



ERAM GROUP

CSR* report 2024

* Corporate and Social Responsibility

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Editorial

The Eram Group is a family business founded on humanist values and a deep commitment to all its stakeholders: employees, customers, citizens and shareholders. By sharing a vision of the future through the global corporate project Change For Good, the Eram Group is reinventing itself, as it has done on numerous occasions throughout its history. Its aim is to fundamentally transform its business model, with the ambition of "becoming a benchmark recognised for its responsible performance".

We will prove our commitments through concrete action day after day. With this global corporate project, we share a common direction with all the Group's brands and businesses, to develop our activities more sustainably and with greater respect for our environment.

We are mobilising all the energies, intelligence and expertise of the Group to help develop a circular economy. Many innovative initiatives have already been launched, such as shoe hire, second-hand and repair services.

Furthermore, since 2020 our transformation has been based on a new management model, which is aligned with our values and embodied by all our managers.

Aware that the continuation of our virtuous trajectory depends on synergy between our teams and all the players involved in the transformation of our industry, the Group has also set up a whole ecosystem to accelerate its transition and move towards an even more responsible business model.

By publishing our responsible performance results for 2024, we are demonstrating our commitment to transparency to all our stakeholders.

I have every confidence in the ability of the Group and its teams to rally round this unifying and meaningful project with determination and humility.

Xavier BIOTTEAU

ABOUT THE ERAM GROUP

About us

THE ERAM GROUP. A DIFFERENT ENTREPRENEURIAL SPIRIT.

Since 1927, the Eram Group, a French family-managed group with headquarters in Saint-Pierre-Montlimart (Maine-et-Loire), has been developing a different entrepreneurial spirit through its brands, and is committed to more responsible fashion.

"Do good and do it well". This is our priority when creating and promoting new, more virtuous business models. Today, the Eram Group, guided by its Change For Good corporate project, is meeting its challenges thanks to its 5,200 employees.

Made up of brands, businesses or subsidiaries: Gémio, Eram, TBS, Bocage, Mellow Yellow, Montlimart, Sessile, Dresco, Parade, ProBox, La Manufacture and Oksigen, the Group achieved sales of one billion euros in 2024.

ABOUT THE ERAM GROUP

Our brands

10 COMMITTED BRANDS



ACTIVITIES & SUBSIDIARIES



ABOUT THE ERAM GROUP

Our key figures

5,200

EMPLOYEES



777

POINTS OF SALE



1

BILLION EUROS
IN TURNOVER



27%

SUSTAINABLE** TURNOVER
(TO) IN THE GROUP'S
OVERALL TO



2

SHOE MANUFACTURING
WORKSHOPS IN
MAINE-ET-LOIRE



1

TEXTILE MANUFACTURING
WORKSHOP AT THE
GROUP HEADQUARTERS
IN MAINE-ET-LOIRE



41

MILLION ITEMS
OF CLOTHING SOLD



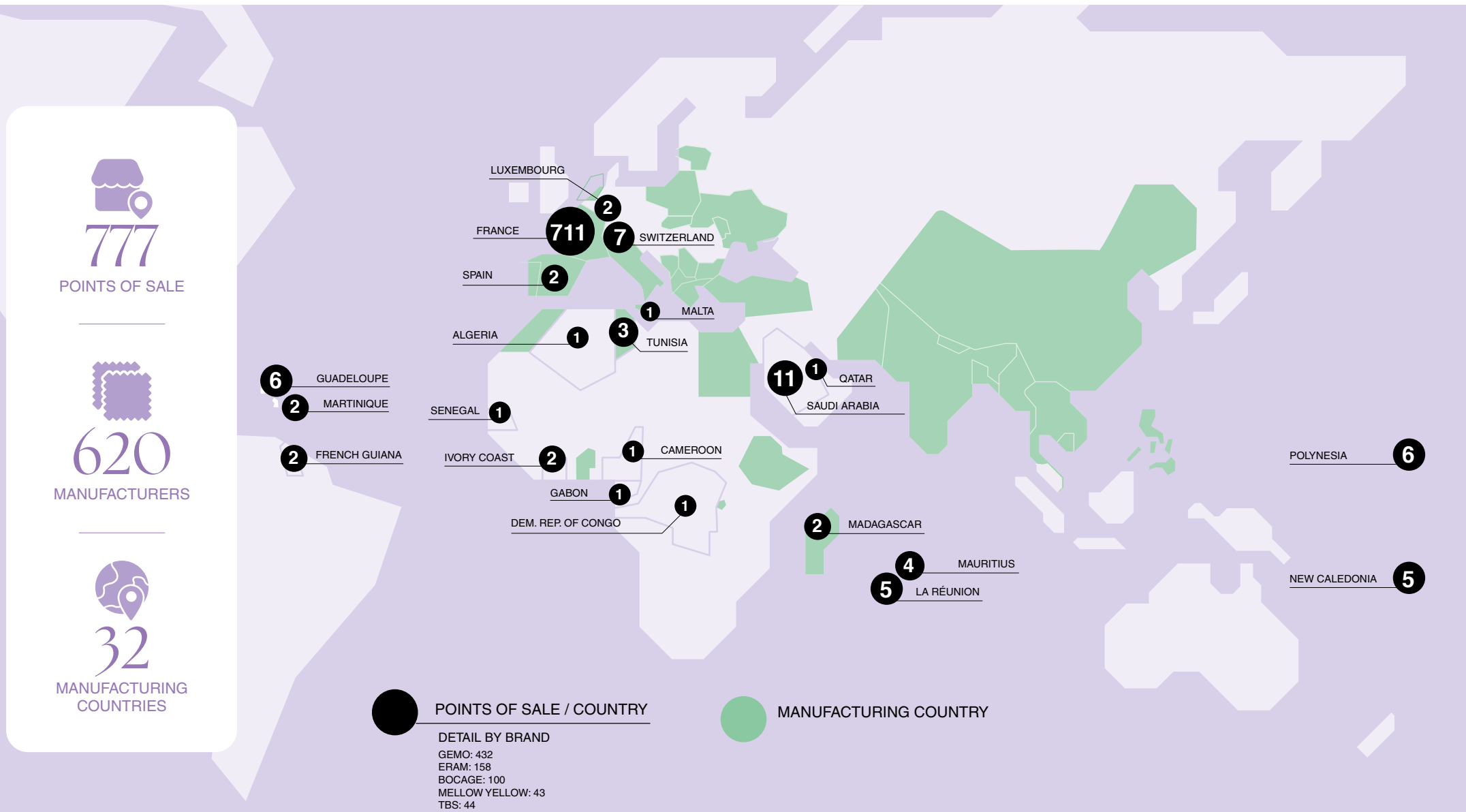
15

MILLION PAIRS
OF SHOES SOLD



***eco-design, rental, make-overs, second-hand, reconditioning*

Our business map



CSR challenges and strategy

1A - FROM A CSR STRATEGY TO A GLOBAL CORPORATE PROJECT

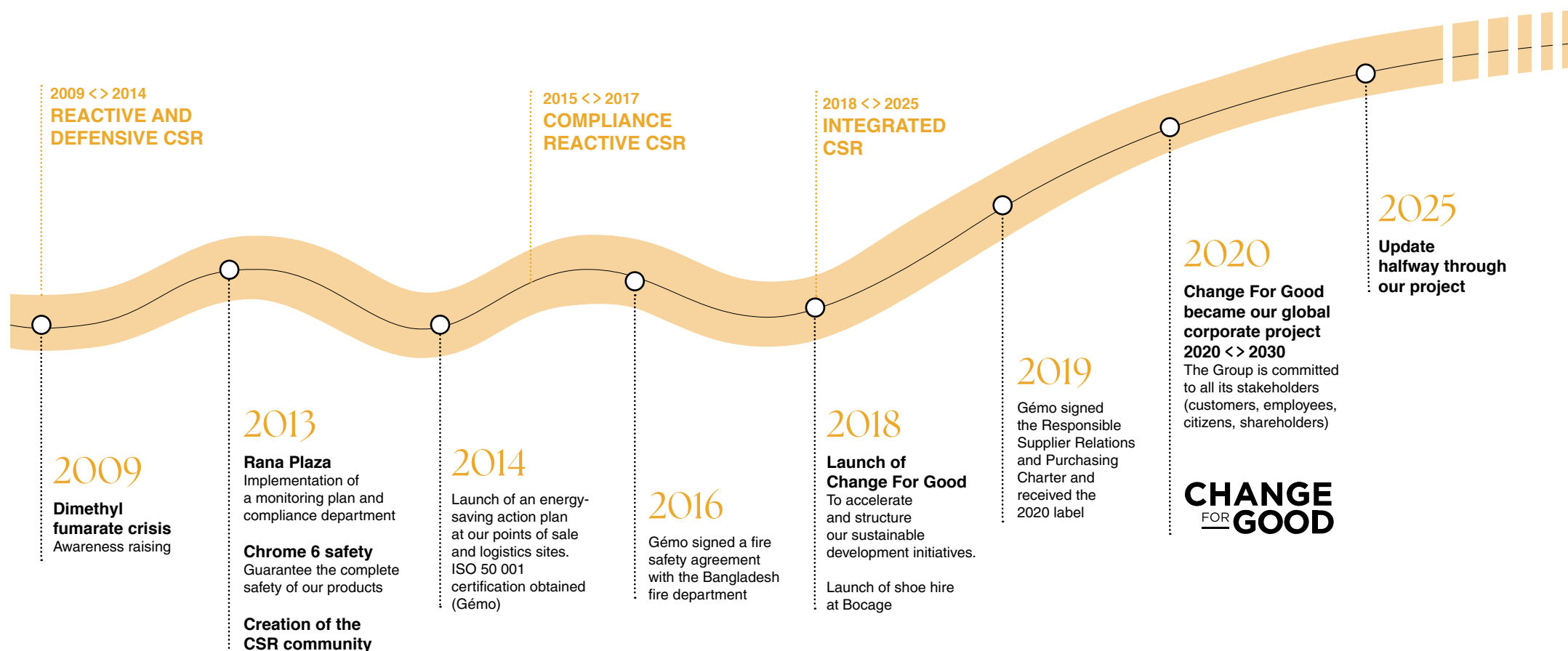
1B - OUR ESG COMMITMENTS



1A. From a CSR strategy to a global corporate project

Transformation and innovation are part of the Eram Group's history and are rooted in its DNA.

In 2018 and accompanied by CSR experts, we launched the "Change For Good" project to accelerate and structure our initiatives for more sustainable development of our activities. In 2020, the Group structured its approach and made Change For Good its global corporate project, common to all the brands.



1A. From a CSR strategy to a global corporate project

In 2020, the Eram Group launched its global corporate project, Change For Good, shared by all its brands.



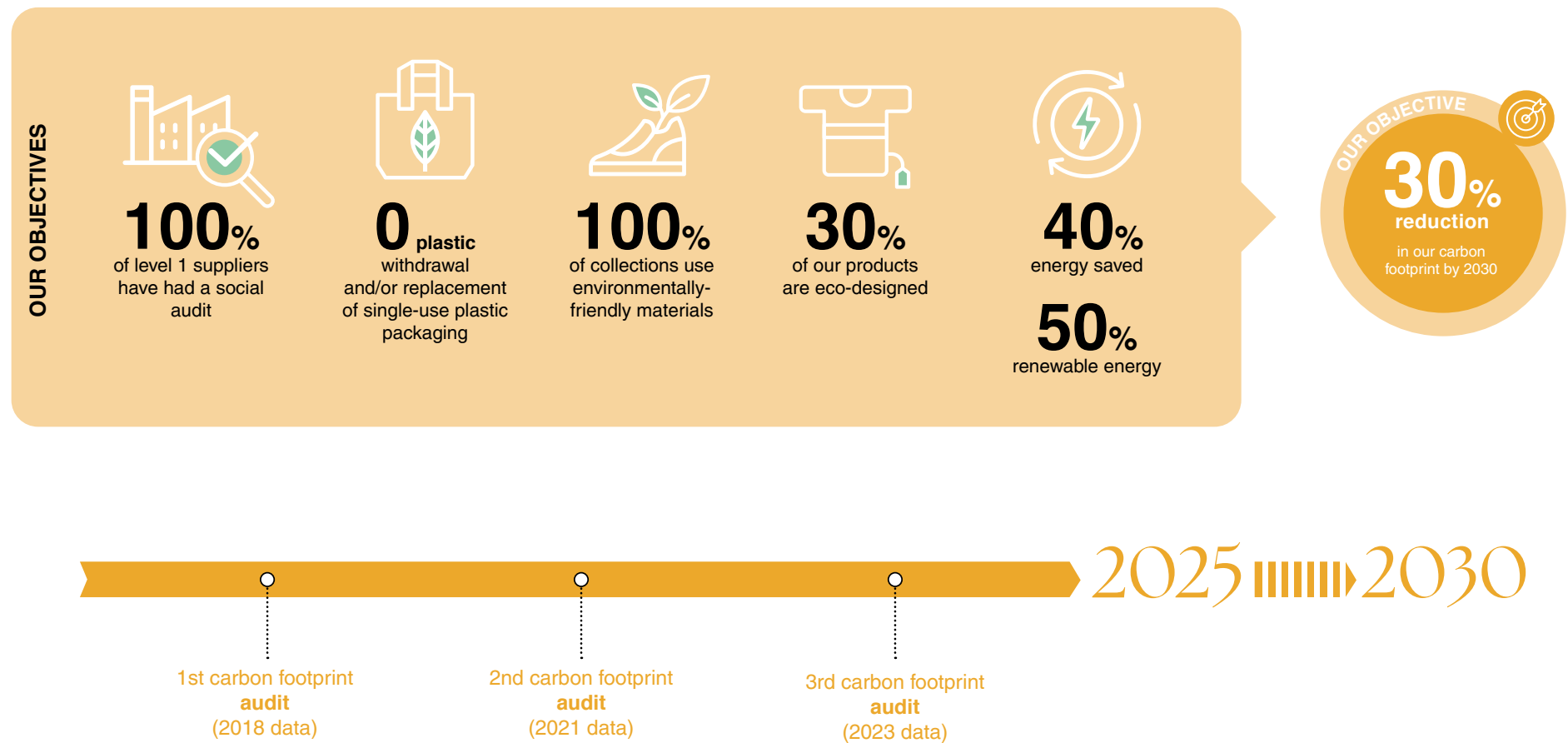
THE CHALLENGE: AN IN-DEPTH TRANSFORMATION AND A COMMITMENT TO ALL ITS STAKEHOLDERS



OUR ERAM
HOUSE

1A. From a CSR strategy to a global corporate project

OUR PATH TO CHANGE

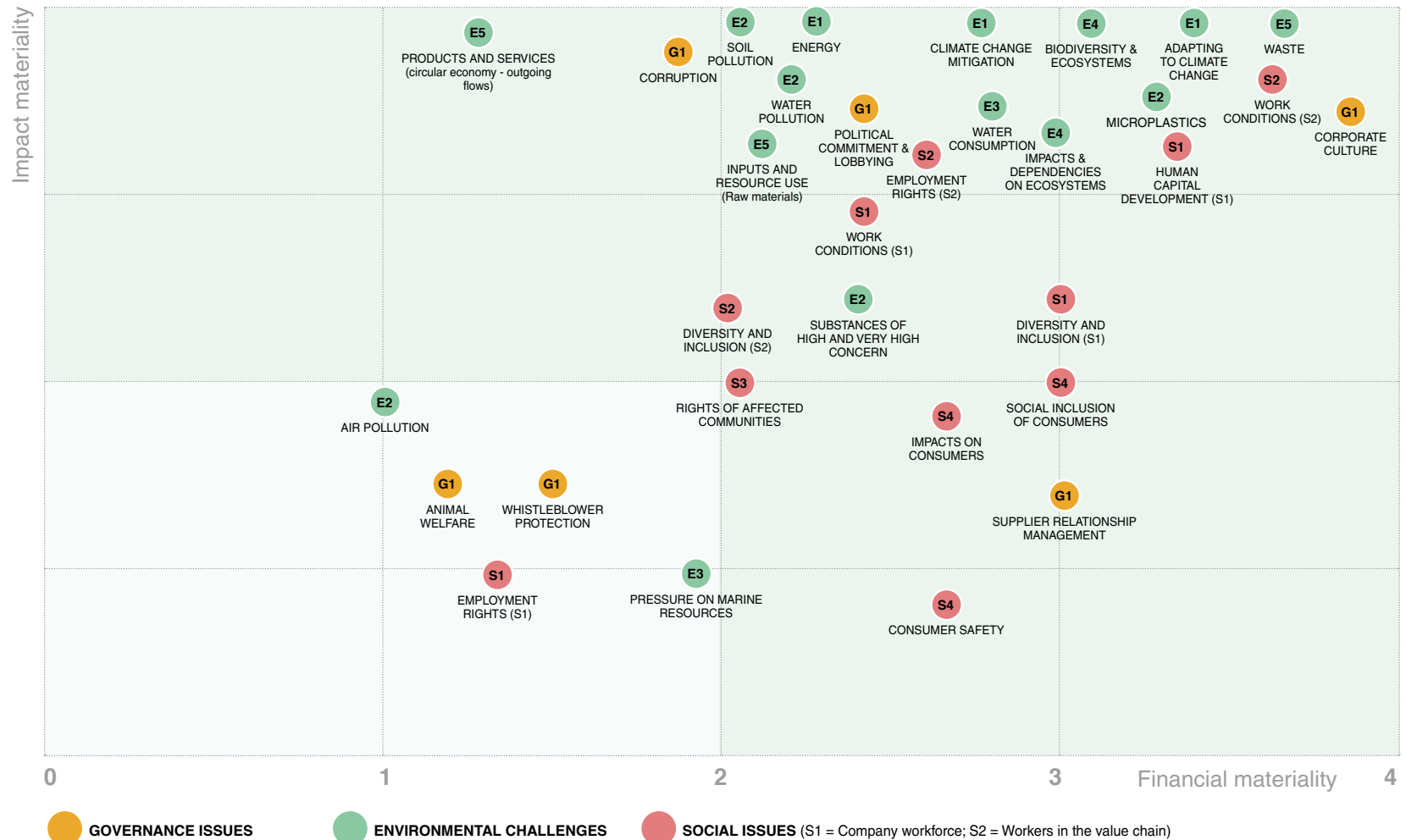


1A. From a CSR strategy to a global corporate project

To go beyond the simple materiality matrix* single up in 2019 and prepare for future regulations on extra-financial reporting, the Eram Group has decided to draw up a double materiality matrix from 2024. This enables us to identify our environmental, social and financial impacts, risks and opportunities. It also helps us to prioritise the most important issues and define an action plan.

**A single materiality matrix is a tool that allows you to visualise and prioritise an organisation's financial issues on the basis of their importance for stakeholders and their impact on the company, without considering the effects that the company may have on society or the environment.*

DOUBLE MATERIALITY MATRIX*



1B. Our ESG* commitments

REDUCE THE COMPANY'S ENVIRONMENTAL IMPACT

- ▶ **Reduce the Group's greenhouse gas emissions.**

Target: 30% reduction in GHG emissions per product by 2030

- ▶ **Reduce the energy consumption of the Group's buildings throughout France.**

Target: 40% reduction in energy intensity by 2025

ENSURE GENDER EQUALITY IN THE WORKPLACE

- ▶ **Improve the gender equality index of Group companies.**

Target: an index of 86/100 by 2025

PROMOTE ECO-DESIGNED PRODUCTS

- ▶ **Increase the percentage of eco-designed products purchased and/or manufactured.**

Target: 30% of footwear and clothing to be eco-designed by 2025

Isabelle Desfontaines,
Director of Sustainable Development,
talks about our ESG commitments



*ESG for Environmental, Social and Governance

Environmental impacts

2A – OUR 2023 CARBON FOOTPRINT AUDIT

2B - OUR CARBON FOOTPRINT REDUCTION TRAJECTORY

2C - OUR ECO-DESIGN TRAJECTORY

2D - OUR ENERGY TRAJECTORY



2A. Our 2023 carbon footprint audit

After 2018 and 2021, the Group completed its third carbon footprint audit in 2023. This management tool helps us measure the greenhouse gas (GHG) emissions of all our direct and indirect activities at any given point in time*.

A carbon footprint audit has three scopes. Scopes 1 and 2 relate to the direct energy consumption generated by the company's activities.

Scope 3 covers activities taking place:

- upstream: production, purchasing, transport and employee travel,
- and downstream: in particular through customer journeys and the use of products until their end of life.

In 2023, scope 3 accounts for 98% of our carbon emissions.



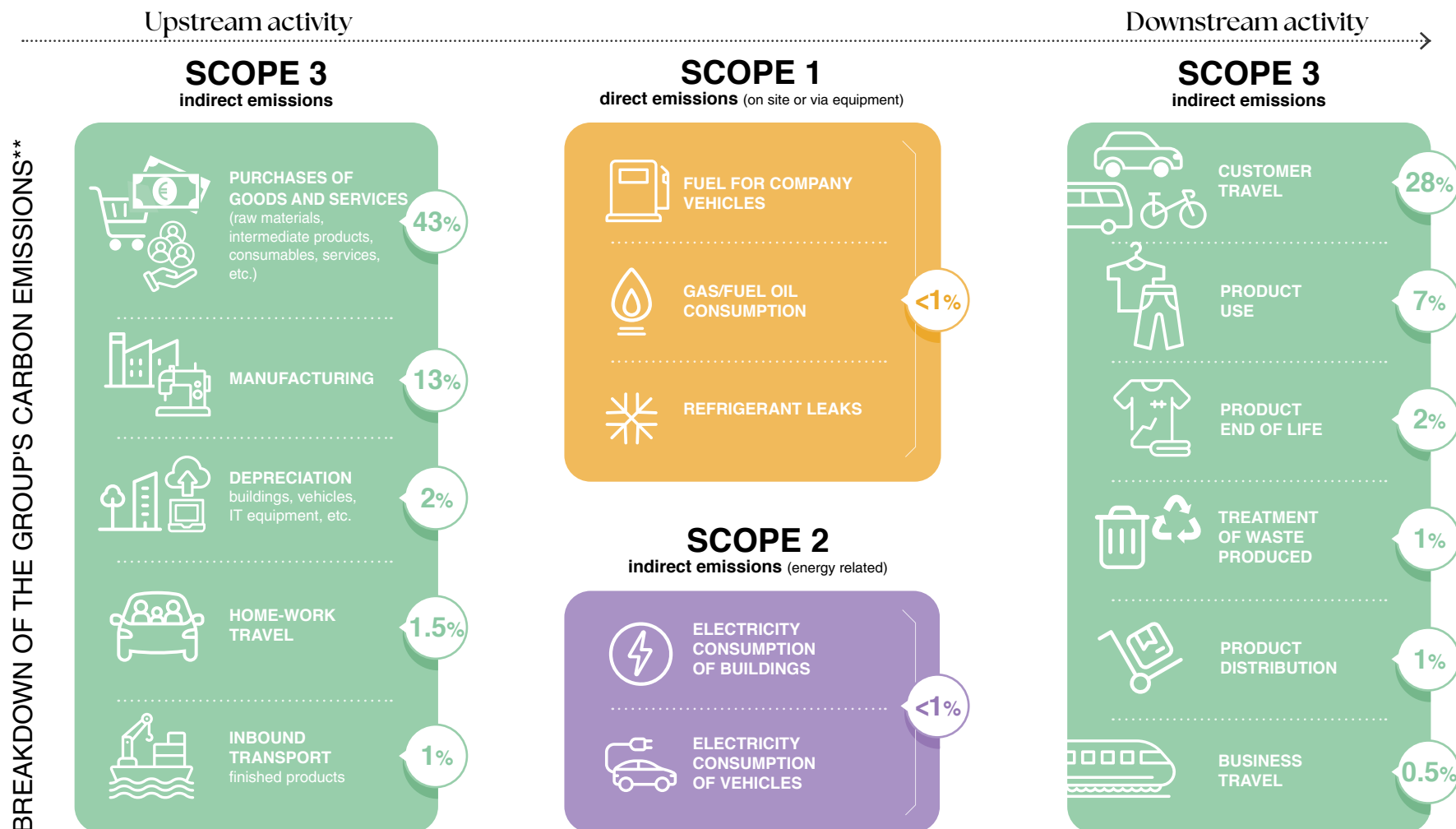
**OF ALL OUR SOURCES
OF EMISSIONS, WE ARE
CONCENTRATING OUR
EFFORTS ON TWO KEY AREAS:
RAW MATERIALS
AND MANUFACTURING.**



**Direct emissions (scope 1) come from equipment that the company directly owns or controls, while indirect emissions (scopes 2 and 3) are produced outside the company, meaning that the company has no control over them.*

2A. Our 2023 carbon footprint audit

THE ERAM GROUP'S CARBON FOOTPRINT AUDIT TAKES INTO ACCOUNT THE 3 SCOPES, I.E.: **572,670 TCO₂ EQ***

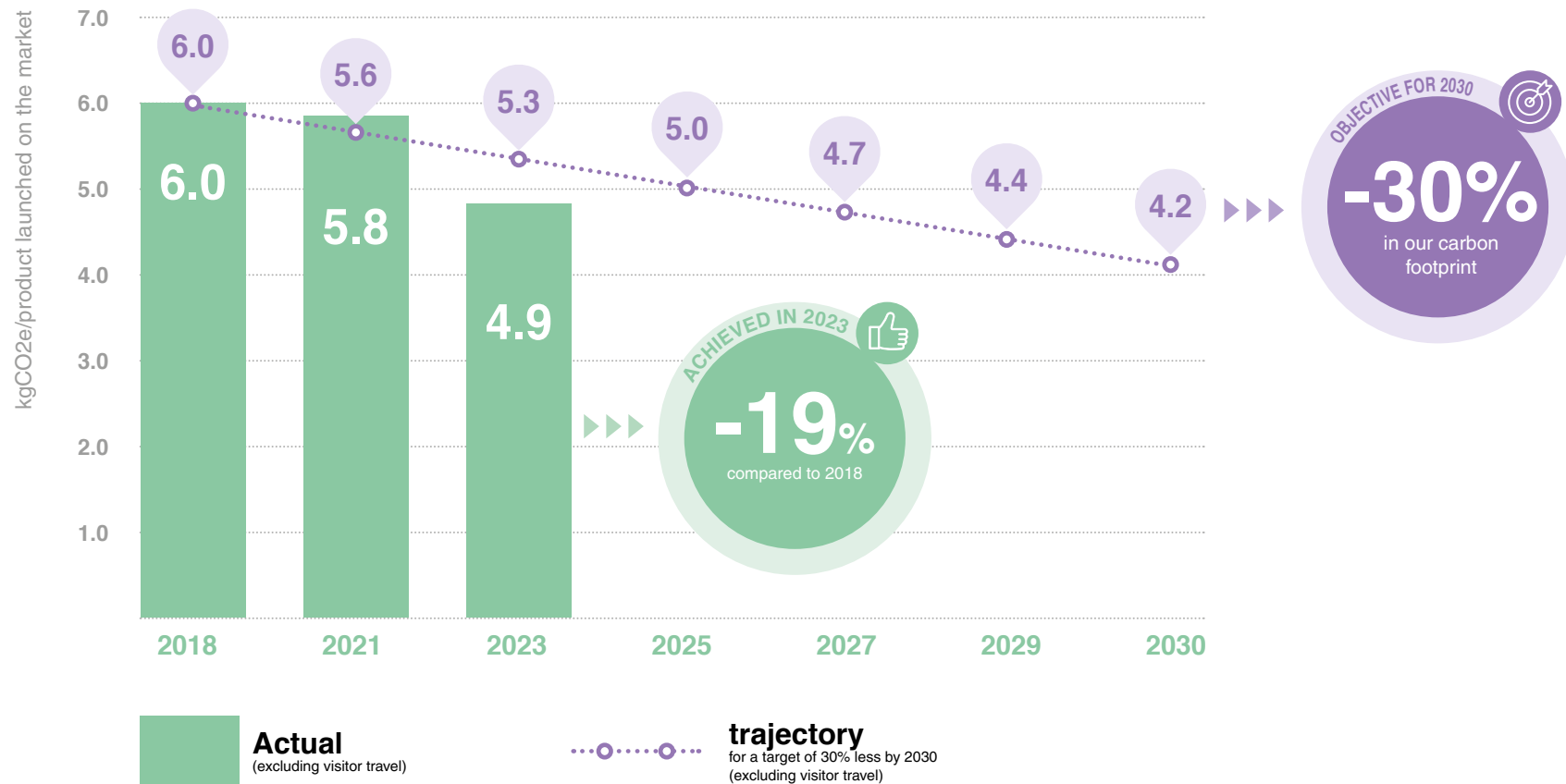


* Tonnes of CO₂ equivalent, a measure used to assess emissions by company, country, etc.

** Direct emissions (scope 1) come from equipment that the company directly owns or controls, while indirect emissions (scopes 2 and 3) are produced outside the company, meaning that the company has no control over them.

2B. Our carbon footprint reduction trajectory

CARBON EMISSIONS (in kgCO₂eq per product marketed)*



*data audited by an independent third-party organisation (BECOUBE consultancy)

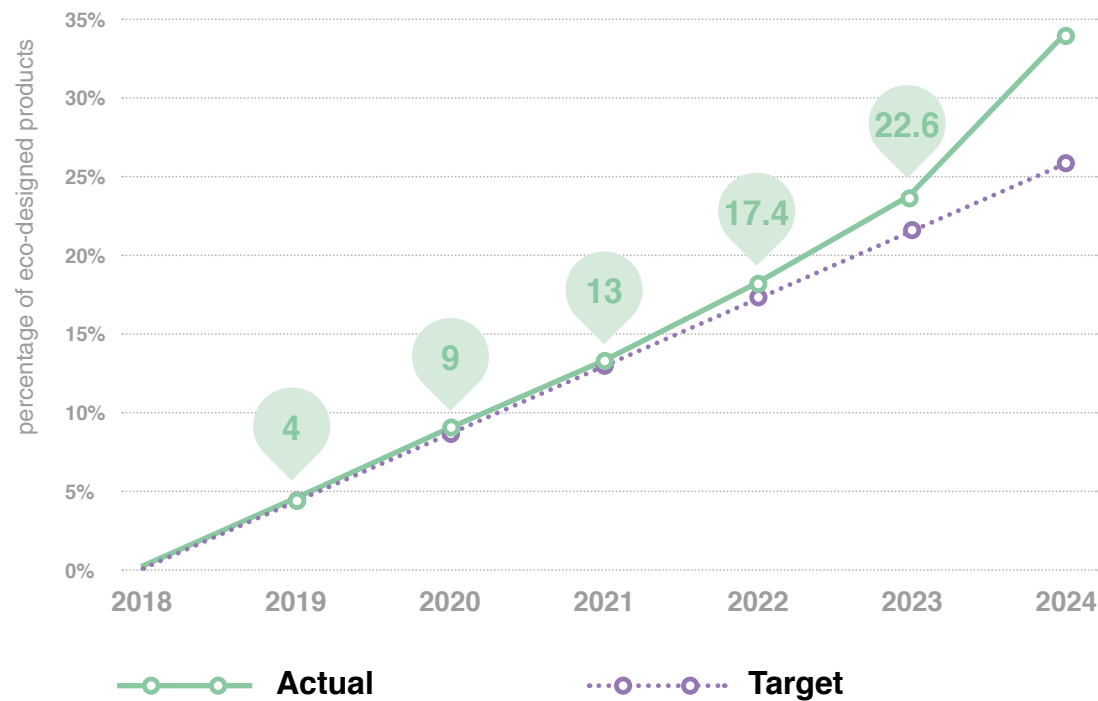
2C. Our eco-design trajectory

OUR DEFINITION OF ECO-DESIGN

At the Eram Group, a product is eco-designed if its environmental impact is reduced compared to its conventional version. To reduce the impact of a product, our teams work on the whole of its life cycle, in particular:

- by using recycled, bio-sourced or innovative materials,
- by foregoing air travel

GROWTH IN ECO-DESIGNED PRODUCTS (in percentage terms)*



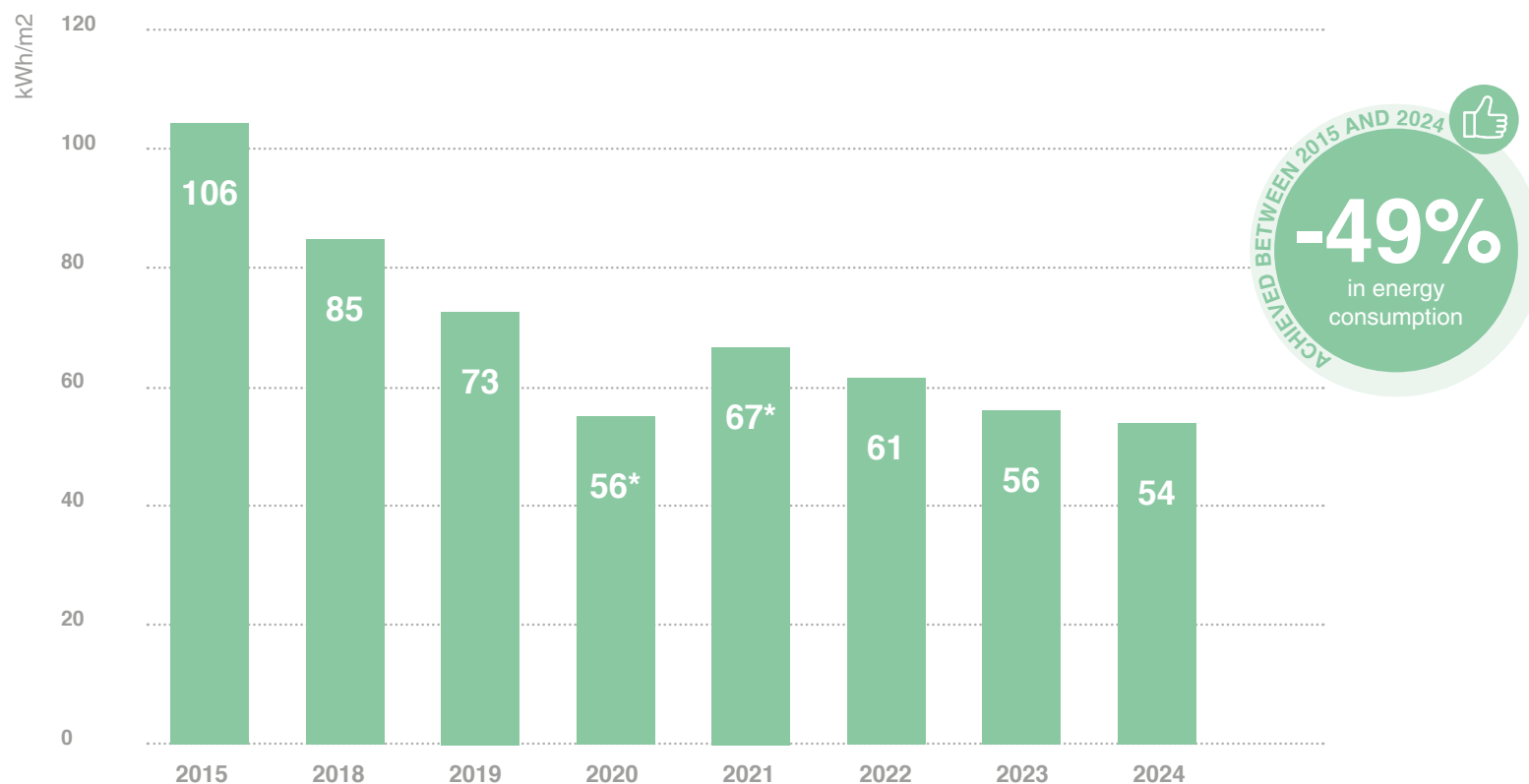
IN 2024, WE
EXCEEDED OUR
TARGET FOR
ECO-DESIGNED
PRODUCTS,
ALL BRANDS
COMBINED.

*data audited by an independent third-party organisation (BECOUBE consultancy)

2D. Our energy trajectory

Since 2015, the Eram Group has reduced its energy consumption by 49% across its entire network of shops and buildings (head office, logistics, factory, etc.). Shops, which account for over 70% of our overall energy consumption, have been the focus of particular attention within the Group, with major investments and extensive awareness-raising among our teams. We have complemented our actions with a series of measures deployed in shops, head offices, warehouses and factories, including relamping (reducing light points), switching to LED lighting (shops and logistics sites) and creating more energy-efficient store concepts.

CHANGES IN THE ERAM GROUP'S SURFACE AREA CONSUMPTION (kWh/m²)*



The drop in consumption in 2020 and 2021 is largely due to shop closures during Covid-19.

*data audited by an independent third-party organisation (BECOUBE consultancy)

♥ Social challenges

3A – CREATING CONDITIONS CONDUCTIVE TO EMPLOYEE SUCCESS

3B - RESPONSIBLE AND SUSTAINABLE PRODUCTION



3A. Creating conditions conducive to employee success

LISTENING TO OUR EMPLOYEES

As part of its Change For Good corporate project, the Eram Group is committed to reinventing a more environmentally and socially responsible business model, based on its historic values. The Group believes that the attention paid to its employees is an essential component of its responsible performance.

**100%**

OF MANAGERS ARE
TRAINED IN THE
GROUP'S NEW
MANAGEMENT
MODEL

15.4%

OF GROUP
EMPLOYEES WERE
PROMOTED
IN 2024

431

POSITIONS
WERE FILLED
INTERNALLY
IN 2024

65%

OF STORE
MANAGERS
ARE WOMEN

94%

OF EMPLOYEES
HAVE CONFIDENCE
IN THE SUCCESS OF
CHANGE FOR GOOD*

68%

OF OUR EMPLOYEES
SAY THEY ARE
FULFILLED IN THEIR
WORK**

EMPLOYEE SURVEY

Since 2021 we have been conducting an annual survey of our employees, entitled "Tell us how you are doing", to support our Human Resources policy and guide our actions. Among the feedback from our teams in 2024, two key indicators illustrate their state of mind: employee motivation scores 3.6/5, while the quality of their relationship with their manager is rated 4.5/5. These results, among others, reflect a generally positive working climate and fuel our determination to act fairly and locally.

*Result of the "What does Change for Good mean for you" employee survey in 2023

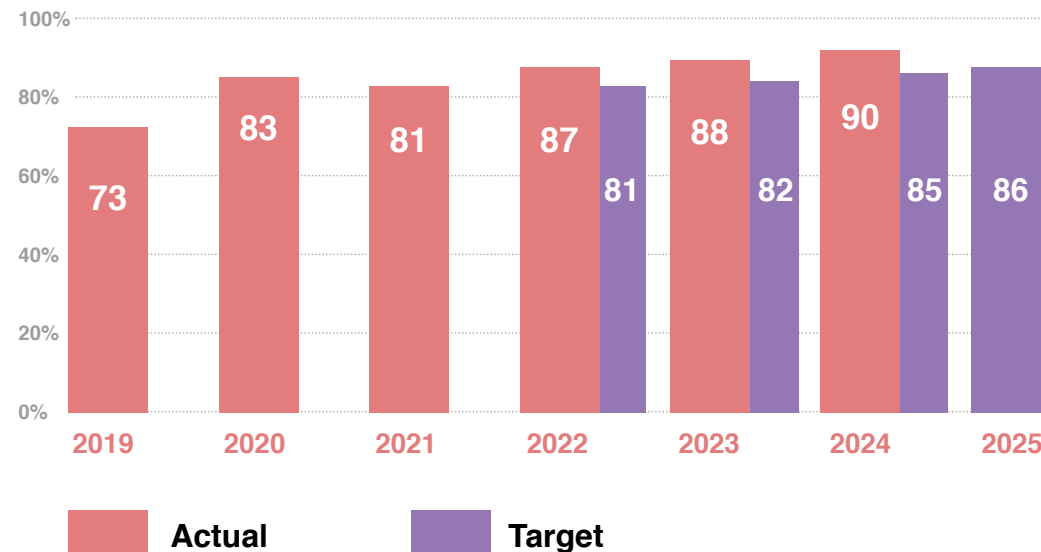
**Result of the "Tell us how you're doing" employee survey in 2024

3A. Creating conditions conducive to employee success

WORKING TOWARDS GENDER EQUALITY IN THE WORKPLACE

The Eram Group's ambition is to create organisations in which all genders are equally represented in all professions and at all levels of responsibility. All our brands and businesses are committed to this objective. We assess the effectiveness of our actions through the "gender equality index", which is carried out every year for our companies with more than 50 employees.

GROUP GENDER EQUALITY INDEX*



FIND OUT MORE



[Our 2024 Professional Equality Index](#)

*data audited by an independent third-party organisation (BECOUBE consultancy)

3A. Creating conditions conducive to employee success

MISSION HANDICAP AND INCLUSION FOR ALL

All the brands in the Eram Group work together to create an environment where everyone can flourish.

In line with our ambition to be a responsible and inclusive company, we have set up a Mission Handicap and Inclusion. It is available to all our employees in France, whether they work in shops, in our offices or on a logistics site.

Its approach is structured around three main objectives:

- ♥ Keeping our disabled employees in work
- ♥ Raising awareness among all our employees
- ♥ Recruiting and employing more people with disabilities

At the end of 2023, we signed the first Handicap Groupe agreement, approved by the French government for the period 2024-2026. This agreement sets the framework for our actions and aims to make our companies more inclusive, by structuring our approach to equal opportunities.



**EMPLOYMENT RATE OF PEOPLE
WITH DISABILITIES: 4.24%
+39% COMPARED WITH 2023 (+1.19 POINTS)**



"I've always been aware of disability issues and I wanted to share this commitment with my teams"

Christophe Courret, Manager of the Géo store in Caen

DuoDay

Every year, our employees, whether they work in stores, logistics sites, manufacturing workshops or at head office, take part in DuoDay.

During the day, a disabled person will form a duo with a volunteer employee. The aim? To find out about the business, share experiences and immerse oneself in the other's daily life.

IN 2024, 65 DUOS WERE FORMED

3A. Creating conditions conducive to employee success

EMPLOYEES WHO MANAGE THEIR PROFESSIONAL CAREER

Digitalisation, circularity, eco-design, sustainability, artificial intelligence...The fashion industry is constantly evolving, and with it the skills we'll need tomorrow! The Eram Group's training department plays a crucial role in the transformation of our Group. It supports our employees in developing their skills. We have set up a digital continuous training platform, which is available to employees throughout the year, to help ensure that everyone has a say in their own career path.



TRAINING WITHIN THE GROUP MEANS...

53,670

HOURS OF TRAINING
PROVIDED IN 2024

74

DIGITAL TRAINING
MODULES

136

WORK-LINKED TRAINING
CONTRACTS SIGNED
IN 2024 TO TRAIN THE
TALENT OF TOMORROW



OUR KEY LEVERS: ANTICIPATION, TRAINING
AND SUPPORT THROUGHOUT THE YEAR.



3B. Responsible and sustainable production

OUR RESPONSIBILITY AT OUR MANUFACTURERS' SITES

For over 10 years, the Eram Group has been strengthening and structuring its (compliance) actions for greater impact on the ground. Whether they are in France, Europe or Asia, our manufacturers must comply with the same requirements to control social and environmental risks.

OUR ACTIONS IN OUR MANUFACTURERS' PLANTS

♥ **Auditing:** Our manufacturers are audited to assess the working conditions of their workers. Bespoke action plans are then drawn up with a view to continuous improvement.
372 ICS social audits were carried out at our manufacturers' site in 2024
144 follow-up visits were carried out by our compliance teams in India, China and Bangladesh in 2024

♥ **Training:** Our manufacturers' workers are trained in fire prevention and in wearing personal protective equipment. Our suppliers are also trained in the social risks specific to our business sector, including working time management and the fight against discrimination.
92 training sessions were organised by our compliance teams in India, China and Bangladesh in 2024



Training in the use of personal protective equipment

620

MANUFACTURERS

212,055

WORKERS
at our partner
manufacturers

32

COUNTRIES



In 2023, we joined the ICS (Initiative for Compliance and Sustainability) industry initiative, a shared audit framework for more than 70 retail chains. This collective approach makes it possible to pool audits and to reinforce the demand for progress on the part of manufacturers. This membership also reflects a change in our audit policy: audits are now entirely outsourced to firms authorised by the ICS, allowing us to focus more on supporting manufacturers in the field.

3B. Responsible and sustainable production

MAINTAINING FRENCH EXPERTISE

The Eram Group has perpetuated its shoe-making expertise **since 1927**. It is helping to build a truly circular industry, through its recently modernised La Manufacture centre of excellence (Montjean-sur-Loire), which brings together five key areas of expertise: manufacturing, transfer of know-how, innovation, services and repairs.



Pure Project: an R&D* breakthrough welcomed by Refashion

How can polyurethane foam from both industrial offcuts and end-of-life footwear be recycled? La Manufacture's efforts to come up with a solution were recognised by Refashion in 2023, as part of its Innovation Challenge.

"This support has enabled us to launch the Pure project, which will run until the end of 2024, in collaboration with Revalorem, Bopy and Humeau. By pooling our resources, we have been able to undertake R&D work that has led to the development of new recycled foams, which are now used in the insoles. Made from a unique material, these foams make it easier to recycle footwear and open up promising prospects for our brands."



Gauthier Bedek
Manager
Research & Innovation Footwear



In 2023 La Manufacture was awarded the French "Living Heritage Company" label. This label celebrates and recognises French companies that combine tradition, innovation and excellence in their trades and products.

*Research & Development

3B. Responsible and sustainable production

SERVICES TO EXTEND THE LIFE OF PRODUCTS

Thanks to the development of the product-service system and the growing popularity of second-hand goods, our brands are constantly experimenting with new services.

Each day, they give a new lease of life to Sessile trainers (our brand of repairable and recyclable sneakers), to Bocage shoes rented by Atelier Bocage customers, to Claquettes Market second-hand pairs and to pairs left by our customers and employees at La Manufacture. These innovative services have been developed thanks to the invaluable expertise of our teams at La Manufacture.



La Manufacture is an approved "Bonus Réparation" repairer, an initiative of the Refashion eco-organisation which supports the repair of clothing and footwear.



IN 2024 THE EXPERT HANDS OF OUR
TEAMS REPAIRED 12,500 PAIRS OF SHOES.

Ecosystem

4 - TAKING ACTION AT THE HEART OF A NETWORK OF COMMITTED PLAYERS



4. Taking action at the heart of a network of committed players

Aware that changes to our manufacturing, marketing and consumption methods can only evolve by working hand in hand with a group of experts, the Eram Group has surrounded itself with an inspiring ecosystem to innovate and accelerate its transition towards responsible fashion.

A COMMUNITY OF EXTERNAL EXPERTS

INSTITUTIONS

ALLIANCE DU COMMERCE



Re_fashion



CITEO
Donnons ensemble une
nouvelle vie à nos produits.



COLLECTIVES



FRET 21
Les chargeurs s'engagent

Perifem



BUSINESS PARTNERS



IMAGINATION
MACHINE



ACADEMIC PARTNERS



CHAIRE BALI
Disruptive materials & processes

Audencia
Chaire impact positif

ESTIA
INSTITUTE OF TECHNOLOGY

ensait

Governance

5A - OUR VARIOUS BODIES

5B - OUR ETHICAL AND REGULATORY FRAMEWORK



5A. Our various bodies

Our governance establishes a solid framework that ensures we comply with regulations but, more importantly, ensures we achieve our strategic objectives and manage risks in a proactive manner.



The Eram Group is a family group, wholly owned by **family shareholders**. Their role is to validate everything that has an impact on the Group's overall strategy, its assets and its value.



The Board of Directors is made up of seven family members and two independent members. It approves the strategic plan, accounts, budget and major operations.



The Group Executive Committee (comex) consists of four people who ensure that the strategy defined by the Board of Directors is followed and that the Group's rules are applied.



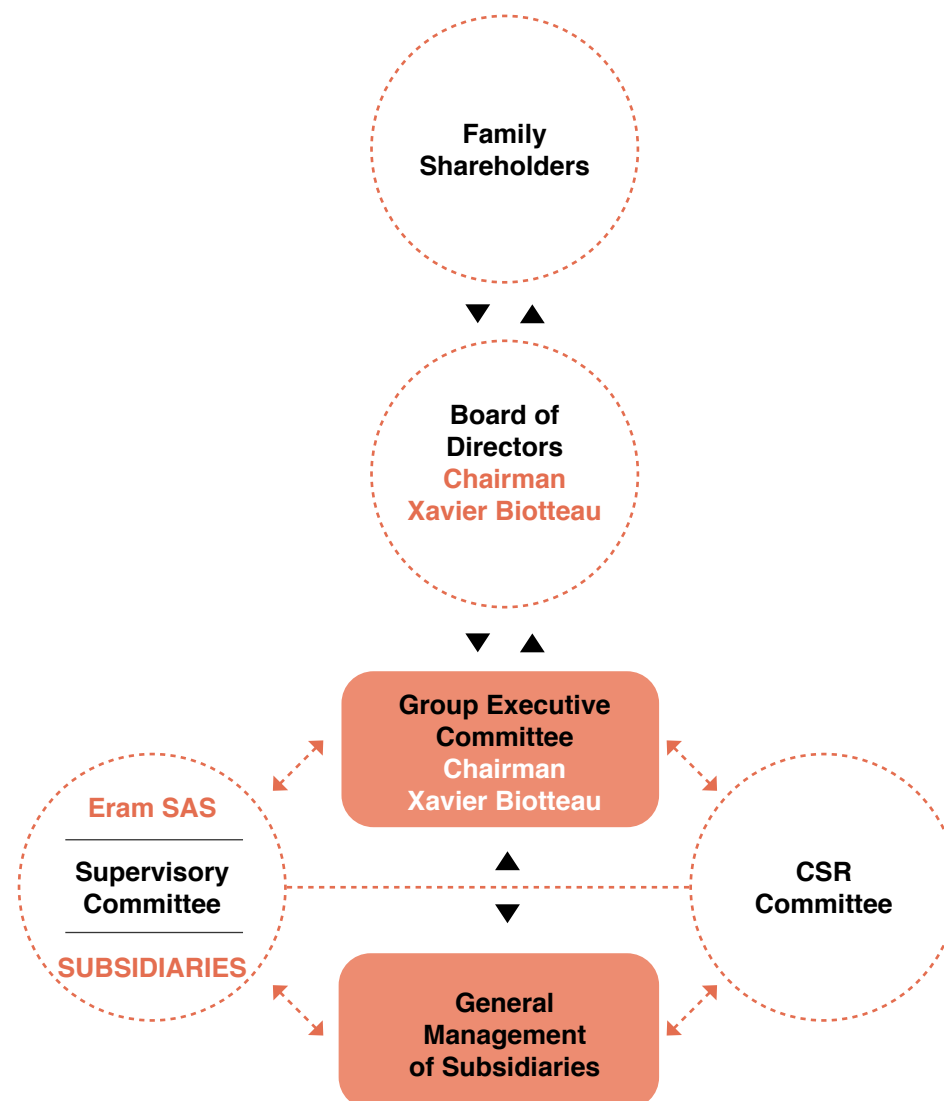
Each subsidiary has a **Managing Director**, who is responsible for defining and steering the subsidiary's strategy, and a **Supervisory Committee**, made up of members of the Executive Committee, which ensures that the strategic and operational objectives of the Business Unit (BU) are met.

These various boards and committees ensure solid and structured governance, enabling the Eram Group to pursue its objectives in a consistent and responsible manner.



OUR CSR COMMITTEE

The committee defines the common foundation for the Group's activities up to 2030 in order to achieve the sustainable development objectives. It is made up of members whose activities are at the heart of sustainable development issues (purchasing, sourcing, compliance, finance, quality, R&D).



5B. Our ethical and regulatory framework

The Eram Group pays particular attention to ethical issues throughout its value chain and with its stakeholders.

We are extending this requirement to the management of emerging risks, such as those linked to cybersecurity or Artificial Intelligence (AI) in the case of poorly managed uses.

To enable everyone to act in accordance with our Code of Conduct and our ethical commitments, we take care to mobilise our entire Group around these issues.

These commitments are based on a number of internal guidelines that provide a framework for our practices and guide our day-to-day actions:

 [Code of ethics](#)

 [Protection of personal data \(GDPR\)](#)

 Cyber security



CYBER SECURITY TRAINING

All new employees receive training within the first month of their arrival, to raise their awareness of the challenges of cyber security. This training is provided by our dedicated cyber security team in the IT department, which ensures the ongoing protection of our information systems.



Philanthropic actions

6 – THE ALBERT MARIE ENDOWMENT FUND



6. The Albert Marie Endowment Fund

Created by the 4th generation of the Biotteau family, it supports and finances any philanthropic initiative in the public interest, driven by social, environmental or local issues.

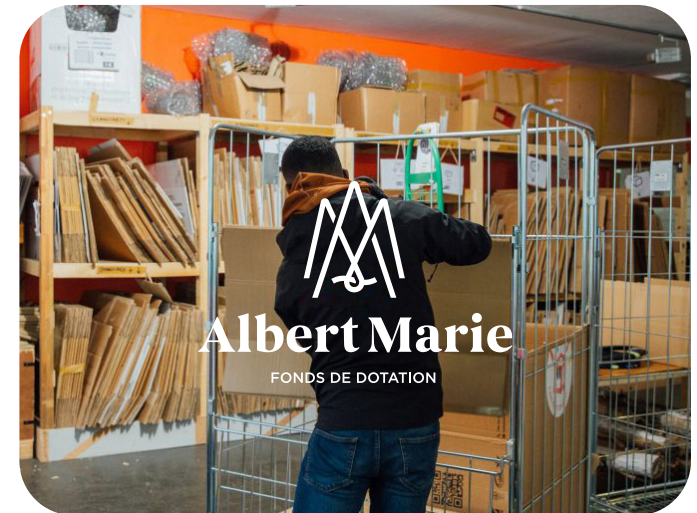
Here are a few examples of projects in France:

- Financing of the **Ecocyclerie des Mauges** project to improve the sorting and recycling of second-hand clothes and shoes
- Support for **Carton plein**, an association that helps the socially excluded find work by collecting and reusing used cardboard
- Support for the association **Télémaque Nantes** which uses mentoring to help young people from disadvantaged areas to develop their self-confidence and find their way.

Here are a few examples of international projects:

- Installation of solar panels and a biogas station in an orphanage in Bangladesh with **Lef for Life**
- Provision of hygiene dispensers, renovation of latrines and awareness-raising in 6 schools in Bangladesh with **Better with water**
- Support for the Enfants du Mékong association, which is helping to reduce the exodus of women to factories in Thailand by offering them stable, local employment in the **Soeries du Mékong**

www.fonds-albertmarie.com



The Carton plein association



"As a family business, the social dimension has always been at the heart of our family's concerns. We want to take action by supporting projects that improve living conditions for everyone. By combining ecology and solidarity, we will leave a lasting and responsible footprint."



Sabrina Biotteau
Chair of the Albert Marie
Endowment Fund



CHANGE FOR GOOD

Photo credits: Eram Group graphics studio

ERAM SESSILE BOCAGE MELLOW YELLOW TBS GEMO DRESCO MONTLIMART PARADE PROBOX