



**A
GREAT
WORKING
DAY.
DELIVERED.**

Sustainability Report
Reporting year 2023



WELCOME TO THE LYRECO **SUSTAINABILITY** **REPORT**

Reporting year 2023



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Editorial — A message from our CEO

Since we started in 1926, Lyreco has focused on respecting people, protecting the planet, and supporting our customers. At Lyreco, **passion** drives us to genuinely care for our customers. Our goals and sustainability strategy show this passion. Our mission is to provide workplaces with what they need sustainably, so people can focus on what matters most. We strive for excellence and aim to exceed our customers' expectations.

Another one of our values, **respect** is central to our operations. We believe in trust, respect, and ethical behavior in all interactions, whether with customers, suppliers, or within our internal organisation. This respect helps us build strong partnerships with well-known suppliers and work together towards shared sustainability goals.

In today's fast-changing world, **agility**, is key to success. At Lyreco, we embrace change, anticipate trends, innovate solutions, and adapt our practices to meet our customers' needs. Our sustainability efforts focus on reducing our environmental impact and improving our products, packaging, and delivery methods.

This sustainability report shows our values in action. It outlines what we have done and the results we've achieved in our efforts to protect the planet and empower people. I invite you to explore this report and join us in creating **a better world for future generations**. Together, we can ensure every day is a Great Working Day. Delivered.

Grégory LIENARD

Our vision, mission and values

A GREAT WORKING DAY. DELIVERED.

Be a pioneer in delivering
sustainably what any workplace
needs so its people can focus
on what matters most.

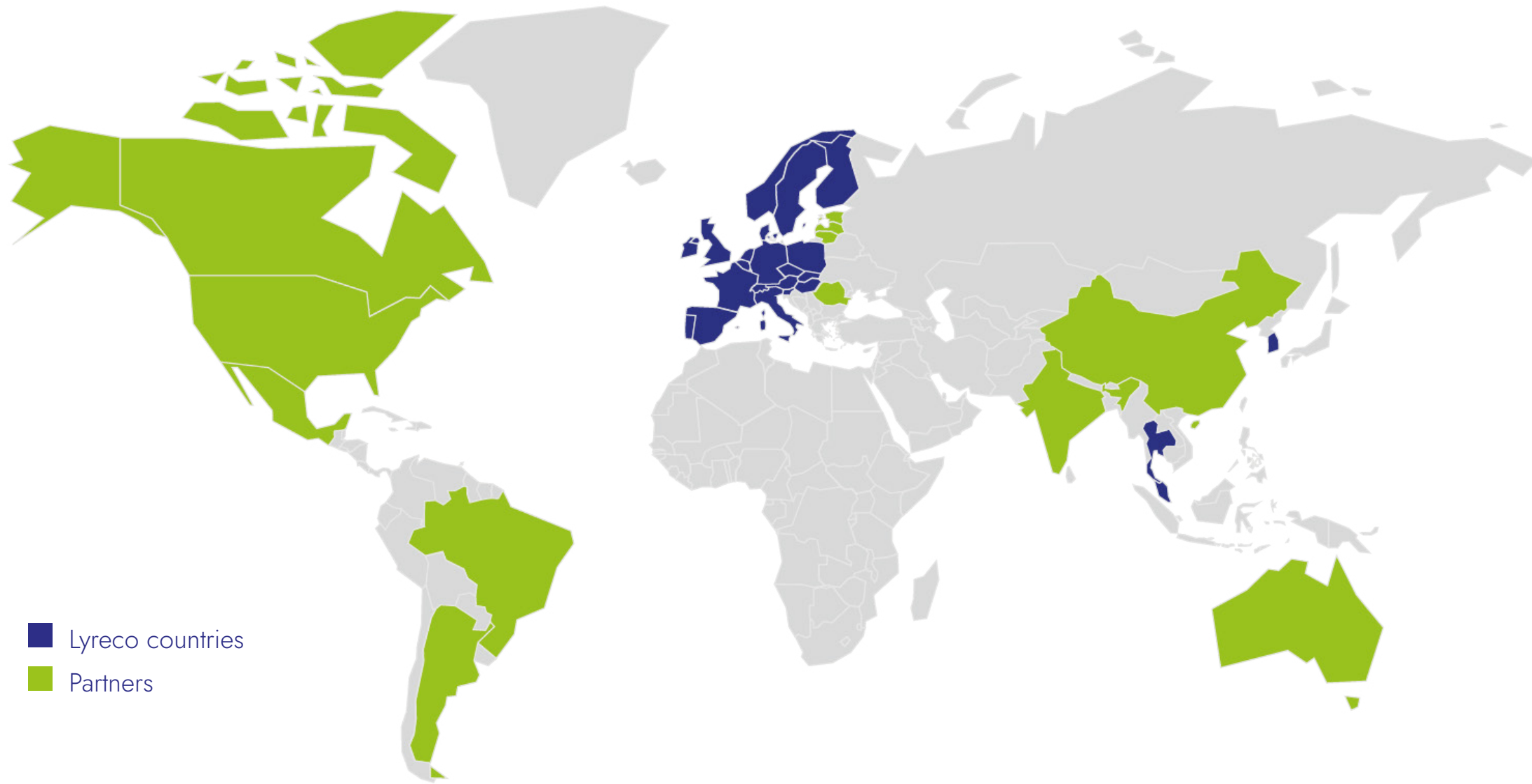
Values

Excellence: We strive for perfection in everything we do.

Passion: We really care for our customers.

Respect: We believe in trust, respect and ethical behaviour.

Agility: We anticipate, innovate and adapt to change.



Lyreco at a glance



40 markets across 4 continents: With 17 local subsidiaries and an expertise centre dedicated to workplace safety, we operate directly in 25 countries in Europe and Asia. In addition, we have set up a network of 13 strategic distribution partners that serve 15 additional markets in North, Central and South America, Europe, and Asia-Pacific.



12,000 employees: Our people are the core of the operational excellence we offer daily to our customers.



Privately owned company for almost 100 years.



10,000 products in stock.



19 national distribution centres.



1 day delivery.

Our sustainability journey

At Lyreco, we aim to drive positive change in all ESG areas, environmental, social, and governance. Transparency is fundamental to our relationships with our customers, our suppliers, and our stakeholders, as we aim to meet their expectations through clear communication and action.

We uphold strict standards across our subsidiaries, implementing ISO 9001:2015 and ISO 14001:2015 in our Integrated Management System. Since 2009, we have partnered with EcoVadis to assess our sustainability efforts. In 2023, we earned an EcoVadis Gold Medal, with a score of 72/100, positioning us in the top 5% of companies within our sector.

In 2023, for the first time we assessed our suppliers and products using a new methodology, Sustainable Selection by Lyreco, a method aligned with ISO 20400:2017 principles and validated by SGS. This reflects our ongoing ambition to achieve operational excellence and sustainable practices.



ISO 14001

First ISO 14001 certification awarded in Sweden. Subsequently all subsidiaries gain ISO 14001 certification by 2009.

from
1997



E-Van

First electric van purchased by Lyreco.

from
2008



Business Sustainability Ratings

EcoVadis measures the quality of Lyreco's sustainability management system, focusing on Environment, Labour & Human Rights, Ethics and Sustainable Procurement.

from
2009



SMETA & BSCI for audits

Lyreco selects SMETA and BSCI as validated standards for the social accountability audits of the factories that manufacture Lyreco branded products.

from
2013



NORDIC SWAN for cartridges

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

from
2017



Endorsement of NYDF

Lyreco endorses the New York Declaration on Forests, which aims to halve deforestation by 2020 and end it by 2030.

from
2019



Lyreco Sustainable Selection

Lyreco sustainable procurement process is following the ISO 20400 principles validated by SGS.

from
2022



GLOBAL COMPACT

Lyreco becomes the first company in the office supply industry to join the UN Global Compact.

from
2004



EU ECOLABEL on branded products

Lyreco starts to apply the EU Ecolabel to its own brand products.

from
2009



Lyreco Green Tree label

Lyreco implements its unique Green Products Assessment Methodology and its own Green Tree label.

from
2012



Photovoltaic panels

The first photovoltaic panels are installed. In 2016, the first subsidiary achieves energy net zero by generating more electricity than it consumes.

from
2015



FSC International Members

As member of the Forest Stewardship Council (FSC), Lyreco understands the importance of responsible forestry management.

from
2018



Lyreco employs CDP global environmental impact disclosure system.

from
2020



SBTi

SBTi approves Lyreco's CO₂e reduction targets, including supplier engagement target.

from
2023

Our strategy and Sustainable Development Goals

Our sustainability ambition aligns with the Sustainable Development Goals (SDGs), which we view as crucial in our mission to shape a better world for all stakeholders.

We would like to set an example and encourage others to adopt sustainable practices in line with the Sustainable Development Goals. Together, we can create a more sustainable future for everyone.



Our primary focus is on developing products that protect the planet and its people. We take pride in offering sustainable and recycled office supplies, empowering customers to make environmentally conscious choices. We highlight high-performing sustainable products in our catalogue, and we promote the circular economy through our collection services. These efforts actively contribute to SDG 12: Responsible Consumption and Production.

[See section Lyreco Sustainable Selection methodology](#)

[See section Circular economy](#)



Addressing climate change is a central aspect of our sustainability strategy. As part of the Science Based Targets initiative (SBTi), we're taking decisive climate actions in our supply chain and operations. Through investments in energy efficiency and a low-emission fleet, we have significantly reduced greenhouse gas emissions, aligning with SDG 13: Climate Action.

[See section Planet](#)



Collaboration is essential to drive sustainable progress. We are actively forming partnerships with suppliers and other stakeholders to develop innovative solutions to sustainability challenges. By working together, we advance SDG 17: Partnerships for the Goals, accelerating our journey towards a more sustainable future.

[See section Progress](#)



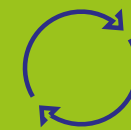
STRATEGY ON PLANET

Our ambition

To reduce our impact on the planet, by **2026 we aim to:**



Use and sell products and services that contribute to protecting the planet and its people, with a target of **90% of total turnover to be coming from our Sustainable Selection products.**



Embrace the circular economy by **closing the loop** in our internal consumption and external selling.



Reduce the environmental impact of our company vehicles and business travel and switch our vehicles to **low emission vehicles.**



Reduce the environmental impact of our company facilities and offset the emissions that we cannot reduce by financing climate action.

SBTi commitment

At Lyreco, we understand the critical importance of aligning our sustainability efforts with external standards to drive meaningful progress towards a more sustainable future. As part of our commitment to operational excellence, we have proudly joined forces with the Science-Based Targets initiative (SBTi), “a global body enabling businesses to set ambitious emissions reductions targets in line with the latest climate science.

The Science Based Targets initiative (SBTis) has validated Lyreco’s greenhouse gas (GHG) emissions reduction targets in September 2023. The SBTi’s Target Validation Team has classified Lyreco’s scope 1 and 2 target ambition and has determined that it is in line with a 1.5° C trajectory. Additionally, our supplier engagement target has also been approved, further solidifying our commitment to sustainable practices throughout our supply chain.

Our target is: “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.”

KPI name	KPI	Unit	Reporting frame
Absolute Scope 1 and 2 GHG emissions reduction from a 2019 base year	23	%	2023
Percentage of suppliers by emissions covering purchased goods and services and upstream transportation and distribution, with science-based targets	42	%	2023



SCIENCE BASED TARGETS

Through our partnership with SBTi, we have embarked on a journey to set science-based emissions reduction targets that are both ambitious and achievable. This collaborative approach ensures that our sustainability objectives are not only informed by the latest scientific research but also aligned with the goals of the Paris Agreement. By setting clear and measurable targets, we empower our organisation to prioritise investments and initiatives that will drive significant emissions reductions across our operations, supply chain, and product lifecycle.

As we continue to integrate science-based targets into our sustainability strategy, we remain steadfast in our commitment to leading by example and driving positive change within our industry. By aligning our efforts with the latest climate science and best practices, we aim to mitigate climate-related risks, enhance resilience, and create long-term value for our stakeholders and the planet. Together with SBTi, we are forging a path towards a more sustainable future, one grounded in science, innovation, and operational excellence.

Greenhouse gas accounting

Since 2011, we have measured our greenhouse gas emissions and since 2019 we are applying the Greenhouse Gas (GHG) Protocol, an international standard for managing and measuring emissions.

We record all scopes of emissions: from purchasing and transporting goods to delivery and estimated product end-of-life, as well as all facilities, including office buildings, regional and national distribution centres.

GHG protocol: scopes and categories



Scope 1 Direct GHG emissions

Emissions associated with fuel combustion in the fleet vehicles we own, on-site boilers or furnaces, and refrigerants.



Scope 2 Indirect GHG emissions

Emissions from energy generated off-site and consumed by Lyreco:

- Electricity
- Steam
- Heat or cooling



Scope 3 Other indirect GHG emissions

Scope 3 emissions are a consequence of the activities of Lyreco but occur from sources not owned or controlled by the company. They are classified in 15 categories.

Greenhouse gas accounting

In scope 3, we account for 11 of the 15 categories of emissions. We only excluded four categories because they are not applicable or negligible.

With 5.7 being the average number of scope 3 categories reported by companies according to the World Resource Institute (2021), we are proud to take a pioneering lead.

Our GHG accounting methodology is continuously being improved with the participation of internal and external consultants and experts. In 2023, we underwent a significant revision of the methodology. Between March 2024 and June 2024 our 2023 greenhouse gas emissions were verified by an independent third party, SGS Poland Sp. z o.o. Additionally, we decided to verify externally other sustainability related KPIs.

KPI name	KPI	Unit	Reporting frame
Total gross Scope 1 GHG emissions	25 380	tCO ₂ e	2023
Total gross Scope 2 GHG emissions (location based)	4 720	tCO ₂ e	2023
Total gross Scope 3 GHG emissions	1 810 000	tCO ₂ e	2023

- Purchased goods and services
- Capital goods
- Fuel and energy related activities
- Upstream transportation and distribution
- Waste generated in operations
- Business travel
- Employee commuting
- Upstream leased assets
- Downstream transportation and distribution
- End-of-life treatment of sold products
- Investments

Lyreco Sustainable Selection

Methodology

Our sustainability strategy is driven by our own ambitions to reduce our impact on the planet and the legal requirements that we are expected to meet as a distributor. We recognise the importance of offering a diverse selection of products that meet sustainable criteria, addressing not only the product itself but its packaging and end-of-life impact.

Making it easier for our customers to make sustainable choices with confidence is our goal. Lyreco Sustainable Selection will continuously improve to meet their ever-changing needs and requirements and increase our level of sustainability maturity.

This assessment methodology is carried out in two successive steps in which three mandatory criteria are required from our suppliers and products to pass the overall assessment.

Criteria applicable for 2023

Step 1: Supplier assessment

The supplier assessment is the first mandatory criteria defined by Lyreco which is based on the environmental, social, and governance (ESG) standard.

Step 2: Product assessment

(provided that the supplier assessment is satisfactorily completed)

To successfully complete the product assessment, the product must meet two mandatory criteria defined by Lyreco:

- A minimum 80% of the product packaging is made of recyclable materials; AND
- A minimum 80% of the product material is made of recyclable materials or the product can be reused or refurbished.

If the above three mandatory criteria are met, the products will be further assessed and assigned up to three of the following Sustainable Selection icons:



Planet by Lyreco

Products focusing on environmental contribution



People at work by Lyreco

Products contributing to the well-being and safety of people at work

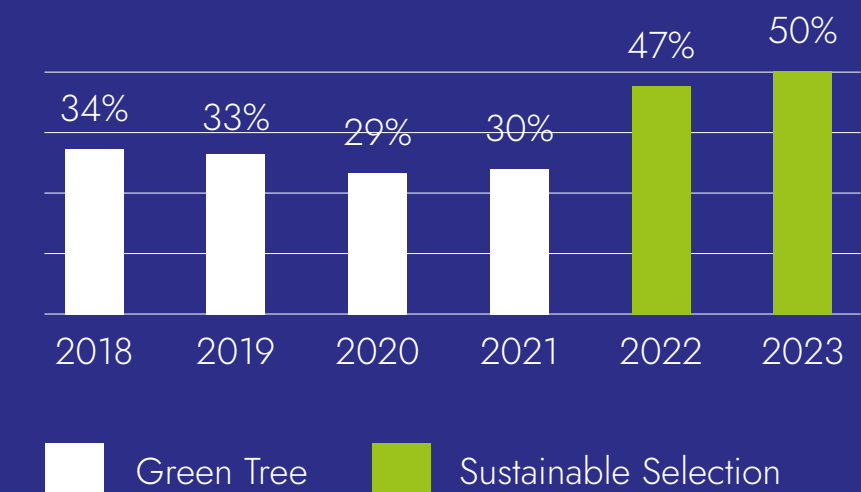


Community by Lyreco

Products contributing to improving societal impact on local communities

The Lyreco sustainable procurement process follows the ISO 20400:2017 principles validated by SGS1.

Sustainable sales ratio:



Our initiatives —

Local initiatives



Lyreco Sweden's 50/5 pledge represents an additional dimension in our efforts to elevate our sustainability ambitions together with our stakeholders. With the target year set at 2026, the year Lyreco celebrates its 100th anniversary as a company, Lyreco Sweden aims to reduce the carbon footprint of all products and services delivered to customers by 50% within five years.

The objective was set based on our mission, commitments in policy documents, and input from various stakeholders with the aim to minimise carbon dioxide emissions and to offer more customer-oriented and sustainable solutions in collaboration with a range of stakeholders.

With 50/5, Lyreco Sweden aims to continue to be profitable as a company, while decoupling its turnover from its climate impact. 50/5 demonstrates its ambition to half the climate impact from every krona generated, with the baseline of 2019. Throughout 2023, the work on various reduction strategies has been ongoing, with the first results emerging.

Compared to 2022, Lyreco Sweden has achieved a 11.5% decrease in the CO₂ impact of its products.



In 2023, **Lyreco Netherlands** received its level 3 certification of the CO₂ performance ladder, a tool for promoting sustainability in the procurement process. Level 3 implies that a company has insight into all its streams of energy, determines ways to reduce its CO₂ emissions, communicates proactively on this matter both internally and externally, and actively participates in chain initiatives. This certificate enables clients to recognise the companies that take the reduction of CO₂ emissions seriously and plays an important role in tenders.



In the field of personal protective equipment (PPE), disclosure of carbon footprint per item has been rare. However, a positive change began to emerge in 2023 when some manufacturers began the practice of presenting the carbon footprint associated with their products. **Lyreco Intersafe** welcomed this trend and strives to develop it further.

Lyreco Intersafe wants to prioritise products that have passed a carbon footprint assessment. As part of its commitment to sustainability, they are enthusiastic about promoting these initiatives and incorporating them into their product selection process.

Their suppliers demonstrate their commitment to environmental transparency by publishing Environmental Product Declarations (EPDs) for a wide range of PPEs along with comprehensive carbon footprint data.



Our initiatives —
Local initiatives

 Since 2020, **Lyreco Germany** has entered into a significant collaboration with ClimatePartner to actively reduce its carbon footprint. In 2023, they proudly achieved ClimatePartner certification, confirming their commitment to rigorous climate action.

Lyreco Germany’s approach is aligned with **ClimatePartner’s** comprehensive five step climate action framework. Above all, they prioritise strategies to avoid and reduce emissions. As part of carbon offsetting initiatives, Lyreco Germany is currently supporting a climate project to introduce improved cooking stoves in Rwanda. This project not only helps reduce carbon emissions, but also contributes to the development of local communities.

The 5 steps of climate action
are required for ClimatePartner certification



Step 1

**Carbon
footprints**



Step 2

**Reduction
targets**



Step 3

**Reduction
measures**



Step 4

**Climate
projects**



Step 5

Transparency



For the third year in a row, **Lyreco Spain** has been recognised by the Government of Spain for its significant achievements in reducing its carbon footprint (Sello “Calculo y Reduzco” del Ministerio para la Transición Ecológica y el Reto Demográfico). Its efforts resulted in a 3.49% reduction compared to the previous reporting period.





Embracing the circular economy

In our ongoing commitment to operational excellence, we continue to lead the way by implementing innovative collection and recycling services for used products from our customers. Across at least 75% of Lyreco countries, we collect used cartridges and toners, with over 42% also gathering used batteries, paper (including cardboard), plastics (primarily PET), glass, aluminium cans, packaging materials, electrical and electronic equipment, various types of PPE (including single-use), furniture, and Nespresso capsules and machines.

Where we manage our own delivery fleet, this service operates seamlessly within our reverse logistics framework. Our delivery drivers incorporate the collection of used items into their daily routes, eliminating the need for additional vehicles on the roads.

KPI name	KPI	Unit	Reporting frame
Total weight of hazardous waste emitted	71.60	tons	2023
Total weight of non-hazardous waste emitted	19886.35	tons	2023
Total weight of electronic waste produced	89.13	tons	2023
Total weight of waste recovered	2838.10	tons	2023

End-of-Life project

In 2023, we initiated the End-of-Life collection project to gather used products from our customers, focusing on sustainable waste management. The primary objective is to have collection solutions for all product categories, prioritising repair, refurbishment, redistribution, and recycling.

The project included:



Assessment

Evaluating current practices and identifying opportunities.



Prioritisation

Determining strategic approaches for maximum impact.



Requirements


Defining actionable solutions for implementation.




The ambition for the first year was to establish solutions for two product categories: paper and cardboard, and packaging materials.

Our research included collaborating with countries, suppliers, and customers, analysing regulations, exploring partnerships, and understanding customer needs. We also investigated the potential for PPE recycling across all countries.


End-of-Life project — Local initiatives



 **Lyreco Finland** developed a reuse service for workplace supplies to meet the growing needs of its customers who are no longer satisfied with recycling. These customers aim to keep the products in operation for as long as possible, aligning with the principles of circular economy. Almost 15,000 kg of natural resources and just under 3,000 kg of carbon dioxide emissions were saved through the service in 2023.

 **Lyreco France** introduced a new initiative for the recycling of personal protective equipment (PPE) helmets as part of our commitment to sustainability. Helmets are collected and dismantled by its partner, close to its distribution centre. The helmets are then sent to recycling facilities to produce secondary raw materials, closing the loop on the product life cycle.

 **Lyreco Intersafe** made significant progress in promoting sustainability through the collection and recycling of used personal protective equipment (PPE), including workwear. In 2023, a total of 6,779 kg of used personal protective equipment and work clothes were collected and processed by GAIA Circulair in the **Netherlands**.

 In early 2023, **Lyreco Germany** introduced a new PPE recycling box to its customers, facilitating the collection of used products. Teaming up with renowned partner GAIA Circulair, they ensure that these items are transformed into new raw materials, fostering the creation of diverse products such as car upholstery, bags, and protective textile mats. In total 600 boxes were delivered to 10 customers in 2023, emphasising Lyreco Germany's commitment to conserving resources and protecting the environment.

 **Lyreco Poland** offers its customers comprehensive waste management solutions, encompassing various items such as batteries, Nespresso capsules, electro-waste, cartridges, and Lyreco cardboard. In 2023, they resulted in the collection of 73 tonnes of waste, marking a significant threefold increase compared to 2022.

  **Lyreco Iberia** introduced a new recycling service in cooperation with Edding, which aims to collect writing instruments, markers, highlighters, and related items. In 2023, Lyreco Iberia distributed 426 containers, which were used by 124 customers.

Make
good
choices

Make
good
choices





Lyreco




Whether
it's a box from suppliers
or our own returned box,
if they can be reused,
we maximise the use of resources
by reusing them all.

End-of-Life project — Local initiatives

 In response to the growing coffee culture in Hong Kong and the resulting increase in coffee grounds waste—amounting to 12 tonnes per day— **Lyreco Hong Kong** offers a complimentary recycling service for its customers, transforming this waste into valuable materials such as compost, handmade soap, and plant pots.

 The 'Maximise Box Reuse' initiative launched by **Lyreco Thailand** underscores our unwavering commitment to waste reduction and environmental stewardship. Annually, new resource consumption has been reduced by up to 107,910 delivery boxes, natural resource usage has decreased by up to 45.5 tonnes, and subscript CO₂ emissions have been lowered by up to 38 tonnes. Operational excellence meets sustainability by maintaining boxes in optimal condition, streamlining packaging by eliminating unnecessary parts, and reusing boxes for delivery which minimises the environmental impact.

 **Lyreco SiMa*** implemented a robust recycling programme for pallets, plastic, and strapping materials that adheres to the ISO 14001 standard. The recyclable goods are sold by Lyreco SiMa to local recycling collectors, generating a profit and ensuring that they are reused in an environmentally responsible manner.

 In alignment with its commitment to accelerate sustainable business solutions through the circular economy by 2025, **Lyreco Switzerland** introduced a practical and free recycling service for its customers. The initiative aims to minimise non-recyclable waste by facilitating the proper disposal of recyclable materials.

* Lyreco SiMa includes Singapore and Malaysia.

 As part of its third eco-campaign in collaboration with the Global Trade Plan, **Lyreco Korea** organised an event focused on plastic waste reduction and water quality enhancement. Participants embarked on a 4 km journey from its premises to the river, collecting litter along the way. Furthermore, they deployed Effective Microorganisms (EM) soil balls, crafted from a blend of microbial powder and fermented liquid, into the river that gradually dissolve, facilitating microbial action and promoting river cleanliness.





Reducing the impact of our company vehicles


As delivering goods is a core business of Lyreco, we are continuously innovating and reducing our GHG impact thanks to route optimisation and low-emission vehicles. Switching our owned company vehicles, including our delivery vehicles and the cars used by our sales teams and directors, to low-emission vehicles plays an important role in our sustainability ambitions. To achieve this ambition, Lyreco countries each have a local action plan adapted to their local context.


In 2023 we decided to focus on company vehicles and reducing their negative impact on the environment by developing a Car Policy with detailed guidelines for purchased/leased vehicles, including the maximum allowable CO₂ emissions.

Moreover in 2023, we developed Group guidelines for travel and expenses. These guidelines intend to help make sustainable, efficient, and cost-effective travel arrangements in alignment with Lyreco’s goals and policies.

KPI name	KPI	Unit	Reporting frame
Total company delivery vehicles	1 034	#	2023
Share of electric delivery vehicles	17.3	%	2023


Reducing the impact of our company vehicles — Local initiatives

 Since 2019, **Lyreco UK** has been steadfast in reducing fleet emissions, aligning with its sustainability goals. They signed the Clean Van Commitment, aiming to eliminate diesel fleet emissions in cities by 2028 and internally striving for zero company car emissions. By 2022, they invested £2.3 million in 50 additional electric vans and expanded their charging infrastructure. In 2023, they furthered this commitment with a £1.5 million investment in 30 new electric vans and mandated electric or plug-in hybrid vehicles for field sales cars. Lyreco UK expanded charging points nationally to 170, including 54 at the head office in Telford.

 **Lyreco Switzerland** started to electrify its fleet in 2023. By the end of 2024, they aim to transition to a fleet comprising 39 electric vehicles (EVs), including six electric cargo bikes, and 10 traditional combustion vehicles. The goal is to have a 100% electric delivery fleet by the end of 2025.

 In 2023 **Lyreco Italy** signed an agreement to renew the company car fleet with the aim to replace it by more high-performance and sustainable vehicles by the end of 2024. The renewal of the company car fleet will guarantee an (estimated) reduction in CO₂ emissions of 20% by the end of 2024.

 **Lyreco Spain** has introduced a new electric motorcycle for customer deliveries, marking a significant step towards sustainable transportation. This motorcycle features a fixed battery, enabling charging in conventional sockets and eliminating the need for special charging points. In 2023, they successfully delivered 354 orders to a Spanish university, highlighting its commitment to sustainable delivery solutions.

 **Lyreco Denmark** committed in 2021 to fully electrifying its fleet by 2026, a strategic decision that is complemented by investments in solar panels, enabling the charging of electric cars with renewable energy, thereby improving CO₂ emissions per kilometre and reducing operational costs. At its national distribution centre in Roskilde, 36 chargers were installed, and from March to October, the solar panels generate electricity that matches approximately 90% of the charging needs. As of 2023, the transition status reached 30% for warehouse cars and 50% for business cars, resulting in a total electrification rate of over 40%.





Reducing the impact of our facilities

At Lyreco, our objective is to power our facilities with renewable energy sources, leveraging tools such as Renewable Energy Guarantee of Origin (REGO) and Renewable Energy Certificates (REC). Additionally, we are actively investing in on-site renewable energy generation through solar panel installations.

As of 2023, we have successfully implemented solar panels in eight countries, including France, Benelux, the UK, Switzerland, Denmark, Slovakia, Thailand, and Malaysia. Moreover, the installation of solar panels is planned to be implemented in more Lyreco countries in the near future.

By embracing renewable energy solutions, we are not only reducing our carbon footprint but also contributing to a cleaner and more sustainable energy landscape.


KPI name	KPI	Unit	Reporting frame
Total electricity consumption	29 786.94	MWh	2023
Total energy other than electricity consumption	33 478.93	MWh	2023
Total renewable energy consumption	12 282.66	MWh	2023
Share of renewable energy consumption	41	%	2023


Reducing the impact of our facilities

— Local initiatives

Solar panel expansion


 **Lyreco Slovakia** installed 488 photovoltaic panels on the roof of its distribution centre in Pezinok, which are expected to cover up to 25% of the total energy needed annually for the warehouse and head office. The initiative to transition from classic bulbs to LED lights in the warehouse yielded significant energy savings, reducing consumption by 45.5%. When considering all the measures implemented in the warehouse, the comprehensive approach resulted in an overall energy reduction of 28% from 2022 to 2023.

 **Lyreco Thailand** has completed installation of the photovoltaic panels at its national distribution centre in Bang Phli, Samut Prakan Province. Implemented as an off-grid system, the 70 solar panels will generate renewable energy for internal use within the distribution centre.

 In 2023, **Lyreco Denmark** installed a 950 kWp solar panel park, generating more electricity than its annual consumption. Excess electricity is sold and transmitted to the local grid, increasing the overall share of renewable energy. Within the first eight months, the photovoltaic panels returned 13% of the initial investment.

Since 2010, **Lyreco Denmark** has reduced its electricity consumption by 3% annually, transitioning from index 100 (2010) to index 62 (2022). Moreover, by moving from diesel and gasoline to electric drive trains, its fleet becomes 2.6 to 4.8 times more energy-efficient, according to estimations by the U.S. Department of Energy (DOE). These initiatives play a vital role in achieving Lyreco Denmark's goal of reducing CO₂e emissions by 50% by 2026.

Lighting the way

 With 100% LED lighting in the head office and 90% in the national distribution centre, **Lyreco Iberia** has saved 5,000 kWh. An impressive 99.89% of energy in Spain and Portugal comes from renewable sources. Additionally, four EV charging stations have been installed to promote electric vehicle usage among employees and visitors. To further reduce carbon emissions, non-essential machinery undergoes weekend shutdowns, resulting in a 10 kW daily reduction. Upgraded compressors operate more efficiently, contributing to decreased energy consumption. Despite a 14% increase in parcel preparation since 2009, Lyreco Iberia achieved a remarkable 37% decrease in energy consumption.

 In 2023, **Lyreco Italy** initiated a significant project aimed at enhancing energy efficiency by replacing the entire perimeter lighting of its national distribution centre with new generation LED lamps. The energy consumption was reduced from 83 kWh/day to just 13.6 kWh/day, resulting in substantial energy savings of 25,331 kWh/year. This significant reduction in energy consumption translates into a decrease in CO₂ emissions by 7,827 kg per kWh, calculated with the ISPRA emission factor for the year 2022 (0.309 kg CO₂/kWh).





**STRATEGY
ON
PEOPLE**

Our ambition

To reduce our impact on people,
by 2026 we aim to:



Commit to **supporting our employees' development**.



Take action to **provide a safe and empowering work-life** for all our employees.



Take action to **make a positive impact by acting locally** where we operate to support education as a priority and collaborating with local authorities to create partnerships that link to employment e.g., Lyreco for Education (LFE).



Be seen as a great workplace with 90% of our employees proud to work for Lyreco.

Internal mobility

At Lyreco, we are dedicated to fostering the growth of our workforce and providing abundant opportunities for professional advancement. Through our robust internal mobility programmes, we empower our employees to embark on a journey of continual development, including the possibility of international assignments. Whether it's engaging in short-term projects, undertaking permanent transfers, or embracing long-term assignments, these initiatives not only nurture personal and professional growth but also contribute to the global expansion of our company. It's a testament to our unwavering commitment to our employees' success and a mutual vote of confidence in their potential.



**More
than a job,
a career.**





It's been an exhilarating journey growing alongside a company that is constantly evolving and expanding.



In our quest to highlight the enriching experiences of our exceptional team members, this year, we are privileged to feature Ewa Serafin's remarkable journey. From being a credit manager at Lyreco Poland to her current role as Lyreco Group Finance Operations Manager based in Gdańsk, Ewa's career trajectory has been marked by more than just promotions; it's been a testament to the diverse opportunities she's seized, including stints in various offices. Here is her inspiring story:

"It's been an incredible 23-year journey with Lyreco of which I am very proud. I started as a credit manager in Lyreco Poland, located in the quaint town of Sokołów, near Warsaw. There I had the privilege to build and develop a credit management team, enhancing collection and credit processes. In 2018, I received an offer from our CFO to join the Group Finance team in Marly, France. After undergoing a rigorous recruitment process, I was delighted to accept the position. Finally, in December 2021, I joined the Gdańsk team as the Group Finance Operations Manager, overseeing a team of five and managing three critical financial processes: credit management, CVR (customer volume rebate) management, and BEP management for supplier rebates.

Despite the decades spent with Lyreco, I still find immense joy and fulfilment in my work. Each day presents new

challenges and projects, keeping me engaged and inspired. The support of my colleagues, managers, and customers has fostered a sense of community and continuous learning, making Lyreco more than just a workplace.

Lyreco fosters an environment of openness and collaboration. Our team members are always willing to share knowledge and support one another. It's not just about achieving individual KPIs, it's about collectively elevating each other. Plus, I must mention the vibrant atmosphere of Lyreco events and the delightful coffee culture in our Gdańsk office—it truly adds to the camaraderie.

One of the most challenging moments was relocating to France with my two children, without fluency in French. However, I embraced the challenge head-on. Beyond organising my personal life in France, I integrated seamlessly into the Finance team, providing quality service to the company. Despite initial hurdles, I built strong relationships with my French colleagues and even became a cultural liaison between Poland and France. Ultimately, it highlighted the universal bonds that transcend cultural differences."

Ewa Serafin - Group Finance Operations Manager



Internal mobility — Employee testimonial



Great People Survey

In our ongoing commitment to fostering workplace engagement and ensuring that our people feel that they are truly an important part of our organisation, we conduct the Great People Survey (GPS) every year.

In 2023, 7,560 Lyreco employees took part in GPS Light, a shortened version with fewer questions compared to 2022.

We focused on communication effectiveness and engagement through seven questions. Our 72% participation rate highlights notable engagement trends. We also observed improvements in GPS communication and action plan dissemination, underscoring our commitment to transparency.

Several Lyreco countries in Asia have shown a commendable level of commitment. Overall, engagement levels exceeded those of the

previous year, with 87% expressing pride in working at Lyreco. The increase in the percentage of employees proud to work at Lyreco demonstrates our commitment to supporting a thriving workplace culture, employee well-being, and our sustainability goals.

While there are variations across countries, successes in specific locations, such as Lyreco Management in Gdańsk and Marly, demonstrate our commitment to supporting a thriving workplace culture. These insights confirm our commitment to our employee well-being and sustainability goals.

KPI name	KPI	Unit	Reporting frame
% of employees that are proud to work for Lyreco	87	%	2023



**GREAT
PEOPLE
SURVEY**

Lyreco Pioneers programme

We believe that innovation and sustainability are intrinsically linked. This is never truer than when we look at the previous three years of Lyreco Pioneers.

Lyreco Pioneers is our commitment to enabling all our people to find new and innovative solutions to the biggest challenges faced by Lyreco and our customers. It is an annual programme that takes projects from idea to scale.

In May 2023, six Lyreco Pioneer teams showcased their innovative ideas to a jury panel, marking a pivotal moment in our commitment to innovation and sustainability. Among them, three outstanding teams emerged victorious: Workwear for Women, LCA (Life Cycle Assessment) as a Service, and Smart Safety Helmet & PPE (Personal Protective Equipment).

The winners earned the opportunity to advance to the three-month acceleration phase during which they will transform their concepts into functional minimum viable products (MVPs), poised to be launched to our valued customers.

While these three teams progress to the next phase, it's essential to recognise the remarkable efforts of all our Lyreco Pioneers. Participants from across the globe, showcased remarkable creativity and dedication to driving positive change.

The “**Workwear for Women - Made by Women**” initiative stands as a beacon of empowerment and safety in the workplace. Led by **Deborah Berglund** from Sweden and **Martyna Kujawska** from the UK, this project aims to revolutionise the provision of workwear and equipment for women. By raising awareness of the importance of properly fitted personal protective equipment (PPE), this initiative not only enhances workplace safety but also fosters inclusivity and gender equality. Through this platform, Lyreco endeavours to educate customers on the significance of tailored workwear solutions, thereby attracting new clientele and driving strategic assortment expansion.

The “**LCA* as a Service**” project, spearheaded by **Johanna Jigmo-Linde** and **Ellen Söderlund** from Sweden, along with **Camilla Rasmussen** from Denmark, represents our commitment to environmental sustainability. This innovative service assists suppliers in calculating the climate impact of their products, thereby facilitating the transition towards more sustainable choices. By offering comprehensive support and easy data calculation, Lyreco aims to promote the sale of our Sustainable Selection and guide customers towards environmentally responsible purchasing decisions.

Led by **Josep M. Corbella** from Spain, the “**Smart Safety Helmet & PPE**” project harnesses the power of IoT technology to enhance workplace safety and productivity. By integrating real-time data collection and analysis, this initiative aims to prevent accidents, reduce response times, and optimise productivity. Through plug-and-play wearables and remote monitoring capabilities, Lyreco seeks to ensure the safety and well-being of workers in diverse environments, fostering a culture of proactive risk management and compliance.

These pioneering initiatives exemplify our dedication to shaping a more sustainable future for generations to come. Lyreco will continue to support sustainability projects across the whole of the Lyreco Group.

* LCA is an acronym for Life Cycle Assessment.





Learning and development


At Lyreco, we believe in nurturing talent and fostering growth. That is why we provide our team members with clear roles and responsibilities, coupled with regular feedback from managers. Internal advancement opportunities are always prioritised, ensuring that every team member has a chance to shine. We're committed to continuous learning and development, offering training programmes tailored to empower all employees, especially highlighting trainings for managers to effectively support their teams.

KPI name	KPI	Unit	Reporting frame
% of employees who received performance review / career development review	100	#	2023
Total average hours of training (all subjects) per employee	17.1	h	2023

 Based on conversations with both its customers and its staff members, **Lyreco Finland** launched Vastuullisuusvartti ("Sustainability in 15 minutes"). This responsibility training programme consists of short webinars where in addition to discussing a specific topic, customer needs are also addressed and how its own sales staff can respond to those needs. The topics are very concrete and precise, such as: principles of emissions calculation (three separate webinars), SBTi, Ecovadis, supplier and product assessment, sustainability standards, etc. The purpose of the training is to encourage sustainability in Lyreco Finland and to help its customers make more responsible choices.

 **Lyreco Denmark** introduced sustainability training for sales representatives, focusing on integrating its sustainable goals and strategies into tender processes. This training underscores the significance of the Science-Based Targets initiative (SBTi) and its positive impact on customers. Looking ahead to 2024, Lyreco Denmark is planning dedicated courses in collaboration with external partners aimed at deepening sales representatives' understanding of sustainability principles and practices, empowering them to effectively communicate its sustainability efforts to clients. Additionally, these courses will provide sales representatives with the opportunity to earn ECTS points, validating

their educational achievements and reinforcing Lyreco Denmark's commitment to continuous learning and development in the realm of sustainability.

 Prioritising sustainability training initiatives, **Lyreco Poland** organised seven distinct training sessions targeting various sectors, including corporate accounts, small and medium-sized businesses, and personal protective equipment. Each training session attracted an average of 120 participants. Additionally, Lyreco Poland conducted three online sustainability campaigns on social media, engaging employees across the organisation in discussions and awareness-building efforts.

 **Lyreco Thailand** has implemented a comprehensive sustainability strategy training programme for its sales representatives and all employees. Under the banner of "Sustainability – The Great Impact," the Learning team has set an educational course aimed at enhancing awareness and understanding of sustainability within the company. Each individual is allotted time to engage in self-study, complete assessments, and reflect on their comprehension of the material.



Respectful working practices



Respect, as one of our values, is at the heart of everything we do. Our decision-making process, from hiring to promotions and training access, is based on fairness and equality for all employees. Every voice matters at Lyreco, and we ensure that constructive dialogue is integrated into every aspect of our daily operations. We treat every individual with respect, creating an inclusive environment where everyone feels valued.

At Lyreco, the well-being of our people is vital. We prioritise creating a positive and supportive atmosphere where work-life balance is encouraged, fostering collaboration and cooperation among colleagues. Regular opinion surveys and social barometers help us understand and address the needs of our workforce, ensuring a safe and fulfilling work environment for all.

KPI name	KPI	Unit	Reporting frame
Percentage of Lyreco countries conducting Living Wage Assessment	44.4	%	2023
Percentage of Lyreco countries with home-office schemes available	88.9	%	2023

Respectful working practices

— Local initiatives



Lyreco SiMa* prioritises well-being through the SiMa Wellness Club, which organises events aimed at healing, revitalising, and motivating its employees to lead healthy lives. These events include workshops and games designed to promote physical and mental wellness. They also provide fresh fruit weekly, ensuring that all SiMa employees have access to nutritious options to support their well-being journey.



In **Lyreco Benelux**, a few reports of a stressful work environment led to individual psychosocial interviews by an external party. This resulted in communication campaigns to improve collaboration, further analysis of possible workplace improvements, and the launch of recognition initiatives.



Lyreco Iberia's soft skills catalogue, which features over 400 courses in Spanish and Portuguese, is a platform that offers a diverse range of skill-building opportunities tailored to its teams' needs. With over 100 individuals actively engaging in courses, the accessibility and functionality was enhanced to further foster collaborative development. The Individual Development Plan, linked to the end-of-year performance evaluation, was introduced to ensure that employees receive targeted support in areas identified for improvement and align their training needs with their job responsibilities and career progression. In 2023, Lyreco Iberia also achieved "Top Employer" recognition, for the 11th consecutive year.



Marking the fourth consecutive year of this prestigious recognition, **Lyreco Thailand** was certified as a Top Employer for 2024. Evaluated by the Top Employers Institute, the company's commitment to exemplary human resource management practices was acknowledged once again. With higher evaluation scores attained across multiple dimensions, including leadership development, HR policies, and diversity and inclusion initiatives, Lyreco Thailand reaffirms its commitment to creating a sustainable and inclusive environment where all employees can thrive.

* Lyreco SiMa includes Singapore and Malaysia.





Health and safety

With the health and safety of our people being our priority, 99% of our sites have an Employee Health and Safety Risk Assessment and 83% have a Management-Worker Health & Safety Committee to make sure our employees have a voice.

Local-led actions have resulted in a 48% decrease in lost time injury (LTI) frequency and a 32% reduction in lost time injury (LTI) severity compared to 2020. Additionally, Germany, Singapore, Malaysia, Thailand, UK, Ireland, Spain, and Portugal are assessed and certified as meeting the requirements of ISO 45001:2018 in occupational health and safety.

KPI name	KPI	Unit	Reporting frame
Percentage of Lyreco countries with Employee Health and Safety Risk Assessment for operations	89.8	%	2023
Percentage of Lyreco countries with Management-Worker Health & Safety Committee	94.4	%	2023
Number of employees who received training on health & safety issues	5 080	#	2023

Health and safety — Local initiatives



Following the Lyreco Cares Survey, **Lyreco Benelux** conducted a workplace analysis to determine who would benefit from computer glasses. If it turns out that someone needs them, Lyreco will reimburse the cost.



In **Singapore**, all employees now have an ergonomic desk to alleviate pressure on their joints and spine. These desks are specially designed to mitigate the discomfort often experienced during extended periods of sitting. By facilitating movement throughout the day, the ergonomic desks contribute to improving the overall health and well-being of office workers.



Flexibility reigns supreme at **Lyreco Switzerland's** Dietikon office, where traditional desks have made way for shared workspaces. Each morning, employees choose their spot, fostering collaboration and variety in their daily routines. While initial concerns about team cohesion arose, designated team areas and communal spaces have mitigated such worries, promoting interaction and camaraderie.



Lyreco Italy has installed three semi-automatic defibrillators at its administrative headquarters and national distribution centre. In collaboration with the IRC Training CENTER - CARDIOLIFE, Lyreco Italy has trained a dedicated team of 21 individuals in the proper use of these defibrillators through the BLS-D course. This comprehensive training programme not only equips the team with life-saving skills in cardiac resuscitation techniques but also empowers them to confidently utilise the defibrillators when needed, fostering a culture of safety and preparedness within the organisation.

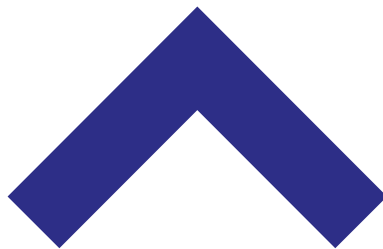


At **Lyreco France's** 37,000 m² national distribution centre in Digoin, suction cups were installed to help its workforce carry heavy loads. With around 20,000 packages being prepared every day, this revolutionary system allows its 170 employees to carry significant loads continuously, without exhausting themselves. This effort to offer its teams safer and more comfortable working conditions are already bearing fruit, with good initial feedback from Lyreco France employees.



In June 2023, Lyreco's hub hosted **Intersafe's** first open house, marking a significant milestone in its commitment to workplace safety and sustainability. The Intersafe Open Day brought together valued customers and suppliers for an exclusive experience, showcasing our extensive range of safety and PPE products and services. It also featured practical demonstrations from esteemed suppliers, Ansell, 3M, Base, and Velilla. In addition, attendees had the opportunity to tour the warehouse, gaining insights into the operational processes and commitment to efficiency and safety.

This event underscored Lyreco's dedication to promoting safety at work, our strategic initiatives, and reinforced our dedication to sustainable practices in ensuring workplace safety.



Diversity and inclusion

Diversity isn't just a buzzword at Lyreco — it's the cornerstone of our success.

We celebrate the unique perspectives and backgrounds of our global workforce, knowing that diversity fuels innovation and drives performance. Our hiring and promotion decisions are based solely on value, ensuring equal opportunities for all, regardless of gender, age, ethnicity, or any other characteristic. We're dedicated to fostering a culture of belonging, where every individual feels empowered to contribute their best.

KPI name	KPI	Unit	Reporting frame
Percentage of Lyreco countries conducting Gender Pay Gap calculations	59	%	2023
Hours of training provided to direct employees regarding diversity, discrimination or harassment.	392	h	2023



Lyreco Italy conducted an assessment with Valore D, a business association that promotes gender balance and an inclusive culture for the growth of Italian companies and the country. The assessment includes various indicators such as the company's ability to develop women internally up to top roles, the ability to attract female talents and enhance their development. Lyreco Italy's "inclusion impact index" was 19.4 points above the average of Italian companies (around 350 in 10 different sectors).



At **Lyreco Denmark** employees aged 60 and above are entitled to an additional 10 days off annually. Upon turning 60, they receive two senior days off, with an increment of two days each year until they reach 65. From age 65 onwards, they receive a fixed allocation of 10 senior days annually until retirement.



Several sessions were organised by **Lyreco Benelux** for managers to increase awareness and understanding of diversity and inclusion. Managers engaged in lively discussions moderated by People & Culture on integrating D&I principles within their teams and ensuring the inclusion of all members. The sessions featured personal stories from Lyreco colleagues sharing their perspectives.



Acting locally and globally – Social responsibility

We believe that diversity and inclusion are essential to fuelling the power of innovation and strengthening our ability to accelerate the transition to more sustainable workplaces.



Acting locally and globally — Local initiatives



In 2023 as in every year, **Lyreco CASH*** employees spent the day in social services home Hestia to advocate for the rights, inclusion, and well-being of people with Down Syndrome. They helped clean the garden, plant new plants, played games together, and had interesting conversations to make the residents' day extraordinary.



Moreover, an autumn clothing collection took place at the **Lyreco Slovakia** office, offering much needed support to children and parents in need through the Bratislava Family Centre. They also joined the collection GOOD IN HUMAN BEINGS, providing Christmas gifts for 150 children with various types of disorders.



In late 2023, **Lyreco WISE**** embarked on a transformative journey by establishing impactful collaborations with esteemed social value partners. These partners, including ABC Life Support CIC, Carbon Literacy Project, Global Action Plan, SOS-UK, Value Match, Wee Seeds, and Young Enterprise, are instrumental in advancing sustainability and social responsibility initiatives. Together with them, Lyreco WISE works tirelessly to foster social progress and address pressing environmental challenges, aligning their efforts with the National TOMs framework.

In 2022 over £79 million worth of social value was generated, equivalent to over 28% of its annual revenue. This value stems from a diverse range of activities and initiatives, including apprenticeships,

community support, educational sessions, local employment, expert hours, local spending, support for MSMEs, staff development, and volunteerism. As active members of the National Social Value Taskforce and Social Value Ireland, Lyreco WISE collaborates closely with like-minded individuals and organisations to create a lasting impact on our people, planet, and communities.



During the European Sustainable Development Weeks, **Lyreco France** engages in significant initiatives to promote social responsibility, involving its 2,000 employees in activities addressing environmental concerns, workplace well-being, solidarity, and sustainable mobility.

Lyreco France cleans the area around its headquarters for a cleaner work environment and decarbonises its IT servers, while employees are encouraged to adopt local and responsible consumption practices to minimise their ecological footprint.

The company also organises events such as a full-day escape game workshop with NEOFORMA and introductory sophrology sessions for stress relief, collaborates with companies to give waste a second life, and supports Lyreco For Education through fundraising events.



* Lyreco CASH includes Czech Republic, Austria, Slovakia and Hungary.

** Lyreco WISE includes Wales, Ireland, Scotland and England.



Lyreco For Education

Since its creation in 2008, the vision of Lyreco For Education has been to improve the quality of education by providing a safe, sustainable, Lyreco For Education also strives to inclusive school infrastructure, mainstream climate change challenges, and enhance the schools' educational capacities. Lyreco For Education also strives to improve the participation of the schools' management, local government, and the children's families. Year after year and project after project, this programme has been part of our Lyreco company culture.

Through Lyreco For Education, we focus our people commitment and goodwill on participating in fundraising actions across our countries. This is how we have raised more than €4 million together over the last 15 years. Our aim is to promote a better access to education for children around the world.

We have completed projects to improve the quality and equality of education in **Bangladesh, Vietnam, Brazil, Togo, Madagascar**, and **Cambodia**. Since 2023, we are developing a new project to support 10 schools in **Ethiopia**.

Lyreco

for education

in partnership with  care

Ethiopia 2023-2025

In collaboration with CARE, we pledge our resources and expertise to bolster the education quality in Bahir Dar, Ethiopia. Over the next three years, our diverse workforce of over 12,000 employees will unite in a collective effort to raise €1 million.

Through our partnership with CARE, we will create a positive impact for:

- More than **17,000** children.
- **10** schools.
- **400** teachers and school workers.
- **54,000** family members indirectly.

In 2023, we raised €295,817 for the schools in Ethiopia and:

- Purchased all the construction materials
- Established **18** training clubs for WASH (water, sanitation and hygiene), environment, and menstrual health practices with **1,700** students participating
- Provided training in the same topics for teachers and school staff
- Made garden and outdoor improvements, planting **2,600** trees in the **10** schools

Lyreco For Education exemplifies our unwavering commitment to social responsibility, driving positive change and leaving a lasting impact on the communities we serve. Together, we strive to create a future where education knows no bounds, where every child has the opportunity to realise their full potential.

KPI name	KPI	Unit	Reporting frame
Number of children accompanied by LFE	12 902	#	2023
Cumulated collected funds for LFE	295 816,39	€	2023





**STRATEGY
ON
PROGRESS**

Our ambition

At Lyreco, when we are talking about the **Progress pillar**, we are referring to our collaboration with our stakeholders, governance, and how we operate sustainably to achieve our goals. We have developed the following ambitions as part of our **Great Impact sustainability strategy**:



We **actively listen to our customers and work with our suppliers to make progress.**



We **implement ethical frameworks** in all our activities and ensure we work with partners sharing the same ambitions and concerns.



We **communicate our experience of sustainable initiatives and best practices** to all stakeholders (through EcoVadis, Carbon Disclosure Project, ISO 26000).

Our initiatives

Our journey to operational excellence

At Lyreco, we seamlessly integrate sustainability into every aspect of our operations, recognising our profound impact on both people and the planet. With a workforce of almost 12,000 employees across Europe and Asia and over 10,000 stocked category products available for flexible delivery, we are driven by a pioneering spirit to ensure that our customers find the right solutions to meet their workplace needs sustainably.

Collaborating closely with our suppliers, manufacturers, and strategic partners, we navigate evolving workplace practices, driven by valuable stakeholder feedback. This commitment to operational excellence propels positive change within our industry.

Our omnichannel customer experience streamlines the journey, offering a user-friendly e-shop and expert guidance on safety, well-being, and efficiency. From sourcing to delivery, we ensure convenience and reliability for our customers worldwide.

As we reflect on our journey towards operational excellence, we remain steadfast in our commitment to driving positive change, embracing innovation, and fostering collaboration. Through these efforts, we aim to set new standards of excellence within our industry while delivering tangible value to our stakeholders and the communities we serve.





Group Supplier Day

Lyreco’s Group Supplier Day 2023, held in Brussels in April, marked a pivotal moment in our sustainability journey. Together with the participants, we explored topics such as great mega trends, greater value in safety, greater value for our customers, sustainability, and more. These discussions provided valuable insights into industry trends, challenges, and strategies for sustainable growth, further strengthening our shared commitment to driving positive change in our industry.

This annual event serves as a foundation for engaging with our stakeholders globally, driving tangible progress towards our sustainability goals. We host the Group Supplier Day to share our perspectives and projects and to reward some of our suppliers. The evaluation is based on four criteria of equal importance: sustainability performance, logistics, competitiveness, and category management.

One of the highlights of the day was the presentation of the Supplier of the Year Award for 2023, presented to Durable in recognition of its outstanding contributions. This esteemed distinction demonstrates excellence in partnership and a long-term relationship built on mutual respect and shared values.

Furthermore, we were pleased to recognise the achievements of our Annual Category Award Winners for 2023, each demonstrating excellence and innovation in their respective fields:

Packaging Category	Sealed Air
Safety Category	Ansell
Hygiene Category	Lucart
Tech & Print Category	Trust International
Furniture & Catering Category	Jacobs Douwe Egberts
Office Category	Durable

Through initiatives such as the Group Supplier Day, we reaffirm our dedication to creating greater value, both for our customers and the planet. By collaborating closely with our suppliers and partners, we are better positioned to address key challenges, embrace emerging trends, and champion sustainability throughout our supply chain.



Our Sustainable Procurement Policy

The Sustainable Procurement Policy of Lyreco, inspired by the requirements of ISO 20400:2017, is a risk-based approach to ensuring the most ethical, sustainable, and responsible supply chains in our marketplace.

Through this policy, standing as a common global frame of reference for our suppliers worldwide, we aim to:

- Select and promote products with minimal environmental impact while advocating for those with positive social contributions through the Lyreco Sustainable Selection programme.
- Work with suppliers that have advanced social and societal practices such as their working conditions, safety, diversity and inclusion, and the most minimal environmental impact.

- Continuously improve Lyreco procurement practices regarding ethics, transparency, risk management, and progress plans by setting objectives and running training programmes for the entire Lyreco procurement community.

It is through this focus that, in conjunction with all our supplier partners, we can continue to ensure that every working day, is a GREAT working day, sustainably delivered, together.

KPI name	KPI	Unit	Reporting frame
% of targeted suppliers with contracts that include clauses on environmental, labour, and human rights requirements	100	%	2023

Our Code of Ethics

Our Code of Ethics sets a framework for conducting our business, both internally and externally. It is built upon the principles of integrity, neutrality, fair competition, equity, and compliance.

In 2023:

- A new release of our Code of Ethics was issued, especially to better cope with the Norwegian Transparency Act, and make a link between our requirements and ILO (International Labour Organisation) clauses.
- The ethical package and corresponding e-learning module was rolled out in a few more Lyreco countries.

Read our Code of Ethics

We expect our suppliers to respect the same ethical requirements that we do, and to conduct their activities in accordance with our Suppliers Code of Ethics.

Read our Suppliers Code of Ethics

In line with our legal duty with regards to the Sapin 2 Anti-Corruption law, we continued to implement and follow up on the eight measures and procedures that are required under the law:

- A code of conduct.
- An internal warning device.
- A mapping of corruption risks.
- Third party assessment procedures.
- Accounting control procedures.
- Training of managers and staff.
- A disciplinary system.
- A control and evaluation mechanism.

We continuously review our codes and practices to meet our high ethical standards. In 2023, the main focus/development actions were on our Corruption Risks Matrix and our Code of Ethics Internal Audit Programme.

Our people are encouraged to report unethical behaviour through our internal alert tool, Raise your Concern.

KPI name	KPI	Unit	Reporting frame
Number of reports related to Raise your Concern Tool [Whistleblower Procedure - Ethics]	12	#	2023
% of all operational sites for which an internal audit/risk assessment concerning business ethics issues has been conducted	90	%	2023
Number of confirmed corruption incidents	0	#	2023
% of Group suppliers that have signed the Suppliers Code of Ethics [Group suppliers]	84	%	2023
% of catalog suppliers that have signed the Suppliers Code of Ethics [Local Suppliers]	100	%	2023

Supplier audits

Since 2011, we audit our suppliers on social accountability, with environmental aspects being added in 2016.

The supplier auditing programme covers our own branded products manufactured in “risk countries” (*):

- **Either sourced at the group or local level**
- **Either directly or indirectly imported**

The audited areas focus on labour, health and safety, environment, management systems, ethics and compliance with the law. Lyreco uses Sedex and BSCI as social compliance standards for auditing factories.

(*) Risk countries as identified by the international and well-known Business Social Compliance Initiative.

The programme applies to Lyreco branded products, but also Intersafe related branded products, such as My-T-Gear.

In line with our legal duty, in September 2023 we issued our sixth Vigilance Plan in which all the indicators and status are outlined.

In 2023, 69% of factories producing our own branded products in risk countries were audited (100% if we focus on the Lyreco brand).

KPI name	KPI	Unit	Reporting frame
Percentage of targeted suppliers that have gone through a Compliance on-site audit	69	%	2023
Number of audited/assessed suppliers that had been blacklisted or greylisted.	12	#	2023

The plans also include:

- **The scope of the analysis and investigations** (e.g., own branded group and common products, Intersafe Safety Business Unit, specific local activities such as Branding Solution in Sweden or Asian Hub Flow, which is specific to Asian countries).
- **The outcomes of the integration of companies** acquired by Lyreco the previous years.
- **The dedicated focus** during the period.

These dedicated additional actions covered the following (based on potential identified risks):

- **Glove manufacturers in Malaysia:** We continued to follow up the situation as regards gloves produced in Malaysia, updating our Suppliers Blacklist accordingly.
- **Leather glove products:** Following risk mapping/assessments, a deeper analysis has been done throughout the whole supply chain of leather gloves and products, especially regarding tannery activities.
- **Product compliance:** To strengthen the control of the supply chain and its conformity, two new or updated product compliance processes have been implemented.
- **Specific/Ad-hoc audits** have been carried out to mitigate possible risks, e.g., a REACH (EU chemicals regulation) compliance risk with the factory producing directly imported fans from China.



Maximise hygiene, minimise the impact on people and the planet.

Sustainability is no longer 'nice to have' for a successful business model. Every day we see the impact that global warming is having in our personal and business lives. With the ambitious targets of the EU Green Deal, many companies will have to start the transition to a more transparent and sustainable operating model. For this big transition it is vital that business leaders take the lead to show that sustainability can add value for customers without impacting their daily performance.

Supplier testimonial — Essity

Essity's Tork branded products deliver benefits to customers according to the Life Cycle Approach and cover our key focus areas of Materials & packaging, Use & waste, Carbon impact, and include a people aspect that we call 'Hygiene for all'.

Creating the best outcome for people and the planet it involves disruptive collaboration, 'customer first' thinking, but also the integration of sustainability at the heart of the company strategy. The collaboration between Essity and Lyreco has been very successful for many years in providing the best hygiene for customers, and since a few years, Lyreco is taking big steps to integrate sustainability in products and services.

With both companies aligned on global standards such as the Science Based Targets initiative, United Nations SDGs, EcoVadis, and UN Global Compact participation, the partnership is based on a solid foundation. Together we have worked on the co-creation of simplicity and transparency on the sustainability benefits of our products, as customers sometimes find it challenging to make the best choices. Our joint omni-channel efforts are fully focused on increasing the level of sustainable Tork sales via Lyreco. Through collaboration within the value chain, instead of working in silos, we have jointly achieved one of the highest Sustainability Selection scores in Lyreco's sales in 2023, and we are aiming for 100% by 2025.

D+N Delivery

At Lyreco, we are committed to continually improving our operational processes to minimise our environmental impact while maximising efficiency.

One notable initiative in this regard is the implementation of D+N Delivery procedures, aimed at optimising delivery schedules for both our national distribution centres (NDC) and our regional distribution centres (RDC).


The D+N Delivery functionality is particularly beneficial as it allows us to optimise delivery schedules based on customer preferences. Customers opting for D+N Deliveries agree to receive their orders within a specified timeframe (up to five days), providing flexibility for both Lyreco and our customers. This approach enables us to manage peak periods more effectively, ensuring that resources are allocated efficiently and reducing unnecessary transportation emissions.


At Lyreco, sustainability is at the core of everything we do, and initiatives like the D+N Delivery procedure exemplify our commitment to driving positive environmental outcomes through innovative operational practices. We remain dedicated to continuously improving our processes to deliver sustainable solutions that benefit both our customers and the planet.



Programmes for customers —


Local initiatives

 The launch of D+N Delivery (currently known as D+3) is helping **Lyreco CASH*** balance the workload in its warehouse and improve productivity. Moreover, it improves the utilisation of trucks and vans, leading to fuel and mileage savings. Since its launch, 20% of orders through the Lyreco CASH webshop were using the D+N option.

 **Lyreco Poland**'s logistics operations prioritise sustainability by offering next-business-day deliveries and consolidating orders over several days into a single delivery. This approach minimises logistics-related emissions and optimises the load capacity of courier vehicles, further enhancing efforts to reduce the environmental footprint.

Additionally, through its low carbon delivery programme, Lyreco Poland has significantly reduced the carbon footprint associated with delivering packages to customers, achieving approximately 5 kg eqCO₂ per delivery.

Other programmes for our customers

 In **Sweden** and **Norway**, Lyreco Group's sustainability efforts are showcased through a collaborative Planet programme. This initiative aims to guide customers towards more sustainable purchasing practices, focusing on the proportion of small orders and the proportion of purchases of products in the web catalogue "Environmentally labelled & recycled"


(third-party verified eco-labels and products made from recycled materials). Each quarter, the customer's status in the programme is communicated, meaning that they are informed how many trees will have to be planted by the end of the year to cover the CO₂ emissions if the customer continues according to the purchasing pattern.

New for 2023 was that customers' improved sustainability performance also resulted in contributions to research and development for biodiversity within the framework of Plant-for-the-Planet's development programme. At the end of the year, the customer receives a certificate showing their contribution to biodiversity research, as well as the number of trees planted in the customer's name thanks to more conscious purchases.

Since its inception, more than 1.4 million trees have been planted with European customers' support, contributing significantly to environmental conservation. Lyreco Sweden alone has planted 39,000 trees in 2023 and allocated over €20,000 to biodiversity research.



Lyreco SiMa**, advocates for sustainable practices by offering service programmes exclusively featuring sustainable products. Through these programmes, Lyreco SiMa empowers its customers to make environmentally conscious choices while supporting their needs with high-quality sustainable solutions.

 In September 2023, **Lyreco CASH*** was invited to speak at a webinar organised by a consulting company that provides advisory services in sustainability. Lyreco CASH had the opportunity to introduce Lyreco's Sustainable Selection methodology to numerous participants as part of our Great Impact strategy pillar — Progress, to increase awareness of our sustainability approach and inspire other companies to more sustainable practices.

 In line with our aim to achieve 90% green product sales by 2026, **Lyreco Denmark** has launched a conversion tool that enables its marketing team members to find green (environmental certification or Sustainable Selection) alternatives to all possible products. From this range, a sales representative can in five minutes convert a customer's current portfolio into one with a higher green percentage, while also being able to showcase a different price range to tailor the portfolio to that customer.


* Lyreco CASH includes Czech Republic, Austria, Slovakia and Hungary.

** Lyreco SiMa includes Singapore and Malaysia.



Programmes for customers — Local initiatives

 During its Experience Days, 20 top partners and the senior management of **Lyreco Italy** gathered to share experiences, discuss interesting business projects, and possible new initiatives. They also attended a sustainability workshop, exploring how to protect forests and their role as inhabitants of our planet. Strengthening relationships and aligning goals is, after all, key to creating value.

 **Lyreco Norway** benefits from its long-standing integration of the principles in ISO 26000 to manage the legal and marked demands based on the Norwegian Transparency Act. The legislation, aiming to promote enterprises' respect for fundamental human rights and decent working conditions, has made transparency a legal requirement in the Norwegian market, as well as requiring a structured approach to social risk management.

Holding a verification for the work on ISO 26000 since 2015, Lyreco Norway has adopted a strict policy of ethical compliance in its diverse supply chain and a transparent approach to sustainability reporting. In partnership with its Swedish counterpart, Lyreco Norway annually carries out a comprehensive local supplier assessment, the result of which determines the future of any supplier relationship. The local sustainability report gives a thorough description of any risk and mitigating actions, the overall structure being based on the Global Reporting Initiative (GRI).



Programmes for customers — Local initiatives

 In 2023, **Lyreco Hong Kong** took action to reduce plastic waste in alignment with UN World Environment Day theme. They focused on:

- Reducing single-use plastic across locations.
- Optimising delivery packaging.
- Expanding the sustainable product catalogue.
- Enhancing internal processes to minimise plastic waste.

Additionally, Planet by Lyreco Sustainable Selection products underwent rigorous assessment, prioritising reduced plastic packaging and recyclable materials.

Lyreco Hong Kong encouraged customers to join the #BeatPlasticPollution movement by adopting reusable alternatives and choosing products with minimal packaging.

 In September 2023, **Lyreco Switzerland** convened its Sales Power Day where suppliers engaged in discussions moderated by Stephan Klapproth on the pressing topic of climate goals. Esteemed speakers including Dr. Almut Kirchner, Head of Energy and Climate Policy, Fabian Etter from the FDP Canton of Zurich, and Daniel Egger from neustark, fostered thought-provoking debates during panel sessions. Professor Dr. Thomas Stocker, a renowned climate scientist, provided a keynote address, igniting reflections on the practicality of achieving ambitious climate targets.

 Recognising the vital role of community action in building a sustainable future, **Lyreco WISE** has actively engaged with both customers and suppliers who share its Lyreco Goodness values. In early 2023, Lyreco WISE initiated its Community in Practice, uniting its supply chain and customers to collectively scale action on sustainability. Over the past year, this community has expanded, with key customers joining its membership network.

Membership benefits include access to webinars led by external speakers on key sustainability and social value topics, participation in networking events, and support from Lyreco's Sustainability team. Some of the insightful webinars held in 2023 covered themes such as sustainability strategy, circular economy, and footprint reduction, featuring guest speakers and interactive workshops to inspire action and innovation in line with our vision for a more sustainable future.



Meeting sustainability standards



EcoVadis

In 2023, Lyreco as a group was awarded the EcoVadis Gold Medal, having achieved 72 out of 100 points. In pursuit of operational excellence, we have the ambition to achieve an even higher result and be among the top 1% of companies in our industry.



CDP

This is the second year we submitted information for the Carbon Disclosure Project (CDP), which is a voluntary action from Lyreco, ensuring transparency and tracking progress against sustainability ambitions.



International
Organization for
Standardization

ISO 14001:2015 and ISO 9001:2015

All countries are assessed and certified as meeting the requirements of ISO 14001:2015 and ISO 9001:2015.

ISO 45001:2018

35% of our countries are assessed and certified as meeting the requirements of ISO 45001:2018 on occupational health and safety management system.

ISO 26000:2021

Although Lyreco as a group is aligned to ISO 26000:2021, we have two subsidiaries, Lyreco Norway and Lyreco Sweden, that have been audited on their conformity by RISE Research Institute of Sweden.

ISO 27001:2013

A pioneer experience in information security has been carried out in the UK, which is the first country in our group to have been assessed and certified as meeting the requirement of ISO 27001:2013.



Closing — Message from our Sustainability Director

I am proud to report significant strides in our sustainability initiatives under the principle of operational excellence. Our aim is to ensure that our operations align seamlessly with our ambitious sustainability targets.

Planet (Environment): Our environmental strategy is robust, targeting a significant reduction in our carbon footprint. By 2026, we aim for 90% of our turnover to come from our Sustainable Selection products. We've made substantial progress in reducing the emissions of our company vehicles and facilities. In alignment with the Science-Based Targets initiative, we have committed to reducing our absolute scope 1 and 2 GHG emissions by 50% by 2030 from a 2019 base year.

People (Social): We are dedicated to making Lyreco not just a place to work, but a place to grow a rewarding career. Our internal mobility programmes and learning and development initiatives are tailored to enhance employee skills and foster a sense of pride within the workforce. The establishment of respectful working environments and the promotion of diversity and inclusion are at the forefront of our HR strategy.

Progress (Governance): Our engagement with stakeholders is characterised by transparency and collaboration. The annual Group Supplier Day and our Sustainable Procurement Policy are testaments to our commitment to ethical practices and sustainable growth. Our Code of Ethics, aligned with international standards, underpins all our operations, ensuring integrity and fairness.

In summary, our journey towards sustainability is integrated into every aspect of our operations, driven by a commitment to operational excellence. We are not only advancing our business but also contributing positively to the planet and people. As we move forward, Lyreco will continue to innovate, improve, and inspire, ensuring that every working day is not only productive but also sustainable.

Robert DANILUK

Our local sustainability colleagues are pivotal in realising our sustainability goals — get to know the team behind our achievements!

Adrian Krystkiewicz, Sustainability Project Manager CO₂ Footprint — Lyreco Management | **Agnieszka Pochyluk**, Sustainability Project Manager — Lyreco Management | **Aini Chong**, Head of product sustainability — Lyreco Management | **Alex Ang**, MIS & QSS Manager — Lyreco SIMA | **Andrew Bryers**, Head of Sustainability — Lyreco UK & Ireland | **Andrew Wong**, IS, E-business & QSS Manager — Lyreco Hong Kong | **Anette Gutteroed**, CSR coordinator — Lyreco Norway | **Chloe Andrews**, Customer Sustainability Manager - Lyreco UK & Ireland | **Christina Vlasman**, QSS Coordinator — Lyreco Denmark | **Christoffer Sloth**, QSS Coordinator — Lyreco Denmark | **Edward An**, L&D and QSS Manager - Lyreco Korea | **Ellen Söderlund**, Sustainability & Quality Coordinator — Lyreco Sweden | **Ewa Gosk**, QSS Coordinator — Lyreco Poland | **Fitz Lee**, L&D and QSS Specialist — Lyreco Korea | **Frida Heed**, Sustainability & Quality Coordinator — Lyreco Sweden | **Jake Jones**, QSS & Supply Chain Project Coordinator — Lyreco UK & Ireland | **Jarosław Chwastowicz**, Business Service Director - Lyreco Poland | **Jere Jokinen**, Sustainability & Quality Manager — Lyreco Finland | **Johanna Jigmo-Linde**, Sustainability & Quality Director — Lyreco Sweden | **Julien Abraham**, QSS Coordinator — Lyreco France | **Karine Kaczmarczyk**, QSS Manager — Lyreco France | **Line Ramsdal**, ESG Manager — Lyreco Denmark | **Luc De Beule**, Compliance and Continuous Improvement Manager — Lyreco Benelux | **Lucia Tata**, QSS Specialist — Lyreco Iberia | **Manunya Muangkrajang**, Quality, Sustainability and Safety Manager — Lyreco Thailand | **Maria del Mar Salinas Ramirez**, Community Impact Project Manager - Lyreco Management | **Marta Flores Pallares**, QSS Manager — Lyreco Iberia | **Maxime Nalepa**, CSR Project Manager — Lyreco France | **Michele Brinkmann**, Governance Manager — Lyreco Germany | **Norbert Vojtko**, Head of Business Development and Services — Lyreco CASH | **Olaf Dubbert**, Head of Operational Services IS, Quality, Sales - Lyreco Germany | Oscar Breure, Director Can. Man. & Marketing — Lyreco Intersafe | **Patricia Janetkova**, QSS Manager — Lyreco CASH | **Roberta Elhagh**, Sustainability Assistant — Lyreco Italy | **Simon Woo**, Information System Manager - Lyreco SIMA (Singapore) | **Stephan Nueesch**, QSS Manager — Lyreco Switzerland | **Tina Kempf**, Head of Sustainability Management — Lyreco Switzerland | **Tomas Vivijs**, Sustainability Manager — Lyreco Benelux | **Tone Haugen-Flermoe**, Sustainability and Communication Director — Lyreco Norway | **Valentina Zanni**, Compliance and Sustainability Manager — Lyreco Italy | **Victor Sebastian Bjarnesen**, Sustainability Advisor & Quality Coordinator.



