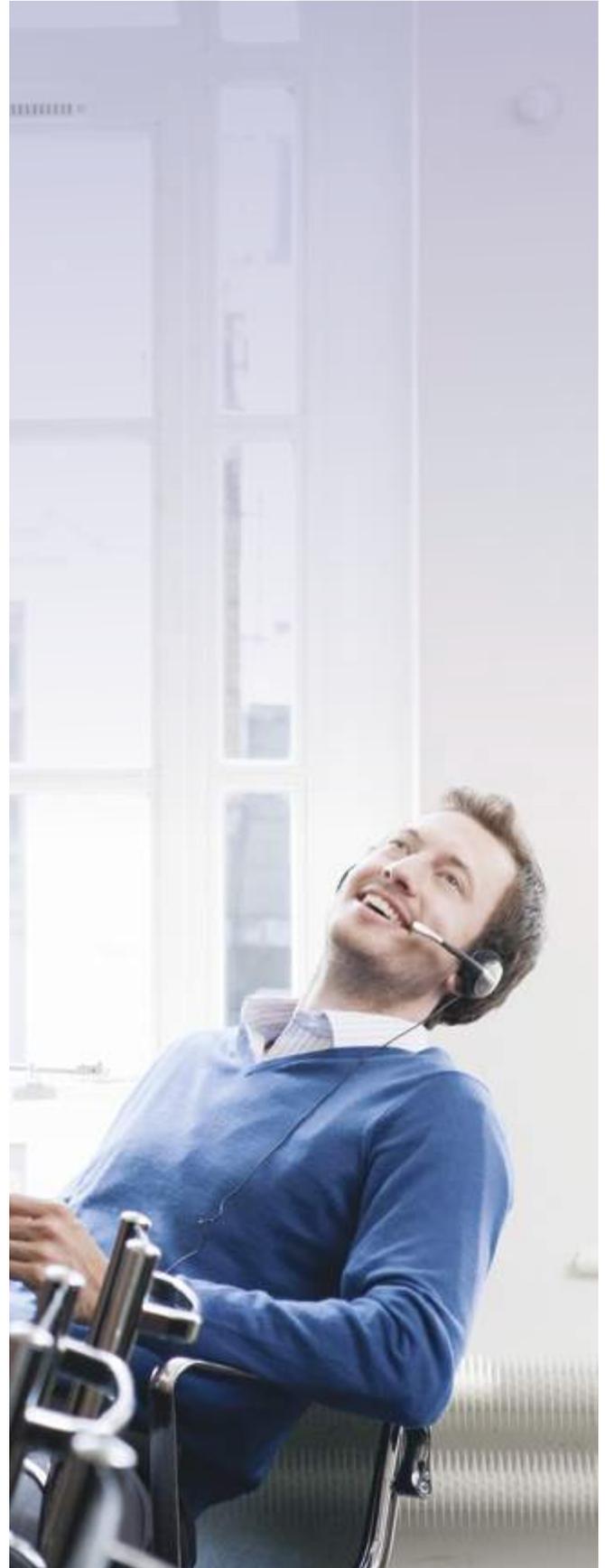
### KEY 2019 INDICATORS

**8,53/10**

Recommendation rate. Customer satisfaction is measured through a bi-annual survey managed by Customer experience teams.

**42,6%**

Environmental preferable products purchasing Sales of Green products, based on the Lyreco Common Range.



# OPERATION EXCELLENCE AT THE CORE OF CUSTOMER SATISFACTION



ECONOMICS

## FOCUSING ON CUSTOMERS' SATISFACTION

Customer satisfaction is the first priority identified by both our internal and external stakeholders in the Lyreco Materiality Matrix. The core principle of this programme is a deep customer-centric approach that prioritises a merger of the best of human talent and commitment with the best-in-class digital solutions.

### Our business model is based on :

A deep understanding of our customers expectations.

A business model that integrates corporate social responsibility into Lyreco activities.



## PARTNER OF OUR CUSTOMERS' TEAM WORKING FROM HOME

In 2020, Lyreco took a step forward in customer satisfaction during the COVID19 crisis by launching our "Home Office Offer" in almost all of our markets in Europe and Asia in a record time.

All Lyreco people - from Logistics, Customer Services, E-commerce and Marketing - involved in this home delivery project have contributed to keeping our customers' employees safe while supporting them with the products and services essential to their day-to-day activities.

Agility combined with our operational excellence to deliver an efficient day at work at home even in difficult times.

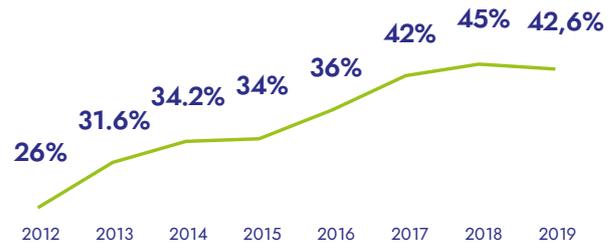


# ENVIRONMENTAL PREFERABLE PRODUCTS

## FOSTERING GREENER WORKPLACES

Purchasing “environmentally friendly” products requires the provision of clear information to the customers. By putting responsibility at the core of our business, we commit to helping our customers select products with lower environmental impacts.

### GREEN PRODUCT SALES GROWTH 2012-2019



## EUROPEAN PRODUCT ENVIRONMENTAL FOOTPRINT

### WHAT IS THE EU PEF?

A new method to measure the environmental footprint of our products. Lyreco is the first BtoB company to officially assess one of its own label products with this new method.

### WHAT'S NEW?

A comprehensive & transparent method the EU PEF methodology measures the environmental impact...

### WHY LYRECO SUPPORTS THIS METHOD?

Because our customers strive for a greener workplace! And Lyreco strives for continuous improvement in close cooperation with suppliers to always provide always more sustainable products and transparent information.



- |                                   |  |                        |                                 |
|-----------------------------------|--|------------------------|---------------------------------|
| global warming                    | water scarcity                         | land use               | acidification                   |
| ozone depletion                   | human toxicity (non cancerous effects) | marine eutrophication  | eco-toxicity freshwater         |
| terrestrial eutrophication        | particulate matter                     | resource use (mineral) | fossils energy resource use     |
| aquatic freshwater eutrophication | human toxicity (cancerous effects)     | ionising radiation     | photo-chemicals ozone formation |



## LYRECO GREEN TREE LABEL

### WHAT IS OUR GREEN TREE LABEL?

Green tree label is Lyreco's self-declared environmental claim. It has been created in 2014 to provide our customers with clear information about the products they buy. In Lyreco's catalogue and webshop, assessed green products are identified by a green tree, indicating that Lyreco's assessment methodology is applied.

### A RELIABLE AND TRUSTFUL METHODOLOGY

Our method relies on international recognized standards and organizations :

The international ISO 14020

The International Chamber of Commerce (ICC)

SGS approval

Our system is also the same for all products, in all our subsidiaries, resulting in a consistent green product labelling across the countries.

### THROUGH EACH STEP OF THE LIFECYCLE



### 12 CRITERIA ASSESSED...

To obtain the green tree label, the product must include the following criteria:

Compostable

Degradable

Designed for disassembly

Extended life product

Recovered energy

Recyclable

Recycled content

Reduced energy consumption

Reduced resource use

Reduced water consumption

Reusable and refillable

# CIRCULAR ECONOMY

TOWARDS ZERO-WASTE WORKPLACE

## CLOSING THE LOOP

**From 2020 to 2025, we commit to making Circular Economy a priority lever to accelerate the development of integrated sustainable business solutions for our customers.**

The Circular Economy is a strong enabler to achieve Lyreco sustainable goals as well as a strong response to the increasing customer demands for integrated sustainable business products, solutions and practices.

In 2019, in the frame of our commitment towards Circular economy, Lyreco participated in the Nordic Environmental Footprint Group in Copenhagen to present our progress with the EU PEF method. During this conference, we reaffirmed our engagement to the European Commission Sustainability journey, making the PEF a cornerstone of our circular economy strategy.



**The 5 commitments of Lyreco 2025 circular economy pledge:**

## Circular Economy



Be the first company in our industry with a full range of recycle-ready items.



Provide end-of-life collection and recover material assets back into the manufacturing chain.



Ban single-use or non-Circular plastics from all our offices.



Remove all non "Circular" packaging from the products we sell



Develop a standard for Circularity for the workplace industry with European stakeholders.

# 2025 PLEDGE





Lyreco Toner cartridges launched in 2018 meet the highest standard with regards to the environment, quality and health.

## APPLYING CIRCULAR ECONOMY PRINCIPLES TO PRINTING

**Lyreco has developed a high quality, environmentally friendly range of remanufactured cartridges that apply the circular economy principles to printing.**

### How do you see the future of printing?

Our customers strive for sustainable printing practices. Cartridges play a key role in this field. Combining sustainability with a quality product and integrated services is a winning combination.

Lyreco develops environmentally friendly products in partnership with manufacturing suppliers who use the Circular Economy as a lever to tackle this challenge.

Lyreco toner cartridges are recycled to produce new cartridges. They are collected, reshaped, cleaned, have parts replaced and are refilled with toner... so they can be used again. This means that fewer raw materials are used.

### What does it mean to be a responsible company?

We cannot continue to have a product lifecycle that involves using things once. Circular Economy is truly the future: it is about making sure that we can give Lyreco products a second or a third life.

Beyond the products, it is also about how to deliver it and develop services around it, such as the collection of used cartridges.

Lyreco sees this as a key element of its company vision: offering products and services with the most environmentally sound methods.

Bruno Pluchart  
Tech & Print International  
Category Manager, Lyreco  
Group



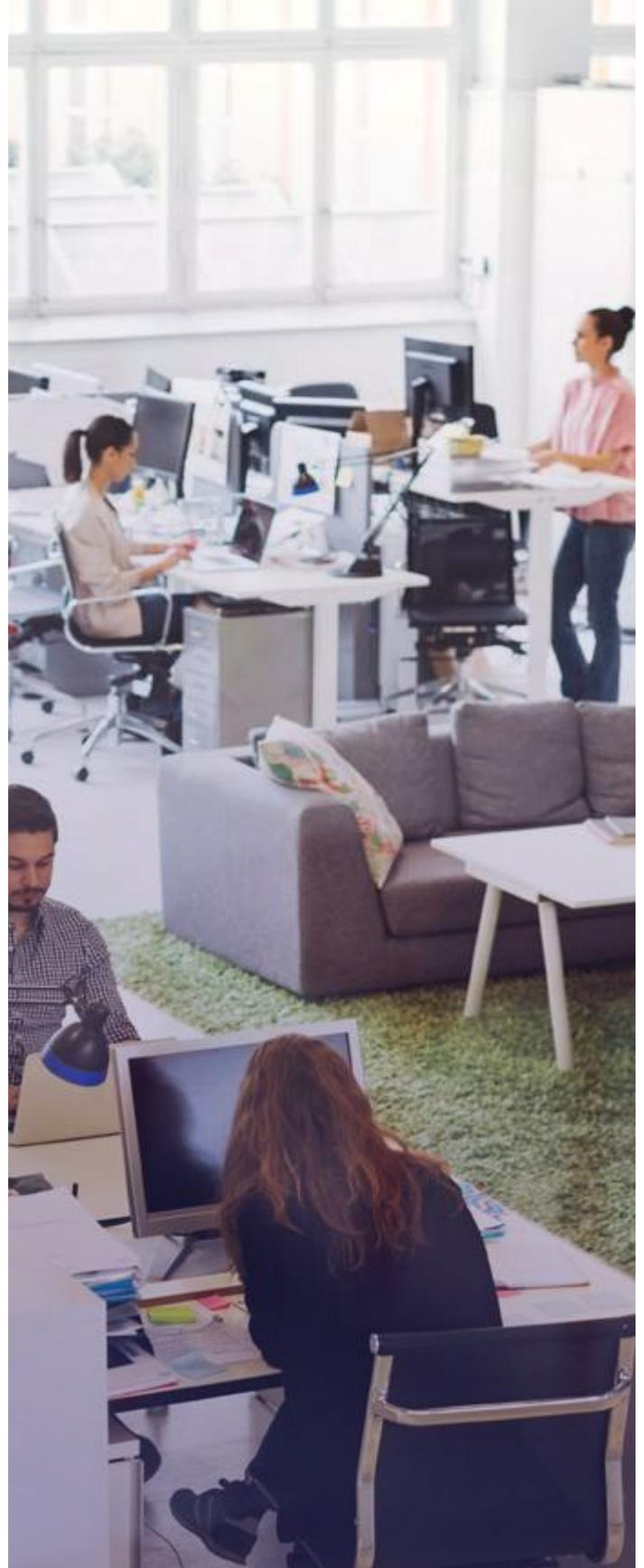
# TOWARDS “ZERO WASTE” WORKPLACES

## LYRECO CIRCULAR ECONOMY PLEDGE FROM A CUSTOMER POINT OF VIEW

**A single office employee  
generates an average of  
130 kg of waste per year\*.**

The primary ambition of Lyreco Circular Economy’s commitment is first and foremost to help our customers make faster progress towards a drastic reduction of non-recyclable waste in the workplace, and ultimately reduce their impact on the environment. 3 out of 5 objectives of Lyreco Circular Economy Pledge concern the products we sell.

\* Source: Easy Recyclage, 2017





### **A RECYCLE-READY ALTERNATIVE FOR ALL THE PRODUCTS WE SELL**

By 2025, Lyreco will propose a 'recycle-ready' alternative for any product the customer wishes to purchase. "Recycle-ready" items are products made 'from materials that can be re-inserted into the end-to-end value chain. Criteria for recyclability or recycled contents will be assessed according to ISO 14021 standards.

**Easy identification and selection.**

**Information on recyclable materials and environmental footprint.**



### **COLLECTION MEANS AND SECOND-LIFE TRACKING FOR ALL "RECYCLABLE-READY" PRODUCTS**

By 2025, Lyreco will provide a collection solution for all "recyclable" products, ensuring their effective recycling, and provide information on their future use (e.g. Waste notes).

**Extend collection solutions.**

**Communication on collection and environmental savings.**

**Tracking system.**



### **BAN INTERNALLY SINGLE-USE AND NON-CIRCULAR PLASTICS**

By 2025, Lyreco will ban single-use and non-circular plastics from all our premises.

**Acting in an exemplary way is a pre-requisite to engage our customers.**



### **REMOVE ALL "NON-CIRCULAR" PACKAGING**

By 2025, Lyreco will reduce packaging use and ban non-recyclable plastic packaging for any product.

**Reduction of packaging size and quantity.**

**100% plastic packaging recyclable, reusable and compostable.**

**100% plastic packaging effectively recycled, reusable or compostable.**



### **A CIRCULAR ECONOMY STANDARD FOR THE WORKPLACE INDUSTRY**

By 2025, Lyreco will work with European authorities and Circular Economy key actors to define a standard for the workplace.

**Endorse major Circular Economy Trusty-Third parts.**

**Contribute to regulations and certifications framework at European level.**

**Share best practices to define process and standards.**

**Assess process by certifications organisations.**

# CLOSING THE LOOP WITH...

## LYRECO POLAND & IDEA BANK: REPLACING PLASTIC WATER BOTTLES WITH GLASS JUGS

Idea Bank has been cooperating with Lyreco for more than 10 years and considers Lyreco as a business partner with significant experience in CSR. In line with its corporate social responsibility objective to significantly reduce its ecological footprint, Idea Bank encourages its staff to adopt green working practices. Among the concrete actions developed by the company, one of the main challenges was to reduce the use of disposable plastic bottles by employees. To support this effort, Lyreco Poland proposed to Idea Bank to replace them with glass jugs with water filters in all the company's premises. A significant reduction in orders for water in disposable plastic bottles was achieved.

Customer	<b>IDEA BANK</b>
Sector	<b>Bank and Insurance</b>
A Lyreco customer	<b>since 2010</b>

### KEY 2019 INDICATORS



**-60,31%**

Disposable plastic bottles ordered by Idea Bank.



**34**

Glass water jugs with a set of filters bought.



Lyreco support IDEA BANK by delivery of Circular Economy & CSR solutions.

Lyreco Corporate Account and QSS team presents CSR & Circular solutions tailored to the needs of IDEA Bank.



## LYRECO BENELUX & NS : COLLECTING STATIONERY AND ENSURING IT IS EFFECTIVELY RECYCLED

For their office supplies, NS (Nederlandse Spoorwegen), the Dutch national railway, chose Lyreco as a recognized supplier because of its sustainable vision and approach in the field of workplace solutions. The years of cooperation with Lyreco have made an important contribution to NS in the following areas:

**Proactive account management**

**Cost savings for office supplies**

**An important contribution to making our product choices more sustainable**

**Creating awareness among the purchasers**

**Start of a fully circular process**

When purchasing products, we take a critical look at the composition of products, the possibilities for reuse, but also the necessity of them: are there more sustainable alternatives? We also take into account the way in which the products arrive at our locations. Lyreco strives for an equivalent mode of transport like the NS. This means that Lyreco delivers every delivery CO<sub>2</sub>-neutral to our locations throughout the Netherlands. The NS have been transporting passengers climate neutral since 2018. The aim is for the entire rail sector to be climate neutral from 2050 onwards, thereby emitting a megaton less CO<sub>2</sub> every year. If our suppliers can contribute to this, this is something we would like to see.

Customer	<b>NS NEDERLANDSE SPOORWEGEN</b>
Sector	<b>Railways</b>
A Lyreco customer	<b>since 2011</b>

In 2020, the first steps towards circularity were taken on Lyreco's initiative. In addition to the sustainability of the products, the circular characteristics of a product are also considered. When collecting small office equipment, Lyreco ensures that as many products as possible are recycled and the raw materials are returned to producers for new products. These initiatives therefore fit perfectly into the circular policy of NS. This has far exceeded our CSR objectives.

“

**“When collecting small office equipment, Lyreco ensures that as many products as possible are recycled and the raw materials are returned to producers for new products.”**

”

**Leo Stoelinga**  
Procurement Manager, NS



# SUSTAINABILITY IN PERSONAL PROTECTIVE EQUIPMENT

HOW EMMA SAFETY FOOTWEAR ACHIEVES BOTH CIRCULARITY AND SAFETY

**In 2019, EMMA Safety Footwear (Hultafors Group) achieved its ambition to develop a 100% Circular shoes collection**

**EMMA's mission is to develop and produce the safest foot protection in a socially responsible manner, so that everyone can carry out their work comfortably.**

Supplier	<b>EMMA</b>
Product Category	<b>PPE</b>
Supplier since	<b>1990</b> Intersafe <b>2015</b> Lyreco Benelux

**Evaluation of impact reduction of EMMA circular approach based on main raw materials EMMA shoe of 650gram (1.3kg / pair):**

PLASTIC	METAL	LEATHER
<b>-564</b> grams	<b>-320</b> grams	<b>-282</b> grams

Savings per pair

WATER	175,32 liter / pair
ENERGY	22,21 KWh / pair
CO2	35,22 kg / pair



**What are the characteristics of EMMA's circular approach?**

A NEXT-USE FOR EACH MATERIAL

Our "circular" products are made according to the principles of design for longevity and disassembly. All materials are (re-)assessed on material health and material reutilization. For each material, a next-use application has been determined. All products are registered in a material bank. The return of safety shoes is ensured by an external partner.

**What were the main challenges you managed to overcome in this project? And how?**

Substituting materials that were not environmentally friendly, such as PVC: all our production processes were based on these materials and had to be adjusted, resulting in higher manufacturing prices that were covered by the company. We also define the specifications so we receive the right material data sheets from our suppliers and work with them on improvements.

**What are the main rooms for progress in terms of Sustainability and Circularity on the safety and workwear markets**

THERE ARE 3 MAIN CHALLENGES

- 1. A lack of awareness and skepticism around sustainability:** Communication is essential to ensure that our customers not only buy our circular range but also, when the shoes are used, ensure that they are collected for recycling. We invest a lot of time and energy in informing people on our 'circular journey' and our progress.
- 2. Compliance with safety standards:** our development guideline is clear: safety first, comfort second and circularity third. We work with our suppliers to look for sustainable alternatives without sacrificing safety and comfort.



**Iris van Wanrooij**  
Program Manager Corporate Social Responsibility, EMMA Safety Footwear

**3. The volume of recyclable materials that we recover from our customers is still too small** to interest recycling companies. We created the Circular Footwear Alliance with a major competitor in the Dutch market, Allshoes, and FBBasic. This is a unique cooperation in the PPE sector. Our common interest goes beyond commercial interest. By joining the Hultafors Group, EMMA is also able to create a greater environmental impact, as we are now joining forces in our sustainable activities within the group.

**How do you consider the role of a distributor like Lyreco and Intersafe in the objective to support the development of Circular “workplaces” and working practices**

As a market leader in the distribution of PPE, Lyreco/Intersafe also has a leading role in these matters. Lyreco and Intersafe are the

most important partners of EMMA Safety Footwear as distributor and in the roll-out of our sustainability and circular system. You are directly in touch with the people wearing our shoes, so you have an important role in increasing the awareness around sustainable shoes and sustainable activities.



# GOALS & KPI

## ENVIRONMENT

**Minimize Lyreco environmental impacts across the entire value chain, from our suppliers to our customers with a strong focus on the fight against Climate change.**

### 2 OBJECTIVES

Identify and evaluate opportunities to reduce environmental impacts.

Ensure that our operations and projects are managed in accordance with accredited quality (ISO 9001) and environmental management (ISO 14001) systems to include sustainability priorities.

### KEY ACTIONS

Making our fleet and buildings greener

Managing waste

and offering recycling services to our customers

Applying the EU PEF methodology to our product assessment

Committing to circular economy projects and strategies

**As a major occupier of cities space, Lyreco has a key role to play in tackling climate change when operating. By taking into account the entire scope of our value chain and re-thinking delivery to customers, Lyreco takes action to reduce its CO2 emissions.**



## MAKE THE CHANGE

2018 · POLAND

All Poland fleet changed to hybrid

11 186 282 km travelled

-33.56T CO2 compared to 2017

### KEY 2019 INDICATORS

**-3%**

**CO2 emissions compared to 2018**

**1**

**Product assessed by the EU PEF method..**





# CO2 EMISSIONS

## EXPERIMENTING NEW WAYS OF TRANSPORT

Wherever we operate, we commit to supporting cities efforts to reduce the environmental impact of delivery transport while continually supporting customer satisfaction.

2019 · ITALY

22 natural gas vans

1 million km travelled

-15% CO2

10 full electric vans

250 000 km travelled

0 direct CO2 emissions

## TOMORROW

New trucks fuelled with agricultural waste

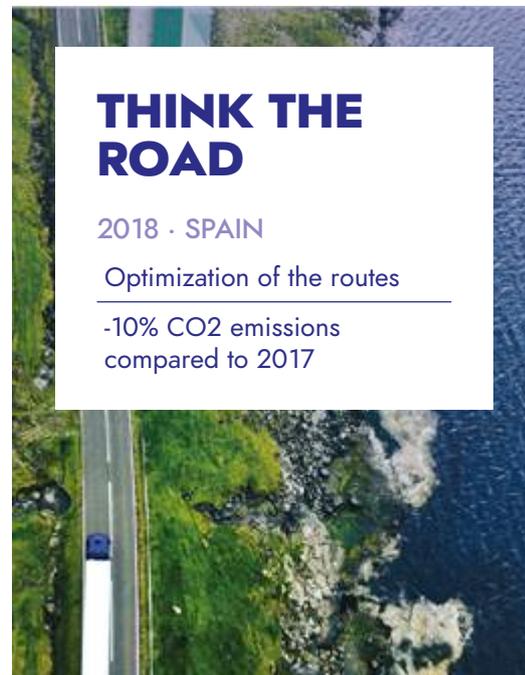
—  
Getting RDC closer to city centres to increase the number of electric vehicle deliveries

## THINK THE ROAD

2018 · SPAIN

Optimization of the routes

—  
-10% CO2 emissions compared to 2017



## RICKSHAWS IN THE CITY

2019 · SWITZERLAND

6 E-Rickshaws on Tour

155 000 boxes delivered

120 000 km distance covered by E-Rickshaws

20T CO2 emissions reduction

## CARGO BIKES DELIVERY

2020 · UK

2 month trial in the West End of London

Reduction of cost per delivery

Delivery in car-free areas

Up to 150kg of parcels delivered per cargo-bike

Near zero carbon footprint

# FIGHT AGAINST DEFORESTATION

## MITIGATING CLIMATE CHANGE FIGHTING AGAINST DEFORESTATION

Deforestation is a primary contributor to climate change. With wood being the main raw material for the paper industry, forest management is a key sustainability issue. We commit with our suppliers, trusty third parties like FSC and initiatives like the New York Declaration on Forests to reducing the impact of our activities on raw resources scarcity.



## NEW DECLARATION ON FOREST

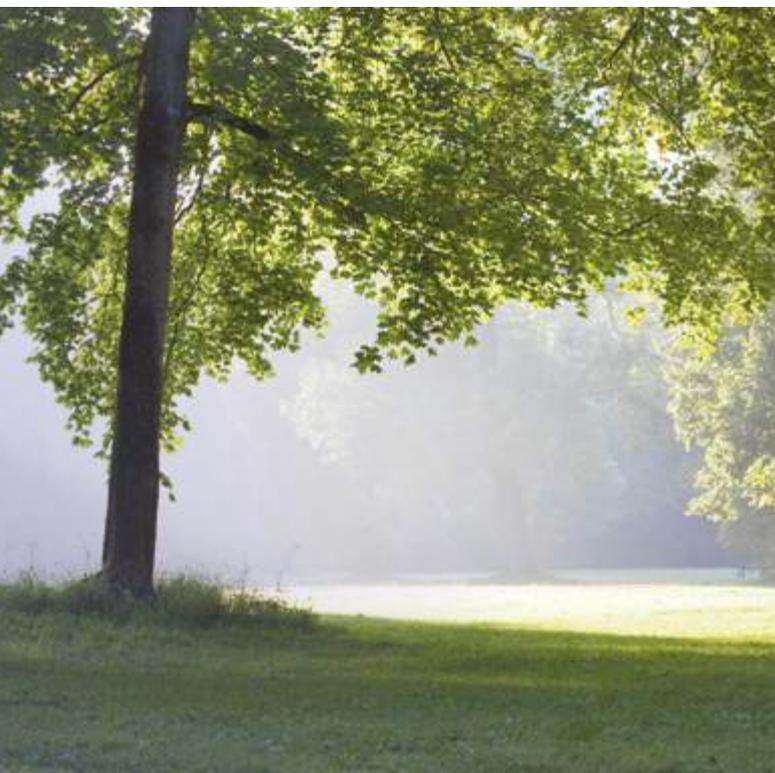
**In September 2019, in the framework of the 2019 United Nations Climate Summit, Lyreco Group strengthened its commitment to fight against deforestation and Climate change by signing the New York Declaration on Forests. The New York Declaration on Forests is a partnership of governments, multinational companies, indigenous peoples and NGOs who strive to halve deforestation by 2020 and to end it by 2030.**

Through this signature, we join the efforts of more than 150 endorsers of the Declaration engaged in tangible actions to reduce CO2 emissions through the fight against deforestation. As a workplace specialist distributor, we have long had a strong environmental commitment to reduce our environmental footprint and support our customers by:

Extending an environmentally preferable paper offer in close cooperation with our suppliers,

Improving our environmental impact assessment process: e.g. adoption of the EU Product Environmental Footprint assessment methodology in addition to trusted renown certifications such as FSC, EU Ecolabel

Engaging with suppliers to develop innovation projects in line with the Circular Economy principles.



## PLANTING TREES IN DENMARK

In 2019, Lyreco Scandinavia bought 500 trees to support 'Danmark planter træer' (Denmark plants trees). The initiative is a collaboration between TV2 and The Danish Society for Nature Conservation and is aimed at securing more forests in Denmark to absorb and retain CO2. With time, the new forests will also make valued habitats for animals and plants.

**In 2019, in the frame of our commitment towards SDG 13 - Climate action, Lyreco participated in the UN Climate Change Summit & Climate Week.**

Nasser Kahil, Group QSS Director, Lyreco Group with Madeline Craig, New York Declaration on Forests.



# FIGHTING AGAINST CLIMATE CHANGE

## 2020 LYRECO NEW CLIMATE POLICY

In 2020, Lyreco defines its new Climate Policy, setting new CO<sub>2</sub> reduction targets based on the Science-Based Targets Initiative (SBTi) methodology.

Endorsing the initiative, Lyreco will first define targets based on 2 Key Performance Indicators :

**1<sup>st</sup>**

### **Reduction of greenhouse gas emissions**

relating to Scope 1 (direct emissions) and Scope 2 (indirect energy emissions).

**2<sup>nd</sup>**

### **Reduction of greenhouse gas emissions**

relating to Scope 3 (other indirect emissions) that are under Lyreco's control, namely business travel, waste and Lyreco branded products (1)

A pilot will be launched by the end of 2020, led by the Lyreco Scandinavian subsidiary.

The Science Based Targets initiative (SBTi) is a joint initiative by CDP, the UN Global Compact, the World Resources Institute and WWF.

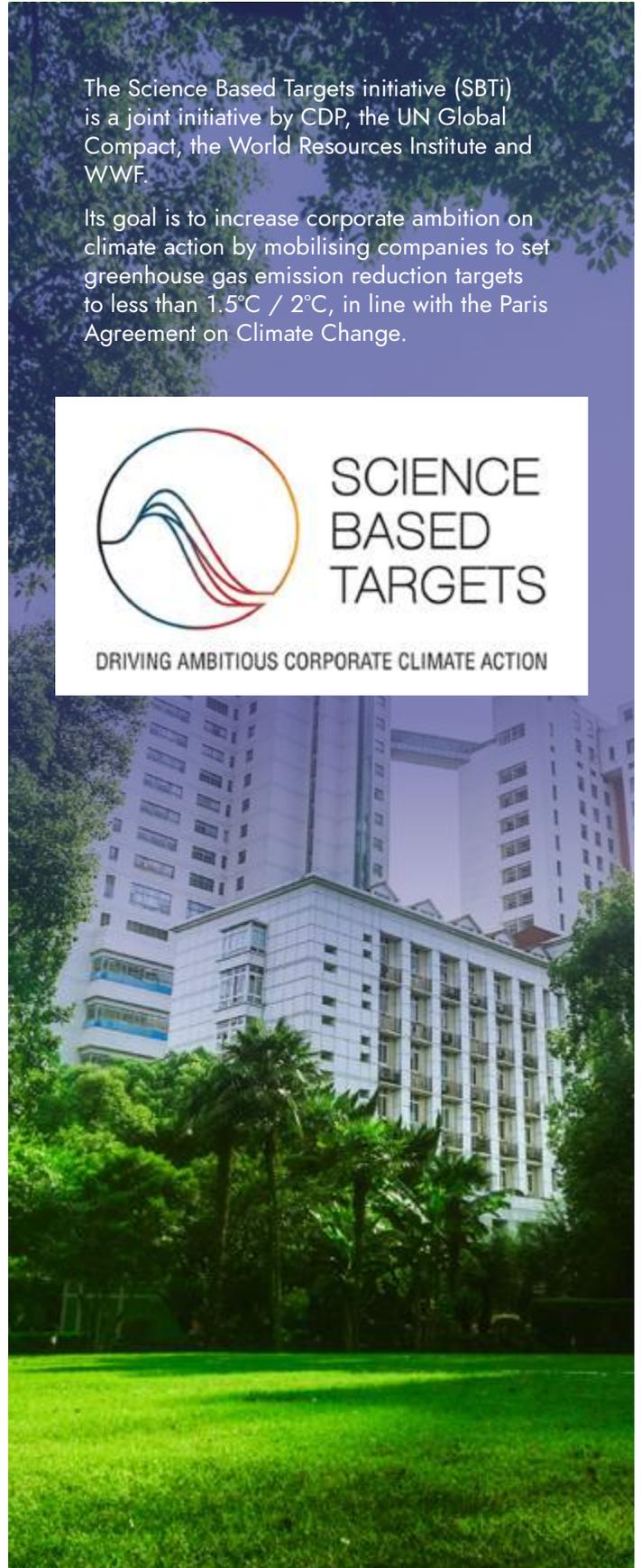
Its goal is to increase corporate ambition on climate action by mobilising companies to set greenhouse gas emission reduction targets to less than 1.5°C / 2°C, in line with the Paris Agreement on Climate Change.



SCIENCE  
BASED  
TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

## EMISSION CO<sub>2</sub> REDUCTION VS 2010





# ADOPTING RESPONSIBLE PEN CONSUMPTION

**Helene Byskov Christiansen**

Lead Consultant Global Procurement, Ramboll

Each year, millions of pens are disposed of without recycling solutions. In 2020, Lyreco engaged a project with Ramboll, a major customer in Finland, Denmark and the UK, to act upon one of one of the biggest concerns in terms of environmental impact of general office products: plastic disposable pens.

## Why do you consider pens as a major concern in terms of environmental impact?

**Ramboll :** As a signatory of the UN Global Compact we promote increased environmental responsibility and sustainability across our operations. This also means being cognizant about the impact of our purchases. As a sustainable society consultant, Ramboll recognizes that we can have a significant impact on the environment through our consumption of office supplies, and through choosing a supplier that considers circularity and promotes sustainability in its production. It is our responsibility to ensure that eco-friendly purchases are made and to channel our needs towards environmentally friendly products.

Customer	<b>RAMBOLL</b>
Sector	<b>Construction Engineering</b>
A Lyreco customer	<b>since 2016</b>

## What have been your employees' thoughts and reactions?

**R:** It's still early days, but employees understand the reason for the range being 'slimmed' down in favor of more sustainable products. Besides, since we have chosen to cooperate with Pilot which delivers high quality, it mostly means an improvement in the product itself.

## What are your next main steps in the field of sustainable workplace and working practices?

**R:** We are working on ensuring that all our workplace furniture for future purchases is eco-labeled, qualitative and adaptable enough to meet the expectations we have about flexibility and waste reduction in the future of the workplace.

## How do you consider Lyreco's contribution to your sustainable goals for now and for the future?

**R:** We use the UN Sustainable Development Goals as a yardstick to measure our impact and believe that a transformation in materials management is crucial to credibly contribute to SDG 12 for responsible consumption and production. This is why we closely follow what Lyreco can offer, especially when it comes to PPE. We are committed to reducing the environmental impact of transporting the products we order. Therefore, we will increasingly look at what can be optimized in the existing logistics set-up, including gathering as many relevant purchases as possible.

### 2 MAIN ACTIONS



#### PEN RANGE REDUCTION

Lyreco proposed a reduced offer of 13 references (vs 200 before) available to Ramboll's employees.



#### ECO-FRIENDLY PEN RANGE

The dedicated range is composed of Pilot recycled and refilled pens.

# RESPONSIBLE PACKAGING POLICY

## A NEW COMMITMENT FOR A LONG TERM CERTITUDE

Packaging has an important role to play by protecting the quality of our products and allowing them to be stored, transported and used safely.

However, packaging also presents some challenges. It uses valuable resources in its conception and generates waste when not recycled.

Our Responsible Packaging Policy aims to address these issues with a continuous improvement mind-set.

It defines the guiding principles and the strategy that must be supported daily across all our subsidiaries, across our whole organization and activities. It also fixes a strict frame to legitimate the relevancy of our pledge.

## A KEY GOAL IN OUR CIRCULAR ECONOMY ROADMAP

**Through the Lyreco Circular Economy pledge, we commit to reducing packaging use and banning non-recyclable plastic packaging for any product by 2025**

## OUR GOALS



**100%**

Of Lyreco plastic packaging will be reusable, recyclable or compostable by 2025



**25%**

Of our plastic packaging will come from recycled plastic content



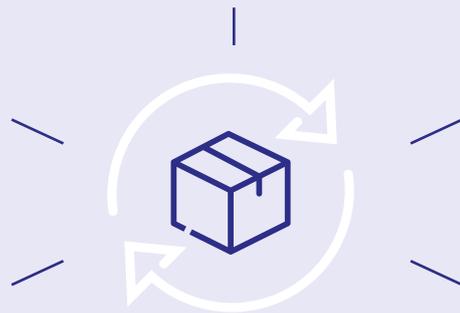


## 2020 RESPONSIBLE PACKAGING POLICY

**Sign the New Plastics Economy commitment**

**Raise customer and suppliers awareness**

**Enlist preferred materials to replace non responsible ones**



**Promote refill options**

**Expand responsible paper-based packaging**

**Provide transparency through plastic packaging volume reporting**



# ENVIRONMENT

## LOCAL INITIATIVES

### SWITZERLAND

## THIS SUMMER, CHOCOLATE COMES IN A HEMP BAG.

How can we make sure that even in hot weather, food that is likely to melt arrives intact at our customers' offices? In Switzerland, Lyreco solved the problem: since 2018, all chocolate products from our Swiss catering services have been shipped in thermal hemp bags.

### A natural and responsible product

Hemp offers optimal protection of the products against high or low temperatures. Besides, hemp packaging is environmentally friendly as it is fully compostable and 100% made from renewable natural raw materials.



### FRANCE

## COVERING THE LAST MILE BY THE RIVER

In 2019, Lyreco France launched a test with Fluidis to deliver our customers in Paris through the river Seine.

Thanks to a 100% electric warehouse boat and a fleet of rickshaws, we cover the last kilometre while drastically reducing the CO2 emissions linked to our activity. The project has started with a test phase in 2019.

### MONITORING THE LIGHT

In Poland Lyreco has drastically reduced the energy consumption in the warehouses thanks to simple actions.

Lower lighting rails. From 7.6 to 4.5 mm

Light bulbs reduction

Partial illumination of the warehouse

**206,000 KWH**  
Saved per year



### OPTIMIZATION OF WORKERS' MOVEMENT

Limiting our impact is everyone's business. By committing to a new responsible travel policy. In Spain, Lyreco succeeded in reducing drastically their CO2 emissions.

Encourage video conference

Promote train travels versus flights

Prefer hybrid cars in the rented cars fleet

Avoid unnecessary travel

**-17,96%**

Emissions due to professional trips by train in 2019

**-3,32%**

less emissions due to travel by plane in 2019



# ZERO BY 2028

## UK & IRELAND A LONG TERM COMMITMENT FOR VANS EMISSION REDUCTION

Vans play a key role in distribution efforts for many of the countries large fleets, mainly due to their ability to navigate inner city traffic effectively. In the UK and Ireland, Lyreco has long been aware of the importance of reducing their impact on the environment.



### FIRST ELECTRIC VANS

Lyreco is one of the first workplaces supplies solutions companies to invest in electric vans.

### DRIVING BEHAVIOUR MONITORING

All Lyreco vans are equipped with a tracking system monitoring the driving behaviors to reduce fuel consumption.

### CLEAN VAN COMMITMENT

Lyreco joined the Clean Van Commitment (CVC), a scheme put in place by Global Action Plan striving to reduce van emissions in cities to zero by 2028.

**-15%**

fuel/delivery consumption (2013-2020)

2009

2014

2020



## ITALY ZERO EMISSIONS WEBSITE

In Italy, Lyreco employees compensated the emissions from the [www.lyreco.it](http://www.lyreco.it) website by planting 12 trees in the city of Milan. Rete clima provided us with a one year certificate, assessing our website as zero CO2 emission. Rete Clima is a non-profit ETS (Third Sector Body) , which promotes Corporate Social Responsibility (CSR) and sustainability actions in the private sector and public procurement. More information on [reteclima.it](http://reteclima.it)

# GOALS & KPI

## SUPPLY CHAIN

**Develop a sustainable and ethical preferred supply base that enhances Lyreco's competitiveness, innovation and success of our customers.**

As one of the first distributors of workplace supplies across the world, Lyreco has a special responsibility in ensuring that the business conduct of suppliers is socially, ethically, environmentally and legally compliant. This is why Supply chain has become a dedicated principle of the Lyreco CSR strategy 2019-2025.

### Our objective

To guarantee our customers both the best value for money in products and solutions and sustainability and ethics in the supply chain.

### KEY ACTIONS

Supplier sustainability and ethics assessment

Business supplier agreement follow-up

Supplier education and awareness

Internal education and awareness

### KEY 2019 INDICATORS

**22**

Awareness actions and programmes  
Events or meetings organized with suppliers around CSR at group and local levels.

**3,32/5\***

Supplier Sustainability Score  
Supplier Sustainability Assessment Score evaluated yearly in the framework of the Lyreco Supplier Performance Improvement Programme considering all the Group suppliers.

\*1 represents the best score.



**Lyreco has developed an extensive range of own brand products. More than 1,500 items are now proposed to our customers with the objective to align highest quality and value for money with sustainability and ethics in the supply chain.**

To ensure that our responsibility and sustainability standards are constantly met, the group QSS team audits yearly and directly on-site our manufacturing partners with a specific focus on risk countries\*.

### A PROCESS AND FRAMEWORK EXTENDED TO OUR NEW ACQUISITIONS

In 2019, Lyreco acquired Intersafe, a European specialist in personal protective equipment, and Deskrigh, a distributor of general office supplies in Singapore. LYRECO's audit process and performance evaluation methodology has been extended to 2021 Deskrigh product selections.

The first audits of Intersafe's private label manufacturers were carried out in early 2020 and will be continued once the COVID-19 global health crisis is over.

### PAPER AND PPE UNDER CLOSER WATCH

In a global context of major warning on deforestation and on labour and human rights in emerging countries, Lyreco has set-up a Due-diligence process dedicated to:

**Paper** that may be sourced from a country subject to deforestation allegations.

**PPE** (non-Lyreco branded & non directly imported by Lyreco) coming from risk countries in terms of social accountability (e.g. Malaysia, Sri Lanka, Bangladesh).

# MANUFACTURER AUDITS

## & IMPROVEMENT PROGRAMME



SUPPLY  
CHAIN

A Lyreco products' manufacturer in China, January 2020



## 100% LYRECO PRODUCTS' MANUFACTURERS AUDITED IN 2019

As part of the 2020 selection, all the factories producing Lyreco branded products or directly imported by Lyreco from risk countries have been audited – in line with the Lyreco policy. This means 49 factories for products selected by Lyreco Group and 10 factories producing local references for our subsidiaries

In addition to the mandatory yearly audit, several factories have been subjected to additional audits: announced & unannounced.

In September 2019, Lyreco had unfortunately to blacklist a Group supplier following the outcomes of an unannounced audit.

### AUDITS FRAMEWORK

#### International standards

SEDEX Members Ethical Trade Audit (SMETA) 4-pillars: Labour, Health & Safety, Environment and Business Ethics.

BSCI

#### Scope

All Lyreco products

Group and 16 subsidiaries sourcing.  
Excluding Intersafe and Deskright.  
Project in progress

49 manufacturers and importers

Up to Third Tiers subcontractors.

#### Internal frameworks

Vigilance plan

Purchasing policy

# SUPPLIER SUSTAINABILITY PERFORMANCE

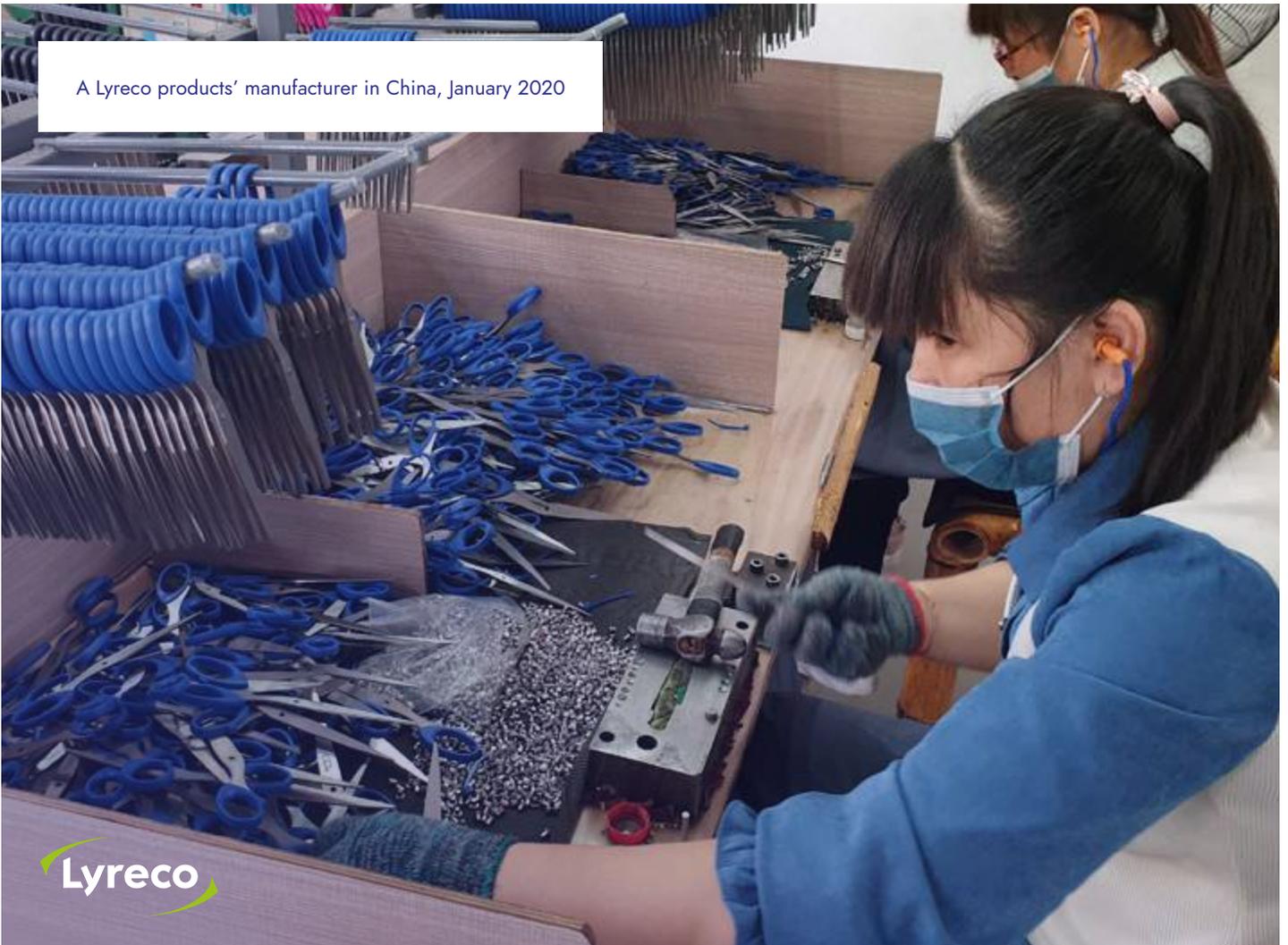
## CONTINUOUS IMPROVEMENT

When room for progress is identified, Lyreco defines with the suppliers an improvement plan that covers the 4 areas of the audit: labour, Health & safety, Environment and Business ethics. This improvement programme applies both to Lyreco own brand manufacturers and suppliers branded products.

## SUPPORTING OUR SUPPLIERS IN ELIMINATING RISKS ON HUMAN RIGHTS ABUSE

Lyreco has accompanied its suppliers in its efforts to eliminate such risks. Direct audits have been led by Group QSS Direction in close cooperation with some subcontractors. In line with Lyreco Vigilance plan and purchasing policy, Corrective Action Plans were deployed, whose results were assessed by a SEDEX audit in 2019.

A Lyreco products' manufacturer in China, January 2020





# SUPPLIER PERFORMANCE EVALUATION: SUSTAINABILITY NOW ACCOUNTING FOR 25% OF THE RATING

The Supplier Performance Improvement Programme (SPIP) covers 4 performance criteria: Competitiveness, Category Management, Logistics and Sustainability.

In 2019, Sustainability, which previously accounted for 20% of the performance rating, has been increased to 25%, on a par with the other 3 criteria. 97 suppliers have been evaluated, 100% of Lyreco international suppliers' base.

## The CSR evaluation covers 5 categories:

The environmental characteristics of the products.

The CSR organization and governance of the supplier.

The Environmental Management System.

The Health & Safety Management System.

Social Accountability, Supply Chains and Business Ethics.

In addition to the results of the evaluation, each supplier receives an individualized action plan, with possible progress tracks.

This program has been in place since 2015.

## SUPPLIER PERFORMANCE PROGRAMME

4 Equal Criteria

97 Suppliers assessed



OFFICE category



TECH & PRINT category

CLOVER IMAGING GROUP Sustainable Innovation



LIFE@WORK category

## INTERNATIONAL SUPPLIER AWARDS 2019



INDUSTRIAL category

# GOALS & KPI

## PEOPLE

### DELIGHT OUR CUSTOMERS

**Offer the greatest employee experience so that our people can delight our customers.**

Lyreco considers employee excellence as a prerequisite to achieve customer excellence. Employee well-being is therefore of utmost priority.

#### KEY ACTIONS

Green and low impact initiatives encouraged among our employees

Effective well being at work

Inclusion and diversity measures

#### KEY 2019 INDICATORS

**40,6**

**Days of recruiting time**

Recruiting time is measured by calculating the from when the job requisition was received (RR) until the offer was accepted by the candidate for each job filled during the measurement period.

**2,24%**

**Absenteeism rate**

**18,73%**

**Turnover rate**

The employee turnover rate is calculated by dividing the number of employees who left the company by the average number of employees in a certain period in time.



### RESPONSIBLE WORKPLACE

#### ENVIRONMENT IS EVERYONE'S BUSINESS

At Lyreco, we believe that joining everyone forces in collective actions is key to fight against climate change.

As a leader in the workplace market, we must act with exemplarity in our own premises.

Our 10,000 employees commit to developing concrete actions towards responsibility and reduction of our environmental impact.



At Lyreco Headquarter, plastic cups have been replaced by glass jugs and mugs.



PEOPLE

# LEADING BY EXAMPLE

REDUCING OUR ENVIRONMENTAL FOOTPRINT IN OUR PREMISES

## 4 WAYS TO PROVIDE A GREENER WORKPLACE TO YOUR EMPLOYEES IN SPAIN



### BAN SINGLE-USE ITEMS

In most of our headquarters, our teams have got rid of single-use items such as disposable cups and plastic bottles in order to reduce waste. Glass bottles, seaweed cups, drinking fountains a lot of solutions have been successfully launched as alternatives for more sustainable habits.



### GREENIFY YOUR CLEANING SERVICES

In Spain, we replaced the plastic bags used in the bins by biodegradable ones (made with starch). Cleaning services were also asked to use environmentally friendly products : since 2018, all cleaning products are saline based and without toxic content.



### GET RID OF INDIVIDUAL BINS

Making our workplace greener often means changing daily practices. By removing individual bins in common areas, Lyreco has reduced by 27,000 per year the use of plastic bags in its Spanish headquarter.



### AVOID UNNECESSARY PRINTING

Replacing your former machines by multifunction ones to scan documents instead of printing it, displaying posters with the costs of black & white and colour printing, asking your people to only print when required. A few examples from our Spanish subsidiary that helped them to reduce their consumable usage by 58,05% from 2018 to 2019.



## WWF CERTIFIED BUILDING IN FINLAND

In Finland, people focus on making their workplace greener. Since 2010, Lyreco headquarters in Vantaa are WWF Green Office approved. WWF Green Office is a management system and certificate for offices based on the following environmental criteria : committed management, frequency of communication and level of engagement, energy and water consumption, procurement decisions, recycling, sorting and cleaning waste, travel management and choices in terms of food.

# GOALS & KPI

## GOVERNANCE

**Conduct risk and compliance management programmes as an integrated part of the business.**

With 15 subsidiaries directly operating in 25 countries, a business unit dedicated to safety, 15 partners accompanying us on 17 additional markets and a global supply chain, the international dimension of Lyreco business model requires a solid quality and environmental risk management system covering all our operations.

### KEY ACTIONS

Risk management organisation.

Risk matrix.

Risk and opportunities training and awareness.

### KEY 2019 INDICATORS

**2**

#### Areas covered

Quality & Environment are covered by all our subsidiaries worldwide.



## GOVERNANCE: BUSINESS MODEL REQUIREMENT

**Lyreco Risk Management process covers quality and environmental aspects.**

**In 2019, in the framework of the new CSR strategy 2019-2024, Lyreco has extended it to new areas: Lyreco has extended it to new areas such as corruption.**



French law requires large companies to prevent Human Right abuses and environmental damages throughout their production chain, including their subcontractors. As a result of its activities, Lyreco risks mainly concern Lyreco subsidiaries and suppliers of products (Group products and local products).

The latest Company Vigilance Plans' have been issued in July 2020. The identification of risks was carried out with a "Life Cycle" approach, covering activities under Lyreco control and influence. Based on this analysis, an action plan has been set up for each step of the lifecycle:

# RISK MANAGEMENT

## SYSTEM AND COMPLIANCE



GOVERNANCE

### A REINFORCED ETHICS & COMPLIANCE MANAGEMENT

Raising awareness and ensuring strict adherence to ethical business practices in all Lyreco activities, by all employees and with all our business partners is an ongoing concern.

**In 2020, Lyreco has therefore strengthened its ethics and compliance management and communication process.**

An extended Ethics and Compliance Committee.

The nomination of a Group Compliance officer and dedicated Ethics Referents in all Lyreco subsidiaries.

A reinforced Code of Ethics and Business conduct.

The improvement of the "Raise your alert" system.

### LYRECO ETHICS & COMPLIANCE COMMITTEE

**The committee is composed of 4 permanent members**

Lyreco Group CEO and President of the Committee: Grégory Liénard.

Lyreco Group Chief Finance Officer and vice-président.

Lyreco Group Chief People & Culture Officer.

Group Compliance officer and committee secretary.

**The Committee is responsible for overseeing ethics and compliance in the following areas:**

Anti-Corruption.

Fight against discrimination and harassment.

Data protection.

Any other ethics and compliance matters requested or referred to the Committee.

## VIGILANCE PLANS



Resources & manufacturing



Storage/Preparation



Distribution



Usage



Product end-of-life

# GOALS & KPI

## COMMUNITY

### Supporting equal access to education in the poorest countries

Committing all our employees to devote time to charitable operations is part of Lyreco company culture. Through the Lyreco For Education programme, Lyreco employees develop fund raising actions to give children living in poor conditions better access to education. Funds are raised through various activities and initiatives across our global subsidiaries.

#### Our objective

Increase school enrolment and reduce school drop out rate by improving the quality of education and learning conditions.

#### KEY ACTIONS

School infrastructures.

Teacher training.

Health and hygiene education.

Scholarships.

Child protection training.

#### KEY 2019 INDICATORS

**€ 249 043**

#### Raised for our Cambodian programme

From all fundraisings and actions organized by our subsidiaries.



### 6 COUNTRIES SUPPORTED SINCE 2008

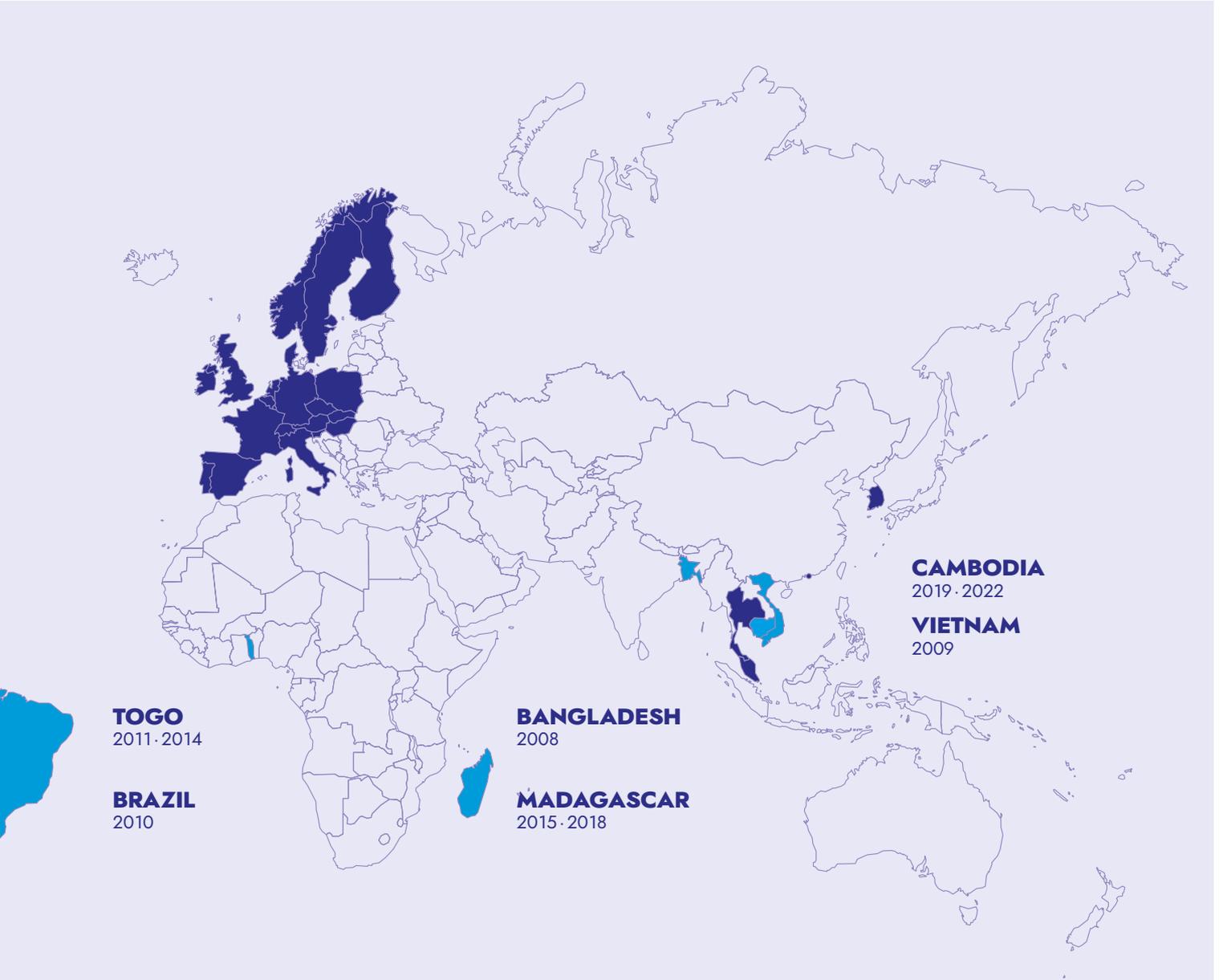
Since 2010, Lyreco For Education has supported 6 countries in their ambition to support equal access to education for children.

After Bangladesh, Brazil, Vietnam, Togo and Madagascar, Lyreco For Education is now supporting Cambodia.

EDUCATION AT THE CORE OF LYRECO'S  
**CHARITY PROGRAMME**



COMMUNITY



**TOGO**  
2011 · 2014

**BRAZIL**  
2010

**BANGLADESH**  
2008

**MADAGASCAR**  
2015 · 2018

**CAMBODIA**  
2019 · 2022

**VIETNAM**  
2009



# LYRECO FOR EDUCATION

CAMBODIA 2019 · 2022



**After Bangladesh, Brazil, Vietnam, Togo, and Madagascar, the next country that Lyreco For Education will support is Cambodia.**

Since January 2019 and over 4 years, our 10,000 employees will take action to raise 1 million euros to directly support around 10,000 children and teenagers enrolled in 8 primary and 18 secondary schools in the regions of Ratana Kiri and Mondul Kiri in North-Eastern Cambodia. The objective of this new programme is to increase school enrolment and reduce school drop out rate by improving the quality of education and learning conditions, in particular for ethnical minorities.

## CAMBODIA 2019 · 2022



Developing Health and Hygiene education



Building a boarding house for 60 students



Supporting child protection training and awareness programmes



Supporting scientific and digital education by training 92 teachers and implementing laboratories and IT equipment in 3 schools



Building and renovating sanitary infrastructures\*



\*in 8 primary schools and 3 high schools

Funding 60 scholarships



To ensure the development of this project Lyreco works in partnership with the NGO CARE.

## OBJECTIVES 2019-2022



**11,000**  
CHILDREN  
ENROLLED



**26**  
SCHOOL  
FACILITIES\*



**1M€**  
RAISED



**60**  
SCHOLARSHIPS



**92**  
TEACHERS  
TRAINED



\*Class rooms and school facilities built or renovated



A new boarding house is under construction in a school supported by Lyreco For Education in the Mondul Kiri region. It will welcome 60 students in 2020.



The development of digital skills is supported through teacher training and IT equipment.





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# LOCAL INITIATIVES

## **POLAND SUPPORTING THE VOLUNTEER FIRE BRIGADE**

In August 2019, Lyreco provided support for the second time to the Volunteer Fire Brigade in Falenty and made its facility available for training tracking dogs.

The training was attended by representatives of the search and rescue groups of the Volunteer and State Fire Service, police officers and members of civil search and rescue and tracking groups.

The training consisted of utility tracking, in which a dog is taught to track a specific person after showing him the article belonging to him.



## **UNITED KINGDOM SUPPORTING PEOPLE IN NEEDS IN TELFORD**

In England, Lyreco is part of the “Telford and Crisis Network”, which aims at making businesses work together with groups from the public, voluntary and community sectors with the common objective of supporting people in crisis in the Telford area, where our head offices are located.

As a member of “Telford and Crisis Network”, Lyreco is able to participate in many opportunities for employee engagement, such as collections and donations of goods and food, help and guidance to people in need.





### THAILAND CLEANUP DAY ON YOA BEACH

On May 2019, 47 employees in Lyreco helped clean the Yao Beach in the South of Thailand. The operation was organized by Lyreco QSS and People and Culture teams in association with Naval officer. By the end of the day, the participants had cleaned 2 kilometers of beach and collected 30 kilos of rubbish.

### COVID-19: SUPPORTING PEOPLE ON THE FRONTLINE

**During the lockdown, our employees have initiated 79 local solidarity actions to support local companies, employees or colleagues on the field, with product donations, customer & supplier co-actions and delivery services. few examples of initiatives.**

This has been the living proof of Lyreco solidarity spirit and of our determination to make a positive impact on our social and natural environment, whatever the circumstances.

In Spain, Lyreco donated 200 notebooks to a retirement home to be used by the residents

In Poland, when a customer ordered Home Delivery products, 5% of the value of the order was dedicated to support hospitals in the fight against the epidemic.

In Malaysia, Lyreco donated pantry and PPE products to local front line enforcement teams on lockdown (called "Movement Control Order").

In May, Lyreco Hong Kong donated 30 desktops and 3 LCD monitors to the school/ non profit organization in order to help students and children who need equipment in the quarantined situation.

In Thailand, Lyreco teams made DIY face shields and collected alcohol gel sanitizer, surgical masks and gloves to donate to people on the field.



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Circular economy shows our pioneering ambition to scale up our sustainable solutions and offer.

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# CONCLUSION

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This report is an important milestone in Lyreco's Sustainable Journey, as it clarifies Lyreco corporate CSR goals for 2025, starting with our Circular Economy Pledge. With the current sanitary situation, sustainable growth remains a challenge for business.

For Lyreco, sitting on the side-lines is not an option. The strong commitment of Lyreco Group Executive Team about Circular Economy shows our pioneering ambition to scale up our sustainable solutions and offer. For the period to come, the top 3 new key focus will be as follows:

**Launch of our Circular Economy organisation and first operational projects associated to our Pledge.**

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**Strengthen our 2019-2025 CSR Strategy, by linking it with our Corporate Strategy (under definition).**

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**Put into practice our Climate Policy for 2025.**

This will come in addition to the other long term commitments that enabled us to have a consistent and reliable sustainability journey e.g. unique Environmentally Preferable Products Assessment, on-going knowledge about our Supply Base to mitigate social and environmental risks within the supply chain, etc.

Like all Lyreco employees, I'm proud of the work we do and I continue to be inspired by the many positive ways people are providing our products and services around the world.

Nasser KAHIL · QSS Director

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