



Throughout the following pages you will find numbered references to the details of this action plan.

CSR Ethics and Governance

Ethics

- 1 Formalise the group's culture and values in an ethics and human rights charter (Group) > 2013 100%
- 2 Publish this ethics and human rights charter in both the employee welcome booklet and the internal rules and regulations (Group) > 2014 75%

CSR management and transparency

- 3 Assess the CSR maturity of newly-integrated subsidiaries, to draw up their own CSR action plan (Group) > 2016 60%
- 4 Create a pertinent CSR scorecard setting out the Key Performance Indicators (Group) > 2014 75%
- 5 Achieve United Nations Global Compact Advanced status (Group) > 2015 100%

Awareness-raising

- 6 Include the Group's CSR news in monthly and quarterly information: newsletters and meetings (AICP USA) > 2013 100%
- 7 Offer Sales Representatives training in Armor's CSR strategy (AOP France) > 2013 100%
- 8 Raise awareness of sustainable development and the group's CSR strategy among employees (Group) > 2015 0%

Stakeholder involvement

- 9 Conduct a further personnel satisfaction survey, and measure the progress made (France) > 2016
- 10 Open up shareholding to employees (France) > 2014 100%
- 11 Conduct a fresh customer satisfaction survey (AICP) > 2014 100%

Renewable Energy

Greenhouse gas emissions

- 12 Conduct a carbon audit within the group (AOP) > 2013 100%

Energy consumption

- 13 Measure and analyse energy consumption and set a reduction objective (AICP Brazil, China, USA, Singapore / AOP Morocco, Poland) > 2013 100%
- 14 Set up Centralized Energy Management for the utilities (AICP France) > 2014 100%

Transport and logistics

- 15 Set up rail freight (AICP France) > 2013 100%
- 16 Replace the existing company vehicles fleet with hybrid or electric vehicles (France) > 2014 100%
- 17 Use the 'Motorway of the Sea' between France and Morocco (AOP France) > 2015 0%
- 18 Study the establishment of 2 subsidiaries per year that are local to customers (AICP) > 2016 50%

Renewable energy

- 19 Succeed in mass production of Organic PhotoVoltaic (OPV) thin film (ASE) > 2015 30%
- 20 Test out the first OPV films in concrete applications and in real conditions (ASE) > 2013 100%
- 21 Create test spaces for OPV products and applications within Armor establishments worldwide (ASE) > 2016

Circular Economy

Collection

- 22 Launch a test phase for the REC'PET Partners recycling service for French customers: collection and processing of used rolls (AICP) > 2014 100%
- 23 Launch a circular economy product offer (AOP) > 2015 100%
- 24 Increase the volume of empty cartridges collected from our customers by ourselves, in accordance with our commitments to the French Ministry of Ecology, Sustainable Development and Energy (AOP) > 2013 100%

Recovery

- 25 Source suitable recycling processes for all significant waste, ensuring traceability and recovery (AICP Brazil) > 2013 80% (AOP Poland) > 2015 20%
- 26 Bring the material waste recovery rate of end-of-life cartridges up to 100% (AOP) > 2013 100%
- 27 Recycle waste from inked PET film (AICP USA) > 2013 100%
- 28 Recover organic waste from the company restaurant (AICP France) > 2013 100%

Caption: XXX% Action plan completion percentage at 31st December 2015.

Action
plan
#

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Employee Development

Health and safety

- 29 Organise a confidential, periodic medical check-up for all employees, adapted to their role (AICP USA, Singapore / AOP Morocco, Poland) > 2013 100%
- 30 Deploy the SAFE Com' training programme on behavioural safety (AICP France) > 2014 76%
- 31 Set up a health and safety management system and gain OHSAS 18001 certification (AICP Morocco, Brazil, China, Singapore) > 2015 100%

Non-discrimination

- 32 Create an employee welcome booklet in the languages of the nationalities represented (AICP Brazil, China, Singapore) > 2013 80%
- 33 Measure equality of promotion opportunities (France) > 2013 100%

Competences

- 34 Set up annual individual interviews (AOP Poland) > 2015 0%
- 35 Develop an accredited training programme in the field of logistics, within the Armor University (France) > 2014 100%

Quality of life at work

- 36 Comply with the ILO C183 convention on 14-week maternity leave (AICP USA) > 2013 100%
- 37 Analyse the impact of becoming compliant with the ILO C132 convention on paid leave (3 weeks) (AICP Singapore) > 2013 100%
- 38 Measure and analyse compliance with the SA 8000 standard on overtime: a maximum of 12 hours per week and 1 day of rest, i.e. 24 consecutive hours per week (AICP Brazil, USA, Singapore / AOP Morocco) > 2013 100%
- 39 Improve the workplace environment: staff room, meal area, company restaurant, social area, workshops, lockers (AICP France, USA / AOP Morocco) > 2013 100%

Responsible Traceability

Reduction of impacts

- 40 Set up an environmental management system and gain ISO 14001 certification (AICP Brazil, China, Singapore) > 2015 100%
- 41 Conduct Product Life Cycle Analysis (AICP France) > 2016 Cancelled

Labelling and raising public awareness

- 42 Extend environmental labelling to 30% of the product range (AOP) > 2013 100%
- 43 Fight clone and counterfeit cartridges (AOP) > 2015 100%

Territorial Solidarity

Responsible purchasing and suppliers

- 44 Raise supplier awareness of CSR (Group) > 2015 0%
- 45 Develop a CSR questionnaire for suppliers, applicable in the subsidiaries (Group) > 2013 100%
- 46 Raise employee awareness of the Responsible Supplier Relationships Charter (France) > 2013 100%
- 47 Study the impact of a Responsible Supplier Relationships quality label (France) > 2016 100%
- 48 Conduct a supplier satisfaction survey (AICP France) > 2013 100%

Disability

- 49 Study use of a protected workshop for delayed packaging of laser cartridges (AOP France) > 2014 100%
- 50 Sign the AGEFIPH* convention for a period of 2 years (France) > 2013 100%
- 51 Implement the commitments made in the AGEFIPH convention (France) > 2015 95%

Local involvement

- 52 Join a local association of companies for sustainable development (AICP Brazil, China, USA, Singapore / AOP Morocco, Poland) > 2013 60%
- 53 Contribute to a local community development project which involves employees (Group) > 2015 45%
- 54 Facilitate childcare for employees of Armor, activity zone companies and the local authority (France) > 2015 100%

*French fund for the professional inclusion of disabled people

Report scope: all production sites including:

- Integration of new subsidiaries: India, Mexico and South Africa
- Closure of the Czech site (not integrated to the report scope) and relocation of its activities (sorting, dismantling, and inkjet cartridge remanufacturing) to the Polish site.