



SUMMARY

SUSTAINABILITY REPORT 2025



Report Summary

This Report Summary presents a high-level overview of Lyreco Group's sustainability performance in 2025, summarising key progress across environmental, social, and governance topics in alignment with the European Sustainability Reporting Standards (ESRS). The report reflects Lyreco's continued commitment to embedding sustainability into its business strategy, operations, and value chain through measurable actions that support long-term value creation for customers, employees, suppliers, communities, and shareholders.

OUR SUSTAINABILITY CONTEXT AND GOVERNANCE (ESRS 2)

Pages 9-29 of the Sustainability Report

At Lyreco, sustainability is integrated into our GREAT 2026 strategic roadmap and embedded across our operations, decision-making processes, and stakeholder relationships. During 2025, we continued strengthening our ESG governance framework in preparation for full Corporate Sustainability Reporting Directive (CSRD) alignment.

Following the formal double materiality assessment conducted in late 2024 and early 2025, Lyreco confirmed seven material sustainability topics across environmental, social, and governance dimensions. This year's Sustainability Report focuses on the most material ESRS topics:

- **Climate Change (E1)**
- **Resource Use and Circular Economy (E5)**
- **Own Workforce (S1)**
- **Consumers and End-users (S4)**
- **Business Conduct (G1)**

Sustainability governance is coordinated by the Group Sustainability Team with oversight from the Executive Management and the Board. Sustainability-related impacts, risks, and opportunities (IROs) are integrated into Lyreco's enterprise risk management and corporate governance processes through regular assessments, internal controls, and cross-functional collaboration.



ESRS E1 CLIMATE CHANGE

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GHG emissions: We continued implementing our science-based targets, with a focus on Scope 1 and 2 emissions, and supplier engagement.

Our target: Lyreco commits to reduce absolute scope 1 and 2 GHG emissions 50% by 2030 from a 2019 base year. Lyreco also commits that 76% of its suppliers by emissions covering purchased goods and services and upstream transportation and distribution, will have science-based targets by 2026.

Our achievement:

- **38%** reduction in Scope 1 and 2 emissions comparing to 2019 baseline
- **59%** of our suppliers by emissions covering purchased goods and services and upstream transportation and distribution with science-based targets

Energy consumption: Our energy consumption consists primarily of electricity, gas heating, and district heating, with increasing shares of renewable electricity secured through Power Purchase Agreements (PPAs) and on-site solar panel installations.

Our target: Reduce the impact of our company facilities, supplying them with 100% renewable energy.

Our achievement:

- **69.9%** of renewable sources in total electricity consumption

Sustainable Selection by Lyreco: We continued to support customers in making more sustainable purchasing decisions by expanding product ranges and integrating sustainability criteria into sourcing practices.

Our target: Increase the share of revenue generated from products included in the Sustainable Selection portfolio to 90% by 2026.

Our achievement:

- Continued development of the Sustainable Selection product range with **71%** of revenue from products in 'Sustainable Selection'



ESRS E5 RESOURCE USE AND CIRCULAR ECONOMY

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Recyclable alternatives across product families: We continued expanding sustainable product alternatives through our Sustainable Selection methodology and circular product portfolio approach.

Our target: Increase the availability of recyclable alternatives across product families by 2025.

Our achievement:

- Over **90%** of product families include at least one item meeting recyclable or broader circular criteria under the Sustainable Selection methodology

End-of-life solutions for used materials: We continued developing recycling partnerships and collection solutions to support circular end-of-life management across European markets.

Our target: Develop end-of-life solutions for used materials by 2025.

Our achievement:

- More than **40** recycling and collection partners implemented across Europe, with service availability varying by country

Packaging optimisation: We continued reducing packaging impacts through optimisation initiatives and circular packaging design principles.

Our target: Eliminate non-circular primary packaging where technically feasible by 2025.

Our achievement:

- **67%** of product offering features recyclable packaging, with further optimisation ongoing

Single-use plastics elimination: We continued eliminating single-use plastics from our operations in line with regulatory developments and internal circular economy commitments.

Our target: Eliminate single-use plastics in own facilities by 2025.

Our achievement:

- Single-use plastics eliminated from Group premises across Europe and Asia in alignment with the EU Single-Use Plastics Directive

Circular economy standards in the workplace industry: We continued strengthening sustainability integration within supplier assessments and sourcing practices across the Group supplier base.

Our target: Establish circular economy standards for the workplace industry by 2025.

Our achievement:

- **97.2%** of Group suppliers assessed under Sustainable Selection sustainability criteria
- Lyreco was recognised on the **CDP Supplier Engagement Assessment A List** for supplier climate engagement and supply chain sustainability practices



ESRS S1 OWN WORKFORCE

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Employee wellbeing and safety: Lyreco is committed to maintaining a strong health and safety culture across all entities. In 2025, we continued to strengthen Group-wide safety reporting systems and reinforced prevention efforts through local safety campaigns and training initiatives.

Our commitment: Provide a safe and empowering working environment through strong occupational health & safety culture, inclusive policies, and wellbeing programmes.

Our metrics:

- **100%** of own workforce covered by health & safety management systems
- Lost time injury (LTI) frequency rate for direct workforce: **9.91**
- Lost time injury (LTI) severity rate for direct workforce: **0.41**

Diversity, equity, and inclusion (DE&I): We actively promote inclusive practices and gender equity through training, communication, and internal policies that support fair access to development and advancement.

Our commitment: Provide a safe and empowering working environment through strong occupational health & safety culture, inclusive policies, and wellbeing programmes.

Our metrics:

- **44%** female employees across our global organisation; **33.66%** of women at top management level
- **100%** of coverage of social protection, with **91.2%** of countries providing additional protection beyond mandatory social insurance by offering extra benefits
- **53%** of employees covered by collective bargaining agreements
- **15.12%** of employee turnover rate

Learning and development: Lyreco offers a range of training opportunities focused on upskilling, leadership, sustainability, and compliance. While a new Group-wide Learning Management System is still under development, structured training programmes are already in place in all entities.

Our commitment: Support employees' development by offering structured growth opportunities, mobility, and meaningful careers - not just jobs.

Our metrics:

- **90.1%** of employees that participated in regular performance and career development reviews
- Average number of training hours per employee: **17.54**

Great People Survey (GPS): The GPS is Lyreco's Group-wide employee engagement survey, designed to assess how employees perceive their work experience, including leadership, development opportunities, collaboration, and inclusion. The survey results are used to build country-level and team-level action plans.

Our target: 90% of employees to report that they are proud to work for Lyreco by 2026.

Our achievement:

- **81%** of employees reported being proud to work for Lyreco

LYRECO FOR EDUCATION (LFE)

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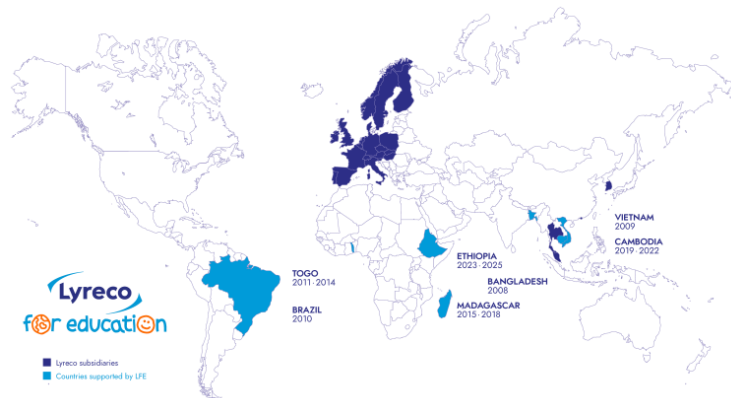
LFE continued its mission in 2025 to further improve access to education.

Our commitment: Make a positive social impact by engaging in local communities and supporting access to education through the Lyreco for Education (LFE) programme.

Our achievement:

- In 2025, we raised **387,777.10€** for the schools in Ethiopia.
- Employees from all 25 countries participated in volunteering and donation drives.

7 Countries Supported Since 2008



ESRS S4 CUSTOMERS AND END-USERS

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Customer engagement and satisfaction: We continued strengthening customer relationships through structured engagement channels, satisfaction surveys, complaint management processes, and digital customer experience initiatives.

Our commitment: Deliver safe, responsible, and reliable solutions while continuously improving customer experience and strengthening customer satisfaction.

Our achievement:

- Net Promoter Score (NPS): **+44**
- Customer Satisfaction (CSAT): **90%**
- Approximately **28,000** responses collected annually through the Global Satisfaction Survey

Product safety and responsible practices: We continued reinforcing product compliance, supplier quality controls, and responsible marketing practices to ensure safe and transparent products and services for customers and end-users.

Our commitment: Ensure customers and end-users have access to safe, compliant, and responsibly marketed products supported by transparent and accurate information.

Our metrics:

- **72** complaints related to consumer health and safety recorded globally
- Product compliance and safety controls applied across the Group's product portfolio
- Continuous monitoring of sustainability-related marketing claims and product information accuracy

Customer care and remediation processes: We maintained structured complaint management and remediation mechanisms supported by customer care teams, escalation procedures, and corrective action processes across all operating countries.

Our target: Achieve a Tickets per Order result of 33.5% by 2026 to improve service quality and reduce friction across the customer journey.

Our achievement:

- **34.7%** Tickets per Order result achieved in 2025, ahead of schedule
- **5,314,100** Customer Care tickets recorded globally
- **81.6%** of complaints resolved within defined service level agreements (SLAs)



ESRS G1 BUSINESS CONDUCT

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Ethics and business integrity: Lyreco promotes the highest standards of business ethics, integrity, and transparency. Our Group-wide Code of Ethics outlines expectations for all employees, and the Supplier Code of Ethics extends these standards to our supply chain. We apply a zero-tolerance approach to corruption, bribery, facilitation payments, and conflicts of interest.

Our metrics:

- **0** confirmed corruption cases
- **26%** of employees trained in ethics and anti-corruption
- **21.2%** of functions-at-risk covered by training programmes
- **100%** of employees receiving business ethics training during onboarding process

Political neutrality: Lyreco does not engage in political lobbying or fund political parties. No members of the Group Executive Team or Board held roles in public administration during the two years preceding 2024.

Supplier Due Diligence: Lyreco enforces human rights and environmental due diligence processes across its global supplier base. ESG criteria are integrated into supplier qualification and risk assessments. High-risk suppliers are subject to audits and, where necessary, improvement plans or contract termination.

Our metrics:

- **93%** of selected Group suppliers signing Supplier Code of Ethics
- **97.2%** of Group suppliers that have gone through a sustainability assessment

Speak-up culture and whistleblower protection: A Group-wide whistleblowing framework ensures safe, accessible, and confidential reporting. Our "Raise Your Concern" tool is available in all countries. The system complies with the EU Whistleblowing Directive and ensures protection from retaliation for whistleblowers and associated individuals.

Our metrics:

- **27** reports received via "Raise Your Concern" tool; **100%** of all reports resolved.

Data privacy: Lyreco is fully compliant with the EU General Data Protection Regulation (GDPR). Our internal policies and awareness efforts support data protection and IT security. All incidents are subject to investigation, resolution, and preventive follow-up.

Our metrics:

- **4** minor data privacy incidents reported in 2025 (all resolved, limited impact)





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