

OUR CULTURE OF SUSTAINABILITY

Discover our culture and values that guide the way we do business



OUR APPROACH

Our sustainability approach at ARaymond is based on the core principles of ethical conduct which are: respect, integrity, care and trust.

This approach shapes the way we work both within our company and with our external stakeholders.

It supports our vision of the future we want to create and upholds our commitment to Economic Peace¹.

By embracing this approach our goal is to improve efficiency and sustainability of the company while enhancing our contribution to both society and the environment.



WE FOCUS ON THREE KEY AREAS OF ACTION:

- Making sure the company stays meaningful and compelling for future generations.
- Developing ways of working to support effectiveness and personal wellbeing, fulfillment, and empowerment.
- Fostering a mindful company culture to raise social, ethical and environmental awareness.



¹ Economic Peace is an original concept developed by the [UNESCO Chair for a Culture of Economic Peace](#). It is a way of developing critical thinking and propositions that restore the economy to its rightful place as a contributor to the common good. It seeks to promote cooperation between stakeholders by engaging in collaborative thinking that places people at the center of organizations and organizations at the heart of communities.

MAKING THE COMPANY MEANINGFUL AND COMPELLING FOR FUTURE GENERATIONS

OUR AMBITIONS

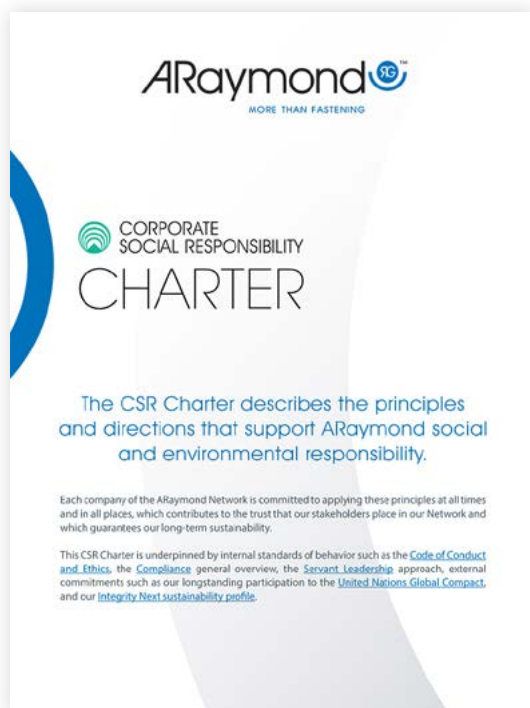
- Integrate CSR into corporate strategy and business decisions.
- Manage company performance by balancing economic, social and environmental performance.
- Transform our business models towards contributive models.

OUR ACTIONS

- Commitment to the principles of our CSR charter.
- CSR ambitions integrated in corporate strategy, monitored by corporate governance.
- A think tank "Circular and regenerative business models".

INTEGRATING CSR IN STRATEGY

Since 2021, CSR ambitions have been integrated into the company's corporate strategy. Together with economic ambitions, they form the basis of our business and industrial strategies, as well as our long-term transformation plan.



The same year, we created a global [CSR Charter](#) which outlines the principles and guidelines of our social, ethical and environmental responsibilities.

This CSR Charter is underpinned by internal standards of behavior which include: the [Code of Conduct and Ethics](#), the [Compliance General Overview](#), the [Business Partner Charter](#), the Servant Leadership Approach, as well as our external commitment to the United Nations Global Compact.



United Nations
Global Compact

LEADING SUSTAINABILITY FROM THE TOP

Since 2021, a complete governance structure has been implemented to manage sustainable topics at the highest level and to ensure that they are rolled-out consistently and cross-functionally throughout our network, involving all employees.

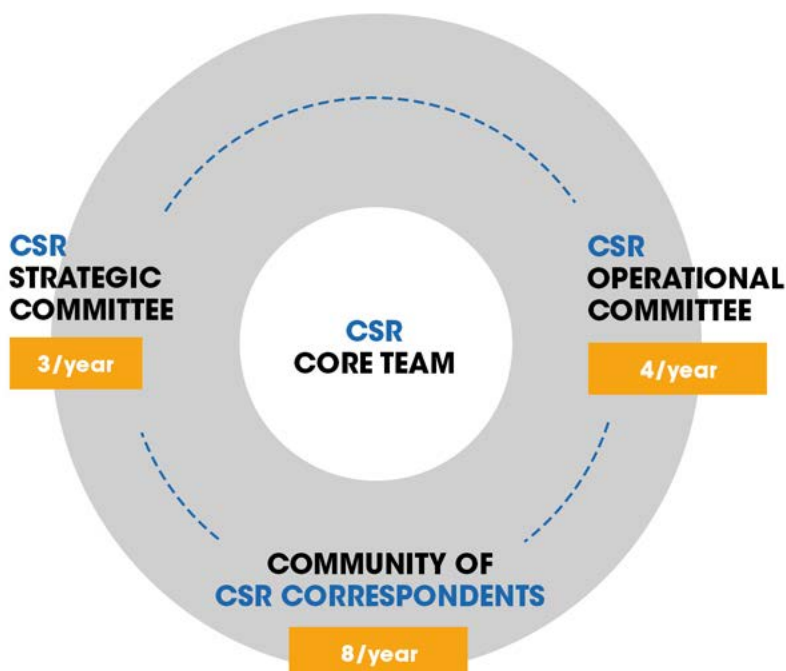


Our CSR roadmap integrates CSR into corporate strategy and culture, to drive progressive and systemic changes in processes and activities across the organization.

At each level, our goal is to create value, enhance efficiency and promote sustainability by providing purpose and guidance.

Corporate Social Responsibility (CSR) is an integral part of our corporate governance structure. It is comprised of 3 committees:

- A CSR Strategic Committee.
- A CSR Operational Committee.
- A community of CSR correspondents.



Our CSR Governance ensures comprehensive coverage across all functions, business units and worldwide facilities.

The CSR Strategic Committee reports directly to ARaymond Executive Committee, to review and validate CSR topics regularly throughout the year.

MEASURING WHAT COUNTS

In 2024, ARaymond implemented a dashboard aiming at monitoring our progress towards the strategic ambitions and long term objectives. This dashboard focuses on the most essential Key Progress Indicators (KPI) to achieve our long-term strategy, balancing economic, social, and environmental performance. It supports the Executive Committee and their teams to drive our business in the desired direction.

With the application of the European Corporate Sustainability Reporting Directive (CSRD), ARaymond will also report on a wide range of impacts, on environmental and social impacts, human rights, and anti-corruption topics.



The CSRD mandates reporting on impacts using “the double materiality principle”. This means assessing both the financial impact of sustainability challenges for ARaymond as well as the company’s impact on people and the environment.

This obligation will enable us to report in an even more detailed manner on how we adapt to environmental and social changes, such as our progress towards a low-carbon trajectory.

Since 2023, ARaymond is preparing to implement the CSRD and European Sustainability Reporting Standards (ESRS), to be ready for the mandatory reporting requirement in 2028.

We see this legal requirement as a positive asset to further measure our impacts, strengthen the company’s resilience, identify improvement opportunities. For us, it is a real opportunity for progress that will add value to our organization.

SHAPING THE FUTURE

In 2021, ARaymond took part in the Business Climate Convention (CEC) in France. The CEC has been created to leverage the collective intelligence of its 150-member business leaders to co-imagine a future economy that is compatible with planetary boundaries and contribute to the European 'Fit for 55' objective to reduce net greenhouse gas emissions by 55% by 2030.



Since then, Antoine Raymond, has embarked the business on this transition journey by exploring several topics to understand environmental issues, identify new economic models, and develop tools to measure performance. We have established a 2030 roadmap which sets out clear targets as we transition towards becoming a contributive and regenerative enterprise.

[Discover Antoine Raymond's testimonial about the CEC](#)



[Read the Climate Enterprise Convention event report - 2022](#)

In addition, we have launched the ARaymond "Think Tank", which brings together key company executives, with executives from other companies, and external partners, to focus on the development of circular and regenerative business models.

By sharing best practice and exchanging ideas with peers and experts, we help to accelerate the development and implementation of our CSR approach. This in turn increases the chances of success and enables us to further integrate our CSR ambitions within our business strategies and plans.



WAYS OF WORKING TO SUPPORT EFFECTIVENESS AND WELLBEING

OUR AMBITIONS

- To train all our managers in the Servant Leadership approach.
- To ensure that all employees are trained in at least one aspect of the Servant Leadership approach.

OUR ACTIONS

- Since 2022, 959 managers have completed the program.
- Since 2022, 890 employees have completed the “Servant Leadership for All e-learning module”, which is integrated into our onboarding process.

DEVELOPING A SERVANT LEADERSHIP APPROACH

Antoine Raymond introduced the Servant Leadership model at ARaymond in 2012, marking an important shift towards managerial humanism that now defines and differentiates the organization’s core values and internal relationships.

At ARaymond, people drive value creation.

Servant Leadership recognizes people as the company’s primary asset, fostering a collaborative environment where creativity and mutual support thrive.

OUR MANAGERS FOCUS ON:

- Supporting their teams by helping them to carry out their tasks. The notion of service is central to Servant Leadership.
- Empowering employees by encouraging them to take initiatives and express their creativity regardless of their role. We promote collaboration and co-creation.
- Giving employees purpose, trust and opportunities for growth.

Our management team leads, of course. However, our Servant Leadership approach places employee wellbeing and empowerment first.

THE SERVANT LEADERSHIP APPROACH IS BASED ON SIX PILLARS ALIGNED WITH ARAYMOND CORE VALUES



LISTENING



DELEGATING



ENCOURAGING



DIALOGUE



TAKING CARE



TRUST



To develop Servant Leadership and raise awareness, we provide introductory training at a local level and across different departments or entities.

In India, for example, around 400 employees were informed about the goals and principles of Servant Leadership, leading to higher motivation and engagement.

Within our ARaymond University we have created an online training course to introduce employees to the pillars of Servant Leadership. Since 2022, more than 700 employees have completed this e-learning module, which is now an integral part of our onboarding process.

By trusting employees and giving them the opportunity to contribute, learn and grow, Servant Leaders can rapidly earn the respect of their employees. This leads to better business outcomes and enables team members to grow towards leadership positions organically. Autonomy is another key aspect. During annual evaluations, we ask employees to set their own individual goals and we trust them to find the best path to achieve them.



Research has shown that the development of a Servant Leadership approach encourages mutual aid and creative behaviors. It also improves individual and collective performance and the feeling of satisfaction for all stakeholders.

[Read our article about Servant Leadership](#)

TESTIMONIAL

"At ARaymond, we believe employees deserve to be heard. We adopted Servant Leadership more than a decade ago to encourage team members to be autonomous and free-thinking, to develop their talents, and to grow within the organization. Managers or employees, we always work together with a sense of collaboration and trust. Each day, this approach leads to improved employee satisfaction and retention, compared to traditional leadership models."

Benoît BARRÉ
ARaymond Chief
Manufacturing Officer

"We are working to spread our approach and methodology to all employees, while adapting to the cultural differences in each country. Our aim is to help managers create clear decision-making processes that enhance autonomy, meet individual needs, improve task completion, and boost wellbeing. Mindfulness is key for developing Servant Leadership and peaceful management."

Pascale LAGARDE
People Development &
ARaymond University Manager



OFFERING AN EFFECTIVE OPERATIONAL MANAGEMENT SYSTEM

Since the global expansion of our company, it has become essential to streamline operations. Our Servant Leadership approach has enabled us to enhance operational efficiency.

By leveraging the principles of Lean Management, we have optimized operations, boosted agility and flexibility, improved employee motivation, and enhanced customer satisfaction.

Our aim is to increase the direct contribution of each employee through continuous improvement and move from a traditional pyramid hierarchy towards a flatter, leaner organization in line with the values of Servant Leadership.

Our management system covers various areas: workplace management, total quality, process optimization, flow management, people engagement, leadership and organization, and strategy deployment. It has been designed specifically for ARaymond's global processes.



Since 2021, we have transitioned this management system from a "Quality, Cost, Delivery" (QCD) approach to one of "Quality, Cost, Delivery, People, and Planet" (QCDPP). This change has been supported by employees who have shared their ideas for improvement on social and environmental aspects with their local EHS teams.

[Read our article about implementation in India](#)

TESTIMONIAL

"We implemented this operational management system (ATOMS) within one of our Italian production units in 2016. The change involved a new "flat" hierarchy, with just one production manager and all other workers at the same level. At the same time, we developed employees' skill sets so that everyone could work interchangeably and operate all press machines, processes, and requests. All workers were put in direct contact with customers, removing intermediaries to enhance their autonomy. The outcome has been remarkable, both from a business perspective and in terms of employee satisfaction. Production increased and turnaround times dropped drastically leading to greater customer satisfaction. And employees are more positive towards their job due to increased autonomy."

Alberto MARENGO
Plastic Production Manager,
ARaymond Italiana



FOSTERING A MINDFUL CORPORATE CULTURE

OUR AMBITIONS

- To support the universal sustainability principles of the United Nations Global Compact.
- To raise climate, biodiversity and natural resources awareness among employees through participation in Fresk workshops. We target at least 75% participation by 2026.
- To cultivate an environment of trust and promote a management culture of Economic Peace.

OUR ACTIONS

- Signatory of UN Global Compact since 2003.
- At the end of 2024, 50.3% of our employees around the world had participated in Fresk workshops.
- We provide long term support to the UNESCO Chair for a Culture of Economic Peace.

SUPPORTING GLOBAL COMPACT



In 2003 ARaymond signed the United Nations Global Compact and have been an active member since that date. For us, it means incorporating its 10 principles in our activities to meet our responsibilities on human rights, labor, environment and anti-corruption.

[ARaymond : United Nations Global Compact](#)

RAISING ENVIRONMENTAL, SOCIAL, AND ETHICAL AWARENESS

To raise the environmental, social and ethical awareness of our employees, we have been organizing various Fresk workshops, the most well-known being [the Climate Fresk](#), [the Biodiversity Collage](#), and [the Digital Collage](#). Based on scientific data and developed around various themes, these workshops are serious games designed to raise awareness in an engaging, interactive and fun manner.

Our aim is to give all employees the opportunity to better understand the causes and consequences of climate change, biodiversity depletion, and resource scarcity. These collaborative learning sessions empower them to change the way they act to create a more sustainable contribution to the company and society in general.

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CLIMATE FRESK AND
BIODIVERSITY COLLAGES
SESSIONS COMPLETED
(SINCE 2021)

50.3%

HAVE PARTICIPATED
IN FRESK WORKSHOPS
(END 2024)

74

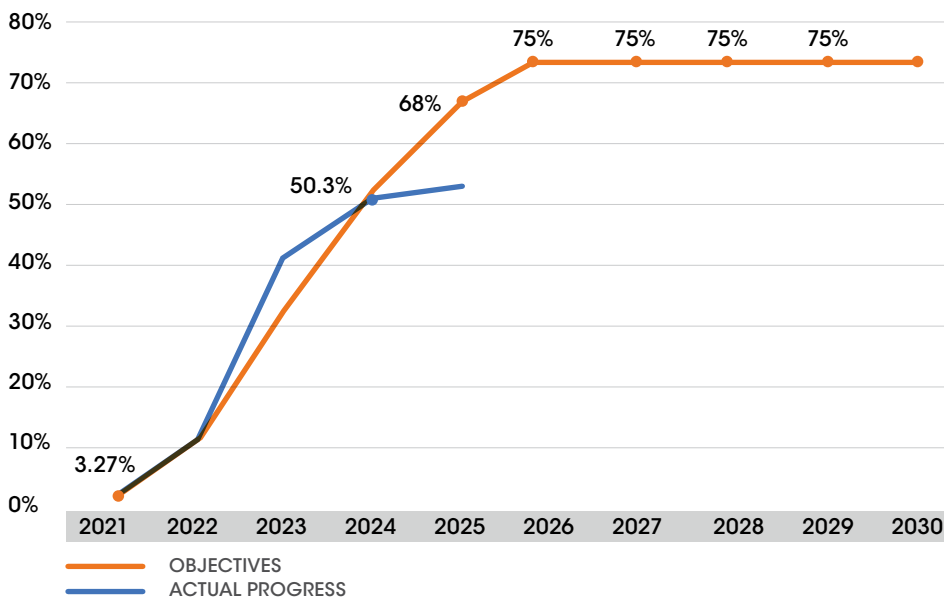
FRESK FACILITATORS
(END 2024)



All members of the Executive Committee and the CSR Committees have participated in these workshops, which demonstrates the importance of getting everyone involved, starting at the top, to support our carbon footprint deployment goals and ensure sustainable change takes place with a direct impact on business decisions.

To facilitate sessions wherever ARaymond operates, the Climate Fresk and Biodiversity Collage have been translated into different languages, including Hindi and Czech. We have donated these translations back to the organizations who created them to allow them to continue raising awareness with other users.

OBJECTIVES vs ACTUAL PROGRESS:



TESTIMONIAL

"It was interesting to see the impact of small changes on the entire value chain and confront different points of view. The format was engaging and interactive, revealing what we can do in both our everyday lives and business,"

Manish PADHARIA,
Managing Director,
ARaymond India





PROMOTING ECONOMIC PEACE

ARaymond is a founding member and active supporter of [the UNESCO Chair for a Culture of Economic Peace](#).

Created in 2012, the initiative received the prestigious UNESCO Chair designation in 2023, which is a great recognition and a crucial milestone in its development.

Together, with several other companies in France, we are contributing towards the development of alternative business models committed to peace and the preservation of the living world.

THE UNESCO CHAIR FOR A CULTURE OF ECONOMIC PEACE AIMS TO:

Promote peace and prevent crises, by strengthening economic resilience in the face of crises, and identifying paths to peaceful resolution.	Rethink the contribution of businesses to the life of the community and integrate this into the education of future leaders.
Revisit the concepts of progress and profit and contribute to the redefinition of a new social contract for a responsible, inclusive, and sustainable society.	Encourage social bonds based on collaboration between women and men, among stakeholders within the same ecosystem, on the same territory, as well as between people and countries.

In essence, supporting the Chair for a Culture of Economic Peace means engaging in collaborative thinking to place people at the center of the organization and the organization at the heart of the community.





One of the actions aimed at integrating economic peace into the company was to develop, in 2023, a serious game dedicated to ethical dilemmas. It has been done in partnership with the Grenoble Ecole de Management (GEM) and the UNESCO Chair for a Culture of Economic Peace. The aim of this "Ethical Expedition" is to strengthen ethics in business actions and decisions based on economic peace principles.



The game provides an immersive and educational experience to raise awareness and stimulate reflection on ethical issues in business. By setting a framework for discussion it provides advice on how to approach ethical dilemmas and reduce the potential stress linked to making sensitive decisions.

[Discover more](#)



TESTIMONIAL

"ARaymond is not only a strategic partner of the UNESCO Chair for a Culture of Economic Peace but also a long-standing ally. The Chair wouldn't exist without the impulse and intuition of Antoine Raymond who, in 2010, declared: "If we continue to do business as we do it, we will destroy each other". His vision of the company was already that of a peaceful collective which forges social ties, internally, with employees, and externally, with stakeholders and the communities, including competitors. We are very happy with the active support of ARaymond for 12 years and proud of the various operational projects implemented, directly inspired by economic peace. ARaymond's unfailing support will have enabled the major development of the economic peace approach, which was presented to the United Nations on May 16, 2024 and recorded in the Geneva declaration for a culture of peace".

Vanessa MENDEZ
Deputy Director of the UNESCO
Chair for a Culture of Economic
Peace