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Our vision of Responsible Beauty.

“At Clarins, we believe in beauty that respects the planet and mankind, and have thought so for nearly 60 years. Nature is our source of inspiration, Respect is our ethical code. This is conveyed in the special relationship we forge day after day with our clients. Responsible development is a voluntary yet concrete approach that all Group employees put into practice on a daily basis. In addition to a passion for beauty, what brings the men and women of the Clarins Group together is the motivation to get involved above and beyond the call of duty. It is the belief that, together, we can improve life for people now and for future generations. It is a commitment to responsible beauty.”

Christian Courtin-Clarins, Chairman of the Supervisory Board.

“Responsible Beauty is a fundamental attitude for the entire Group. It is based upon an unwavering belief in mankind and the future. We believe in the audacity to create and innovate along with the cooperation between all those involved in our Group’s success, including our hard-working employees. I am convinced that beauty, self-confidence and well-being have a direct influence on the body and our health. Our products’ cosmetic effectiveness and their sensoriality contribute to this sense of well-being. This is important for healthy men and women and for those who are not. The Arthritis Foundation, unique in France in the field of rheumatoid arthritis, has helped give hope to those affected by the disease. This is just another example of our sense of Corporate Social Responsibility.”

Dr. Olivier Courtin-Clarins, Managing Director of the Clarins Group and President of the Arthritis Foundation.

“The Clarins Group’s commitment to Responsible Beauty includes the participation of managers and always has. It’s a deeply rooted idea in the Group’s culture, a heritage that combines corporate spirit, curiosity, open-mindedness and respect for all life. This foundation of proudly shared values is our Group’s strength. It unites all employees and motivates them to take on today’s social and environmental challenges so that together, we can make life more beautiful for everyone for a long time to come.”

Jonathan Zhiren, Managing Director.
Clarins is a French family-run enterprise that began in 1954. Its core business is all about beauty: products for the face and body, make-up and fragrances. It employs 9,102 employees worldwide with 1,630 in France.

The Beauty pole includes the Clarins and My Blend brands as well as the Spa activities. Thierry Mugler Perfumes and Azzaro are grouped under the Clarins Fragrance Group (CFG). In some areas, the Group also manages the distribution of other brands.

The European leader in premium skin care, the Group continues to grow worldwide, especially in emerging markets. The network includes 25 subsidiaries and more than 100 agents in as many countries. Clarins Group brands can be found in 19,000 points of sale, particularly in department stores, perfumeries, beauty institutes and spas.

Corporate governance is organized across 2 entities: the Executive Board, presided by Olivier Courtin-Clarins with Jonathan Zhiren as Managing Director and the Supervisory Board, overseen by Christian Courtin-Clarins. Claire and Jenna Courtin-Clarins have been members of the Supervisory Board since 2010. Virginie Courtin-Clarins has been head of Marketing and Communication of Mugler Fashion since 2013 and Prisca Courtin-Clarins is Head of Spa Activities, My Blend and Retail. They joined the Supervisory Board in 2015.

Corporate central functions are housed in a new building in Paris and the R&D department is located in Pontoise, about 30 km north of Paris. Paris is also where brands such as Clarins, Thierry Mugler Perfumes, Azzaro and My Blend elaborate their product development strategy and communication. Worldwide execution of these strategies then plays out across 3 large Regions: Asia-Pacific, EMEA (Europe, Middle East, Africa) and the American Region.

**Industrial organization**

Before being distributed worldwide, all products and fragrances are made in France at two production sites: skin care products are manufactured in Pontoise and fragrances in Strasbourg. Sub-contracting is used when capacity is exceeded or when technical constraints are considered.

Products are shipped worldwide from the Logistics Center in Amiens. France and surrounding countries receive direct shipments. Three logistics sites help with international shipping: Dubai is the platform for Africa and the Middle East, Singapore for Asian countries and Geneva for Travel Retail clients and agents in Northern Europe. Except for a few repackaging operations, subsidiary warehouses are exclusively dedicated to storing and shipping products to local retailers. Administrative and Sales support is based in Paris in the 17th arrondissement.
Clarins Laboratories in Pontoise

Under the ‘Clarins Laboratories’ entity, the industrial site in Pontoise (which opened in 1983) consists of 61,000 m² and occupies a surface of 44,000 m². It is home to three main activities: Research & Development, the storage of raw materials and packaging components along with the manufacturing and packaging of all beauty products and scented derivatives. Quality Control and the Health, Safety and Environment (HSE) departments are also based in Pontoise.

At the Pontoise site in 2016: 2,959 tons of raw materials were used and 211 million units were produced.

The Cosmeurop site in Strasbourg

The Cosmeurop site in Strasbourg has underground maceration tanks with a capacity of 744,000 liters. All alcohol-based products for the Group are manufactured here and packaging items and raw materials needed for this type of production are stored here. The facility follows strict guidelines for environmental protection and is particularly vigilant in this area.

At the Strasbourg site in 2016: 1,104 tons of raw materials were used and 72 million units were produced.

Clarins Logistics platform in Amiens

Since its construction in January 2001, the Amiens site, which also follows strict guidelines for environmental protection, ensures the distribution of all of the Group’s brands worldwide. It occupies an area of 12,000 m². The ultra-efficient storage tower can automatically process 27,500 pallets. The order-preparation zone manages direct shipments to Germany, Austria, Belgium, Spain, France and Holland.

At the international level, this organization is completed with regional logistics centers in Singapore for Asia, Dubai for Africa and the Middle East and in Geneva for Travel Retail and Northern Europe.

At the Amiens site in 2016: 21,978 tons of goods were shipped.
A department dedicated to Responsible Development

Created in 2007, the Responsible Development department is part of the Group’s Presidency based in Paris. The people in the Paris office work directly with correspondents in each subsidiary and brand. In France, the Health, Safety and Environment (HSE) department is present at each of the 3 industrial sites, as well as the Human Resources department which plays an important mobilization and training role.

The department’s primary mission is to mobilize employees so that the Group’s development takes place in a coherent manner within its vision of being a responsible corporation. This is done using the principles that have been the foundation of the company’s success and have always guided its approach in the context of being acutely aware of environmental and social factors worldwide.

We owe our success to nature: we take from her our most active ingredients. By learning more about plants, we have learned about the need to protect them and their environment. For more than 30 years we have understood the importance of biodiversity and healthy ecosystems for our ingredients. We also know this is important for the raw materials used in our packaging and above all, we know how important a healthy environment is for everyone’s quality of life. Pure air and clean water are common goods for all of humanity. Our company has a role to play to help ensure their preservation for future generations.

We are thankful to our customers and the trust they have given us. Clarins has developed products by listening to women, directly in the Institute at first then via the Client Card whose spirit is still found in the new modes of client communication (Le Club for example). Clarins has always sought to show customer respect by having a sincere dialogue and by offering serious, effective products that do what they say. We strive to offer advice that goes beyond product use and product communication by maintaining relationships with our clients. We feel the same way when it comes to our business partners, suppliers and of course with all of our employees, the company’s number one asset. All of these stakeholders are identified and listened to, either directly or through representative organizations to meet their on-going needs.

It is this respect for Mankind and Nature and the will to say ‘thank you’ that made the company commit, beyond simple product development, to medical research, protecting biodiversity and other programs that focus on well-being for society in general, with a specific focus on education for women and children.

This is what Clarins founder Jacques Courtin-Clarins meant when he talked about ‘Beauty taken seriously’. Today, the Group talks about ‘Responsible beauty’ but it is Respect for Mankind and Nature that guides this approach with the same concern for producing without harming, nor Man nor the environment, with the goal of making life more beautiful, for everyone, over the long term. This is even truer today in the urgent context of sustainable development. Clarins is a socially-minded company and we want to do our part to protect our world’s beauty.
Strong commitments for responsible beauty.
The Group’s Responsible Commitments

These Responsible Commitments define the Group’s approach to sustainability. They nourish the spirit in which all employees are called to look for innovative solutions that will ensure the company’s longevity by balancing economic performance, social fairness and protecting the environment.

1. **Create formulas that are safer than ever.**

   Product efficacy and safe use, strict production procedures, traceability and compliance to industry regulations are a priority for the Clarins Group.

2. **Develop environmentally-friendly formulas.**

   When ingredients offer the same efficacy and sensorial aspects, a strict ingredient policy favours plant-based raw materials, organic ingredients, locally-grown plants and, if they come from poor countries, plants from fair trade practices.

3. **Help protect biodiversity.**

   Working closely with organizations such as Pro-Natura International in Brazil, Alp Action and Asters in Europe, the Clarins Group has also supported the Saint-Ay Herboretum and the Bastide du Parfumeur in Grasse. The Clarins brand created the ClarinsMen Environment Award to recognize outstanding work in the field. The first recipient, Jean-Pierre Nicolas, helps re-create traditional medicinal plant gardens worldwide. His exceptional work as an ethnobotanist and his enthusiasm to grow these plants to help lives was rewarded. Ongoing support is also given to social programs including health and nutrition workshops, sustainable projects that focus on access to clean water (in Madagascar and Burkina Faso), reforestation/replanting programs with Pur Projet in China and the Amazon.

4. **Develop products and promotional materials that have the lowest possible environmental impact.**

   For all products, packaging and promotional materials, the Group aims to reduce weight and volume, use recycled and recyclable material, explain how packaging might be used again, look for new, eco-friendly printing techniques, different communication methods and ways to highlight product displays. Customer involvement in supporting social efforts, such as the FEED program, is also important. Eco-development is taken into consideration at every step: marketing, purchasing, merchandising and at the very beginning in the creation studio.

5. **Encourage innovation.**

   As a precursor, not only in the realm of skin care but also fragrance, the Group encourages innovation and illustrates this through its partnership with Bertrand Piccard’s Solar Impulse project, a plane that can fly day and night, exclusively propelled by solar energy. Bertrand Piccard was the second recipient of the ClarinsMen Environment Award in 2010.
6. Reduce greenhouse gas (GHG) emissions and optimize the use of natural resources.

Since the first Carbon Assessment carried out in 2007 at all facilities in France, goals to reduce greenhouse gas emissions were set. Those areas that had the highest impact are being monitored: packaging materials, product transportation, business travel and energy use. Measures have been taken to favor renewable energy sources, energy-efficient lighting and heating systems, minimizing air shipments, reducing the use of water and improving the quality of released water, etc.

7. Limit unnecessary production and improve the supply chain.

Adjusting stock levels and sales forecasts, reducing returns and destrucions, finding ways to save money, reinventing logistics procedures: all of these economic and environmental measures are at the heart of the Group’s concerns.

8. Raise awareness around Responsible Development.

A training program that focuses on sustainable development is in place and specific communication can be found on our intranet site for employees. A film about Clarins values was produced for journalists and an ethics charter was drawn up for suppliers. Presentations are made on a regular basis by the Responsible Development to raise awareness among all of the Group’s partners in France and in subsidiaries who each have their own Responsible Development Coordinator.

9. Support members of staff and encourage their development within the Group.

The management of human resources is a priority for the Clarins Group. Introductory seminars allow new employees a chance to discover the Group’s values. An ambitious training program encourages the development of skills and competency. Diversity is encouraged and so is the mobility between the brands and countries. On-going internal communication enhances the ability to listen to others and to recognize work well done. All of which contributes to a spirit of teamwork and motivation.

10. Establish the Group as an exemplary socially-minded enterprise.

The Clarins Group supports medical research with the Arthritis Foundation and through diverse organizations such as ‘Etincelle’ (Spark) and ‘Belle et bien’ (Look good, feel good). These organizations support women on an esthetic level while undergoing cancer treatment. The Clarins Award, introduced in 1997 in France, recognizes Women with a Heart who dedicate energy to improving the lives of children in need. More than 80 women have already received this award and continue to receive support over the long term in 14 countries. A huge chain of solidarity has been created by Clarins, a true socially-minded company.
Beyond business performance, the Group’s history is dotted with projects that affirm our commitment to caring for people and the planet.

**Responsible Beauty: key dates.**

1964. The 100% pure plant oils were launched.
1965. The first profit-sharing plan offered to employees.
1984. Entry on the stock market, shares given to staff.
1989. Creation of the Association for Polyarthritis Research (APR).
1992. Thierry Mugler launched ‘Angel’, a refillable perfume. Partnership started with Pro-Natura International (Brazil) to help protect natural areas.
1993. Beginning of the partnership with Alp Action for the preservation of biodiversity in the Alpine region.
1997. First Clarins Award (‘Dynamic Woman’) to support actions in favor of children.
2004. The first ClarinsMen Environment award given to the ethnobotanist Jean-Pierre Nicolas and his organization ‘Jardins du Monde’ (Gardens of the World).
2006. Creation of the Courtin Arthritis Foundation (replaces the APR).
2008. The first Carbon Assessment carried out at French sites; communication of the Group’s responsible commitments. Group left the stock market: long-term strategy established. Construction of a school and clean water access program in Madagascar.
2009. Planting of 12,000 trees in Burkina Faso and training programs to protect them.
2010. Partnership with Tchendukua and Deyrolle to carry out awareness campaigns around biodiversity. The ClarinsMen Environment Award given to Bertrand Piccard for his ‘Solar Impulse’ airplane. Product eco-calculator was introduced.
2011. Clarins participated in a medicinal plant census of an area of 104,000 hectares in the northern Mongolian forest. The Mugler Forest and the Santa Rosa Botanical Garden were started in Peru.
2013. Thierry Mugler Perfumes launched a new 4-part ‘source’ fragrance refill station. Camille Lacourt named spokesperson for the Lake Sentinels program near Annecy, a project carried out with Asters. Roland Jourdain received the ClarinsMen Environment award for his Explore Foundation which supports innovation through plants. The Well-Being Plan for staff was launched.
2014. The new eco-designed building (BREAM, HQE) was completed in Paris. Biodiversity programs continued in Europe, China and Peru. Signing of a biodiversity protection agreement (MOU) in Yunnan. 60 years of values and expertise communicated in the publication ‘60 years, 60 plant stories’.
2015. 75,000 new trees planted in Brazil, China and Thailand. First honey harvest from rooftop hives at the Paris office. ISO 14001 and 50001 certifications for all 3 Group’s industrial sites in France.
2016. 116,000 new trees planted. Creation of the Alpine Domain. Launch of an agricultural-forestry program for the sugar beet industry (the alcohol extracted is used in perfume manufacturing). Beginning of partnership between Azzaro and Under the Pole. 15 million meals have been provided since the beginning of the Clarins & FEED partnership (source: Feed Projects estimates).
**CSR information for 2016.**

Let’s take a closer look at the initiatives carried out by our brands, subsidiaries, production sites and employees in France and around the world. Throughout 2016, discover how the Group pursued its commitments and communicated them to stakeholders for even more responsible beauty, day after day.

### 1. Create formulas that are safer than ever.

Product safety and efficacy, strict production procedures and traceability measures that adhere to industry regulations are a priority for the Clarins Group: from the choice of ingredients as well as respecting regulatory requirements in the different countries where our products are sold. The notion of safety concerns all those who are exposed to products throughout their life cycle: consumers, employees, suppliers, beauty therapists and beauty advisors.

All skin care, fragrances and their derivative products are ‘Made in France’. This geographical grouping at the two manufacturing sites in Pontoise and Strasbourg helps ensure optimal traceability, strict quality control and manufacturing conditions.

At the Pontoise site, Clarins Research is composed of experts with complementary areas of expertise (chemists and phyto-chemists, botanists, agronomists, biologists, toxicologists, pharmacists) who all have a common mission: guarantee the safety and compliance of all raw materials used as well as finished products following the European Regulation 1223/2009 along with REACH and CLP (Classification, Labelling & packaging of chemical substances).

Concerned about ensuring the effects of all ingredients, Clarins evaluation experts take a close look at the following aspects either through studies carried out on site or in partnership with research institutes worldwide:

- **Product tolerance** via *in vitro* and *ex vivo* tests on volunteers under medical supervision.
- **Product efficacy** via *ex vivo* studies on plant explants, clinical studies and instrumental studies using high tech material: confocal microscopes, transient elastography, fringe projection, ultrasound…
- **Product sensoriality** thanks to a panel of experts capable of quantifying the sensations felt when products are applied and through multi-ethnic consumer tests.
- **The feeling of well-being** our products provide is evaluated by a partnership with experts in neuroscience.

A Quality Control team makes sure that the Good Laboratory Practices’ protocol is followed and aims to ensure optimal product quality throughout the entire manufacturing process and guarantee the safety and efficacy the client expects from our products. Anticipating risks and developing protocols to avoid those risks are part of its mission.

At the site in Pontoise, a Cosmetic Vigilance department was set up within the R&D department. It is structured following a Group protocol in order to follow any potential reaction that occurs after using a product.

The HSE department pilots programs at every one of our industrial sites to ensure that employee safety, a major priority, is continually being improved. For more information, please refer to ‘Protecting Employee Health’ in chapter 9 dedicated to initiatives orchestrated by the Human Resources department.
2. Develop environmentally-friendly formulas.

- **Ingredient policy**

At Clarins, observing nature has led to finding the most effective ingredients so that the skin can look more beautiful. Around 250 plants are part of the Clarins herbarium. Owing much to nature, the Group has always worked to protect these resources. The plants used are chosen with care working in collaboration with ethnobotanist Jean-Pierre Nicolas. When ingredients offer the same efficacy and sensorial aspects, a strict ingredient policy favours plant-based raw materials, organic ingredients, locally-grown plants and if they come from poorer countries, plants from fair trade practices.

Clarins respects all international legislation that aims to protect the environment and biodiversity. The Group respects the Rio Convention and the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES). In the spirit of the Nagoya Protocol, Clarins Laboratories accepts to pay a fair price for sustainable production and, because plant traceability is important, every aspect of our plant-based ingredients is studied regarding sustainability: its origin, type of crop, harvest method and any fair-trade agreements.

2016: Azzaro Perfumes launched a new men’s fragrance, Wanted. The traceability scheme for its three main fragrant ingredients (Haitian vetiver, cardamom from Guatemala, Tonka bean from Brazil) illustrates the Clarins Fragrance Group’s strict requirements that challenge suppliers to provide exemplary ingredients. Firmenich is working with local partners to select the best quality ingredients and guarantee fair trade conditions (job creation, access to water and education) while respecting the environment and local communities.
Clarins has its own phyto-chemistry laboratory dedicated to the creation of plant extracts. Roots, stems, leaves, flowers, seeds, fruits, etc., Clarins phyto-chemists explore each part of the plant and extract the most active fraction in its optimal concentration using procedures that are gentle on the environment, such as supercritical CO2 extraction using ultrasound and agro-sourced solvents, etc. This was the case in 2016 for all the extracts that came from the phyto-chemistry laboratory.

Today, many ingredients are incriminated due to their impact on the environment or human health. Clarins Research, aided by specialized external partners if needed, is on constant lookout and evaluates these risks and, if required, looks for alternatives. New agro-sourced raw materials are regularly studied. This is how Clarins Research came to stop using plastic microbeads and found alternative materials that were just as effective, perfectly tolerated and more respectful of the environment. Since 31 December 2014, the Clarins Group no longer manufactures rinse-off products that contain plastic microbeads.

- **Fair Trade**

When a plant comes from a developing country—according to the Human Development Index (HDI) and the United Nations Development Program (UNDP)—the Clarins Group systematically aims to develop partnerships that combine helping local populations or encouraging economic development around the crops being grown or harvested by ensuring that the purchase of raw materials is done in a way that offers a fair price. Reasonable harvesting that does not harm the ecosystem is also taken into consideration. These fair-trade partnerships help support local populations by developing collective infrastructures and the transmission of local knowledge.

This form of ‘fair trade’ business helps assure ‘an existence that is worthy of human dignity’ for these populations (article 23 from the Universal Declaration of Human Rights) and as well as helps reach the Sustainable Development Objectives validated by the UN, number 8 in particular: “Promote sustained economic growth that is shared and lasting, full, productive employment and a decent job for everyone.”

Clarins first official Fair Trade agreement will soon celebrate its 10th anniversary. Established in Madagascar in 2007 for the purchase of several ingredients (including katafray and centella asiatica), it helps those who live in the harvest area of the High Plateaus. Funds collected over the years have made it possible to build and make available to the communities: a water supply network, 11 double classrooms, a fully furnished and functional health center and a consultation room for patients in a dispensary… and a source of sustainable revenue.
Clarins works diligently with peers and suppliers to ensure the proper sourcing of ingredients.

In 2016, in partnership with the supplier, local associations and Jardins du Monde in Madagascar, a sustainable network was put in place for the supply of *kalanchoe pinnata* used to produce the ‘leaf of life’ extract, one of the key ingredients of the new Hydra Essentiel range. It is the object of a sustainable bonus for the production of its leaves and on its extract. Around 50 people are involved in the production of leaves (sustainable and organic) and benefit from a source of complementary income and a bonus (5% of the purchase price) that will finance infrastructures useful to everyone. Throughout 2017, a questionnaire is being conducted in order to decide how this money will be spent.

**Natural Resources Stewardship Circle (NRSC)**

The Clarins Group is a member of the Natural Resources Stewardship Circle (NRSC), a group that brings together leaders from the cosmetics and fragrance industry, who are all committed to developing and applying sustainable practices on an economic, humanitarian and environmental level within the supply of raw materials, from the source to the finished product.

The NRSC has supported the producers of vetiver in Haiti, the producers of liquidambar in Honduras and helped slow down deforestation in the Comoros by helping the producers of ylang-ylang to install machinery that uses less wood during the heating process.

In 2016, members of the NRSC know they are making a difference and continue their work to analyze and to watch out for new ways to identify eventual questions that may arise while looking for effective solutions and specifications to help ensure sustainable development.
3. Help protect biodiversity.

Biodiversity can be defined as the variety and variability of all living organisms. It is the source of our most essential requirements: feeding ourselves, looking after ourselves, breathing clean air, drinking clean water, fertilizing soil, pollinating plants… biodiversity truly is life itself. It has an immeasurable value and Clarins knows this well and knows how to draw inspiration from it. Not only do we draw our main ingredients from it, but also our packaging.

As a pioneer, Clarins has always looked to offer the best from plants while respecting nature and biodiversity. This concern is taken into account when creating products, from ingredient selection to the choice of packaging and throughout the entire development process.

Since the 1980s, the Group has continuously worked to protect biodiversity and raise public awareness through a variety of activities. For example, the creation of the ClarinsMen Environment Award in 2004 and support for organizations involved in protecting biodiversity through long-term partnerships. And since solutions are locally managed, the Group supports programs in all the regions where it operates: in Africa, Asia, South America and Europe.

- Working for biodiversity on the production zones

In 2016, the Clarins Group supported an agro-ecological project that was the result of a meeting between a visionary agriculturalist, Pur Projet experts and CFG teams who want to improve the environmental impact of Mugler and Azzaro Perfumes. So far, 2209 trees have been planted, both around and at the heart of the pilot field being used to grow sugar beets that are used to produce the alcohol used to manufacture perfume. There are many benefits this project is expected to have: a return on biodiversity and balanced ecosystems, less wind erosion and improved water retention. For the Group, the goal is to mobilize all of the actors involved in agriculture with the conviction that together, we can influence how things unfold.
There is a feeling in the Clarins Group to constantly move toward something new and better that has a low impact on the environment, something that is sustainable for everyone. Clarins is a fabulous example of a responsible company.

Roland Jourdain

In Europe.

The ClarinsMen Environment Award

Created in 2004, the ClarinsMen Environment Award recognizes and encourages men who advocate for sustainable development in the full sense of the term, for the common good of all mankind. To date, three exceptional men have received this award.

The first recipient, in 2004, was Jean-Pierre Nicolas, a Ph.D. in Anthropology and an ethnobotanist, founder and president of Jardins du Monde, an organization whose goal is to improve people’s health through the use of traditional medicinal plants in parts of the world where access to expensive conventional medical care is not available. Jardins du Monde intervenes at the request of villages or local institutions. Clarins has continually supported this organization and several projects have come to life and endured, primarily in Madagascar, Burkina Faso and Guatemala.

The second recipient was Bertrand Piccard in 2010 for his Solar Impulse project, a plane that flies using only solar energy. This support symbolizes Clarins faith in man to innovate and find ingenious solutions that will ensure favorable conditions for our life on earth.

In 2013, Roland Jourdain became the third recipient of this Award in partnership with Express Styles. An experienced sailor, he has won the prestigious ‘Route de Rhum’ twice. He started the EXPLORE fund that develops and supports projects that use science, innovation and awareness to respond to environmental issues. He also works to find the materials of tomorrow based on plants and clean technology that will replace petroleum-based plastics that harm ecosystems.

Support for projects committed to protecting biodiversity

Alp Action-Asters

Between 1993 and 2004, Clarins helped protect the rich, natural and historical environment in the Alpine region with Alp Action, an organization founded by Prince Sadruddin Aga Khan. For Clarins, this was one of the first steps toward environmental awareness shortly following the launch of its Anti-Pollution make-up line (1991). Together, they developed five programs to protect the ecological chain at the heart of Europe which includes butterflies in Antagnes in Switzerland (1993), an orchid species in Judenberg, Bavaria (1996), the restoration of wetlands in the Marais de la Cluse near Annecy (1999), the preservation of very rare plants in the Italian Alps (2001), and the reintroduction of the bearded vulture in the Bargy Mountains in Haute-Savoie, France (2002).

Asters

The work which began with Alp Action continues with the Asters preservation organization in the Haute-Savoie region of France. Clarins has been a proud and ongoing supporter since 2004 of Asters three main missions: the preservation of the flora and protected animal species around Lake Annecy, the reintroduction of the bearded vulture and educational activities in local schools and for the general public.
Thanks to Clarins support over the last ten years, we have been able to continue our work to help bring the bearded vulture back to this region.

Christian Schwoehrer, Asters Director

In Africa.

2016. Among the restoration and maintenance efforts Asters is carrying out in natural areas, support from the Clarins Group will have mainly helped to preserve reed beds and wetlands in the Bout du Lac region and the on-going efforts to reintroduce the bearded vulture. To date, 211 young birds have been reintroduced since the beginning of the program. The bearded vulture (Gypaetus barbatus), one of the largest birds in Europe, had disappeared from the Alps at the beginning of the 20th century. Located at the top of the food chain, the bearded vulture is a sentinel of good balance for the area.

Jardins du monde in Burkina Faso

With Clarins support, Jardins du Monde, whose mission is to improve the health of local populations through the use of medicinal plants, has been carrying out an ambitious program in Burkina Faso since 2004. The program also aims to fight malnutrition, protect biodiversity and further local development. Approximately 12,000 people are benefiting from these efforts.
Over the years, different means have been put in place to help improve public health through a variety of ways: teaching gardens, roundtables, theater-based awareness campaigns, manuals, posters, newspaper and magazine publications, radio spots, health school visits, etc. All of these projects were continued and complemented by a focus on development, plant production in particular.

In 2016, the teaching garden in Kassou, with its 150 plant species and its very recent permanent training center, attract a growing number of visitors: about 200 people have attended trainings on how to use medicinal plants, from high school students but also student nurses from the Louis Pasteur school in Koudougou and local health organizations such as NGOs and Institutions.

Every year, mothers participate in Jardin du Monde training programs on how to prevent common diseases and how to use plants to treat them. Around 50 training sessions, organized as informal ‘roundtables’ on the theme of nutrition were held in the villages of Poun, Boutoko and Kassou. Malnutrition screenings are carried out and if detected, families are directed to local health centers.

In 2016, Jardins du Monde not only distributed bags of flour enriched in moringa powder but also helped set up a sales network to supply these dispensaries.

Also in 2016, in close cooperation with the villagers themselves, supported and encouraged by the Clarins Group, work on a water access project continued: construction of a new well in a vegetable-growing region, the restoration of 10 others, maintenance of the ‘bouli’ – or mini dams – created in 2014, a new expansion of the network of rock ‘walls’ (+6000 meters built this year) that help retain water and enhance the growth of this vegetable-growing area.

In 2016, on the production side, the support of the Group made it possible to build a drying area. The efforts of the Jardin du Monde’s team was rewarded by two new fair trade and responsible certifications for plant production. Women are the first to benefit from this activity.

In regard to the environment and biodiversity, this JDM chapter is currently doing a botanical inventory on 32 protected hectares and is filing a new request to protect 10 additional hectares for the conservation of medicinal plants.
In a similar fashion to what is being done in Burkina Faso, on-going support from the Clarins Group to Jardins du Monde in Madagascar, based in the northern part of the island, makes it possible to organize training activities regarding the use of medicinal plants, the creation of learning gardens and the distribution of pamphlets (“Family health and medicinal plants in northern Madagascar”), available in French and in Malagasy, given mainly to health workers. It is estimated that 17,000 people have been direct beneficiaries of Jardins du Monde’s action in the DIANA region.

Jardins du Monde’s action and effectiveness recognized by the authorities. In 2016, a three-part agreement was signed with the Minister of Public Health in Madagascar and the National Association of Traditional Practitioners.

At the request of the International Red Cross, Jardins du Monde, this past August 2016, had the honour of training 20 members of the local chapter with the goal of expanding their knowledge of local medicinal plants used in treating basic health issues.
In 2016, emphasis was placed on developing production activities and the commercialization of medicinal plants. Five local organizations (partners with JDM) received special training on organic farming practices, from planting to packaging, along with harvest methods and drying techniques. Four teaching and/or community gardens and four drying/packaging areas for medicinal plants are now being used with approximately one ton of dried plants being sold per year.
In South America.

**Pur Projet in Peru**

After the launch of the eco-designed fragrance *Womanity* in 2011, Thierry Mugler Perfumes continues to demonstrate its responsible ‘luxury’ fragrance approach by supporting a forest conservation project (the Martin Sagrado Bio-corridor), a biodiversity program in Peru, upstream the Huayabamba River.

Carried out in partnership with Pur Projet, it has allowed for the planting of a botanical garden in Santa Rosa to highlight local medicinal plants, flower, aromatics as well as to protect traditional knowledge and to plant native trees in the forest conservation zone to complement cocoa following the principles of agroforestry. 10,566 trees have been planted since the beginning of the program.

In 2016, the Gran Pajaten region, where the project is taking place, was officially registered with UNESCO as a world Biosphere Reserve. This is wonderful recognition for the work being done in the communities and those who are helping them.

**Pur Projet in Brazil**

Clarins has supported projects in Brazil that target indigenous populations who live primarily in forest areas. The idea began when Marketing teams created an eco-designed eye make-up palette for Christmas called ‘The Essentials’ which helps raise funds to support a biodiversity project in the region in line with the company’s vision: plant trees whose ingredients are used medicinally and in skin care products to help a community revive their traditional culture.

At the end of 2016 and with the help of Clarins on-going support of a project located in the Brazilian state of Acre (in the southwest Amazon region), 27,350 trees were planted since the beginning of Clarins support, primarily fruit trees chosen with members of the community. This effort works to compensate for lost areas of rainforest that had been cleared for more pastures. The rainforest is an ecosystem the community depends on in order to maintain their traditional lifestyle and is a source of food, craft wood and medicinal plants.
In Asia.

100,000 trees planted in 2016 with Pur Projet in Asia

Clarins subsidiaries across Asia continue the actions begun by the head office and have further expanded them. In 2016, their contribution made it possible to plant 103,650 trees among three agroforestry programs located in China (Liming in the Yunnan region), in Thailand and in Indonesia.

- **Planting of fruit trees in the Hebei region**

The first project the Clarins Group supported in China is located in the Hebei region. It directly benefits 110 farmers in the village of Qinglong. 3650 new fruit trees were planted in 2016 which brings the total number of trees planted by Clarins to 24,672. These trees help restore an ecosystem that has been severely damaged and improve the living conditions of local communities closely involved in the project.

- **Medicinal plants, a priority in Yunnan province**

The second project in China is also located in rural communities (Liming, Meile, Liguang) in Yunnan province, one of the richest in China in terms of vegetal biodiversity. The planting of traditional medicinal plants is carried out mainly by women with the main goal being to pass on knowledge and to teach agroforestry techniques.

In 2016, the Clarins subsidiary in China enlarged its forest-based garden with 10,000 new trees which brings the total number of trees planted by the Group to 50,000.

In 2016, the Clarins Group received the ‘Golden Bee Award’ in Beijing. This official award, recognizing our CSR policy, was remitted during the 11th Environmental Protection Conference organized by the Minister of the Environment in China.
• **Reforestation in Thailand**

The Dhamma Rakhsa (‘nature is a remedy’) reforestation project is locally orchestrated by Pur Projet in rural areas where the forest had been cleared (in the northern and eastern parts of Thailand). Led by the Asian Region subsidiaries, Clarins is committed to helping women in local communities replant native tree species along with rice, coffee and banana trees. Three cooperatives are carrying out this work which will benefit approximately 2500 people.

In 2016, Clarins subsidiaries in this region helped plant 30,000 trees within the framework of this project which brings the total number to 160,000 since 2013. These trees include around 35 different types of native trees (including fruit trees) and are found on a relatively small surface area (1 hectare on average) and will help preserve local biodiversity and resources such as water while allowing farmers to improve their revenues through an activity that respects the soil, health and life.

• **Agroforestry in Indonesia**

In the southern part of Sumatra Island, just west of Lampung, Clarins is participating in a biodiversity program that aims to revitalize the ecosystems linked to the production of coffee in an area of poor soil due to deforestation, erosion and the loss of fertile soil. In 2016, Clarins-Asia planted 60,000 trees in the program. The main species planted include avocado, durian and mahogany.

Under the heading ‘Seeds of Beauty’, markets in the Asian region carried out several different campaigns at sales sites to raise awareness among our clients.
Albizia
Silktree
Albizia julibrissin Durazz.
4. Develop products and POP material that have a minimal environmental impact.

- **Multiple impacts**

Every product development impacts the environment: we harvest resources, we emit waste into the water, air and soil. The Group is working to reducing water and energy use at production sites (see chapter 6) and also along the entire supply chain. The first Life Cycle Analyses (LCA) and Carbon Assessment carried out in 2007-2008 showed that packaging and promotional materials had a major impact and that action was needed in these areas.

The conditions in which our ingredients and packaging material are manufactured or supplied are important as well from a human perspective: we want to respect human rights and avoid child labor, etc. The choice of suppliers is a major issue in the overall management of our social and environmental impacts.

- **Designed with the environment in mind**

All of the different occupations involved in product conception and development along with purchasing work together with an eco-minded approach. The common goal is to always add a notion of social progress or an environmental consideration to their developments. This voluntary approach to make progress, called ‘eco-conception’, includes anticipating all of the environmental impacts linked to product development with the goal of reducing them.

Several criteria are taken into account to evaluate and arbitrate these choices: CO₂ emissions, water use and also the percentage of recycled material, the ability for packaging elements to be recycled, the number of decorative finishings which can be used again, choosing to use abundant material and new materials that have less of an impact on the environment, etc. Since 2010, an environmental ‘eco-calculator’ is available to teams to help guide them in their choices of packaging and materials.

In 2016, in terms of weight (in Tons), the percentage of recyclable packaging material (glass and paper stock) was as follows: 66% for Clarins products, 68% for Mugler Perfumes, 84% for Azzaro (compared to 64%, 67% and 84% in 2015), or an average result of 70% (for the three brands) compared to 68% in 2015.

According to measures in place, the recyclability score for the Group’s packaging can vary from one country to another. In France, it was estimated at 54% in 2015 after taking into consideration the country’s recycling scheme’s performance (source: Eco-Emballages).

All of this has led to concrete results: the plastic coating on product sleevers, paper bags and showcards has been eliminated, merchandizers are delivered folded flat for less volume, FSC (Forest Stewardship Council) or PEFC (Program for the Endorsement of Forest Certification Scheme) paper is used for all packaging elements and publications.
All of our brands are committed to making continuous progress.

**Responsible Purchasing Strategy**

Every year, the Group’s Purchasing Department managers define a strategy, action plan and Sustainable Development goals. In 2016, a new CSR evaluation method was initiated for suppliers through a campaign that will be carried out over 3 years with Ecovadis. Beginning this first year, it has covered 54% of the amount of the Group’s direct purchases (packaging, raw materials).

**The golden rule**

Never develop a product without adding an element of improvement—whether environmental or social.

**Clarins**

The Clarins brand develops products that meet clients’ needs and expectations while respecting the environment and makes choices within the framework of making continuous progress in line with the ideas of a circular economy to which the Group subscribes, a balanced economy that looks to give back to nature what was taken from her.

Below are a few examples of Clarins eco-conception in 2016:

- **Choosing recyclable material**

  After an ad hoc environmental study highlighted the advantages of glass compared to other materials, most notably non-recyclable plastics, Clarins optimized the use of this material for its most emblematic skin care products and is continuing to investigate more ways to make progress: lighter weight (-24g per jar obtained with elliptical shape), the introduction of recycled PCR glass, recyclability and recycling recommendations. In 2016, Clarins confirmed the choice of glass for three new skin care products: Super Restorative Mask, Shaping facial Lift Mask and Extra-Firming Mask. The amount of retail product was increased to 75ml (instead of 50ml). The same year, the plastic bottle for Clarins Fix’ Make-Up was replaced by a glass bottle equipped with a removal diffusor to facilitate recycling.

- **Choosing recycled material**

  Incorporating recycled material in our packaging has been on-going for the past three years. This concerns primarily glass: all of the Face and Body Oil sales bottles, Foundations, and jars include a minimum of recycled PCR glass (recycled after use).
Choosing certified card stock

All of the Clarins Group card stock or paper packaging comes from sustainably managed forests as attested by the FSC or PEFC label. This choice accompanies an effort to adjust product size with the hope of minimizing the resources used. The 2016 Essentials palette proves the point. For this palette, the environmental approach is also accompanied by support of a planting program in the state of Acre in Brazil (People of the Forest project, led by Pur Projet for the fifth year in a row).

Choosing to make products weight less

Several examples of products that weighed significantly less in 2016: for Make-Up, the new Skin Illusion Loose Powder was launched with packaging that weighed almost two times less than the previous version.

This quest for environmental progress is also evident in treatments carried out at our beauty institutes. Several examples confirmed this in 2016: no outer cartons for 50 product references used in treatment rooms (salon size) led to saving about 8 tons of paper stock per year; the choice of a new material (a knitted sponge material that weighed in at 300g/m² compared to more than 500g/m² two years ago) that is easier to dry in order to reduce water use at those institutes who have adopted it.

Choosing renewable materials of controlled origin

Lovely Lip Balm, housed in card stock packaging from sustainably managed forests –whether in the opposite 2016 Limited Edition or in the standard unit-, is a good example of replacing plastic with a renewable material that is better controlled.
The Source has been the key sustainable development concept for Thierry Mugler perfumes since 1992.

The Clarins Fragrance Group has always looked to achieve a balance between environmental and economic concerns. The ‘Source’ is the key sustainable development concept that Thierry Mugler Perfumes have been using since the launch of the perfume Angel in 1992.

The main idea behind the Source is really quite simple. Since a fragrance’s packaging (bottle) represents the element with the highest environmental impact, and because clients come into a store to purchase a fragrance, why sell the bottle each and every time? They only need one bottle which can be refilled as often as needed!

This refill process is called ‘ressourçage’ in French and has become a ritual that customers worldwide have adopted. In 2016, it helped save 1.2 million packaging elements.

Throughout its history, the brand has continued to expand its environmental plan. Life cycle analyses were carried out on the best-selling fragrances Angel and Alien in order to identify where improvements could be made. The results of these analyses served as a base upon which a Responsible Development Charter was written.

The CFG is constantly organizing important communication campaigns to share its ‘different approach to luxury’ concept with customers and sales personnel.

Azzaro Perfumes challenges suppliers to sustainably innovate with them, not only in the choice of responsible ingredients for their fragrances but also by progressively adapting more simple solutions for packaging, for example, by getting rid of hot stamping for the launch of the Solarissimo range in 2016 in Levanzo, Italy.

My Blend by Dr. Olivier Courtin

Created in 2007 to widen the Group’s high-end product offer, My Blend is a range of custom skin care products that, from the beginning, was designed using refillable packaging in order to optimize the longevity of the materials used.

In 2016, this effort mainly focused on communicating the range’s refillable aspect and continued to work to reduce product volume over the course of new product development.
The driving force behind our Research?
Constant innovation to improve our offer using the very latest knowledge available. Research characterized by its bio-inspiration and its openness to the world through a knowledge-sharing network with leading universities.

Our dearest dream?
Increased efficiency and simplicity.

Dr. Olivier Courtin-Clarins
5. Encourage innovation

- A pioneering spirit

Clarins Laboratories constantly keep an eye on what’s happening in the scientific and technological world. Products they have developed are considered to be major skin care innovations, from sun protection to well-being and include the 100% pure plant extract oils, Double Serum, Eau Dynamisante, etc. A number of scientific discoveries have also been made such as the Anti-Pollution Complex, now found in all of Clarins daytime moisturizers to help protect the skin from the harmful effects of the environment since 1992. These innovations are often recognized by the most sought-after beauty awards in the profession.

A major asset for the Group’s Research teams is the idea that product formulas can be updated and improved upon whenever new discoveries take place. Double Serum has greatly benefited from this idea. Developed in 1985, it was the first serum to offer both water and oil-based ingredients to stimulate the skin’s 5 vital functions which ensure its youthful qualities (hydration, nutrition, oxygenation, protection, regeneration). Its updated formula has received more than 200 major international awards worldwide.

The Group’s perfume business (Clarins Fragrance Group) owes its success to a clever mix of audacity and creativity without hindering expertise and a solid relationship with customers. Angel, a truly unique, hearty fragrance, and Alien, a woody floral creation, are both wonderful examples of this.

In 2016, Clarins Research expertise received recognition in four Evaluation Service publications in scientific journals and five posters were presented at international congresses.

- Solar Impulse

A forerunner in its field, the Clarins Group encourages innovation. In 2008, it was one of the first companies to support Bertrand Piccard and André Borschberg’s Solar Impulse project. Clarins remained an official sponsor throughout 2016, until the flight was completed.

The project’s goal included having an airplane take off and fly on its own, during both the day and night, using only solar energy (no fuel and no pollution) and complete an around the world flight. The Solar Impulse is scientific but also philosophical since it hopes to raise public awareness regarding saving energy resources and respecting the environment.

Supporting the Solar Impulse project shows that we believe in Mankind and his ability to find solutions for a sustainable future for all.
6. Reduce greenhouse gas emissions and optimize the use of natural resources.

At the three production sites in France, environmental policy is managed by the Health, Safety and Environment department. This effort was rewarded in 2015 with ISO 14001 and 50001 certifications. Internationally, it is under the responsibility of the Regional General Managers. Since 2008, the Group has been measuring its carbon footprint and progressively widening the perimeter and the precision of this evaluation. When we understand our primary sources of emission better, we are able to optimize programs that will yield lasting reductions, both in France and internationally.

- Help fight against greenhouse gas emissions

The first Carbon Assessment carried out in 2007 at all French sites identified packaging and POP material (Publicity On Place: merchandizers for example) as major sources of greenhouse gas emissions (GHG) that the Group produces in France. Transportation came next.

Since then, several actions have been carried out. All of the different positions have been urged to work on reducing greenhouse gas emissions because everyone contributes to them, directly or indirectly. Teams in charge of development can use an ‘eco-calculator’ that simulates the environmental and water footprint for each product or POP material. To reduce business travel where possible, ever more performant video conference tools are being used. Rules have been established regarding the shipping of merchandise and logistics teams work to optimize shipping by truck.

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<th>CH4 (Tonnes)</th>
<th>N2O (Tonnes)</th>
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<td>781,34</td>
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Clarins BEGES in France, fiscal year 2016, source: Toovalu.

The Group publishes a Greenhouse Gas Emissions Report (BEGES) according to French regulations. This report focuses on emissions linked to energy use at our production sites.
Internationally in 2016, markets also continued to help fight climate change linked to human activity: awareness raising campaigns and local action plans all took place. The UK launched their ‘Green Team’ with an ambitious reduction program that targeted areas identified during the 2015 Carbon Assessment and includes energy, transportation, linens, a real issue since sometimes 10 cotton towels can be used during one institute treatment. Subsidiaries in the Asian region continue their reduction efforts and their reforestation programs in local forests with 100,000 new trees planted over the course of the year.

- **Limit energy use**

Global energy use by the Group represented 38,142 MWh in 2016, slightly higher than in 2015 (36,062 MWh), which can be explained partly by the increase in administrative and industrial surface areas. Energy use is evaluated based on the information provided by subsidiaries and industrial sites as provided to an ad hoc information collecting software called Toovalu.

Industrial sites in France represent the top energy users with 22,770 MWh in 2016 vs 22,875 MWh in 2015 and 22,901 in 2014.

In 2016, at the production sites in Pontoise and Strasbourg, average energy use is estimated at 0.24 kWh per sales unit equivalent (all packaging consumption brought to an equivalency of sales products manufactured at our facilities, not including sub-contractors).

The new building in Paris, opened in July 2014 (and certified BREEAM) was designed and is managed daily to ensure employee well-being while respecting the environment. It has the highest performing installations in terms of insulation, energy, comfort and acoustics as well as work conditions. Solar and thermal panels are installed on the roof and create energy that is used again in the building while solar thermal panels heat water for training use and the restaurant.

In 2016, the HQE certification was raised to 'Exceptional'.
The Group favours the use of renewable energy sources when possible as well as the installation of high-performing equipment and improved methods and processes to reduce our greenhouse gas emissions: ungrouped switches, light timers, sensors, new servers, lower temperatures in certain cleansing processes, etc. All of these help lower CO₂ as well as lower the energy bill.

All of the French sites (Amiens, Pontoise, Strasbourg, Paris) have contracts to enhance the use of electricity from renewable energy sources: they guarantee that an amount of energy from renewable sources, at least equal to the consumption of electricity at the sites, be introduced back to the grid. On a Group level, it is estimated that 34% in 2016 of the electricity consumed comes from renewable sources or contracts that ensure this.

Besides the Paris site, four subsidiaries (Italy, Switzerland, Germany and Mexico) are equipped with solar panels and produce a part of their own electricity or contribute their production to the local global network.

- **Saving water**

Our bodies are 60% water and need this water in order to function properly. Water is also essential for our products since it makes up for about 50% of a skin care formula. Source of life, water is a rare, fragile resource that is unequally distributed throughout the world. Less than 3% of the earth’s water is fresh water. The water cycle makes this a renewable resource but it is vitally important not to release unclean water into nature. This is another environmental concern the Group takes seriously.

Across the Group, worldwide water usage in 2016 was estimated at 102,000 m³ with more than half of that usage in France. Overall estimates are based on the declarations made by subsidiaries and French sites. This shows an increase vs 2015 (82,698 m³) linked to an increase in the number of countries measuring their water use more accurately, especially our Canadian subsidiary.

Water consumption takes place primarily in France with 52,636 m³ consumed at industrial sites, the logistics center and admin offices vs 54,136 m³ in 2015. This year, average water use per manufactured product at the production sites (Pontoise, Strasbourg) is estimated to be 0.64 liters per retail product equivalent.

Clarins Laboratories in Pontoise is equipped with special equipment to pre-treat waste water which reduces the treatment process when it goes back to the public system. It was completely operational in 2016.
In France, water-saving equipment in the new office building in Paris uses rainwater to water the garden. At industrial and logistics sites, all loading and unloading areas are waterproof and made to recuperate any accidental spills so as to avoid the risk of groundwater pollution.

Internationally, the same processes apply to logistics sites. Two subsidiaries, Switzerland and Mexico, have their own water reservoirs to capture rain water to supply running water to their office buildings.

- **Reduce waste**

Properly handling waste is taken seriously by the Group. Several action plans are being carried out at different sites in France and internationally that aim to minimize our impact on natural resources using a preventative strategy with the goal of improving waste management overall.

Due to a concentration of industrial activity, the production sites in France are the main waste producers in the Group: 2829 T (vs 3342 T in 2015). The HSE department outlines the strategy for prevention and improvement when it comes to waste management, especially by developing recycling opportunities. It ensures that personnel is trained and informed on a regular basis regarding the recycling and sorting methods required to treat dangerous waste (solvents, alcohol, inks, etc…) and regular waste (paper, card stock, plastic, glass, metal, wood…).

The percentage of valorized waste at French sites was 99% in 2016 as in 2015. The part of valorization through recycling at French sites was 79% in 2016 (vs 83% in 2015) but the level of compost increased by 0.56% in 2015 to 2.42% in 2016, following the installation of the waste water pre-treatment equipment in Pontoise.

Waste management has not reached a sufficient level in all international subsidiaries to make it possible to conduct a reliable quantitative analysis per treatment process of how waste is handled. Nevertheless, in qualitative terms, significant actions are being carried out at those sites that have the greatest impact linked to storing products to raise awareness on reducing waste.
Minimize the impact of transportation

1. Product shipping

In France, freight represents the second source of the greenhouse gas emissions following packaging. This includes the transportation of packaging from suppliers to our production sites, the movement of finished products from production sites to the logistics center and finally, shipments from Amiens to our subsidiaries, direct-delivery clients or Clarins warehouses worldwide.

The breakdown of finished product shipping managed at the Amiens site to the rest of the world is as follows: 58% by truck, 36% by ship, 4% by train and 1% by air. Air freight from Amiens has been stable for years. Air transportation, while relatively low in volume, has a high impact on the environment and therefore is the object of a restrictive authorization procedure.

Emissions generated by shipping ex-Amiens are estimated at 12,045 T CO₂-equivalent vs 11,015 T CO₂-equivalent in 2015. This evolution can be explained by the integration of packaging weight for transportation (grouped cardboard boxes, palettes) in this emissions calculation. However, the ratio remained stable: 0.54 kg CO₂-equivalent per kilo transported ex-Amiens.

Internationally, the services involved in product shipping are well aware of and concerned for the need to protect the environment when it comes to transportation. Unnecessary shipments are carefully avoided and particular attention is paid to grouped orders and direct shipping from the supplier to the final destination for POP material when possible. In 2016, the Dubai subsidiary reduced its air transportation by 42% (180 T/2016 vs 314T/2015) for comparable shipments.
2. Business travel

Two kinds of professional travel are included here: business trips by plane for employees of the Group worldwide for seminars, market visits or meetings and travel by vehicles owned or directly used by the Group’s subsidiaries. Travel between one’s residence and workplace are not taken into account in the consolidated numbers.

Business travel represents a high level of greenhouse gas emissions, the 4th highest on the Group’s Carbon Assessment (France scope). Different action plans are in place to reduce this impact: employees are encouraged to minimize air business travel, the most impacting ones, to optimize the use of alternative methods when available, the progressive modification upgrading of car fleets, etc.

Over the course of 2016, air business travel by Group employees worldwide generated 13,756 T CO₂-equivalent. This estimation was done based on distances traveled and the flight class (source: Toovalu).

Over the same period, greenhouse gas emissions linked to car travel represented 4600 T CO₂-equivalent vs 4075 in 2015. This estimation was done on the basis of amount of gasoline that was used (source: Toovalu).

- Land footprint

Across the Group, the area used by administrative and logistics buildings totals more than 215,000 m² worldwide (half of which is in France) and it is estimated that 250,000 m² is parking. The Group’s activities do not create noise pollution where they are being carried out.

The Group has an indirect land footprint via its purchase of plant-based ingredients. It takes into account its ingredient policy that favours crops that respect the land, organic farming practices when possible. The Group also carries out biodiversity preservation projects (see chapter 3).

To coronate the environmental approach that directed the new office building in Paris, three active bee hives were installed on the roof. Approximately 160,000 bees, symbolizing the Group’s commitment to preserving the environment and biodiversity since bees are a fragile witness. The second honey harvest took place in 2016.
7. Limit unnecessary production and improve the supply chain.

Adjusting stock levels and sales forecasts, reducing product returns and destructions, finding ways to save, reinventing processes and the logistics “flow”: all of these are imperative for the economy and the environment and are at the heart of the Group’s concerns. A product’s end-of-life is carefully studied in order to optimally reduce excess or obsolete stock and waste. Employees from all of the Group’s activities and from every region are working on a vast and ambitious project called ‘Scoop’ whose goal is to optimize all operations linked to production, management and distribution. It became operational in 2014 and continues to unfold every year.

Developing sustainable practices is part of the mission of our Purchasing teams. A Suppliers Charter was drawn up which outlines the principles behind Social and Environmental Responsibility that the Group wants to share with its partners. In 2016, the first part of a supplier evaluation campaign over the course of three years was launched. Throughout the first year, it covers 54% of the amount of direct purchases centrally managed.
Listening and dialogue are keys to Clarins success.

8. Raise awareness around Responsible Development.

Clarins has built its success on listening and dialogue. “It is women themselves who have led me to grant importance to beauty. I was happy to listen to them and to follow them,” said Jacques Courtin-Clarins. Communication tools have changed as the company and technology have evolved. But the level of listening has remained the same.

The Group accords extreme importance to raising awareness of Responsible Development with all of its stakeholders, both internally and externally and makes sure the same level of listening and dialogue is also in place, just like it is for clients.

Clarins signed the Advertisers’ Union (UDA) responsible communication charter which confirms our commitment to the principles, actions and beliefs outlined in the charter. The guidelines of the UDA charter dictate our communication strategy and process. It applies to all of our communication (institutional and commercial), traditional and non-traditional media, and covers all of our social and environmental responsibilities.

- Raising employee awareness

May 2016: Christian Schwoeher, director of Asters and Marie Heuret, a Bearded Vulture specialist, present the bird’s reintroduction program to Group employees and Christian Courtin-Clarins.

Raising awareness around the values of sustainable development targets employees first and foremost so that they can feel invested in the Group’s commitments and also help communicate these values to others. It begins at the introduction seminar for all new employees and continues in the yearly reviews which give everyone a chance to share what their own initiatives are in terms of responsible actions and how they apply to their job.

On a daily basis, information regarding Responsible Development can be accessed by everyone on the intranet site. It is constantly being updated thanks to a collaborative effort that allows all countries or job positions to share their responsible initiatives. In subsidiaries, the Responsible Development Coordinator, named by the General Director of the entity and/or a Responsible Development Committee share what is going on with the head office and the countries while also managing what is going on in their local market.
Employee success is enhanced when they adhere to company values and commitments.

Every year in France and around the world, events are organized to communicate the Group’s commitments to everyone. Internal seminars are also a good way to remind participants about the Group’s Commitments.

March 30, 2016: a team of volunteers from Clarins-Malaysia renovated a playground for a pre-school located in the rural village of Gombak. This project illustrates Clarins commitment to helping children while also being mindful of the environment since the project had an ecological and sustainable aspect. The project was carried out with the help of a carefully selected specialized organization called Biji-Biji.

Above, employees from Clarins-Taiwan organized a day of dialogue and celebration for the disadvantaged children of the ‘Children are Us’ Foundation. Christian Courtin-Clarins and Lauren Bush-Lauren encouraged volunteers during what proved to be a mutually enriching experience.

Every year in France, the Works Council at each site organizes fundraising actions for the associations run by our Dynamic Women award recipients. The money raised complements the Group’s support for these organizations and is distributed among the different organizations to help support their work over the long term.

The variety and enthusiasm of their initiatives in France, as well as internationally, their volunteer and continuous support of the many different causes supported by the Group bear witness to the wide scale adhesion of employees and their passion to live out the company’s values.
The Group is aware of the important role it plays when promoting Sustainable Development values among all its partners.

• Raising business partners’ awareness

Besides employees, the Group works with many different business partners across several different categories: suppliers, sub-contractors, researchers, scientists, advertisers, distributors, journalists, beauty advisors and therapists, etc.… who share our development and our success. The Group shares with them our values and our commitments and also listens to them to better understand their expectations.

Suppliers

A Supplier Charter has been in place since November 2013. Both parties sign this charter which aims to share our business vision, our sense of environmental and social responsibility, with all of our suppliers.

In this Charter, the Group outlines what it expects from its suppliers in a concrete manner pertaining to a wide array of areas: business ethics (integrity, equity, honesty), respect for human rights as defined in the UN’s Universal Declaration of Human Rights, respect for employee health and safety, respect for the environment and minimal impact of goods and services along with reduced energy use, saving resources, a reduced carbon footprint, water and waste management, etc.

Beauty Advisors

Each Brand has Product Training teams. Every year, they train thousands of Beauty Advisors worldwide who then become ambassadors for that Brand. Transmitting the Brand’s values is something training teams carry out regardless of the communication methods used: seminars, e-learning, magazines, information letters, videos, etc. Expectations run high and Beauty Advisors are proud to promote products based on strong values.

Left: Clarins new boutique concept, presented in Hong Kong in November 2016, is a great way to highlight the Group’s commitments. The ‘wall of values’ is a new communication tool for Beauty Advisers to share with their clients.

Distributors

Worldwide, business units, subsidiaries and agents themselves who are highly motivated, set up initiatives on a regular basis to raise awareness among their partners to convey the Group’s responsible initiatives. Depending on the circumstances, this could take place at sales sites, during theme-based activities, or even during events with partner stores or with journalists.

Clarins stand at the Tax Free event in Cannes during the month of October 2016 offered great visibility of the Group’s Responsible Commitments and highlighted the FEED partnership in particular.
Christian and Olivier Courtin-Clarins are often invited by local markets to act as ‘ambassadors’ for the Group’s values during press conferences all over the world and receive an enthusiastic welcome at each of these events.

- **Educating the general public**

With brands associated with luxury and beauty, present in international women’s magazines, the Group is aware of the role it can play for clients when it comes to raising awareness about the sustainable stakes and encouraging responsible behavior. With an increasing number of eco-developed products, small daily gestures that help the planet are encouraged: invitations to recycle, to refill one’s fragrance and choosing larger size products that do not have packaging, the possibility to plant a tree or make a purchase to benefit an organization, etc.

In 2016, WeDemain, a magazine for a changing world, spotlighted the Clarins Group in each one of its four annual publications. Left, a double page article that talked about the support being given to help protect the natural Alpine area in the Annecy region through Clarins partnership with ASTERS.

Clarins Russia continued it work with National Geographic Russia that highlights our plant expertise and knowledge of biodiversity. A great success with readers and on the internet.

In 2016, Christian Courtin-Clarins was invited to the Positive Economy Forum to share his business vision and explain what the Group’s commitments are to help protect the environment. He did so when he answered the question, ‘What price should nature have?’
• **Raising consumer awareness**

The Group’s responsible communication is being developed primarily in a digital version: the values and commitments are accessible to everyone on the Clarins Group website, on the brands’ websites and on store websites. The ‘beautiful’ actions being carried out by the Group, those that are built on the Group’s values, are regularly highlighted, explained and affiliated with sales operations: fair trade ingredients, support for the Arthritis Foundation, Jardins du Monde, etc. The same approach is carried out in various markets. They carry on the Group’s initiatives or adapt them to meet local needs.

A new generation of solidarity through sales operations is also the occasion to share the Group’s approach with customers worldwide. Based on the Group’s values, they showcase causes the Group supports, with a focus mainly on helping children and protecting nature. Subsidiaries support these activities and actively participate in the communication of the Group’s values and commitments.

- **Clarins & FEED partnership**

Since 2011 and based on an initiative of the American subsidiary, Clarins has built a partnership with FEED, an organization founded by Lauren Bush-Lauren which works to improve children nutrition worldwide. Every FEED beauty bag sold provides a certain number of school meals through the UN’s World Food Program.

When a client receives a FEED bag as a gift or purchases one for herself, she feels she is making a difference in the fight against childhood malnutrition worldwide and the promotion of education since providing a meal ensures regular attendance at school.

At the end of 2016, Clarins partnership with FEED will have raised a total of 15 million school lunches (Feed Projects estimate).
- ‘Mois des Câlins’ (month of hugs) in Canada

In Canada, Clarins celebrated its 10th annual Mois des Câlins: with the purchase of Lip Perfector (2 specially-created shades), half of the sales price ($10 CAN) is given to the St. Justine Hospital to help sick children.

For its 10th anniversary, the operation, carried out with Jean Coutu stores, was advertised not only on Rhythm FM radio but also during a televised game that challenges celebrities for a good cause.

This year, several employees from the head office were personally involved and went to sales sites to promote the sales operation. All of these efforts made it possible to raise a record amount of money. $400,780 CAN was given to the Sainte Justine Foundation. Total donations have now reached $3 million CAN since this operation began in 2007.

The ‘Month of Hugs’ illustrates well the cooperation the Group strives for between the Brands and its stakeholders.

Left: Contestants compete on the televised game show (‘La Guerre des Clans’).

Seeds of Beauty in Asia

In this dynamic region, subsidiaries don't miss an opportunity to share the Group’s responsible vision with their clients. Tree-planting projects carried out by the Asian subsidiaries are actively supported by sales operations at sales sites and on-line. They raise interest and promote client loyalty.

Every year, Clarins Malaysia celebrates Earth Day with concrete initiatives. In 2016, following a campaign to raise awareness about recycling, a group of loyal clients was invited to plant 40 fruit trees.
9. Support members of staff and encourage their development.

- The ambition of the HR department

  ➢ OUR VISION

The Clarins Group wants to be the most desirable company in every market it operates in by making life for every one of its nearly 9,000 employees more beautiful and healthy.

Allow our employees and the company to grow together, anticipate what kind of expertise is needed, develop and train teams, attract and retain the best talent today and tomorrow. These are the Clarins Group’s main missions when it comes to human resources management.

Just as Clarins Group brands listen to clients in order to satisfy them and improve the quality of products and services, the Group also wants to listen to employees in order to better meet their needs and improve together.

To do so, the Clarins Group launched in January 2015 its first widespread questionnaire called Your Say. This international effort made it possible to measure employee satisfaction to better understand their needs and expectations when it comes to people management. This was done by asking 81 questions grouped into 14 themes and 2 open-ended questions. By regularly following the evolution of these results, this questionnaire was adopted as a management tool in order to continually make improvement. It will therefore be carried out every two years to monitor progress being made in terms of employee satisfaction. The next questionnaire was administered in June 2017.

7,273 people responded to the 2015 questionnaire, or 84% of Clarins Group employees, which shows an exceptional level of sustainable commitment:

95% of our employees say they are proud to work for the Clarins Group.

Common topics emerged in each country after analyzing the responses obtained. Results from the first Your Say questionnaire highlighted 4 primary areas of work which led to 4 major initiatives: Your Care for Remunerations and Social Advantages, Your Growth for Training and Development, Your Light for Innovation and finally Your Lead for Leadership & Top Management. In order to better meet employee needs, the Clarins Group decided to have a collaborative approach in order for the project to not only have an HR dimension, but be a global project involving the different levels and the different functions in the organization as well as all of the regions.
COMMITMENTS

To meet the needs employees expressed in the Your Say questionnaire, the Clarins Group made a commitment to define, communicate and put in place clear and coherent policies in terms of remuneration, social advantages, performance, training, development, mobility, talent and career management. The Clarins Group promises, thanks to these new practices, to monitor internal equity and external competitiveness.

Likewise, the Clarins Group is committed to following its values of Respect, Commitment, Cooperation, Audacity and Passion which are at the heart of its actions and employee development.

Finally, the Clarins Group makes sure that these guidelines are communicated in a completely transparent manner.

POLICIES

The Clarins Group HR ambitions revolve around 5 main policies that are grouped around these two wide scale initiatives:

- **Your Care**, which includes our classification policy as well as remuneration and social benefits policies.
- **Your Growth**, which includes the policies of performance management, talent and career management and international mobility.

These policies are supported by tools and fundamental processes that make up the framework of HR management. These tools and processes are linked together in a coherent and integrated manner. To this end, the Group’s HR Management team put together a very specific training session called the ‘Performance and Talent Management workshop’. This two-day training program allowed leaders and managers of the Clarins Group to learn more about and adopt HR policies through role plays and practical exercises.

Eight workshops were carried out in 2016: in Paris, New York, Singapore and Montreal. 158 leaders and managers of the Clarins Group were also trained. All members of the Executive Committee of the Clarins Group participated in this workshop including the Clarins Group’s Managing Director. Participant feedback was extremely positive and motivated the Group’s upper management to roll out this workshop to all manager in all subsidiaries, brand entities, industrial sites and logistics sites in the months and years to come.

Classification policy

The goal of the internal classification system of the Clarins Group is to map all of the company’s positions in every country so that every employee knows what level of responsibility his or her position entails within the Group. The system also gives employees and the company perspective by creating coherent, interdependent HR policies using a common base that is shared by all of the Group’s employees.

- **Advantages for employees and managers:**
  - Every employee knows his/her level of responsibility in the company
  - Rules regarding promotions are clearly communicated
  - Rules in terms of career evolution are well defined
  - Managers have clear directives
Remuneration policy

The goal of our remuneration policy is to develop a culture of performance and excellence, which aims to ensure the Group’s competitiveness in terms of remuneration thanks to external benchmarks. It also aims to ensure better internal equity by analyzing our practices. It also aims to ensure better internal equity by analyzing our practices.

This policy is communicated and explained to all Group employees. It takes into account both collective and individual performance. An employee’s individual remuneration information is confidential. However, the processes and rules used to determine remuneration should be made known and applied to ensure a greater sense of transparency. Governing rules help ensure fair decisions and the correct application of these rules.

This remuneration policy is based on clear and transparent rules. The overall coherence between performance and remuneration respects the Group’s values and commitments. ‘Performance’ is both individual as well as collective:

- Individual performance via the performance and development management file (PDM).
- Collective performance via group performance bonus for those involved based on sustainable profitable growth objectives, sustainable employee engagement and sustainable development objectives.
- Decisions regarding remuneration are made based on each market’s pay grid, economic considerations (like inflation, merit-based pay increases and the economic health of the entity).
- The classification system determines the level of eligibility for remuneration programs.
- Depending on the level of responsibility in the organization, decisions regarding remuneration are made on the local, regional or global level.
- Different components of a compensation structure have specific goals when it comes to determining remuneration:
  - A base salary rewards the position, the level of responsibility in the organization, expertise and experience. All of these are defined when a person is hired.
  - Pay raises reward overall individual performance regarding how the job is being carried out while taking market positioning into consideration. This is determined once a year.
  - Performance bonus rewards individual and/or collective objectives that were met.

Every employee knows his/her classification level, compensation structure, salary range, position in this salary range, salary increase percentage depending on performance and market positioning based on a ‘merit matrix’. 

Advantages for employees and managers
- Internal equity and justice
- External competitiveness
- Advantages will be clarified and aligned depending on market practices
Performance management policy

The goal of evaluating performance is to develop a common culture of excellence within the Group. Therefore, the criteria used to carry out such evaluations were updated and are now applied evenly across the Group. Everyone should be able to better understand his/her own role and how they contribute to the Group’s success. In an effort to ensure total transparency, it is essential to define clear rules that are communicated to all of the Group’s employees. Employees’ level of performance (as defined at year end) is critical information for the Clarins Group HR processes. Notably, it services as a basis for salary review and career management.

‘Performance’ is defined as follows:

1. The main permanent missions of the job (job description).
2. The three annual professional objectives (specific to the year).
3. And the attitudes in regard to the Group’s values.

Performance management is piloted across the Clarins Group. Individual performance within the Clarins Group is defined by the Group’s HR department and is applied evenly to all entities and subsidiaries using the PDM tool (‘Performance and Development Management’).

The three goals of using this tool are:

1. Harmonize the HR processes in order to develop a culture of excellence.
2. Guarantee equity and coherence in performance management.
3. Organize career management in a more global, transversal manner and enhance geographical and functional mobility.

Every Group employee should have a development plan. In order to do this, employee development is an integral part of the PDM.

Within the Clarins Group, development priorities should be identified at the beginning of the year in order to give employees the tools they need to reach their objectives and perspective regarding personal progress. Progress notes regarding development should also be done at the mid-year review.

Advantages for employees and managers:
- For the employee and the manager, this is a moment to clearly define the goals and expectations for the year
- Time is dedicated to give and receive feedback and talk about performance evaluation
- Perfect moment to make progress and improvement if needed
- A good way to accompany employees toward their success
- For the employee, it is an ideal time to express his/her wishes in terms of development and mobility as well as any specific concerns
- It’s a good time to talk with the manager and express training needs, define measures to take and the corresponding timeline

Any wishes of development should be identified during the end-of-year review between the employee and manager. The manager is the first contact person employees should turn to when expressing any wishes of development or mobility. This information will mainly serve as a basis for career development.
Talent and career management policy

Employee development is important to the Clarins Group. This is why it is a priority to offer opportunities to grow within the Group. In order to ensure continual growth, the Clarins Group approaches Career Management in a structured way in order to prepare the organization and employees for changes in the market.

Aware of the value of its teams, the Clarins Group wants to encourage internal mobility (geographic and/or functional) and take advantage of current talent within the organization. Each member of the Group’s Executive Committee (COMEX) is personally involved in promoting this policy.

To best achieve this ambition, two major objectives were defined:

- By 2018, 50% of new recruitment should be filled internally (except for certain specific positions or a particular need).
- Beginning in 2016, then once a year, the development of all managers will be discussed during a Talent Review period. A calibration step will make it possible for managers to align with decisions made. The goal of this step is to anticipate changes of position that might take place internally based on the company’s needs.

In order to reach these goals, the Clarins Group has adopted a dynamic Career Management policy with specific tools and processes:

- An annual Talent Review.
- A Career Committee that unites main HR managers in order to make concrete decisions regarding internal movements
- Career Paths that present the Group’s expectations to the employees in terms of development.

Career management aims to find a balance between individual aspirations and the company's business needs. It makes it possible to ensure long term expertise and prepare for employees' professional development. Individual career development is the result of an on-going dialogue between managers, employees and HR.

This dialogue takes place across four key elements: performance level, employee aspirations regarding development, potential and business needs.

A global career management policy uses clear, applicable rules for all managers.

Rules and procedures govern career evolutions. For open positions, the Clarins Group waits one month before opening the search to external candidates, the first search takes place internally.

HR teams in each country work closely with managers to identify available candidates in their work unit. In order to optimize internal mobility to benefit corporate performance, the Group makes sure that these processes are reactive and do not slow down operational efficacy.

Advantages for employees and managers
- Clear career management process
- Highlights the importance of the annual review that feeds talent review
- Feedback given to employees to help establish their career plan
- On-going discussion regarding employees and resources
- Organization of mobility
International mobility policy

International mobility is a development tool for the company, which allows us to reach growth objectives while offering employees, who have key expertise and potential, the opportunity to work in an international environment. It also helps promote the “Clarins” culture in every aspect of the Group. The international mobility policy aims to define a general framework whose goals include:

- Offering an adequate response to the needs for development and career management policy with clear, pertinent and segmented guidelines that meet the Group’s needs.
- Define objective eligibility criteria for each type of mobility.
- Understand the legal, financial and social implications linked to geographic mobility for employees.

The international mobility policy is a continuation of the Group’s HR policies and is closely linked to performance and talent management as well as remuneration and social benefits policies. In this way, it helps ensure having “the right people in the right place at the right time” so that the Clarins Group can always have the means with which it can reach its goals and anticipate big changes and the right areas of expertise for the future so that the Group’s longevity be guaranteed.

The Clarins Group’s international mobility policy needs to have clear rules that are used by all entities to guarantee internal equity. It is based on general principles, a segmented framework and rules that are specific to each type of international mobility as described herein.

Who are we?

An international group with a human dimension

The Clarins Group directly employs 9,102 people and is broken down as follows: 48% of this population works in the EMEA region, 23% in the Asia-Pacific region and 14% in the AMERICAS. Industrial sites, logistics and R&D represent 9% of the total workforce. Central admin represents 6% of the workforce in the head offices in Paris. Worldwide, the total number of employees has remained stable and slightly increased with the addition of a new subsidiary in 2016: Ireland.
Long-term employment

Within the Clarins Group, almost all work contracts are permanent ones (95%).

Female employees

Most of these jobs are held by women: they represent more than 87% of the total number of employees. This number is especially notable in subsidiaries (91% female on average) with the Asian subsidiaries counting the most (on average, more than 95% women). Taiwan counts only 1% male employees, Malaysia only 2%. Ireland, the UK and Russia have a high level of female employees: 98%, 97% and 96% respectively. The percentage of female managers represents a little more than 40%. This breakdown is close from one country to another. Managers account of 4% of the global workforce.

Young and loyal teams

In 2016, the average age of our employees worldwide was 37.2. It varies among the different regions though: the Asia-Pacific Region is the youngest: (30.5 years of age), the American Region has the oldest average employee age (42.7) and the European Region has an average age of (35.8). However, the Paris offices (39) and production sites/R&D have a higher average age than the rest (45).

We find exactly the same trends concerning longevity of employment which, globally, is 6.8 years. The Asia-Pacific Region counts 4.9 years versus 5.7 for the Americas and 5.8 for Europe. Average length of employment at the Paris offices is 8.9 years and at industrial sites/R&D, it is 14.6, a number which is twice as long as other regions. Still, a few subsidiaries stand out with more than a 10-year average and they are: France, Germany, Belgium and Spain. Russia, the UK, China and South Africa on the other hand, have an average of less than 5 years.

2016 Accomplishments

Integrating each new employee

Because the Clarins Group is convinced that positive employee integration is a vector of motivation, efficiency and well-being, the Group wants to excel in welcoming new employees. This integration period consists of a formal integration schedule and the introduction of the new employee’s mentor to help him/her navigate their way within their new work environment. And because the Clarins Group is also convinced that the manager helps guarantee team performance, the Group has chosen to formalize the steps necessary in integrating a new hire with the help of the manager.

The integration period with the Clarins Group has several steps:

- Welcoming the new employee and giving him/her the welcome booklet and communication upon arrival.
- Setting up an integration plan.
- Designating a mentor.
- Giving the employee a description of his/her role and responsibilities.
- Participating in an integration seminar.
Training and developing employee expertise

Worldwide in 2016, the average time devoted to training per employee equaled one week a year. More specifically, in France, commitments made to training in 2016 were respected, and even surpassed, in terms of financial investment, training time and equal treatment among employees.

The number of employees trained in 2016 increased sharply compared to previous years and main trends were identical to 2015. In France, for the companies located in Paris, 74% of employees benefited from at least one training program, more than 800 actions were carried out which meant more than 11,000 hours of training. 2016 was marked by the roll out of ‘Performance and Talent Management’ workshops as well as the conception of a personalized training program on Project Management. A pilot group was put in place in 2016 before launching it for all teams in France in 2017.

Dynamic recruitment

The number of new hires and departures is roughly the same in 2016: 2,081 new hires vs 2,036 departures. Turnover** for the Clarins Group overall is 25%. This trend is stable compared to 2015.
*Numbers are calculated based on total number of employees (permanent and temporary work contracts) at 31 December 2016.
**Turnover corresponds to the number of departures compared to total number of employees at 31 December 2016.

Promote internal mobility

Every year, employees worldwide have the chance to voice a desire to change jobs during the development interview (PDM), a career management tool used within the Group.

The Clarins Group hopes that by 2018, half of the open job positions be filled internally.

In 2016, the Clarins Group filled 74% of the open job positions internally from its Leadership Team worldwide.

Ensure equity and equal opportunities

The Clarins Group has always believed that its values help ensure healthy social responsibility in terms of diversity, equal opportunity and treatment between all employees. This is how the Clarins Group makes sure its commitments are being respected across the different areas of its HR policies: recruitment, training, pay and mobility. A company agreement that favors professional equality between men and women was signed by personnel representatives in France in December 2016.

Reward employees

All of the Group’s subsidiaries determine a pay raise budget depending mainly on local market practices, inflation and the entity’s economic situation. In 2016, the average pay raise budget for all of the subsidiaries is 3.2%. Budgets vary greatly depending on local factors and ranged between 0% and 8%.

In 2016, the pay raise budget granted by Clarins France was 2.2% and is higher than last year and coherent with market practices.
Protect employee health and safety

Helping to maintain employees’ mental and physical health is at the heart of the Group’s concerns. A Health and Safety initiative began in 2013 within the Clarins Group, developed in 2014 in France and continued in 2015 and in 2016 to all of the French companies. Although not yet formalized through company agreements, this approach is spreading globally and gradually in order to communicate preventative philosophy to all subsidiaries and sites worldwide. On this note, several actions were initiated in France which brought together personnel delegates, employees and managers in order to get them involved in security.

The Dupont de Nemours approach to Safety Management is now well established at all sites, employees continue to be trained on safety issues and management continue ‘safety dialogues.’

At the same time, an overall brainstorming on ergonomic work stations was carried out in 2016 in order to set up such areas at production sites but also within the framework of the development of the boutiques. Trainings on gestures and positions were also carried out with sales teams in the French subsidiary.

As a prolongation of the work accomplished over the last few years, Handicap Mission has continued to carry out audacious projects to raise awareness about the problems disabled workers face but also about the wider scale problems regarding preventative health and well-being at work. Among these actions, two key events were carried out again in 2016:

- For the third year in a row, 18 teams from the different companies in France participated in a special event that celebrated performance and disabilities through these four events: a 12k team relay, an event that demonstrated heart rate mastery, giant foosball games and a quiz on disabilities. Proceeds from the winning team were given to an organization dedicated to helping those with disabilities.
- The organization of a 5-minute stretching class every morning and afternoon at the Amiens logistics center and the production site at Pontoise.

Furthermore, individualized support for employees with a disability continued through ‘Handicap Committees’ within all companies. These committees meet several times a year to discuss health problems and to offer personalized solutions for every disabled employee. Committees also ensure optimal work environments by offering employees the ‘Clarins Plus’*. Committees include personnel representatives, HR managers and Handicap Mission managers.

*an adapted, individualized solution to each situation to ensure equal work conditions for every employee.

Following the example of France, subsidiaries worldwide are also interested in protecting employee health, especially through improving health coverage: this is the case of Korea, Japan, South Africa and Russia whose health coverage evolved in 2016. In the US, maternity leave was improved.
Balancing one’s personal life

In order to improve the quality of life of its employees, the Clarins Group also makes sure that employees find a sense of balance between work and home life. It is in this spirit that the HR department developed a parenting booklet so that employees could better understand their rights and obligations, and initiated brainstorming sessions about the feasibility of telecommuting at the beginning of 2013. This study led to the creation of a pilot group to experiment the idea. This pilot group continued throughout 2014 and in 2015, a summary was presented to the Executive Committee of the Clarins Group in order to widen telecommuting possibilities to more employees. This is how management and social partners included an equal opportunity agreement for men and women as well as quality of life at work and increased the number of employees who could telecommute for a one-year period. After this time frame, an analysis will be carried out to see if more employees could be given this same opportunity.

‘Donating’ personal days

During the required annual negotiations that took place in November 2014, Management and social partners expressed a common desire to put measures in place that would allow employees to donate vacation days to other employees needing time off to care for a family member (dependent child, spouse, a legally recognized life partner or common law spouse) who is seriously ill, disabled or victim of a serious accident which requires an on-going presence and/or complicated treatment. This measure, made possible by French law, is based on values of solidarity and mutual aid, in order to support employees in difficult life situations without having to also endure losing any salary. This option falls in line with the Clarins Group’s ambition and is fully part of the Group’s HR policy which aims to enhance the quality of life at work especially, reconciling their private and professional life. Since 2015, each employee of the Clarins Group in France has the possibility to donate up to 5 personal days per year (either full days or half days). This policy was rolled out across corporate agreements for all of the French companies in the Clarins Group. In 2016, to encourage this initiative, the Clarins Group put in place an incentive that, for every ‘donated’ day, the company would ‘match’ the donation up to 50% (with a maximum of 2.5 days per employee who donates their time). In 2016, donated personal days equaled 73 days for the three companies of the head office (matched days excluded). In total, since this program began, head office companies have donated a total of 217 days.

Develop a social dialogue

The year 2016 will be remembered by the quality of the social dialogue between Management and personnel representatives. Again this year, several collective negotiations led to the signing of agreements within the companies in France regarding different themes:

- Profit-sharing
- Obligatory annual negotiations with a first part regarding remuneration, work time and sharing added value in the company and a second part that targeted professional equality between men and women and the quality of life at work
- The implementation of working on Sundays within the terms and conditions of the law (6 August 2015).

2016 was also marked by the renewal of personnel representatives for Health and Safety/Work Conditions Committees for the three head office companies.
New local initiatives following the ‘Your Say’ questionnaire

Following the Your Say questionnaire, launched in 2015, overall actions that put HR policies in place on a Group level, action plans were set up locally so that progress could be made over the long term. For this, several local initiatives were rolled out in every country.

In order to improve employee well-being, several subsidiaries, like Russia, developed a telecommuting option. In France, brainstorming telecommuting started in 2013 and the pilot group was expanded to all employees in 2016 within a limit of 10% of the workforce per team.

Other action plans were carried out in 2016 in order to improve employee well-being. Annual medical checkups are now in place in Korea and Japan, complementary health coverage is now in offered in South Africa and in Russia and maternity leave was revisited and improved in the US so as to offer a longer amount of time off.

Several subsidiaries continue to organize special moments with employees and internal events that allow employees to get to know the Group’s brands, organizations, ambitions and strategy better. This is the case for the Cosmeurop site where rules of RESPECT were established as well as workshops designed to get to know staff better with visits and presentations by different departments at the site. Meetings or inter-department breakfasts are organized at the Clarins Logistics site in Amiens and at the subsidiaries in Australia, China and Japan.
Employees discover new products first hand during special in-house events such as this one.

New product presentations, strategy talks and brand results have been carried out in Italy, Spain and China. Breakfasts and ‘coffee breaks’ with upper management have also been organized in Switzerland and Italy. Communication screens were installed at our Laboratories and in Canada. Good practices workshops were inaugurated in Mexico. An increasing number of team building activities have been offered in Switzerland, Dubai and at our Laboratories.

One of the four main work areas highlighted in the results of the ‘Your Say’ questionnaire was Training and Development. At Cosmeurop for example, individual career support plans have been set up for certain positions. Beauty Advisors are particularly targeted in Dubai where specific training programs have been developed. In Italy, performance and development reviews (‘PDM’) were extended to employees at the warehouse as well as Beauty Advisors. In Russia, a special area was set up, dedicated to training.

The Remuneration policy is another work area that came out as being important following the ‘Your Say’ questionnaire. The new policy that was unfurled following the ‘Your Say’ questionnaire illustrated a strong desire for coherence and transparency in regard to communicating the rules. It is with this goal in mind that actions were carried out in Russia, Dubai, the UK and USA in order to harmonize and better communicate the rules regarding bonuses. Workshops to explain benefits were organized in Spain. Furthermore, Korea set up sales bonuses for Beauty Advisors.

Finally, responsible development is also at the heart of all of the actions taking place in our subsidiaries: a guide was given to all employees in Italy to raise awareness around the topic. Different activities have been organized in Spain, Italy and Hong Kong to incite employee involvement in concrete actions such as cleaning up beach areas, fun runs that raise money for certain charities, volunteer opportunities in children’s’ hospitals or even fund-raising campaigns at Christmas. In Hong-Kong, a report on the consumption of paper, electricity and water is carried out every month to draw awareness among employees regarding protecting the environment and several trainings were carried out regarding this topic. In Canada, new cleaning products were introduced, printers now print front and back, and adding a second screen for certain services was done and the use of Dell lightbulbs was adopted.

All of these actions, based on Group Values and Commitments aim to meet employee expectations that were expressed during the ‘Your Say’ questionnaire.
10. Establish the Group as an exemplary socially-minded company.

A company open to the world, the Clarins Group supports two primary areas of social action: medical research and children. It gives its support to medical research with the Arthritis Foundation, and diverse organizations including ‘Etincelle’ (Spark) and ‘Belle et Bien’ (Look Good Feel Better in certain subsidiaries) that helps female cancer patients combat the appearance-related side effects of cancer treatments. Since 1997, Clarins ‘Dynamic Woman’ Award (Prix Clarins) recognizes actions promoting child advocacy. This spirit of community and cooperation is strongly supported in all locations, by all the company’s brands and by all employees.

- The Arthritis Foundation

The Foundation was established as a non-profit on 26 June 2006. The Foundation absorbed the Rheumatoid Arthritis Research Association (Association pour la Recherche sur la Polyarthrite or ARP) which had been co-founded by Jacques Courtin-Clarins and Denis Bloch in 1989. Rheumatoid arthritis severely affects women and Mr. Courtin-Clarins in his steadfast faith in science and research scientists wanted to improve these women’s well-being. Its current status allows it to make an even greater impact.

The goal of the Foundation is to promote and contribute to rheumatism research, encourage the discovery of innovative treatments, improve communication about these diseases, find ways to prevent them and find ways to improve the quality of life for those who suffer from them.

Under the leadership of Dr. Olivier Courtin-Clarins, the Courtin Arthritis Foundation has moved into a new era, open to multidisciplinary research taking place across Europe while maintaining its characteristic approach: give science a voice as well as those so afflicted.

The scientific board of the Foundation brings together leading European research scientists and rheumatologists. Its Board of Directors is made up of founding members, qualified personnel, and representatives from patient organizations. The Foundation works with public health officials, specialized companies and patient groups. In 2016, around one million euros were raised to help fund research efforts.

The Clarins Group finances operational costs so that the Foundation can use 100% of donations for research. More than 600 projects have been completed and they all have the same goal: give hope to those affected by this serious illness.

Following its founder’s footsteps, the family, our suppliers, brands, clients and retail outlets have been actively involved for a long time and show their support and unfailing commitment to the Foundation through various activities.

During the summer of 2016, Jacques Courtin-Clarins’ grand-daughters introduced a new ‘sharing product’ and created a collection of 4 unique bags with illustrations from Soledad. To explain their dedication, these four young women like to recall the words of their grandmother: “Beauty is the best way to combat illness. When a woman feels more beautiful, she feels better and suffers less.”
Two new fundraising initiatives carried out in 2016 illustrate well the mobilization of different stakeholders: suppliers for the Clarins Group are invited to participate in a specific operation just for them. Together they raised €170,000 which made it possible to finance the first phase of the ROAD research project (Research on Osteo Arthritis Diseases), a project that is destined to give hope to those affected by the disease.

2016 was also the year the ‘Tone up for Research’ campaign was launched. Clarins subsidiaries worldwide participated in this operation for the past three years. Each bottle of Tonic Oil sold within the context of this sales operation helped finance the MIRIAD research project which is studying the influence diet and the environment have on inflammatory disease.

- ‘Etincelle’ Association

Since its creation in 2004, Clarins has supported the ‘Etincelle’ Association financially as well as in product donations. This organization offers well-being workshops to women fighting cancer and has two sites in France, one in the Paris suburbs and one in Montpellier. Trained in the Clarins Methods, their estheticians receive specific information on socio-aesthetics and carry out the treatments with much grace and offer personalized beauty advice.

- Belle et Bien

Clarins is a founding member of ‘Belle et bien’ (formerly ‘La Vie de Plus Belle’). Since 2001, this organization has organized skin care and make-up workshops for women undergoing cancer treatment with the help of 150 volunteer beauty therapists. The workshops take place where treatment is being administered and the organization is present in 30 hospitals in France. The goal is to teach women how to care for themselves after their cancer treatment and regain a sense of self-esteem. When the workshops are finished, a collection of products is offered to attendees so that they can prolong the benefits of the workshop at home. This initiative is supported by 14 different cosmetic brands.

‘Belle et bien’ is the French name of the international ‘Look good feel better’ organization that is present in 26 countries and supported over the long term by the Clarins Group in Canada and the USA (American Cancer Society Dreamball), in the UK, South Africa and also in Italy through ‘La Forza’ and ‘il Sorriso’.
• The Clarins Award: celebrating solidarity

Created in France in 1997, the Clarins Award recognizes women who devote their energy to improving the lives of disadvantaged children. These women offer hope and dignity to the children they serve. The unique aspect of the award is the desire to provide long-term support to the organizations these women help run. In France, this means financial support not only the year the award is given, but for years that follow. Since 1997, the Clarins Group has given more than four million euros to all of the organizations that have been the recipient of the Clarins Award in France.

Besides the donation given by the head office, internal initiatives provide complementary financing. After the initial donation is made by Clarins, internal initiatives contribute additional financial support. In France, employees and their works councils raised 200,000€ for these organizations. The Clarins Award radiates worldwide. In 2016, 5 more Clarins subsidiaries remitted a Clarins Award in their country which brings the total number of ‘Dynamic Women’ to 87 in 14 countries since the Award was created.

For 18 years, the Clarins Award has supported women who work to improve the lives of underprivileged children.

Paris, 29 March 2016. The ‘Princess Margot’ team surrounds Muriel Hattab, the recipient of the Clarins Award in France.

Below are a few highlights from 2016 regarding the Clarins Award from around the world:

Germany

In 2016, Germany remitted its 12th annual Clarins Award. Christian Courtin-Clarins presented Uschi Glas with her award in recognition of the work she does in youth education. Her organization (‘brotZeit e.V.’) aims to give bread, literally, and time to young school children who need help. This aid helps improve results at school and their chance at a future. Learn more at: www.brotzeitfuerkinder.com. With the goal of providing long-term support, like in France, the German subsidiary gives the award winner 20,000€, and those who received the award over the last three years receive 5000€ and all others receives 2000€.
South Africa

In 2016, Clarins-South Africa recognized Leigh Bristow and continues to support the project of the 2014 winner, Sue Barnes, who is trying to help girls stay in school (Project Dignity). Leigh Bristow is the founder of the Sumbandila Scholarship Trust whose goal is to give underprivileged children a chance to receive a solid education. Students are selected based on merit and receive financial and academic support with the goal of preparing them to enter the workforce as independent, responsible adults.

South Africa

“...We want to help offer future generations a better world. Even if that might sound utopic, we believe we can.”

Christian and Olivier Courtin-Clarins.

Spain

Since 1998, Clarins-Spain has offered loyal support to the organization called ‘Aldeas Infantiles SOS’ that offers family welcome structures to children who have had a difficult life. Besides the 40,000€ raised through the sale of Clarins sun products, affectionate ties have been woven between Clarins employees and the association.

Spain

Olivier Courtin-Clarins was present to remit the 2016 Clarins Award to Maria José Gonzalez Fernandez for her unfailing commitment to the children she is responsible for in the special welcome house called ‘El Escorial’.

France

The new recipient of the Clarins Award in France was Muriel Hattab for her ‘Princess Margot’ organization that helps children fighting cancer. “Childhood illnesses don’t have to be worst case scenarios. Every one of us can make a difference”. Christian and Olivier Courtin-Clarins like to remind us. They are proud to support this enthusiastic person who likes to inspire new things.

France

In 2016, for the second year in a row, a limited-edition version of Lip Comfort Oil was sold to given clients an opportunity to be associated with Clarins efforts. Each product purchased meant 2 euros would be donated to the organizations the Clarins Award supports in France.

United Kingdom

In 2016, Clarins UK rewards Jane Thurston for her commitment to the organization 52 Lives (www.52-lives.org). Her conviction: kindness has the ability to change things. The organization’s name summarizes its goal, change a person’s life for the better every single week of the year.

United Kingdom

At Clarins, we are convinced that by supporting the actions of these Dynamic Women, we are helping to create a better future for all of us.
We are proud…

Proud to satisfy our clients’ needs,

Proud to show that profit is not our only motivation,

Proud to borrow the best from nature without altering it,

Proud to preserve biodiversity and ecosystems,

Proud to help local populations,

Proud to innovate in eco-development,

Proud to help beauty evolve,

Proud to reveal our very best,

Proud to accomplish our mission with passion and enthusiasm,

And proud to put all our heart into all that we do.

On behalf of the Group’s employees

and the Courtin-Clarins family.
CORPORATE RESPONSIBILITY INDICATORS

Our methodology
Except if otherwise indicated, this information covers the consolidated perimeter of the Clarins Group, meaning its industrial and business activities in France and in its 25 subsidiaries worldwide. For social information, numbers taken into account are directly linked to the Group by work contracts signed before December 31 of the year in question. For environmental information, the perimeter covers all industrial sites used by Clarins (either owned or leased) and the Group’s significant impacts (energy use, water, raw materials, waste, transportation). Sales sites are not included. To date, communicated quantified data comes from a reporting process each country does. A coherence check is carried out every other year on declared data.

ENVIRONMENTAL INDICATORS

<table>
<thead>
<tr>
<th>World scope except *</th>
<th>Unit</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>General information</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total of surfaces used by sites (owned or rented)</td>
<td>m²</td>
<td>211 028</td>
<td>214 116</td>
<td>214 116</td>
<td>214 273</td>
</tr>
<tr>
<td>Useful surfaces of administrative sites</td>
<td>m²</td>
<td>45 443</td>
<td>53 343</td>
<td>53 343</td>
<td>61 718</td>
</tr>
<tr>
<td>Useful surfaces of industrial and logistic sites</td>
<td>m²</td>
<td>165 585</td>
<td>160 773</td>
<td>160 773</td>
<td>152 553</td>
</tr>
<tr>
<td>Consumption of energy on sites</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total consumption of energy</td>
<td>MWh</td>
<td>39 330</td>
<td>35 802</td>
<td>36 062</td>
<td>38 142</td>
</tr>
<tr>
<td>Consumption of energy at French sites</td>
<td>MWh</td>
<td>27 187</td>
<td>22 901</td>
<td>22 875</td>
<td>22 770</td>
</tr>
<tr>
<td>Average consumption of energy at French sites per sales-unit</td>
<td>kWh/ un</td>
<td>0,26</td>
<td>0,24</td>
<td>0,22</td>
<td>0,24</td>
</tr>
<tr>
<td>Energy consumption breakdown (MWh)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Electricity</td>
<td>%</td>
<td>53%</td>
<td>60%</td>
<td>58%</td>
<td>58%</td>
</tr>
<tr>
<td>Gas</td>
<td>%</td>
<td>46%</td>
<td>40%</td>
<td>41%</td>
<td>42%</td>
</tr>
<tr>
<td>Fuel oil</td>
<td>%</td>
<td>1%</td>
<td>&lt;1%</td>
<td>1%</td>
<td>&lt;1%</td>
</tr>
<tr>
<td>Consumption of water at sites</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total water consumption</td>
<td>m³</td>
<td>116 742</td>
<td>95 028</td>
<td>82 968</td>
<td>101 969</td>
</tr>
<tr>
<td>Water consumption at French sites</td>
<td>m³</td>
<td>69 109</td>
<td>64 144</td>
<td>54 136</td>
<td>52 916</td>
</tr>
<tr>
<td>Water consumption at French sites</td>
<td>L/ un</td>
<td>0,7</td>
<td>0,7</td>
<td>0,6</td>
<td>0,64</td>
</tr>
<tr>
<td>Average consumption of water at French sites per sales-unit</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Waste (France)*</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total waste production</td>
<td>T</td>
<td>2 936</td>
<td>2 913</td>
<td>3 342</td>
<td>2 829</td>
</tr>
<tr>
<td>% valorized waste at French sites</td>
<td>%</td>
<td>99%</td>
<td>99%</td>
<td>99%</td>
<td>99%</td>
</tr>
<tr>
<td>% of valorized waste through recycling at French sites</td>
<td>%</td>
<td>76%</td>
<td>74%</td>
<td>83%</td>
<td>79%</td>
</tr>
<tr>
<td>Recyclable packaging material (% of weight)</td>
<td>%</td>
<td>67%</td>
<td>72%</td>
<td>68%</td>
<td>70%</td>
</tr>
<tr>
<td>Average packaging weight per sales-product eq.</td>
<td>Kg/un</td>
<td>0,146</td>
<td>0,100</td>
<td>0,098</td>
<td>0,112</td>
</tr>
<tr>
<td>Business travel</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vehicle fleet</td>
<td>UN</td>
<td>551</td>
<td>535</td>
<td>511</td>
<td>572</td>
</tr>
<tr>
<td>Distances driven in cars</td>
<td>Km</td>
<td>16 232 513</td>
<td>15 368 858</td>
<td>15 920 778</td>
<td>17 719 043</td>
</tr>
<tr>
<td>Distances flown in airplanes</td>
<td>Km</td>
<td>35 746 100</td>
<td>31 967 767</td>
<td>36 125 360</td>
<td>39 397 274</td>
</tr>
<tr>
<td>Freight of merchandise ex-Amiens - (France)*</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Freight shipped (in tons) ex-Amiens</td>
<td>T</td>
<td>23 572</td>
<td>22 679</td>
<td>20 494</td>
<td>21 978</td>
</tr>
<tr>
<td>Weight breakdown per mode of transport:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>% road</td>
<td>%</td>
<td>61%</td>
<td>56%</td>
<td>51%</td>
<td>58%</td>
</tr>
<tr>
<td>% sea</td>
<td>%</td>
<td>32%</td>
<td>37%</td>
<td>41%</td>
<td>36%</td>
</tr>
<tr>
<td>% multi-modal (train)</td>
<td>%</td>
<td>5%</td>
<td>5%</td>
<td>6%</td>
<td>4%</td>
</tr>
<tr>
<td>% air</td>
<td>%</td>
<td>2%</td>
<td>2%</td>
<td>2%</td>
<td>1%</td>
</tr>
<tr>
<td>GHG emissions due to freight ex-Amiens T.CO₂equiv.</td>
<td>14 008 (1)</td>
<td>14 123</td>
<td>11 015</td>
<td>12 045</td>
<td></td>
</tr>
<tr>
<td>(1) Erratum in 2013 initial figures.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

SOCIAL INDICATORS

<table>
<thead>
<tr>
<th>World scope except * (only France)</th>
<th>Unit</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workforce, status, seniority</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total direct workforce</td>
<td>UN</td>
<td>7 968</td>
<td>8 545</td>
<td>8 945</td>
<td>9 102</td>
</tr>
<tr>
<td>France workforce</td>
<td>UN</td>
<td>1 593</td>
<td>1 585</td>
<td>1 635</td>
<td>1 630</td>
</tr>
<tr>
<td>International workforce</td>
<td>UN</td>
<td>6 375</td>
<td>6 960</td>
<td>7 310</td>
<td>7 472</td>
</tr>
<tr>
<td>Average age of staff</td>
<td>year</td>
<td>38</td>
<td>37</td>
<td>37</td>
<td>37</td>
</tr>
<tr>
<td>Seniority</td>
<td>year</td>
<td>6</td>
<td>6</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>Diversity</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of women in total workforce</td>
<td>UN</td>
<td>6 978</td>
<td>7 441</td>
<td>7 745</td>
<td>7 954</td>
</tr>
<tr>
<td>% women in total workforce</td>
<td>%</td>
<td>87%</td>
<td>87%</td>
<td>87%</td>
<td>87%</td>
</tr>
<tr>
<td>% executive women in the executive category</td>
<td>%</td>
<td>ND</td>
<td>52%</td>
<td>54%</td>
<td>40%</td>
</tr>
</tbody>
</table>

Beauté Responsable 2016 - Groupe Clarins 63
Together, we make life more beautiful.