

2020

SUSTAINABILITY REPORT





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Introduction

Our Corporate Social Responsibility strategy and ambition contribute to our attractiveness to all Interested Parties, including our customers, our employees, and our shareholders.

How we integrate with our environment, support our employees and conduct our business affects our right to operate and our competitiveness.

Pierre Boulet, CEO

Our sustainable development priorities are focused around three pillars:



Employees at the heart of Novares' CSR commitment



Act ethically and with solidarity



Innovate to limit the environmental impact of our activities

Employees at the heart of Novares' CSR commitment

Novares gives special attention to all its employees, who are the beneficiaries of its social commitment and the actors in its responsible approach. Through its corporate social policy, the Group is committed to ensuring health and safety at work. It also aims to guarantee respect for human rights, develop skills and promote equal opportunities.



- 1/ Respect human rights
- 2/ Guarantee a healthy and safe working environment
- 3/ Promote equal opportunities

Our commitments

Act for our Employees										
Priority	Our commitments	SDG / ODD ¹	KPI	Actual 2019	2020*	2021*	2022*			
	Reduce the number of accidents	3	Accident frequency rate	5,12	4,3	3,4	2			
Guarantee a healthy and safe working environment for our employees	Reinforce our security golden rules on all Sites	3	Self assessment SOAUC03 % of deployment	63%	80%	90%	100%			
	Develop a safety culture at all our Locations	3	% Trained people on Safety talk vs targeted population	89%	90%	95%	95%			
Respect for Human rights	Respect for Human rights	11, 16	Employees trained on e-learning code of ethics / target population	70%	>90%	>90%	>90%			
	Skills development	8, 10	Training hours / headcounts end of period	15h	>15h	>15h	>15h			
Promote Equal opportunity	Equal treatment for women and men	5, 10	% of hired women vs total external recruitments	-	28%	30%	35%			
	Equal geographical treatment	10, 16	Nationalities represented at GMT vs Novares Footprint	79%	80%	>80%	>90%			
	Give Juniors the opportunity to enter the Business	4, 8	% of hired interns / Headcounts end of period (Cumulated)	1,20%	1,25%	1,30%	>1.30%			

¹ Contribution to SDG (Sustainable Development Goal) / ODD (Objectifs de Developpement Durable)

* commitment



Current status

Act for our Employees										
Priority	Our commitments	КРІ	Actual 2019	2020-Q1	2020-Q2	2020-Q3	2020-Q4			
	Reduce the number of accidents	Accident frequency rate	5,12	3.25	4.05	4.53	4.18			
Guarantee a healthy and safe working environment for our employees	Reinforce our security golden rules on all Sites	Self assessment SOAUC03 % of deployment	63%	67%	69%	76%%	80%			
	Develop a safety culture at all our Locations	% Trained people on Safety talk vs targeted population	89%	98%	98%	92%	87%			
Respect for Human rights	Respect for Human rights	Employees trained on e-learning code of ethics / target population	70%	77%	78% / 75%	78% / 76%	83%			
	Skills development	Training hours / headcounts end of period	15h	1.5h	2.5h	8,5h	11,25h			
Promote Equal opportunity	Equal treatment for women and men	% of hired women vs total external recruitments	-	-	-	-	-			
		Nationalities represented at GMT vs Novares Footprint	79%	74%	85%	85%	84%			
	Give Juniors the opportunity to enter the Business	% of hired interns / Headcounts end of period (Cumulated)	1,20%	1,11%	1,30%	1,98%	2,48%			

1/ Respecting human rights

1.1/ Purpose

As an international player, Novares conducts its activities with respect for fundamental human rights at work. The Group is therefore committed to promoting those rights and, if needed, to rectify employees' fundamental rights abuses.

- Communicate and deploy our ethics, integrity and compliance principles and commitments, building on our 5 Core Values "Positive Energy", "Courage", "Result Driven", "One Team", "Transparency". A specific Group communication plan ("Values and Focuses") is deployed each year, relayed by our local Human Resources Ambassadors (called 'NovaLinks').
- Our values and ethics guidelines are communicated to external candidates through the Corporate Career website ("Nova'Talent 2").
- An internal recognition system "Super Nova" is in place to reward employees acting as role models.
- Make all our employees worldwide and our new employees aware of good practices as soon as they are integrated into the Group and enable them to inform their managers of difficult or non-compliant situations.
- Dedicated modules for newcomers are in place: pre-onboarding processes, e-learning sessions, Dojo trainings.
- Commit together to maintain relationships based on mutual trust and respect in a professional environment where no form of discrimination or harassment is tolerated. Our Code of Ethics sets out these principles, as well as in our communications, with associated training modules.
- Promote a stimulating work environment and develop our activities in compliance with applicable laws and regulations. Our standards, policies and targets are communicated and accessible to all the employees ("Smart Rules & Tools").

2/ Guarantee a healthy and safe working environment

2.1/ Purpose

Employee health and safety is the main priority of Novares' social policy. Our prevention approach is based on containing professional risks, monitoring the efficiency of prevention measures and implementing a continuous improvement approach which covers all Group entities.

2.2/ Our actions

- Protect our employees and commit to continuous improvement to protect against workrelated or health risks.
- Train our employees and ensure they conduct regular practice exercises (e.g. fire or first aid).
- Comply with applicable laws and collective agreements related to working time.
- Recognize unions and employees' right to consultation and free expression.
- Ensure resolution or mediation in cases of discrimination and/or harassment.
- Adapt medical benefits (including death and disability) by geographical area.

3/ Promote equal opportunities

3.1/ Purpose

Novares rejects all forms of discrimination. Through its corporate social policy, the Group makes all employees aware of the benefits of diversity.

Novares strives to provide everyone with the keys for individual and collective development.

- Post our job postings internally and follow the recruitment process for all candidates. Our Careers website ("Nova'Talent 2"), allowing us to post all offers worldwide is being launched.
- Carry out an annual meeting between manager/employee to define objectives and allow the employee to express wishes (97% achievement in 2020, 25% of employees expressed mobility wishes).
- Develop individual skills (80% of management and technician staff have an individual development plan) and collective skills (e.g.: definition of programs for a function: e-training to develop welding experts).
- Make training accessible to each employee, via a system of access to a catalogue of 300 modules.
- Promote mobility and career development (46% of open positions are filled by internal candidates).
- Retain talent, identify key positions (e.g., expert program) and define succession plans.
- Promote the integration of young people into the world of work through internships, apprenticeship or first employment.
- Ensure the representativeness of our cultural diversity within the Group Management Team.
- Contribute to equal treatment in respect of remuneration and promotions.
- Recognize collective and individual performance through our bonus and collective performance policies.

Act ethically and with solidarity

Novares' social responsibility applies to all partners with whom the Group interacts. This relationship must be conducted in full respect of ethical rules, particularly in terms of business practice. As a committed player and ethical company, the Group also promotes solidarity actions and supports citizen initiatives.



- 1/ Respect the rules of business ethics
- 2/ Ensure responsible partnerships
- 3/ Promote solidarity actions

Our commitments

Act ethically and with solidarity										
Priority	Our commitments	SDG / ODD ¹	КРІ	Actual 2019	2020*	2021*	2022*			
Business fair practices	Deploy our Ethical values	8, 11	Employees trained on e-learning code of ethics / target population	70%	>90%	>90%	>90%			
	worldwide		Quarterly Ethics meeting to share Good practices and raise Violations to the Code	4	4	4	4			
		8, 11	Anti-Fraud / Corruption Controls Compliance self assessment	92%	>95%	>95%	>95%			
	Deploy Good Practices	8, 11	Number of employees trained on anti- corruption & anti-competition / Targeted population	Fidal training tool development	>90%	>90%	>90%			
Responsible partnership	Deploy our commitments to third parties	1, 8, 11	Suppliers having completed the "CSR self- assessment" in % of targeted suppliers	CSR Questionnaire built & sent	Top30 Prod Top10 non- prod	Action plan on low performers	Action plan on low performers			
Solidarity Initiatives	Promote solidarity initiatives	1, 3, 4, 5, 8, 10	Number of actions launched (cumulative)	8	9	20	20			

¹ Contribution to SDG (Sustainable Development Goal) / ODD (Objectifs de Developpement Durable)

* commitment

Current status

Act ethically and with solidarity											
Priority	Our commitments	KPI	Actual 2019	2020-Q1	2020-Q2	2020-Q3	2020-Q4				
Business fair practices		Employees trained on e-learning code of ethics / target population	70%	77%	78% / 75%	78%/ 76%	83%				
		Quarterly Ethics meeting to share Good practices and raise Violations to the Code	4	x	1	1	1				
	Deploy Good Practices	Anti-Fraud / Corruption Controls Compliance self assessment	92%	92%	92%	93%	94%				
		Number of employees trained on anti- corruption & anti-competition / Targeted population	Fidal training tool development	-	-	-	-				
Responsible partnership		Suppliers having completed the "CSR self- assessment" in % of targeted suppliers	CSR Questionnaire built & sent	0%	0%	19%	37%				
Solidarity Initiatives	Promote solidarity initiatives	Number of actions launched (cumulative)	8	1	3	6	28				

1/ Respect the rules of business ethics

1.1/ Purpose

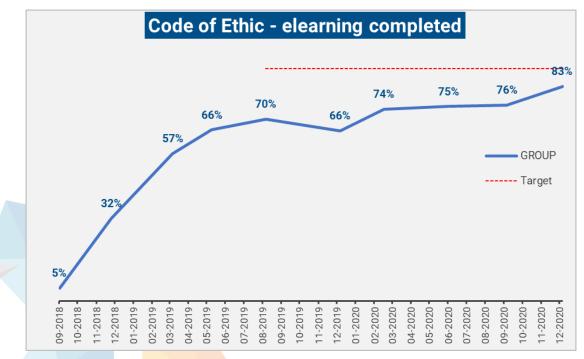
Respect for the rules of **ethical behavior** is one of Novares' fundamental values for profitable longterm development. Novares is committed to preventing corruption and fraud, respecting competition rules, avoiding conflicts of interest by, raising awareness and training its employees and by closely monitoring the proper application of its compliance program.

The Novares' **Code of Ethics** underlines the Group's commitment to carry out its activities by applying the strictest principles of ethics, integrity and compliance.

It also reminds our employees of their duty to comply with company policies and put our professional ethics into practice on a daily basis. It provides the guidelines to follow in order to act with integrity and respect for individuals and the environment.

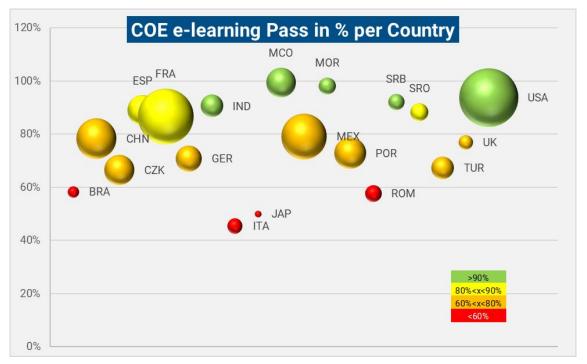
It is centered on the following main themes: respect for fundamental rights, sustainable development, integrity in business relationships and rules of personal and professional behavior.

- The **Code of Ethics** translated into all the languages spoken within the Novares group is available on the intranet (*SP-MT-N00 Code of Ethics*) and on the Novares' website.
- Acknowledgement of the Code of Ethics: Novares' employees must read and acknowledge the code of ethics through e-learning; on-site presentations given to the entire workforce.



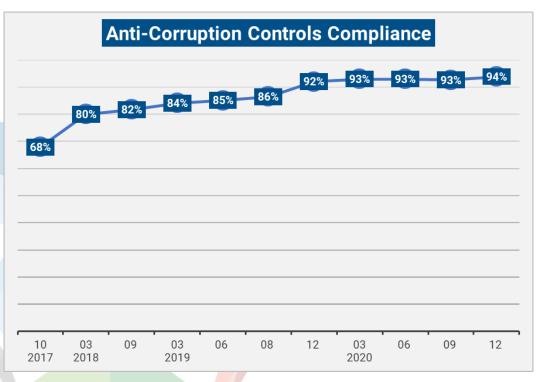
Number of employees having completed the e-learning / target population.





Code of Ethics acknowledgement, Status per country (Bubble Size = number of targeted employees per Country).

- "Quarterly ethical meetings" take place within each region to address ethics-related topics: good practices, violations of the code, etc.
- A whistleblower system is available for all employees to report possible code breaches, in parallel with the line manager and Human Resources (SP-MT-R00 Whistleblower Application)
- Novares has integrated 33 "controls" against corruption into its Internal Control Matrices. Each site is periodically requested to self-assess its compliance with the controls. Selfassessments are verified through internal audits.



Site compliance with controls helping to fight corruption.

2/ Ensure responsible partnerships

2.1/ Purpose

Novares' responsible purchasing approach is one of the structuring pillars of its corporate and social responsibility.

In order to ensure the sustainable development of its activities, the Group expects its partners to adhere to the same standards of social and environmental responsibility as Novares.

It engages and supports them in this process.

We map the risk of corruption among our suppliers and this is considered in our partner selection process.

2.2/ Our actions

We evaluate corruption risk through supplier corruption risk mapping (SMPUA14). Every supplier is assessed before being considered as an approved supplier (SMPUA02) this includes the requirement to fill in a Due Diligence questionnaire, in order to assess any exposure to the risk of corruption.

A control and monitoring process is in place (self-assessments and audits).

3/ Promote solidarity actions

3.1/ Purpose

In line with our Corporate Social Responsibility commitments, the Group promotes solidarity actions and supports citizen initiatives around the world.

Novares focuses on projects aligned with the 17 Sustainable Development Goals (SDG), defined by the United Nations Global Compact, particularly on the following:

- No poverty (SDG 1)
- Good health & well-being (SDG 3)
- Quality education (SDG 4)
- Gender equality (SDG 5)
- Decent work & economic growth (SDG 8)
- Reduced inequalities (SDG 10)

Novares strives to promote and highlight, both internally and externally, a range of local initiatives that are complementary to our business mission. Employees take an active role in contributing to these successes in their areas.

3.2/ Our actions

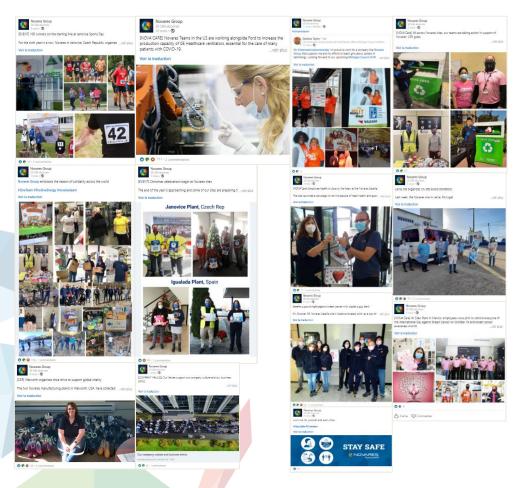
We especially promote our sites' contribution to the socio-economic fabric of local communities through community initiatives, donations, employee support and the development of local human capital.



- As part of our Group Communications policy (Group Communications indicators), CSR indicators have been leveraged at site level since July 2020 (Target indicators Communication Smart Card). We fix yearly and specific CSR objectives with our local site communication relays (called 'NovaLinks') in line with the six Sustainable Development Goals mentioned above.
- These are followed up at Group and site level every month through dedicated calls.
- Solidarity actions are regularly promoted via internal and external communications, such as Corporate Internal News, our Intranet, or dedicated posts on our Social Networks such as LinkedIn, Facebook, Twitter.



Example of internal corporate news promoting our solidarity actions.



Example of posts on social networks promoting our solidarity actions.



- In 2020, we promoted 28 solidarity actions in total.
- (Novares solidarity actions: examples of solidarity actions undertaken on Novares sites linked to the United Nations Sustainable Development Goals), broken down regionally as follows:
 - Worldwide: 3
 - US: 9
 - Spain: 4
 - Mexico 3
 - China: 2
 - Monaco: 2
 - France: 1
 - Czech Republic: 1
 - Portugal: 1
 - Morocco: 1
 - Serbia: 1

Those referred to the following SDG (1 action may be linked to several SDGs):

- 12 related to SDG 1 No poverty
- 11 related to SDG 3 Good health & well-being
- 6 related to SDG 4 Quality education
- 3 related to SDG 5 Gender equality
- 2 related to SDG 10 Reduced inequalities
- 1 related to SDG 8 Decent work & economic growth

Innovate to limit the environmental impact of our activities

As a key industry player, Novares considers that reducing the impact of its activities on the environment as a priority. For years, we have focused on a continuous improvement approach and on involving all the Group's entities.

1/ Systematize ISO 14001 certification

2/ Reduce the energy intensity of the Group's activities and thus contribute to the fight against climate change

- 3/ Sustainable management of natural resources
- 4/ Design our products from a life-cycle perspective

Our commitments

Act for Environment									
Priority	Our commitments	SDG / ODD ¹	KPI Actu		Actual 2019 2020		2022		
ISO 14001 certification	ISO 14001 certification to all our sites by 2021	13, 14, 15	% of Certified locations	90% of certified plants	100% of the plants	100% of the plants	Integrate Skill Centers		
	Optimize our energy consumption	11, 12, 13	Specific Energy Coefficient	2.681	Actual 2020	To be defined	To be defined		
Reduce the energy intensity of our activities and contribute combating climate change	Reduce greenhouse gas emissions	13	CO2 Ton equivalent emissions Scopes 1 and 2	117200 T eqCO2	-	-	-		
			CO2 Ton equivalent emissions Scopes 1 and 2 / Turnover	102 T eqCO2 / M€	99 T eq CO2 / M€	96 T eq CO2 / M€	93 T eq CO2 / M€		
Sustainable natural resources	Reduce industrial waste quantity	15	Total Waste in T / Plastic used in T	-	-	start of data collection	To be defined		
management	Reduce water consumption	14	Water Consumption - Paint workshop only / Turnover	-	-	start of data collection	To be defined		
Products Eco-conception		12, 13, 14, 15,	# of "Green mobility" innovation on Novacar / total number of innovation	39%	39%	40%	42%		
	conception & development	14, 13, 17	# of "Green mobility" Patents	3	>5	>5	>5		

Current status

Act for Environment											
Priority	Our commitments	КРІ	Actual 2019	2020-Q1	2020-Q2	2020-Q3	2020-Q4	Comments			
ISO 14001 certification	ISO 14001 certification to all our sites by 2021	% of Certified locations	90% of certified plants	90%	88%	88%	88%				
Deduce the energy intensity	Optimize our energy consumption	Specific Energy Coefficient	2.681	2.579	2.713	2.708		(2017 = 2,787 / 2018 = 2,756) 2019 : AMEC not included Objective to be defined in 2021			
Reduce the energy intensity of our activities and contribute combating climate	Reduce greenhouse gas	CO2 Ton equivalent emissions Scopes 1 and 2	117200 T eqCO2					2019 : former-MPC included in the scope.			
change	emissions	CO2 Ton equivalent emissions Scopes 1 and 2 / Turnover	102 T eqCO2 / M€					2019 measures made in Q1 2020 Objecive: -3% per year			
Sustainable natural resources	Reduce industrial waste quantity	Total Waste in T / Plastic used in T	-	-	-	-	-	Env Reporting to launch Objective to be defined in 2021			
management	Reduce water consumption	Water Consumption - Paint workshop only / Turnover	-	-	-	-	-	Env Reporting to launch Objective to be defined in 2021			
Products Eco-conception	Integrate environmental aspects in our Product	# of "Green mobility" innovation on Novacar / total number of innovation	39%		73%	73%		YTD data			
	conception 9 development	# of "Green mobility" Patents	3		12	12		YTD data			



1/ Systematize ISO 14001 certification

1.1/ Purpose

Novares aims to prevent environmental risks and improve its sites' performance. Regularly evaluated, site management teams implement appropriate action plans, using a continuous improvement approach recognized by third-party ISO 14001 certification.

1.2/ Our actions

- Continued deployment of ISO 14001 certification (88% of our factories certified to date. Owing to Covid-19, some certification audits have been postponed) - Target 100% of factories in 2021.
- Deployment of the HSE compliance project ("Health Safety Environment" regulatory watch tool provided by Red-On-Line) – 100% entities covered to date following Phase 3 launch.
- Develop environmental reporting at Group level, to start at the beginning of 2021.
- Internal emergency plan drawn up according to the Group standards for all production sites. Intervention teams trained and retrained every year. Global organization tested at least twice a year (fire scenario and accidental spillage at least).

2/ Reduce the energy intensity of the Group's activities and contribute to the fight against climate change

2.1/ Purpose

As an industrial role-player, Novares considers it a priority to reduce the energy intensity of its activities. To achieve this, the Group is committed to optimizing its energy consumption and engaging all sites in a continuous improvement approach. At each location, areas of progress are identified, and action plans implemented to reduce energy consumption.

- Optimization of site lighting: LED lighting as standard; automatic shutdown in daytime production areas; movement detectors in social rooms; natural light, either by Skylight or Skytube Skylight or Skytube, is in place in most of our plants.
- Optimization of cold production: air coolers instead of cold groups for cooling hydraulics presses.; for example in Kenitra (Morocco), Arouca (Portugal), Janovice (Czech Republic) and Mioveni (Romania); installation of cold groups with heat recovery in Strasbourg (France); widespread use of frequency converters on water circuit pumps.
- Reduction of energy costs for heating: energy recovery from vacuum pumps room (suction pump transport of material) in Janovice (Czech Republic); insulation of all networks as well as hot water production; installation of energy recovery on compressors (in the case of heating with water circuit for example); VMC double flow in the administrative buildings in Janovice, for example.

- **Compressed air:** use of variable speed compressors, for example, in Sainte-Marguerite (France), Kenitra (Morocco), Arouca (Portugal) and Janovice (Czech Republic).
- Optimization of electrical consumption: system implemented in pilot plant at Ostwald (Strasbourg) plant; development of energy-saving best practices to share at sites; working group in place at Group level.
- Launch of the ISO 50001 certification project for the site in France, objective: 5 sites in France certified in S1/2021.

3/ Sustainable management of natural resources

3.1/ Purpose

Firmly committed to preserving natural resources, Novares contributes to reducing raw material consumption by using secondary materials, in particular by recycling its own production waste. Also, Novares strives to reduce water, air and soil pollution, as well as limiting local nuisances. Novares is also focused on reducing water use.

3.2/ Our actions

WATER

- 100% of cooling systems are closed circuit system (Novares standard).
- Monitoring of consumption in sites. Communicating actions and raising awareness of small, simple steps to save money and on reporting leaks in the workshop. Example: HSE training to newcomers in Libercourt plant (France).
- Monitoring the quality of aqueous discharges by the sites in accordance with applicable regulatory requirements. Example: Villers Bretonneux plant (France) works with different contractors to optimize waste treatment.

WASTE

- Reduce the volume of waste generated at sites by improving staff awareness (clear and visual sorting area, training actions, daily audits); Villers-Bretonneux (France), Chihuahua (Mexico).
- Assessment made of scrap and waste costs at Group level, based on 2019 data collected at sites. Best practice identification started, which will be shared across sites.
- Reinforce the use of recycled materials from shredding scrap, in place of using new material, in most of our plants.
- AIR
 - Compliance with atmospheric emissions regulations at our production sites. E.g. air treatment improvement at Sesena plant, Spain -

4/ Design our products from a life-cycle perspective

4.1/ Purpose

Novares wishes to promote eco-design in its skills centers and take environmental aspects into consideration in the design and development of its products: which means integrating life-cycle analysis during the concept definition phase, , applying the Group's environmental requirements and ultimately certifying its approach with a third party (AFAQ Eco Conception or equivalent).

4.2/ Our actions

• e-Motor components: 0 emissions

Novares has adapted its plastic module expertise to e-Motor challenges. 15 patents bring new possibilities to improve acoustic, cooling, architecture and sensing on the e-Motor. The aim is to make a more robust machine incorporating the new possibilities, such as a cooled rotor & stator monitored with a sensor and lighter and quieter systems.

Features:

- Plastic cooling modules to prevent magnet and high-power electronics from overheating
- Sensor integration in rotor
- Acoustic module

Targeted customer Benefits:

- Enables direct monitoring of the rotor temperature, position
- Enables optimized process cycle time
- Enables a better vehicle thermal Management (HEV, EV)
- Enables use of full power of e-Motor through cooling & sensing
- Enables proposal of acoustic friendly e-motor

Continuation of the current innovation programs

See examples hereafter:

Green Baffle Plate

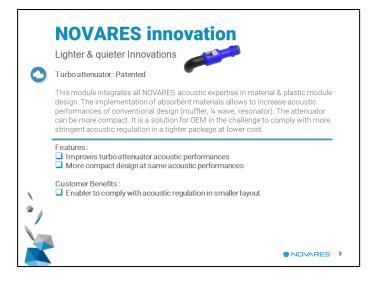
Optimizes oil circuit heating in transitory modes to greatly reduce CO2 emissions up to 2% in CO2/km.



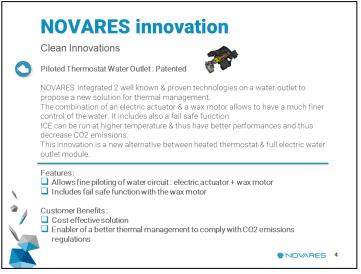


Turbo attenuator

Reduces air intake system noise.



Piloted thermostat water outlet Advanced piloted thermostat to improve water outlets at an affordable cost.



Through all the actions related to ISO 14001 certification, reducing the energy intensity, sustainable management of natural resources and designing our products from a life cycle perspective, Novares contributes further to the United Nations Sustainable Development Objectives, especially objectives 11, 12, 13, 14, 15 and 17.



Our 2020 policy communicated to all internal or external stakeholders:



MANAGEMENT COMMITMENT - HEALTH, SAFETY AND ENVIRONMENT (HSE) POLICY

September 9th, 2020

NOVARES Group promotes and protects people and environment.

Our principles:

- We respect and care about safety, environment, health and wellbeing of people, whether they are employees, contractors, visitors or neighbors around the world.
 We continuously improve our business processes to meet or exceed legal and regulatory HSE requirements.
- We promote the respect, control and progress of our processes and our organization, in line with the ISO 14001, ISO 45001 and ISO 50001 requirements.
 We provide an environment for open and transparent communication of HSE matters and concerns. We recognize that the skills, involvement and discipline of our employees are essential for fulfilling the HSE ٠
 - principles and commitment of our company.

Our vision:

- Zero incidents. ۰
- Safe, secure and healthy working conditions for each and every one working with and for us. .
 - High quality, safe and environmentally responsible products that meet or exceed the expectations of our Customers. Responsible use of natural resources.
- ٠ Environmental sustainability in everything we do.

Our commitment:

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- To measure and prevent any kind of occupational incidents, health concerns and environmental issue.

- To comply with applicable regulations and other requirements we endorse. To design, build and operate our facilities in a safe, secure, efficient and environmentally responsible way. To measure and fight against climate change by reducing greenhouse gas emissions
- To control and improve our energy consumption
- •
- To measure and reduce the impact of our energy use To measure and reduce the impact of our energy use To measure and reduce water consumption and limit the use of hazardous materials. To measure and optimize waste streams and raw material consumption by maximizing reuse and recycling. To preserve the biodiversity by monitoring our air and water emissions, to comply with regulatory discharge
- To develop our products considering of an and when unsuffice, to comply the regulation limits and to limit our impact on environment. To develop our products considering a lifecycle perspective, from the design until the end of life To provide resources, training, equipment and other support to enable fulfillment of this policy.

NOVARES commits to continuously improve the HSE performance through tracking against our goals and targets and ensure a proactive risk management in our businesses. This policy is integral to NOVARES strategy and the Group Executive Team is committed to its implementation.



United Nations 17 Global Goals for Sustainable Development







2020 NOVEASTERN Sustainability Report