



CSR  
REPORT  
2024

*Oberthur*  
Fiduciaire



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# 01 CSR strategy



Throughout its history, from its creation in 1842 to its current form, the OBERTHUR Group has followed a path in which all the components of Sustainable Development, as we define it today, have taken their roots and been perpetuated. This has sometimes taken different forms, depending on economic, social, environmental and technical requirements, but always with a pioneering mindset founded on real, authentic values of Expertise, Trust, Innovation, Respect and Integrity.

For us, sustainable development means ensuring continued, responsible viability for the future. Sustainable development has become an issue for society as a whole, and one that we have naturally embraced, conscious of the importance of adopting ethical, sustainable and socially responsible practices. In 2008, the Oberthur group decided to deploy an integrated, certified management program to steer its CSR approach, under the name Earth 365.

This commitment has led us, in 2021, to join the United Nations Global Compact and to develop an ambitious global strategy in the Environmental, Social and Governance fields. The resulting efficiency and performance of internal organizations are steered through our "Oberthur Production System" continuous improvement approach, with the constant aim of meeting the needs and expectations of our stakeholders.

In all humility with regard to the global issues that concern us all, but with determination, the Oberthur group is committed through its business models to playing an active role in the protection of our planet, while guaranteeing the reliability and safety of our products and always taking into account the human and social dimensions of the players with whom we act.



# GLOBAL COMPACT

By joining the Global Compact in December 2021, we have reaffirmed our commitment to actively promote the 17 Sustainable Development Goals across all our activities, in collaboration with our stakeholders: customers, employees, shareholders, suppliers, competitors, partners, public authorities and associations.

This approach embodies our desire to contribute positively and concretely to a sustainable future for all. We pay particular attention to the **following 12 objectives**.



# EARTH 365

Our Earth 365 management program is the central pillar of our CSR approach, based on the principles of ISO 26000. Our leitmotiv is to adopt the best sustainable development practices in order to meet our objective: **"To be competitive in a high security environment"**.



**We work collectively, hand in hand, 365 days a year, in a 360° cross-functional way.**



# LEAN

**As part of our sustainable development approach, we value collective intelligence as a lever for continuous improvement.**

Collaboration, innovation and the active involvement of our stakeholders, particularly in problem-solving, are at the heart of our approach. By fostering interaction between our employees and adopting the principle of leveraging collective ideas, we reinforce team cohesion, communication and creativity, key elements of our success.

Our deployment of **Sustainable Lean Management** at all levels of the company is in line with this logic. It aims to eliminate waste and optimize our processes by promoting "*bottom-up*", ritualized, daily communication in every department.

This model is based on two pillars: **economic efficiency**, by optimizing performance on our production sites, and **improving working conditions**, by enhancing ergonomics, training and the involvement of all.

This approach helps us to meet the expectations of our stakeholders and offer quality products and services, maximizing customer satisfaction.



**Customer first**  
driving demand

**People**  
The company's core value

## The 4 fundamentals of sustainable lean

**The workplace**  
where it all happens

**Continuous improvement**  
transforming step by step



02

# Environmental commitment



**The Group is committed to contributing to a more sustainable future for all by limiting the environmental impact of its products and services.**

We are pursuing and diversifying our initiatives through :

- Reducing our water consumption
- Reducing our energy consumption and using decarbonized energies
- The use of more sustainable, plastic-free resources and raw materials
- The circular economy and the development of recycling alternatives
- Reducing our carbon footprint

# WATER



Aware of our impact on water resources and the growing importance of preserving them, we initiated a water management plan in 2018. This plan translates into concrete actions aimed at reducing our water consumption and integrating this priority into our investment decisions.

## REDUCING OUR CONSUMPTION

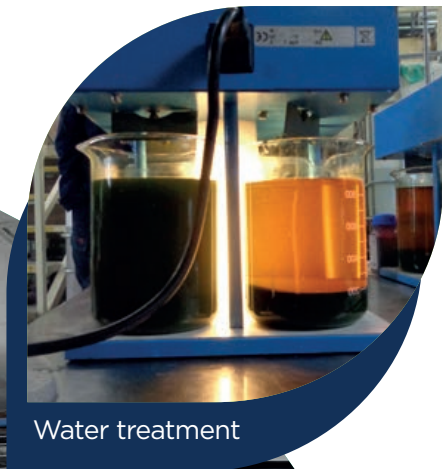
**50% of our water consumption** on our printing sites is linked to **sanitary use**. We have set up workshops with external organizations to raise our employees' awareness of the need to preserve our water resources. These workshops have enabled our employees to **adopt good water conservation practices**, both professionally and personally.

## WORKING GROUP

In 2023, we set up a working group dedicated to improving wastewater reprocessing across the group. This group aims to share best practices and identify common challenges encountered at our sites. Thanks to rigorous monitoring of our facilities, **today we are proud to treat 95% of the wastewater from our production processes** with sustainable treatment solutions.

## OUR RESULTS

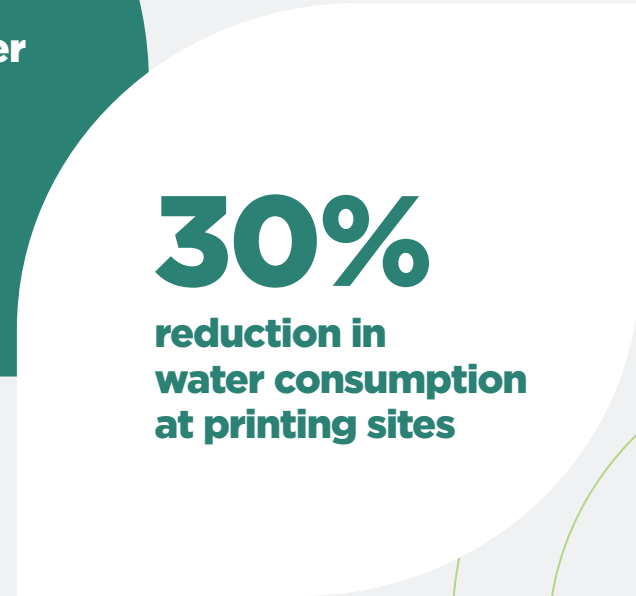
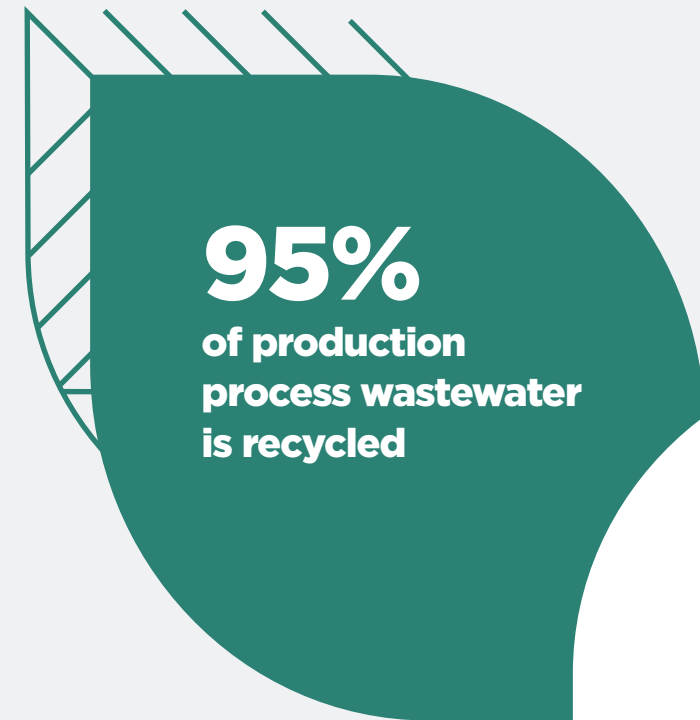
The various actions we have taken have enabled us to **reduce water consumption at our printing sites by around 30% by 2023 compared with 2020**.



Water treatment



Water treatment plant



## KEY ACTIONS

- Campaign to raise awareness of water consumption for sanitary purposes at production sites, with incentives to apply these good practices at home too.
- Optimization of the ink sludge treatment process





# ENERGY



Since 2017, we have been committed to optimizing our energy consumption and expenditure sustainably and efficiently across all sites.

## A DEDICATED TEAM

We have structured dedicated teams at our 3 production sites in charge of deploying the energy management system, animated via monthly rituals at group level. At the Chantepie site, this commitment has resulted in **ISO 50001 certification since 2017.**

## OUR OBJECTIVES AND COMMITMENTS

We have set ourselves the target of achieving **100% decarbonized energy by 2027.** To date, we use **50% decarbonized electricity** and have already reached 100% for one of our printing sites.

We are committed to reducing our gas consumption on our sites through innovative **heat recovery solutions** and **precise temperature management** in our workshops by adapting our settings to external climatic conditions.

## ENERGY CHECKLIST

With the **involvement of all the company's employees** in a continuous improvement approach, we will contribute to the implementation of measures that are increasingly in line with current and future energy challenges. Today, **24 machine shutdown checklists** have been deployed at our sites, to ensure that equipment is switched off properly at the end of each shift, day or week...

## EXCHANGE OF BEST INDUSTRIAL PRACTICES

We carry out regular quarterly **benchmarks** with **local and international manufacturers.** This collaborative approach enables us to pool our know-how, exchange best practices and, **thanks to these synergies, develop innovative solutions.** All participants have noted a steady reduction in their energy consumption. Once the solutions have been validated, we are committed to distributing them to a wider panel to maximize their positive impact.



## Focus on Hackathon Energy

As part of our commitment to promoting **collective intelligence**, we invited all our employees to actively participate in a **brainstorming session on energy** during August and September 2023. The initiative met with great enthusiasm, with **85 innovative suggestions** submitted by our teams. Among these contributions, **three major areas emerged** as potential levers for improving our energy performance: raising employee awareness, painting the roofs of our buildings white, and installing photovoltaic panels. In recognition of the quality and relevance of these ideas, **seven employees received awards, testifying to the tangible impact of their commitment.**



**50%**  
decarbonized  
electricity at  
group level



## KEY ACTIONS

- Roll out and reinforce the use of energy checklists initiated in 2022
- Energy Hackathon

# RESOURCES

Our aim is to develop sustainable products and limit our consumption of raw materials.



## SUSTAINABLE INNOVATION

Our sustainable innovation approach to banknotes made from cotton paper, incorporating bio-sourced latex fibers and Sisal fibers, was recognized at the Sustainable Development Goals Awards of the Global Compact France 2023 Network. This solution extends the life of banknotes while using more environmentally-friendly raw materials.



## MORE ENVIRONMENTALLY-FRIENDLY PACKAGING

For packaging, we offer our customers more environmentally-friendly alternatives, such as films containing 30% recycled PET, reducing the carbon footprint by 29%. We encourage our customers to reduce the use of wooden packaging crates in favor of recycled cardboard crates, further reducing the environmental impact of packaging by over 50%.

**-29%**

CO<sub>2</sub>e by using films containing 30% recycled PET

**50%**

less environmental impact by using cardboard VS wooden crates

**-55%**  
CO<sub>2</sub>e impact by using sisal VS cotton



## Le sisal :

Sisal fibers come from the "Agave Sisalana" plant. Sisal fibers are used in paper applications because of their **specific mechanical strength**. The plant grows in hot, arid regions, where other crops are not possible. Sisal requires little water, little fertilizer and few phytosanitary products. **It can survive 11 years without being watered**, making it a more water-efficient alternative to cotton. The use of the Sisal plant can also be a way for producing countries **to enhance the local economy**.

What's more, the carbon impact of sisal production is up to 55% lower than that of cotton.

**Sisal** : 0.72kg CO<sub>2</sub>e/kg

**Cotton** : 1,6 kg CO<sub>2</sub>e/kg



Ongoing search for alternative, locally grown organic fibers

KEY ACTION



# WASTE

Effective waste management is essential, and we are committed to going beyond regulatory requirements to promote innovative sustainability practices. Our approach is based on the principles of Reduce, Reuse and Recycle, working closely with our partners to develop sustainable solutions and optimize our production processes to minimize waste.

We focus on **four main areas**:

- Waste recycling
- Reducing waste at source
- Energy recovery
- Employee awareness

**59**  
Recycling channels

**64%**  
of waste recycled on our printing sites

**1280T**  
of CO<sub>2</sub>e emissions avoided thanks to waste recycling



## KEY ACTIONS

- Raising employee awareness of waste sorting
- KPI tracking
- Study of new solutions for recycling shredded materials



### INNOVATING AND SHARING OUR RESULTS

We are constantly **innovating to recycle our waste and scrap**, sharing our best practices within professional networks and presenting our results at events such as seminars and trade fairs. As a result, our customers are occasionally led to **adapt their specifications and waste management practices towards more responsible models**.



### OUR RECYCLING SOLUTIONS

In 2023, thanks to initiatives such as the **recycling of ink sludge and paper**, we achieved a **recycling rate of over 64%** of our waste, thus avoiding 1,280 tonnes of CO<sub>2</sub>e emissions. We continue to explore new recycling solutions for end-of-life banknote shreds, **testing various methods** for applications such as furniture and construction. We work closely with the regional industrial fabric **to offer our customers lowtech recycling solutions** tailored to their specific needs.



## CO<sub>2</sub> EMISSIONS

Managing and reducing our emissions is essential to our Group. Our fiduciary business has a relatively low carbon footprint, with a Group-wide intensity of 0.28 TCO<sub>2</sub>e/k€ in 2023. We have been tracking our CO<sub>2</sub> emissions since 2010, and will be carrying out a global carbon assessment in 2020.

### OXIDIZERS INSTALLED

To reduce our VOC emissions, we have connected all our production machines to oxidizers at our Chantepie site, thus **treating 100% of VOC emissions by the end of 2023** and reducing our carbon footprint and particules emissions.

### CARBON FOOTPRINT CUSTOMER ORDER

In 2023, we carried out **7 carbon assessments dedicated to our customers' orders**, promoting transparency on the environmental impact of our products. Thanks to these carbon and LCA analyses, we are able to **propose sustainable alternatives** for raw materials, consumables and manufacturing processes.

### OUR RESULTS

Our efforts to optimize our consumption of energy, water and resources have led to a **9% reduction in our carbon intensity** and a 37% reduction in our net emissions compared with 2020 at our printing sites. We are **aiming for a significant reduction in our greenhouse gas emissions** while maintaining our operational excellence, thus actively contributing to the global ecological transition and a more **sustainable future**.

# 37%

reduction in our CO<sub>2</sub>e emissions

# 9%

reduction in our carbon intensity

### KEY ACTIONS

- Carbon footprint for each order
- Greener banknote



Oxidizer



### OUR GOAL IS CLEAR:

Achieve a significant reduction in our greenhouse gas emissions while developing our approach to operational excellence.

# 03

## Social commitment, our expertise and know-how

Guaranteeing optimal working conditions, supporting our employees in their career development while expressing their talents, promoting diversity and inclusion, stimulating employee involvement...

Through all these commitments, we are firmly convinced that people are one of the pillars of our success.





# HEALTH AND SAFETY AT WORK

We are convinced that the wealth of our company lies in its men and women, and that this human capital must be protected with constant attention at all levels of responsibility.

## 0 ACCIDENTS APPROACH

To achieve this, we have set up a "Zero Accident" approach based on **workstation audits and safety checks on our machines and handling equipment**. This approach, led at Group level, enables us to **share best practices** from each site at monthly meetings. All **our sites are ISO 45001 certified**, attesting to the reliability of our approach and the Group's commitment to health and safety in the workplace.

## NEAR-MISS PRINCIPLE

We have anchored the principle of **reporting "near-miss"** on all sites to contribute to the 0 accident approach, and **we have thus been able to deal with more than 471 reports** throughout the Group (awareness-raising, infrastructure improvements, etc.).

These actions have led to a **significant reduction in the risk of accidents**, as well as a **55% reduction in the severity rate** at our printing sites.

Ventilated mask

## 7S APPROACH

With the same concern for prevention, a 7S approach has been structured and applied to all our sites. The aim of this approach is to **improve our workspaces and involve employees** in the continuous improvement of their working conditions. The aim is to organize, clean and maintain an efficient and safe working environment. It is a prerequisite for the deployment of Lean MANUFACTURING-type continuous improvement activities.

**Sort** = Clean up, get rid of everything you don't need

**Set in order** = "Everything in its place, a place for everything", find a tool, document in minimum time

**Shine** = Eliminate waste and dirt, find and remedy the causes of dirt, define operating and cleaning rules.

**Sustain** = Keep what you have in place

**Standardize** = Continuous improvement

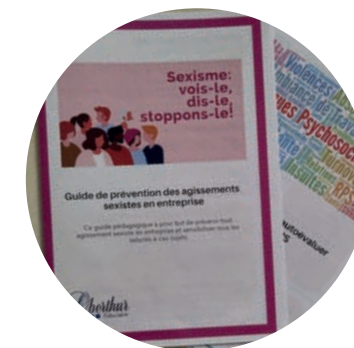
**Security** = guaranteeing the traceability of our products

**Safety** = working safely is our priority



## KEY ACTIONS

- Prevention quarter (Displacement, RMS and RPS) Games and Quiz
- Workstation warm-up (sports coach)
- Floor markings
- Measuring chemical exposure



**-55%**  
reduction in  
accident severity  
rate





# QUALITY OF LIFE AT WORK

We have defined measures to improve working conditions on a day-to-day basis, to encourage a better balance between professional and personal life, and thus contribute to a better quality of working life for all. We are convinced that constantly improving the quality of working life for our employees is a lever in our approach to operational excellence.



## OUR COMMITMENTS

Various commitments have been created or renewed concerning the quality of life at **work for a better work-life balance**, agreements on parenthood, soft mobility, working conditions... In all, more than a **dozen agreements** guarantee our employees ever more ambitious working conditions..

## OUR ACTIONS

We offer our employees a wide range of initiatives to improve working conditions in our company. Training, sports activities, flexible working hours, individual relaxation chairs, workstation coaching... **All these initiatives ensure a strong commitment on the part of our employees.**



**17** members at Oberthur Sport

**144** participants in osteopathy sessions



## KEY ACTIONS

- “Preventing arduous work to age well at work” training course
- “Sleep and nutrition” awareness campaign with the occupational health service
- Replacement compensatory rest bank
- Support for the right to disconnect, time frame for meetings
- Teleworking
- Yoga, Pilate and muscle-strengthening sessions.
- Flexible working hoursil





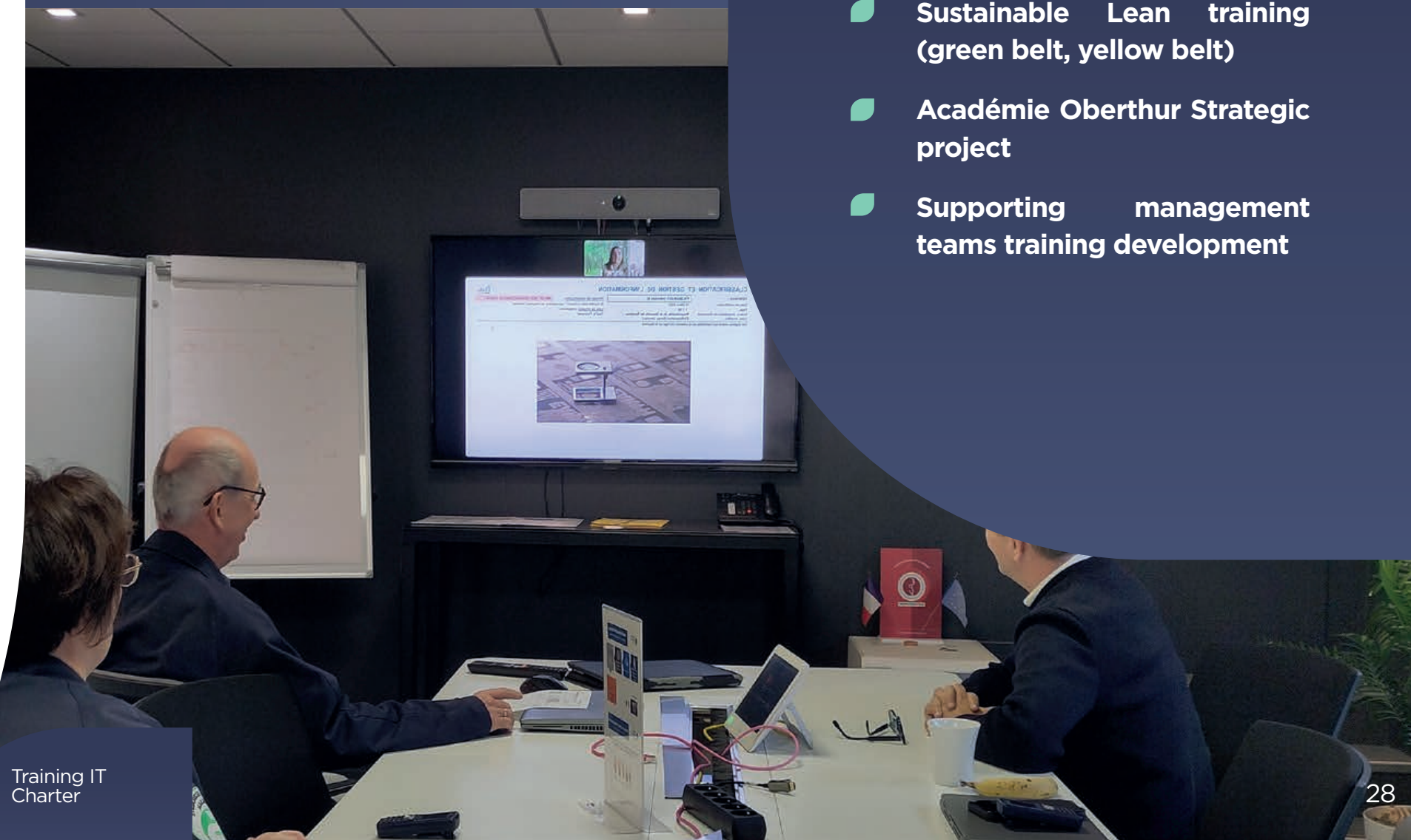
# TRAINING AND TALENT DEVELOPMENT

The variety and complementarity of our businesses enable us to offer our employees in-house training, opportunities to enhance their skills and career development opportunities throughout their professional careers.

## OUR ACTIONS

We attach fundamental importance to the development of our employees, which is reflected in :

- Careful integration of each new employee through a personalized induction program
- The development of business training through the **Academy**
- Opportunities for skills development and mobility within the Group
- Recognition of professional commitment through the award of long-service medals
- Integration of a large number of interns and work-study students in various Group departments



Training IT Charter

**18h**  
training per employee at group level in 2023

**292**  
employees trained in Sustainable Lean

## KEY ACTIONS

- Sustainable Lean training (green belt, yellow belt)
- Académie Oberthur Strategic project
- Supporting management teams training development

# A COMMITTED COMPANY / EQUAL OPPORTUNITY AND DIVERSITY

We strive to create a working environment where every employee, whatever their background, gender, age or beliefs, can express their full potential and contribute to our collective success. To this end, we have put in place initiatives to promote talent diversity, raise awareness of inclusion and foster constructive dialogue within our teams.

## AN INCREASINGLY INCLUSIVE COMPANY

As a committed company, we implement **an inclusive policy aimed at ensuring fairness and non-discrimination** in all our processes, whether in recruitment, training or internal promotion. We value differences as sources of wealth and performance. We are pursuing the actions undertaken since 2022 as part of our gender equality agreement.

Female/male  
repartition at  
group level  
35% / 65 %.



## OBERTHUR HAS SIGNED A CHARTER FOR INCLUSIVE COMPANIES AND INTENDS TO :

- Promote the professional integration and job retention of **disabled workers** by taking part, for example, in **DuoDay**, an initiative to welcome disabled people to our Chantepie site for a day.
- Contribute to the social and professional integration of **young people aged 16 to 25** by hiring a large number of interns and work-study students.
- Contribute to **professional equality between men and women** (hiring, training, remuneration, promotion, working conditions, etc.) and promote gender **diversity** in the workplace through numerous internal agreements.
- Develop a truly inclusive work culture internally, with the aim of **preventing all forms of discrimination**.
- Introduction of an anonymous professional alert system, enabling all cases of harassment to be reported.



## KEY ACTIONS

- Communication campaign against sexist behavior in the workplace
- Publication of a guide to preventing sexist harassment in the workplace
- Renewal of the operation DuoDay



# 04 Governance



We attach great importance to the way we act in our business activities and relationships, and are committed to acting with honesty, fairness and integrity. Responsibilities and authorities are defined and declined within each Group entity. Our organization is adapted to our ambitions to meet the expectations and requirements of our stakeholders, while respecting the Group's founding values:





# DIGITAL RESPONSIBILITY AND DATA PRIVACY

**Our data is increasingly dematerialized and shared in environments that can sometimes be malicious. Data exfiltration represents a serious threat, and can even lead to the paralysis of systems and activities. That's why we have introduced a firm policy of protecting information and personal data, as well as an IT charter.**

Whether the information is sensitive or not, we guarantee our stakeholders flawless IT security and the protection of their data. As part of our business activities, we undertake to use and share only the data strictly necessary to carry out our projects, with those who need to know.



100% of our suppliers are made aware of our anti-corruption rules of conduct, our Code of Ethics, our information security rules to be respected by interested parties, and our rules for the protection of personal data coming from any outside party.

## 771

employees trained in data use and protection

## 100%

of our laptops are equipped with privacy screens

### A CERTIFIED APPROACH

Notre système de management « Earth Our Earth 365 management system incorporates information security, with specific policies and objectives reviewed annually. We are **ISO 27001 certified on all our printing sites**, validating our commitment to data protection.



**OBERTHUR FIDUCIAIRE:**  
STRONG ON DATA PROTECTION,  
DYNAMIC IN SECURITY.



### AWARENESS-RAISING AT THE HEART OF OUR ACTIONS

We carry out numerous actions to promote data security in our company, so our employees are made aware of the RGPD through e-learning and fishing prevention campaigns. All our computers are equipped with privacy screens to guarantee the confidentiality of our data on the move. In addition, an RGPD manager oversees all matters relating to the protection of personal data.



## KEY ACTIONS

- Raising awareness of RGPD and data protection among all employees via Moodle.
- Raising awareness of password change and management (KeePass)
- Raising awareness and banning the TikTok application on business mobiles
- Fishing campaign





# SUSTAINABLE INTEGRATION

Our company is committed to working with its partners to promote sustainable practices. We aim to play a leading role in the development of responsible solutions.

## PROMOTING SUSTAINABILITY

We are also committed to promoting sustainability in our industry through our participation in the International Currency Association, contributing to the promotion of eco-design, innovation, security and sustainability in the field of physical currencies.

## SHARING BEST PRACTICES

We participate in industry initiatives to promote the sustainability of our sector and encourage sustainable production practices through numerous events, seminars and presentations. We also foster responsible partnerships with our suppliers and customers to promote sustainable practices within our ecosystem.

### 3

external events  
(trade fairs,  
seminars, etc.)



## KEY ACTIONS

- Mapping out recycling solutions by developing a network of partners to recycle shredded banknotes.



## Reuse of SHREDDED BANKNOTES

as building, decoration and furniture materials.



# COMPLIANCE AND INTEGRITY

We ensure scrupulous compliance with all applicable anti-corruption laws in the jurisdictions where we operate.

## OUR ANTI-CORRUPTION ACTIONS AND COMMITMENT

Our commitments have been recognized with the award of ISO 37001 certification in 2018. Our policy is clear: 0 tolerance of corruption. We train 100% of our teams and consultants in corruption risks and use a professional whistleblowing system to report any suspicions of corruption or ethical problems within our group.



## KEY ACTIONS

# 100%

of our sales staff  
have taken a training  
module dedicated  
to anti-corruption

- Training of employees who occupy positions particularly exposed to the risk of corruption and influence peddling and/or who provide support to prevent or detect corruption and influence peddling.
- Internal Alert System for reporting any conduct or situation contrary to our Code of Ethics, Code of Conduct and applicable laws. This system ensures that reports are treated confidentially, and that the person reporting in good faith is protected against any form of reprisal.
- Poster campaign to raise awareness of the risks of corruption among all our employees.
- Reminder of the obligation of discretion to our employees

# COMMUNITY INVOLVEMENTS

The Group's various entities support and deploy solidarity initiatives and partnerships with local organizations within their scope.

## SUPPORT FOR ASSOCIATIONS

We support initiatives that are in line with our values and can bring **environmental, social and economic benefits**. For example, we have made donations to a number of associations (Bretagne Atlantique Ambition, Enfance Espoir...).

## KEY ACTIONS

- Activ'Est: participation in Ecopôle sud Est - France events (Ici commence la Vilaine, Eco Business Trail)
- Green Sofia: initiative to make Sofia greener, 2nd in the "European Green Capital 2023" competition.
- Bretagne Atlantic Ambition: donations for neuroscience research
- Support for Enfance Espoir: an international organization working to combat illiteracy

# 180k€

donated to  
associations  
in 2023







# The future: call for contributions

BE THE  
CHANGE YOU  
WANT TO SEE IN  
THE WORLD

In 2024, we are committed to advancing our global and harmonized Group-wide approach in the various areas of our sphere of influence.

As our approach is co-constructed with our stakeholders, we would like to thank you in advance for your comments and suggestions.

Send us an email:

**[earth365@fcof.com](mailto:earth365@fcof.com)**





# Oberthur

*Oberthur*  
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*Oberthur*  
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